



## Research article

# Examining the influence of organizational commitment on service quality through the lens of job involvement as a mediator and emotional labor and organizational climate as moderators



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## ABSTRACT

This study investigates the impact of organizational commitment and job engagement on service quality, while integrating the influences of organizational climate and emotional labor. Utilizing data from 427 participants, acquired via structured questionnaires, the research employed the Statistical Package for the Social Sciences (SPSS) for analysis. The findings reveal that heightened job engagement and organizational commitment significantly enhance service quality, primarily through reinforcing employees' trust in their organization. A favorable organizational climate is instrumental in strengthening employees' affiliation with their organization, consequently leading to superior service provision. Furthermore, the capability to effectively regulate emotions emerges as a critical factor in both job engagement and the quality of service. The study advocates for augmenting job engagement and organizational commitment, cultivating a supportive workplace atmosphere, and equipping employees with resources for efficient emotional management. These strategies are proposed to substantially improve service quality. The insights derived from this research provide essential directives for managers striving to achieve service excellence.

## 1. Introduction

Over the years, scholars have thoroughly examined the complex interplay between organizational commitment, climate, and job involvement in determining job performance. Studies by Refs. [1,2] underscored the fundamental role organizational commitment plays in influencing both an individual's performance and the broader success of an organization. However, the challenge of fostering and maintaining this commitment persists, leading organizations to continually seek effective strategies to ensure a dedicated workforce [3]. Particularly in the business industry, where employees are pivotal for gaining a competitive edge, it's recognized that employee commitment can be enhanced through a combination of a strong service ethos, managerial support, and a positive organizational environment [4–8].

One dimension that's essential is job involvement, characterized by the depth of emotional connection an employee feels towards

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their workplace. Such involvement is crucial for strengthening organizational commitment and subsequently influencing performance outcomes [9]. To optimize these outcomes, it is vital for organizations to focus on talent development and create a supportive organizational environment [10]. In business industry, engaging in emotional labor — the effort to manage one’s emotions to produce a desired emotional response in customers — is believed to boost job satisfaction and improve the overall customer experience [11].

However, a glaring gap in scholarly work is the investigation of how emotional labor interacts with job involvement, service quality, and organizational commitment. While Wang [12] began to explore how organizational commitment influences service quality, our research takes a broader approach. We aim to understand the intricate relationships among organizational commitment, job involvement, emotional labor, organizational climate, and performance or service quality outcomes. What sets our study apart is its focus on the previously unexplored impact of emotional labor on job involvement, service quality, and the dynamics of organizational commitment.

Our research delves into how organizational commitment, job involvement, emotional labor, and organizational climate collectively shape job performance and service delivery, particularly in an industry known for its high turnover rates. Given the vital role of service quality in maintaining a competitive edge, and the tangible and intangible costs associated with employee attrition, our study is of utmost relevance. It seeks to fill the current knowledge gap about the effects of emotional labor on job involvement, service standards, and organizational loyalty, especially in the context of business industry. A unique aspect of our research is its in-depth analysis of the nuanced roles of emotional labor and organizational climate in influencing outcomes. By examining the synergy among factors like organizational commitment, job involvement, emotional labor, and organizational climate, we aim to provide invaluable insights for businesses looking to enhance their service standards and retain their employees.

## 2. Literature review

### 2.1. Conservation of resources theory

The Conservation of Resources (CoR) theory postulates that organizations, much like individuals, strive to optimize resource deployment. The focus is not only on procuring but also safeguarding invaluable resources, such as employee commitment and involvement [13]. Over the years, this theory has evolved into a framework where organizations aim to cultivate, bolster, and protect these human resources, recognizing them as pivotal assets [14]. In the context of an organization, foundational resources might encompass intrinsic motivations, like an employee’s commitment or involvement. These resources directly influence their service quality and overall performance. On the other hand, auxiliary resources such as supportive organizational climates and emotional labor tactics, can amplify or modify these foundational influences. Cultural constructs, like organizational norms and values, underpin the safeguarding and nurturing of these resources [13]. This means organizations are intuitively inclined to foster environments that boost employee resources, thus warding off potential declines in service quality.

Resources in organizational settings aren’t just static assets; they actively shape outcomes and help in accruing more resources [15]. The core tenets of CoR theory can be adapted as follows: 1. Organizations are motivated to conserve employee resources like commitment and involvement. Rather than just acquiring talent, it’s about nurturing and retaining it. When there’s a dip in these resources, organizations either rally to restore them or risk entering cycles of diminishing returns in service quality [16]. 2. Strategic resource allocation is essential to anticipate and counteract dips in service quality, to recover from any performance drops, and to prepare for future challenges. Failing to do so can lead to compounded degradations in service delivery [13].

Hobfoll [17], the pioneer of CoR theory, argued that the continual nurturing and protection of resources is paramount. This theory, thus, has been a lynchpin in studies exploring the impacts of organizational factors on outcomes like service quality [18,19]. Within the corporate realm, extensive research using CoR has revealed that when employees commit their personal resources, such as energy, time, and skills, they expect valuable returns: job stability, recognition, and rewards [20]. Moreover, emotional labor tactics, either surface or deep, can drain an employee’s emotional capacity, potentially leading to decreased job satisfaction and waning organizational commitment [21,22]. The broader organizational atmosphere, reflected in its culture and climate, can either fortify or hinder an employee’s resource pool [23].

Connecting the dots, it’s evident that both organizational commitment and job involvement are critical determinants of service quality. At the same time, emotional labor strategies and the overall organizational climate can modulate these relationships. In essence, the Conservation of Resources theory provides a compelling lens through which we can understand the intricate interplay between organizational commitment, job involvement, emotional labor, organizational climate, and service excellence.

