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The Mediating Role of Emotional Labor in the Relationship between Perceptions of Organizational Politics and Job Dissatisfaction[a]

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Abstract

Background. While previous research has explored the negative impacts of perceptions of organizational politics on several job attitudes, the emotional mechanisms underlying this relationship remain insufficiently understood. Therefore, there is a need to clarify the role of phenomena such as emotional labor, which explain the emotional expressions of employees, in this process.

Aim. This study examined the mediating role of emotional labor in the relationship between employees' perceptions of organizational politics and job dissatisfaction.

Method. To achieve this purpose, a cross-sectional digital survey was conducted among 387 employees from 26 different sectors in Istanbul, Türkiye. The data were analyzed through linear regression tests.

Findings. Organizational politics were positively associated with job dissatisfaction and surface acting. Surface acting significantly mediated the relationship between organizational politics and job dissatisfaction. Unlike expectations, deep acting showed a weak positive correlation with job dissatisfaction, while naturally felt emotions are not significantly related to job dissatisfaction.

Conclusion. Surface acting significantly contributed to the explanation of the undesired effects of organizational politics on employees. Participants reported that they displayed fake behaviors as a reaction to the political behaviors of other employees. This, in turn, helped them better cope with the political behaviors that were displayed in the workplace. Accordingly, in order to promote and enhance employee job satisfaction, political behaviors exhibited in the workplace should be minimized.

Keywords: Emotional labor, perceptions of organizational politics, job dissatisfaction.

Örgütsel Politika Algısı ve İş Tatminsizliği Arasındaki İlişkide Duygusal Emeğin Aracı Rolü

Öz

Arka plan. Geçmişte yapılan araştırmalar örgütsel politika algısının birçok iş tutumu üzerindeki olumsuz etkisini araştırmış olsa da bu ilişkinin altında yatan duygusal işleyiş yeterince anlaşılmamıştır. Bundan dolayı duygusal emek gibi çalışanların duygusal dışa vurumlarını açıklayan olguların bu süreçteki rolünün aydınlatılmasına ihtiyaç duyulmaktadır.

Amaç. Bu araştırmanın amacı, çalışanların örgütsel politika algısı ile iş tatminsizliği arasındaki ilişkide duygusal emeğin aracılık rolünü incelemektir.

Yöntem. Bu amaçla, İstanbul'da 26 farklı sektörden 387 çalışan üzerinde kesitsel bir araştırma yapılmıştır. Veri dijital anket tekniği ile toplanmış ve doğrusal regresyon testleri ile analiz edilmiştir.

Bulgular. Örgütsel politika iş tatminsizliğiyle ve yüzeysel rol yapmayla pozitif ilişkilidir. Yüzeysel rol yapma, örgütsel politika algısı ile iş tatminsizliği arasındaki ilişkiye anlamlı bir şekilde aracılık etmektedir. Beklenenin aksine, derinden rol yapma ile iş tatminsizliği arasında zayıf, pozitif bir ilişki olduğu, doğal duygularla iş tatminsizliği arasında anlamlı bir ilişkinin olmadığı görülmüştür.

Sonuç. Yüzeysel rol yapma, örgütsel politikanın çalışanlar üzerindeki yıkıcı etkisinin açıklanmasına katkı sağlamaktadır. Katılımcılar, diğer çalışanların politik davranışlarına tepki olarak sahte davranışlar sergilediklerini bildirdiler. Bu, onların iş yerinde sergilenen politik davranışlarla daha iyi başa çıkmalarına yardımcı olmaktadır. Buna göre, çalışanların iş tatminini artırmak etmek için iş yerinde sergilenen politik davranışlar en aza indirilmelidir.

Anahtar Kelimeler: Duygusal emek, örgütsel politika algısı, iş tatminsizliği.

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1. Introduction

This study aims to provide an analysis of how emotional labor mediates the relationship between employees' perceptions of organizational politics (POP) and job dissatisfaction. The primary variables explored are organizational politics perceptions, job dissatisfaction, and emotional labor, which encompass the elements of surface acting, deep acting, and naturally felt emotions (Ashforth & Humphrey, 1993; Diefendorff et al., 2005).

There is a need to conduct this research, as organizational politics may negatively impact the work environment, job satisfaction, and employee retention. According to previous studies, it has been repeatedly demonstrated that POP is also linked to unfavorable outcomes, including reduced organizational commitment, heightened stress levels, and job dissatisfaction (Bedi & Schat, 2013; Ferris & Kacmar, 1992; Miller et al., 2008). Although the impact of political behavior on job attitudes has been identified in some studies (Harris et al., 2007; Vigoda, 2000), there is a lack of research on emotional labor as a mediator mechanism (Gabriel et al., 2023; Hochwarter et al., 2020).