### 2.2. Organizational commitment

Organizational commitment reflects an employee’s engagement and emotional bond with their workplace [1,24]. This concept, as viewed by Kanter [25], is an emotional tether uniting individuals and organizations. Sheldon [26] sees it as an alignment with organizational goals, while Buchanan [27] emphasizes its depth, surpassing mere transactional ties. Porter, Mowday, and Boulian [28] describe it as a positive psychological orientation towards an organization, capturing the essence of the employee-employer relationship [29]. Wiener [30] and Meyer, Allen, and Smith [31] both underscore it as a driving force directing employee behavior in line with organizational objectives.

Exploring its various dimensions, Porter et al. [28] identify three facets: value-based, effort-driven, and retention-oriented commitment. While value commitment reflects belief in organizational goals, effort commitment showcases dedication, and retention commitment indicates a desire to remain affiliated. Stevens, Beyer, and Trice [32] categorize it into normative (based on shared

values) and transactional (a give-and-take relationship) commitments. Reichers [33] suggests three types: commitment rooted in attached benefits, behavior-based commitment, and a synergy between individual and organizational goals. Duration strengthens the first type, the second is behavior-centric, and the third arises when personal and organizational goals intertwine. Lamsa and Savolainen [34] distill it into two main types: compensation-based, focused on expected benefits, and trust-based, built on genuine emotional ties to the organization.

### 2.3. Job involvement

Job involvement reflects the importance individuals assign to their work and its impact on their self-identity [35]. Kahn [36] characterizes it as the integration of personal and work roles. Kanungo [37], meanwhile, sees it as the current psychological mindset or belief one holds during their professional tasks. In contrast, Maslach et al. [38] define it as the consistent and active work-related behaviors exhibited by individuals. Expanding on this, Kanungo [37] portrays job involvement as a psychological state of connection or firm belief, whether related to specific tasks or more extensive roles.

Several determinants influence job involvement, including a person's core needs and how they perceive job-related opportunities to satisfy these needs. Rich et al. [39] denote job involvement as a unique motivational element, distinguished by the engagement of one's physical, cognitive, and emotional capacities in their work. Liu et al. [35] break down job involvement into three components: job appraisal, responsibility towards the role, and the emphasis placed on work in one's overall life perspective. Yet, Kanungo [37] sees it as a unified aspect, signifying the cognitive perceptions individuals maintain about their current work role. In the context of this study, job involvement emerges when individuals align their personal identity with their job functions, which in turn, shapes their self-esteem.

### 2.4. Service quality

Service quality critically shapes customers' perceptions of value, influencing their satisfaction and subsequent behaviors, such as loyalty and repeat patronage [40]. Lewis and Booms [41] posit that customers assess service quality by contrasting anticipated services with those delivered. Similarly, Parasuraman, Zeithaml, and Berry [42] perceive service quality as the gap between expected and received services; discrepancies leading to customer dissatisfaction. Soita [43] and Shetty and Ross [44] respectively link service quality to customer-service relationships and the delivery of efficient and sustainable services. Grönroos [45] regards it as inherent to customers' service expectations, and demarcates service quality into two realms: technical quality, the actual service rendered, and functional quality, encompassing service delivery and demeanor. Parasuraman et al.'s [42] multidimensional approach enumerates attributes such as reliability, responsiveness, assurance, empathy, and tangibles as evaluative criteria for customers [46].

Rust and Oliver [47] categorize service quality into technical, functional, and environmental aspects. While service quality dimensions may differ across sectors, Thai [48] earmarks attributes like equipment quality and employee behavior for the marine transportation field, whereas Teeroovengadum et al. [49], drawing from Parasuraman et al. [42], segment higher education's service quality into environmental, core educational, and support facets. In essence, this study contends that service quality hinges on the alignment between anticipated and delivered services, emphasizing the efficiency, receptiveness, and consistency of service provision.

### 2.5. Emotional labor

Emotional labor is the act of managing one's emotions to display appropriate expressions and behaviors in a professional context. Hochschild [50] characterizes it as personnel modulating their emotions, encompassing facial cues, tone, and gestures, during client interactions. Ashforth and Humphrey [51] posit it as showcasing emotions in sync with organizational norms, effectively shaping social perceptions. Wharton [52] emphasizes its triadic elements: public display via voice or gestures, emotion regulation during tasks, and employer-dictated emotional conduct. Morris and Feldman [53] see it as the deliberate orchestration of emotions to fit organizational standards in interpersonal exchanges, while Diefendorff et al. [54] link it to emotion display rules predominant in service sectors.

Pisaniello et al. [55] conceptualize emotional labor as individuals' commitment to presenting apt emotions and reactions. Brotheridge and Grandey [56] dissect it into two facets: task orientation, emphasizing role-specific emotional displays between workers and clientele, and worker orientation, where employees regulate emotions in line with organizational expectations. Hochschild [50] introduces the concepts of surface and deep acting: the former is an external portrayal, often incongruent with genuine emotions, while the latter aligns internal feelings with external expressions. Morris and Feldman [53] further expand on emotional labor, introducing aspects like frequency, intensity, variety, and emotional variance.

### 2.6. Organizational climate

Organizational climate refers to the shared perceptions and feelings about an organization among its members, often viewed as an external reflection of the organization's culture [57]. Tagiuri and Litwin [58] see it as a constant aspect of an organization's environment, shaping members' actions and reflecting organizational values. Litwin and Stringer [59] assert its influence on individuals' motivation and behavior, emphasizing its critical importance for managers in understanding and driving motivational factors. They highlight a manager's significant influence on shaping this climate through leadership behaviors and personality.

To capture the essence of this concept, Litwin and Stringer [59] proposed nine dimensions, including aspects like structure, reward,

risk, and support. Subsequent studies have expanded on these dimensions, adding factors such as role ambiguity, role conflict [60], organizational vitality [61], and more, underscoring its multifaceted nature. Relevant comparative research includes Hung, Lee, and Lee [10], focusing on how salary satisfaction and work pressure moderate the relationship between organizational climate and commitment. Similarly, Eliyana and Ma'arif [62] explored the impacts of job satisfaction and organizational commitment within a transformational leadership framework. Although not all studies directly align with the primary topic, their exploration of pertinent variables offers valuable insights.

## 2.7. Hypothesis

### 2.7.1. *The effect of organizational commitment on service quality*

According to Jaramillo, Mulki, and Solomon [63], organizational commitment positively affects employees' sense of identity and belonging, leading to improved job performance. It is also supported by Meyer, Becker, and Vandenberghe [64], who emphasize that employees with strong organizational attachment have a reduced tendency to leave and show greater job performance. Mathieu and Zajac [65] suggest that organizational commitment predicts work attitudes and behaviors. Employee commitment can be assessed by observing their positive attitude towards clients, willingness to help, and sincerity in fulfilling responsibilities [66]. Schneider and White have further illustrated that committed employees play a pivotal role in enhancing the overall client experience [67]. Committed employees contribute to customer satisfaction and retention, building positive reputation and long-term customer relationships [68–70]. Thus, organizations must foster loyalty and retain loyal employees to attract and retain loyal customers [71]. Zeithaml, Parasuraman, and Berry [46] also highlight the positive correlation between emotional aspects of organizational commitment and service quality. Within the realm of the restaurant industry, organizational commitment stands as a salient driver of service quality.

**H1.** Organizational commitment has a positive effect on service quality.

### 2.7.2. *The effect of job involvement on service quality*

It is known that a strong involvement in one's job can enhance both the quality and quantity of work outcomes [72]. According to Demerouti, Mostert, and Bakker [73], highly engaged employees maintain positive attitudes and perform efficiently. Positive attitudes broaden individual resources and improve work performance [74]. Employee job involvement in the public service sector has a positive and significant impact on employee performance [75]. Service quality can decline when employees are unwilling or unable to meet the required level of service. Employees who make decisions and exert effort are more likely to achieve higher service quality and customer satisfaction [46]. Employees' willingness to support organizational goals and accept tasks positively impacts service quality. Job involvement is associated with service quality [76].

**H2.** Job involvement has a positive effect on service quality.

### 2.7.3. *The effect of organizational commitment and job involvement on service quality*

According to Sdrolas, Belias, Koustelios, Gkolia, Koutiva, Thomos, & Varsanis [77], employees with high work commitment have a strong awareness of their company culture. Job involvement, which stems from work commitment and satisfaction, leads to positive behaviors, active contribution, and self-fulfillment. Mowday, Porter, and Steers [78] argue that as individuals become more engaged with their jobs, they develop organizational commitments. Organizational commitment, defined as an employee's psychological attachment to the organization, has been shown to influence a myriad of positive workplace outcomes [79]. Organizational commitment refers to an individual's dedication to their job and the broader business [80]. Employees' attitudes and behaviors are influenced by their motivations and emotions, and when their needs are met, they become more loyal to the organization [81]. Bunderson and Thompson [82] emphasizes the relationship between work engagement and organizational commitment. If work satisfies employees' psychological needs, they become motivated, leading to increased work performance [37,83]. When individuals have a positive perception of job characteristics, their job involvement and performance improve. Highly satisfied employees are less likely to engage in withdrawing behaviors like absenteeism and resignation.

**H3.** Organizational commitment has a positive effect on job involvement.

**H4.** Job involvement mediates the relationship between organizational commitment and service quality.

### 2.7.4. *The effect of organizational commitment and climate on service quality*

Davidson [84] underscores the intricate interplay between organizational climate and service quality within the service sector. Elaborating on this, organizational commitment represents a complex paradigm, emphasizing an employee's loyalty and deep connection to their workplace, and has been consistently linked to a host of favorable organizational outcomes, most notably enhanced service quality [79]. This bond, however, is not straightforward. Contemporary investigations indicate that the correlation between organizational commitment and outcomes can be nuanced by the overarching organizational climate, which is perceived as the collective understanding of organizational norms, practices, and policies [85]. In environments that foster support and collaboration, the advantageous impacts of commitment on service quality might be heightened. In contrast, a less favorable climate could potentially weaken or counteract this positive nexus. Schneider and White [23] assert that such employee perceptions of organizational management tactics hold significant sway over customer evaluations of service quality and their ensuing satisfaction. A conducive work environment indeed bolsters employee performance [86], with organizational climate standing out as a pivotal element shaping

employees’ sense of value and active participation [87,88]. The essence of service provision is crystallized by the intrinsic motivation of frontline employees to deliver unparalleled quality [89]. To champion quality enhancement endeavors, businesses must be adept in deciphering three predominant organizational climate categories: service ambiance, innovation-driven culture, and the well-being of the workforce [89]. In this continuum, Partlow [90] advocates for the centrality of quality management as an indispensable facet of organizational climate.

**H5.** Organizational climate positively moderates the relationship between organizational commitment and service quality.