By filling this gap, the study provides insight into how the emotional regulation of employees (surface acting, deep acting, and naturally felt emotions) mediates the relationship between POP and job dissatisfaction (Grandey & Gabriel, 2015). Learning these dynamics enables organizations to develop more effective policies that help mitigate the negative impact of politics on employees within the organization (Cheung & Tang, 2009; Humphrey et al., 2015).

Previous studies have demonstrated that POP leads to high levels of stress, declines in job satisfaction, and reduced organizational commitment (Judge et al., 2017; Kacmar & Ferris, 1991; Parker et al., 1995). Nevertheless, very little is known about how employees can emotionally cope with workplace politics. The current study will contribute to the existing literature by focusing on answering the research question: Can emotional labor strategies explain the adverse effects of POP, such as job dissatisfaction? Consequently, a theoretical framework was developed to understand the most important constructs and their interactions, leading to the formulation of hypotheses. This is followed by the data analysis and presentation of the findings. Ultimately, contributions were discussed, and recommendations were shared for future research and practice.

2. Theoretical Framework

2.1. Employees' Perceptions of Organizational Politics

Individuals or groups engage in certain behaviors to achieve specific objectives by exploiting power resources to the detriment of others or even organizational goals (Ferris et al., 2002). These behaviors are political behaviors. Organizational politics encompasses forming power coalitions, managing organizational impressions, making strategic choices, and utilizing both formal and informal organizational ties to gain self or group benefits further (Elbanna, 2016). As much as political activities are inherent in organizations, how employees perceive these behaviors influences several key factors, including job satisfaction, organizational commitment, health, and performance (Vigoda, 2000). Knowledge of these perceptions is crucial because they influence how employees perceive their work environment and respond to other forms of workplace politics.

Ferris and Kacmar (1992) introduced the concept of POP as a perspective for explaining how employees experience organizational politics. Their research highlighted that these employees do not merely observe political strategies; they also assess such behaviors based on their perceptions and

beliefs regarding whether they are self-serving or not within their organization. According to Ferris and Kacmar (1992), these perceptions of politics exhibit a robust positive correlation with the amount of harm inflicted on the organization and its employees. This framework served as the basis for many subsequent examinations of how employees experience and address organizational politics.

The formulation of the POP framework was based on advanced knowledge concerning political activity in organizations, which had been previously documented by Farrell and Petersen (1982). They described various forms of political behavior in organizations and pointed out that political behavior is not always negative; it can be positive or negative depending on employees' attitudes. They stressed that organizational politics are pretty evident within the workplace, and personal perceptions, anticipations, and organizational ethos precondition workers' responses to these political actions. This early work laid the groundwork for subsequent research on how employees form perceptions of these political actions and their impact on attitudes.

The development of POP continued; eventually, theoretical developments shifted toward investigating the sequential effects of such perceptions on employee outcomes. The original form of POP was developed by Ferris et al. (2002) to encompass other negative impacts on employee outcomes, including job satisfaction, stress, and turnover intentions. The authors claimed that one's political behaviors at the workplace make others feel that the authority manipulated the decision-making process, thus denying them trust in management and cultivating cynicism. As you will have noticed, these perceptions can lead to poor employee morale and productivity.

Miller et al. (2008) compared the effects of POP on job satisfaction, stress levels, and turnover intentions. Their results supported the idea that political behaviors are perceived negatively by employees. They would have several adverse effects on the employee and the organization. They also proposed that some personal characteristics, including political astuteness, stress hardiness, and the psychological profile of the employees, can mediate POP. For instance, politically aware individuals may perceive such political behaviors as less negative, while those who are politically unaware may feel the negative impacts more acutely.

Furthermore, DuBrin (2009) studied workplace political behavior and its organizational functions. He defined political behavior as an irreversible process within organizations. However, how employees interpret this behavior and their attitude toward it can vary significantly. He pointed out that some employees consider it a standard practice to engage in political activities, while others view it as a form of political manipulation. These distinctive perceptions again underscore the significance of POP, as they influence employees' relationships with the politics within their organizations. Kumar & Ghadially (1998) provided one of the best descriptions of the impact of POP through their Cumulative Index of Political Perception, which assessed the level of POP influencing overall employee satisfaction with their jobs and their organizations. Vigoda (2000) focused on the effects of political perceptions on a range of attitudinal outcomes, including job satisfaction, organizational commitment, and psychological well-being. She believes that employees' perceived organizational politics signify frustration, anxiety, and mistrust, which imputes inferiority to employees. Such emotional responses can affect learning by being associated with low levels of participation, a lack of commitment to the organization, and physical and mental exhaustion. In a way, her research highlighted the need to understand how attitudes towards politics within an organization can influence the improvement or deterioration of the work environment, and are open to meeting the need for a