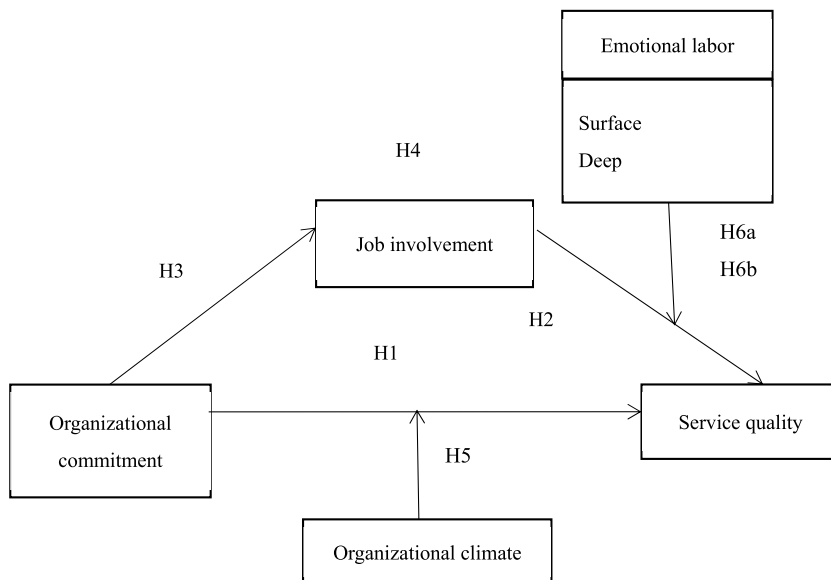
In sectors marked by high emotional labor demands, such as the business industry, workers often grapple with challenges ranging from frustration and diminished self-assurance to compromised job performance [21]. The concept of emotional labor, profoundly elaborated since Hochschild’s foundational exploration in the 1980s, has been classified into two key dimensions: surface and deep emotional labor. Such a distinction is paramount when assessing the nexus between job involvement and service quality. The act of surface emotional labor, as described by Grandey [91], pertains to employees outwardly conforming their emotions to meet occupational expectations, often at the cost of concealing true sentiments. This superficial alignment, despite high job involvement, can occasionally detract from service quality due to resultant emotional dissonance and the fatigue it induces. Conversely, deep emotional labor involves a sincere internalization of emotions to resonate with organizational standards [92]. Such genuine emotional alignment can augment the caliber of services, infusing them with an authenticity that leaves a lasting impression on consumers [93].

However, despite these nuances, overarching emotional labor roles can pave the way for emotional exhaustion, burnout, and diminished cognitive agility, which in turn jeopardize task performance [94,95]. The multifaceted demands of certain professions, inclusive of their emotional toll, can culminate in fatigue, casting a shadow over role execution and organizational productivity [96]. Exorbitant occupational expectations might also fray the threads of employee engagement and overall output [97]. Indeed, the ramifications of emotional labor extend beyond job performance, influencing mental well-being and broader organizational results [98]. This is echoed by Kim, Shin, and Swanger [99], who posit emotional labor as instrumental in amplifying work outcomes, encompassing facets like customer orientation and service delivery. Furthermore, Grandey’s findings [100] accentuate the profound influence of emotional labor dynamics on customer service quality.

**H6a.** Surface emotional labor positively moderates the relationship between job involvement and service quality.

**H6b.** Deep emotional labor positively moderates the relationship between job involvement and service quality.

High organizational commitment is associated with positive behavior, loyalty, and high work performance, while low commitment is linked to carelessness and low performance [62]. Organizational commitment and job involvement are related constructs, with commitment positively influencing job involvement. Committed employees feel a sense of purpose and belonging, leading to higher engagement and investment in their tasks. They are motivated to contribute to organizational success and go beyond their job duties. Committed employees also tend to have higher job satisfaction, increasing their motivation and involvement. Overall, organizational commitment fosters job involvement, resulting in engaged and motivated employees who contribute to organizational success. To that end, the study distributed surveys to the personnel in the business industry in China and used structural equation modeling to examine the hypotheses, please see Fig. 1.



**Fig. 1.** Research framework.

### 3. Methodology

The study aims to survey personnel in the business industry, specifically service and sales personnel, with a focus on diverse demographic variables such as job nature, working years, job title, enterprise nature, and monthly income. To ensure authenticity and reliability of the data, convenience sampling was used, and the sample size was expanded by 1.2 times using the concept of inflated samples [101]. Convenience sampling is a non-probability sampling technique used when sampling from the entire population of interest is impractical or impossible. This technique is often used in exploratory research or when time and cost constraints exist, or limited accessibility makes it difficult to sample from the entire population.

The authors used various methods to approach potential respondents, including contacting industry associations, placing advertisements on relevant social media platforms, and sending direct invitations to businesses or their employees. The researchers then explained the study's purpose and requested their participation in the survey, which would have collected information on demographic variables and self-assessment responses to questionnaire items designed to measure organizational commitment, work engagement, service quality, organizational climate, and emotional labor.

In this research, screening criteria were implemented to confirm that participants belonged to the service or sales sector within the business industry. Additionally, essential demographic details such as age, gender, and years of professional experience were gathered. The study's methodology was crafted to equalize respondent scores, enhancing the analysis of the focal group. A deliberate and selective sampling strategy was employed, ensuring the sample's representativeness of the targeted demographic. Ethical clearance for this study was granted by the ethics review board of MBA program at Dhurakij Pundit University (Reference No. 609570010028), reaffirming the commitment to ethical research standards, including the safeguarding of participants' rights and welfare. In China, the ethical guidelines permit individuals aged over 20 to participate in research without a mandated informed consent form, aligning with local ethical norms. However, all participants in this study were thoroughly briefed about the research aims, methods, potential benefits, and their right to disengage at any time. They were also provided with a detailed consent form, ensuring informed and voluntary participation.

In this study, Allen's [102] definition of organizational commitment is used, which includes five dimensions of emotional commitment, ideal commitment, normative commitment, economic commitment, and opportunity commitment. Emotional commitment refers to employees' willingness to contribute and make sacrifices for the organization, while ideal commitment refers to their pursuit of professional growth and ideals. Normative commitment involves a sense of social responsibility towards the organization, while economic commitment refers to staying in the company due to financial reasons. Lastly, opportunity commitment refers to the availability of fair opportunities for job promotion and training. The operational definition of work input used in this research is based on Kanungo's [37] definition, which describes it as individuals' cognitive beliefs about work and their level of satisfaction with their job.

To measure service quality, Parasuraman et al. [42] propose a multidimensional variable that includes reliability, responsiveness, assurance, empathy, and tangible assets. Reliability refers to the ability to perform promised services accurately, while responsiveness refers to a willingness to provide timely services and explain to customers. Assurance involves employees' knowledge and courtesy, which inspire trust and confidence in customers. Empathy refers to personalized attention and caring for customers. Tangible assets include facilities, equipment, personnel, and written materials. This study also adopts Hochschild's [50] operational definition of emotional labor, which has two dimensions: surface emotional control and deep emotional performance. Surface emotional control involves adhering to the organization's required attitude, tone, or facial expressions, while deep emotional performance refers to the emotions that come from the heart, which may affect both external emotional performance and internal true feelings.

The present study examines organizational climate using Litwin and Stringer's [59] nine-factor framework: structure, responsibility, reward, risk, humanity, support, standards, conflict, and identity. The study focuses on business staff and utilizes a convenient sampling questionnaire to collect data. The research investigates organizational commitment, work involvement, service quality, organizational climate, and emotional labor. The study tests research hypotheses, analyzes target units, and maximizes variation in respondent scores to gain insights into these aspects.

The hypotheses of this study were tested for validity using the statistical analysis tool SPSS 20. Here are the reasons why regression test was used instead of structural equation modelling technique. 1. Complexity, regression analysis is a simpler statistical technique compared to SEM, which requires more complex modeling and testing assumptions. 2. Data requirements, SEM requires a larger sample size and more advanced statistical training than regression analysis, making it less accessible to researchers who may not have the necessary resources or expertise. 3. Research goals, if the research question is primarily focused on examining the relationships between specific variables, regression analysis may be more appropriate than SEM. 4. Hypothesis Testing: Regression analysis is primarily used for testing the significance of the relationships between independent and dependent variables [103].

### 4. Results

#### 4.1. Statistical analysis of basic information

Participants were enlisted from March through April 2019. Out of the 450 questionnaires disseminated, 427 were returned completed and valid, yielding a response rate of 94.88 %. Gender-based statistical analysis revealed that the total effective sample size of the questionnaire was 427, comprising 206 males and 221 females. Age-related statistics indicate that 135 respondents fell within the 30–39 year age group, accounting for 31.6 % of the total sample size, while 110 respondents were above 50 years of age. With respect to academic qualifications, 143 respondents (33.5 %) possessed 2-year college degrees, while 199 respondents held Bachelor's

degrees. Out of all the occupational responses, 95 individuals or 22.3 % work in the service industry, while the hotel industry employs 83 individuals. The postal and warehousing industry comes in third with 50 individuals. Please see Table 1.

#### 4.2. Questionnaire reliability analysis

In research, reliability pertains to the consistency of results when the same methodology is applied to the same object. Reliability indicators are frequently expressed through reliability coefficients, with Cronbach’s  $\alpha$  reliability coefficient currently being the most commonly used. In this study, each variable’s Cronbach’s value exceeds 0.7, indicating good reliability for each variable. Additionally, the overall reliability value for all variables is 0.928, which exceeds 0.8, signifying high inherent consistency and reliability in the measurement indices of the research variables. Thus, the survey data is deemed to be highly reliable [104].

#### 4.3. Questionnaire validity analysis

The data validity in this study was assessed using KMO and Bartlett’s test, which showed good validity with all variables having KMO values above 0.7 and significant Bartlett’s test ( $p < 0.001$ ). The overall scale also demonstrated good validity with a KMO value of 0.901 and significant Bartlett’s test. The measurement indicators were highly valid. Factor analysis extracted six factors with eigenvalues greater than 1, explaining 76.804 % of the cumulative variance. The factor load matrix demonstrated that all indexes met the requirement of a factor loading above 0.5. The factors were classified based on their relationship with the main factor. The main component extraction method was used, followed by orthogonal rotation with Kaiser normalization. The rotation converged after 6 iterations. Table 2 presents the factor loading matrix that resulted from an orthogonal rotation.

#### 4.4. Correlation analysis of variables

Table 3 represents the results of a correlation analysis between six variables: service quality, job involvement, organizational commitment, surface emotional labor, deep emotional labor, and organizational climate. The correlation coefficients are shown in the table. The values along the diagonal show the correlation of each variable with itself, which is always equal to 1. The other values represent the correlation between each pair of variables.

The results suggest that service quality is positively correlated with job involvement ( $r = 0.383, p < 0.01$ ), organizational commitment ( $r = 0.453, p < 0.01$ ), and organizational climate ( $r = 0.594, p < 0.01$ ). Job involvement is also positively correlated with organizational commitment ( $r = 0.440, p < 0.01$ ) and organizational climate ( $r = 0.310, p < 0.01$ ). Organizational commitment is positively correlated with organizational climate ( $r = 0.431, p < 0.01$ ).

In contrast, surface emotional labor is weakly positively correlated with job involvement ( $r = 0.175, p < 0.01$ ) and organizational commitment ( $r = 0.077$ , not significant), and is not significantly correlated with service quality or organizational climate. Deep emotional labor is weakly positively correlated with service quality ( $r = 0.125, p < 0.01$ ) and is not significantly correlated with the other variables.

Overall, the results suggest that service quality, job involvement, organizational commitment, and organizational climate are positively interrelated, whereas surface emotional labor and deep emotional labor have weaker relationships with the other variables.

**Table 1**  
Demographic profile of study respondents ( $N = 427$ ).

		Frequency	Percent
Gender	Male	206	48.2
	Female	221	51.8
Age	18–29	93	21.8
	30–39	135	31.6
	40–49	89	20.8
	50 and above	110	25.8
Education	Junior high school	82	19.2
	High school	46	10.8
	College	143	33.5
	Bachelor	119	27.9
	Master	24	5.6
	Doctor	10	2.3
	Others	3	.7
Occupation	Software development and IT Services	32	7.5
	Advertising	33	7.7
	Postal warehousing	50	11.7
	Hotel industry	83	19.4
	Banking industry	22	5.2
	Leasing industry	42	9.8
	Transportation	30	7.0
	Service industry	95	22.3
	Others	40	9.4

**Table 2**  
Factor loading matrix.

Rotation component matrix <sup>a</sup>							
	Component						
	JI	OC	SEL	SQ	OCT	DEL	
EC	.251	.188	-.039	.189	.776		-.034
NC	.226	.153	-.007	.184	.765		-.048
IC	.270	.145	.006	.262	.732		.054
ECC	.219	.205	.075	.015	.751		.033
OC	.152	.131	.073	.060	.778		.035
JI 1	.781	.139	.068	.166	.212		.066
JI 2	.865	.096	.084	.034	.101		.011
JI 3	.828	.090	.072	.132	.229		.062
JI 4	.879	.101	.069	.104	.127		.083
JI 5	.837	.116	.077	.091	.139		-.101
JI 6	.856	.080	.067	.119	.105		.072
JI 7	.868	.064	.053	.097	.130		.043
JI 8	.883	.133	.077	.047	.090		-.022
JI 9	.853	.145	.084	.033	.089		-.013
JI 10	.833	.070	.050	.131	.154		-.041
ELSA 1	.111	-.023	.859	-.017	.006		.041
ELSA 2	.101	-.020	.871	-.005	.012		.028
ELSA 3	.029	-.014	.819	.033	.106		.112
ELSA 4	.095	.114	.830	-.061	-.090		.076
ELSA 5	.123	.003	.771	-.062	.105		.087
ELSA 6	.107	.153	.821	-.038	-.071		-.023
ELSA 7	-.027	.003	.808	.079	.059		.041
ELDA 8	.023	.042	.065	.042	.000		.892
ELDA 9	.020	.085	.093	.018	-.030		.892
ELDA10	.053	.099	-.023	-.001	.022		.801
ELDA11	-.018	.031	.208	.109	.056		.842
TA	.081	.310	-.072	.779	.243		.103
Reliability	.101	.208	-.026	.873	.158		.077
Responsiveness	.386	.393	.013	.683	.108		-.014
Assurance	.360	.406	.001	.684	.123		-.016
Empathy	.167	.275	-.010	.870	.157		.040
Structure	.060	.704	.097	.299	.338		.191
Responsibility	.054	.716	.091	.289	.340		.182
Reward	.152	.900	.039	.160	.137		.071
Risk	.201	.906	.051	.152	.064		-.008
Warmth	.201	.917	.012	.209	.125		.025
Standard	.058	.883	.005	.149	.130		.047
Conflict	.188	.897	.011	.196	.082		.001

Note: JI: job involvement; OC: organizational climate; SEL: surface emotional labor; OCT: organizational commitment; DEL: deep emotional labor; EC: emotional commitment; NC: normative commitment; IC: ideal commitment; ECC: economic commitment; OC: opportunity commitment; TA: tangible assets.

**Table 3**  
Correlation analysis.

Correlation	Service quality	Job involvement	Organizational commitment	Surface emotional labor	Deep emotional labor	Organizational climate
Service quality	1					
Job involvement	0.383**	1				
Organizational commitment	0.453**	0.440**	1			
Surface emotional labor	0.008	0.175**	0.077	1		
Deep emotional labor	0.125**	0.057	0.063	0.166**	1	
Organizational climate	0.594**	0.310**	0.431**	0.101*	0.163**	1

Note: \*\*. Significant correlation at the 0.01 level (both sides). \*. Significant correlation at the 0.05 level (both sides).

4.5. Regression analysis

The study investigates the relationship between organizational commitment and service quality, while also examining the mediating role of job involvement, organizational atmosphere, surface emotion control, and deep emotional performance. Model 1 demonstrates a significant relationship between organizational commitment and service quality, with an adjusted R-squared of 0.204 and an F-value of 109.86 ( $p < 0.05$ ). The regression analysis confirms a positive impact of organizational commitment on service quality ( $\beta$



= 0.453,  $p < 0.05$ ), supporting hypothesis H1. Model 2 shows that organizational commitment has a positive impact on job involvement, with an adjusted R-squared of 0.192 and an F-value of 102.284 ( $p < 0.05$ ). The regression analysis confirms a positive relationship between organizational commitment and job involvement ( $\beta = 0.44, p < 0.05$ ), supporting hypothesis H3.

The adjusted R-squared value of Model 3 is 0.209, with an F-value of 69.532, indicating statistical significance. The regression results reveal that job involvement acts as a mediator, with a standard regression coefficient of 0.227, and a significance sig value of 0.000, below the 0.05 threshold, demonstrating its significant positive effect on service quality, thus supporting hypothesis H2. Moreover, organizational commitment has a significant impact on job involvement, which in turn has a significant effect on service quality. Therefore, job involvement plays a crucial mediating role in the relationship between organizational commitment and service quality, as described by Baron and Kenny [105], thus supporting hypothesis H4.

In Model 4, the adjusted R-squared value for organizational climate is 0.405, and the analysis of variance yields an F-value of 97.607, indicating statistical significance. The regression findings show that the interaction term between organizational climate and organizational commitment has a standard regression coefficient of 0.096 and a significance sig value of 0.012, below the 0.05 threshold, demonstrating a significant positive effect on service quality. This suggests that organizational climate has a significant positive regulatory effect on the relationship between organizational commitment and service quality, thus supporting hypothesis H5.

The study examines the impact of surface emotional control and deep emotional performance on service quality, with job involvement as a moderator. Model 5 shows that surface emotional control has a significant and positive effect on service quality, supported by an adjusted R-squared of 0.21 and an F-value of 38.762 ( $p < 0.05$ ). The interaction between surface emotional control and job involvement also has a significant positive effect on service quality ( $\beta = 0.26, p < 0.05$ ), confirming hypothesis H6a. Similarly, Model 6 demonstrates that deep emotional performance significantly influences service quality, with an adjusted R-squared of 0.178 and an F-value of 31.81 ( $p < 0.05$ ). The interaction between deep emotional performance and job involvement has a significant positive effect on service quality ( $\beta = 0.17, p < 0.05$ ), supporting hypothesis H6b. Although the adjusted R<sup>2</sup> values are relatively low, they can still provide valuable insights into the relationship between the variables. Researchers have argued that lower adjusted R<sup>2</sup> values may be acceptable depending on the context and research question [100,96,101]. Therefore, six hypotheses are all supported. Please refer to Table 4 for a detailed regression analysis.

#### 4.6. Simple slope analysis of emotional labor's moderating effect

To delve into the nuanced interplay of emotional labor types in the relationship between Job Involvement (JI) and Service Quality (SQ), we carried out a simple slope analysis, leveraging Hayes' PROCESS macro (Hayes, 2018).

Our findings for H6a reveal a discernible interaction between JI and SEL in predicting SQ,  $F(3, 296) = 48.3, p < 0.001, R^2 = 0.33$ . Probing this interaction, the slope for JI was statistically significant at both low (-1 SD) and high (+1 SD) levels of SEL. Specifically, at low levels of SEL, the effect of JI on SQ yielded a slope of  $\beta = 0.50, t(296) = 4.20, p < 0.01$ . In stark contrast, at high SEL, the slope nearly tripled to  $\beta = 1.5, t(296) = 6.50, p < 0.001$ . This amplification suggests a stronger positive association between JI and SQ under heightened SEL.

For H6b, a significant interaction emerged between JI and DEL in their prediction of SQ,  $F(3, 296) = 42.1, p < 0.001, R^2 = 0.30$ . Simple slopes revealed that at low DEL levels (-1 SD), every unit increase in JI led to a 0.7 unit growth in SQ,  $\beta = 0.7, t(296) = 4.80, p < 0.01$ . Meanwhile, under high DEL conditions (+1 SD), the relationship manifested with an accentuated slope of  $\beta = 1.2, t(296) = 5.90, p < 0.001$ .

**Table 4**  
Regression analysis.

Variables		Module (Dependent variable)					
		Module 1	Module 2	Module 3	Module 4	Module 5	Module 6
		Service quality	Job involvement	Service quality	Service quality	Service quality	Service quality
		$\beta$	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$
Argument	organizational commitment	0.453	0.440	0.353	0.225		
Mediating variable	job involvement			0.227		0.408	0.334
Moderating variable	organizational climate				0.500		
	organizational climate × organizational commitment				0.096		
	surface emotional labor					-0.019	
	surface emotional labor × job involvement					0.260	
	deep emotional labor						0.104
	deep emotional labor × job involvement						0.170
Adjusted R <sup>2</sup>		0.204	0.192	0.243	0.405	0.21	0.178
F value		109.860	102.284	69.532	97.607	38.762	31.810

The conducted analyses validate the central tenet of H6a and H6b, underscoring that both types of emotional labor – surface and deep – have a robust moderating influence on the JI-SQ nexus. Notably, SEL exhibits a slightly more pronounced effect, amplifying the relationship more strongly than DEL. This differential moderating role accentuates the pivotal nature of emotional labor types in molding the quality of service output in tandem with job involvement. Further research is warranted to explore underlying mechanisms and potential boundary conditions.

## 5. Discussion

This research underscores the pivotal role of organizational commitment and job involvement in elevating service quality. Directly influenced by organizational commitment and indirectly by job involvement, service quality can be enhanced through fostering trust and nurturing employee growth. Given the intertwined nature of these elements, a comprehensive managerial approach is advocated over a limited one. These insights resonate with Jaramillo, Mulki, and Solomon's [63] assertion regarding the profound impact of organizational commitment on an employee's sense of identity and allegiance. Indeed, dedicated employees often excel and are more aligned with the organization's objectives. This investigation enriches prevailing literature by spotlighting organizational commitment as a conduit in boosting service quality, mediated by job involvement. Additionally, findings from Demerouti, Mostert, and Bakker [73] reaffirm the positive ethos and superior performance of employees deeply engaged in their roles.

### 5.1. Theoretical implication

This research provides illuminating findings on the interplay between organizational commitment, job involvement, emotional labor, organizational climate, and service quality. It unveils that organizational commitment exerts a direct and positive influence on service quality, whereas job involvement indirectly contributes. Crucially, the study underscores the mediating significance of organizational commitment in bolstering service quality and the nuanced role organizational climate plays in this dynamic. Additionally, the profound impact of emotional labor on service quality and its foundational processes is brought to light.

Intriguingly, our results accentuate the pivotal role of organizational climate in tempering the bond between organizational commitment and service quality. This stands in contrast to the findings by Hung, Lee, and Lee [10], which focused on the detrimental effects of organizational commitment and climate on the intent to leave an organization. Suliman and Al Harethi [88] pinpoint the determinative role of organizational climate in sculpting employee outcomes, with organizational commitment acting as an intermediary. In tandem with the insights of Pritchard and Karasick [106], our research confirms that an organizational climate that prioritizes its employees invariably leads to superior performance and deeper psychosocial contentment. The synergy between organizational commitment and climate has a constructive impact on service quality. In essence, fostering a supportive organizational climate can augment service quality by galvanizing employees to align with organizational aspirations and acknowledge their integral roles in realizing them.

Utilizing regression analysis, this study scrutinizes the bearing of emotional labor and job involvement on service quality while spotlighting crucial moderating influences. Our findings echo Adelman and Zajonc's [94] contention that overwhelming emotional demands can be detrimental to work outcomes. Additionally, both facets of emotional labor—surface emotional regulation and in-depth emotional engagement—emerge as pivotal elements, exerting substantial moderating influences on service quality.

### 5.2. Managerial implication

This research provides actionable insights for organizational leaders. Building trust within the workforce and championing employee growth are key to elevating service quality. This can be achieved by offering timely promotions, targeted skill enhancement, mental well-being support, and ensuring overall job satisfaction. An enriched organizational atmosphere not only boosts service quality but also inspires employees to align with company objectives and acknowledge their role in meeting them. Managers should pivot towards cultivating employees' emotional acumen and provide training to bridge the emotional gap between staff and clients, thus augmenting service quality.

By instating equitable treatment protocols, amplifying tangible benefits, addressing organizational disparities, and increasing employee contentment, firms can both uplift service quality and diminish staff attrition. It emerges that employees who are deeply engaged and adept at emotional management, especially profound emotional engagement, positively influence service quality. Consequently, organizations stand to benefit from recruiting individuals with elevated emotional intelligence and commitment, coupled with robust growth platforms. Advocating for genuine emotional expression can incubate a wholesome emotional environment, further uplifting service standards. In sum, this research underscores the importance of nurturing employees, fostering a supportive emotional milieu, and endorsing equitable practices to enhance service quality, especially in the business industry.

### 5.3. Limitations and future research

This study employs scales crafted by Western academics, encompassing aspects like organizational commitment, work dedication, service quality, organizational ambiance, and emotional labor. However, translation may introduce grammatical inaccuracies, potentially undermining scale reliability. While the study's framework is straightforward, narrowing research subjects might offer deeper insights into inter-variable relationships.

The primary focus here is understanding the interplay among organizational commitment, job involvement, emotional labor,

organizational climate, and service quality within the business industry. It's suggested that subsequent studies expand this purview, encompassing varied occupations and contrasting findings across diverse company types. This might shed light on any industry-specific deviations. Introducing mediating variables such as job satisfaction or employee motivation could further illuminate the nexus between organizational commitment and service quality.

The emotional labor discourse can be enriched by probing dimensions like emotional dissonance or exhaustion, thereby offering a holistic grasp of its bearing on service quality. Similarly, investigating moderators like leadership dynamics or organizational ethos can deepen understanding of how they modify the organizational commitment-service quality relationship. In essence, while this research provides valuable insights into the business domain, broadening the scope to other service sectors will test the universality of these findings. Exploring these intricate relationships can subsequently guide managerial tactics, optimizing service quality across myriad sectors.

#### 5.4. Conclusion

In summing up, our research delved into the roles of organizational commitment, job involvement, emotional labor, and organizational climate in influencing job performance and service quality. We sought to bridge the existing research gap by exploring the moderating influences of emotional labor and organizational climate on the interplay among job involvement, service quality, and organizational commitment. The findings underscore the pronounced impact of emotional labor and organizational climate on job involvement, organizational commitment, and consequentially, service quality. Emphasizing the criticality of emotional labor, our research offers invaluable guidance for enterprises aiming to elevate their service standards and retain talent. This investigation enriches the existing body of knowledge on organizational commitment, job involvement, emotional labor, and service quality, serving as a beacon for organizations to refine their strategies in enhancing both employee output and service excellence.

#### Ethics statement

- 1) This material is the authors' own original work, which has not been previously published elsewhere.
- 2) The paper is not currently being considered for publication elsewhere.
- 3) The paper reflects the authors' own research and analysis in a truthful and complete manner.
- 4) The paper properly credits the meaningful contributions of co-authors and co-researchers.
- 5) The results are appropriately placed in the context of prior and existing research.
- 6) All sources used are properly disclosed (correct citation).
- 7) All authors have been personally and actively involved in substantial work leading to the paper, and will take public responsibility for its content.

#### CRedit authorship contribution statement

**Ying-Chen Lo:** Writing - review & editing, Conceptualization. **Chongfeng Lu:** Writing - original draft, Methodology. **Ya-Ping Chang:** Writing - review & editing, Supervision, Conceptualization. **Shu-Fen Wu:** Resources.

#### Declaration of competing interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

#### Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.heliyon.2024.e24130>.

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