healthy work environment. Subsequent research has also extended the development of POP. Hochwarter et al. (2020) addressed the history, current status, and future research agendas. They pointed out that although the current literature describes the various detrimental impacts of POP on employees, there is still limited knowledge on how organizations can manage political behavior in the workplace by enhancing communication, leadership practices, and organization policies. They also noted that the effect of POP is contingent on the organization's environment, personal characteristics, and societal factors, including economic and cultural factors. Therefore, the POP is a vital component of organizational experience or process that is likely to influence the attitudes and behaviors of people in organizations. POP has offered a wealth of knowledge on how employees perceive political behavior and how, in turn, these perceptions affect job satisfaction, commitment, and organizational well-being. Scholars such as Farrell and Petersen (1982), Miller et al. (2008), DuBrin (2009), and Vigoda (2000) have contributed to the ongoing literature by highlighting the need for organizations to understand the organizational consequences of POP. It is reasonable to assume that future investigations, as suggested by Hochwarter et al. (2020), will focus on methods for minimizing the detrimental effects of POP and fostering an equitable and favorable organizational climate.

2.2. Job Dissatisfaction

Also known as job dissatisfaction, employees' negative feelings or attitudes toward their jobs are often caused by unmet expectations, needs, or desires (Judge et al., 2017). This can be recognized in several ways, including lower motivation, lower morale, poor performance, and a higher risk of turnover. A classic example of job dissatisfaction is the misalignment between what an employee thinks they should receive from their job (fair compensation, recognition, and growth opportunities) and what they receive (Parker et al., 1995).

The concept of job dissatisfaction has been extensively studied over the past few decades, dating back to early work in organizational psychology. In the 1950s and 1960s, researchers began to recognize that negative constraints and employee attitudes could have a significant impact on organizational outcomes, including performance, turnover, and productivity. Herzberg et al. (1959) developed one of the earliest models of job dissatisfaction, known as the Two Factor Theory, which posits that distinct factors determine satisfaction and dissatisfaction. Herzberg states that the presence of motivating factors, including achievement, recognition, and the nature of the work, contributes to job satisfaction. However, the absence of hygiene factors, including salary, working conditions, and company policies, contributes to job dissatisfaction. Herzberg emphasized that dissatisfaction arises when hygiene factors are insufficient, even if they exist (Yousaf, 2019). Locke (1976) expanded on Herzberg's work, extending the understanding of job dissatisfaction to discrepancies between employees' expectations and the reality of their job environment. According to Locke's (1976) Value Perception Theory, job dissatisfaction occurs when employees perceive a lack of value in the outcomes related to their work. For instance, dissatisfaction typically arises when employees desire recognition but do not feel they receive it enough. This theory generates the subjective nature of this dissatisfaction and the role played by personal hovering and beliefs (Van der Schyff et al., 2018). According to Spector (1997), job dissatisfaction occurs when there is a lack of fairness, poor leadership, and unfulfilled personal needs. His model helped identify key job dimensions. Dimensions that contribute to perceived dissatisfaction, such as pay, promotion opportunities, and supervisor relationships, influence dissatisfaction.

According to the social exchange theory (Blau, 1964), employees perceive their relationship with their organization as an exchange. A fair return on the investments of effort and skills is what we expect employees to invest as well. Employees who perceive that their work does not give them a fair return become dissatisfied. Additionally, the equity theory (Adams, 1965) is based on the assumption that the ratio of effort to outcome determines fairness and whether we perceive our work effort as fair compared to that of others. If employees make more effort for the same or less return than their colleagues, they are likely to be dissatisfied (Polk, 2022). Moreover, the affective events theory (Weiss & Cropanzano, 1996) posits that job dissatisfaction stems from the emotions associated with workplace events. Workplace experiences, such as how employees interact with one another or with leadership, shape an employee's overall feelings (i.e., satisfaction or dissatisfaction). For instance, a negative experience with an overseer can lead to feelings of sadness, even in other significant aspects of the job (Weiss et al., 1999). Job characteristics theory (Hackman & Oldham, 1976) also explains that job satisfaction is determined by how the job is designed. High-skill variety, task significance, autonomy, and feedback are associated with higher job satisfaction in jobs that offer these elements. Low-skill variety, low task significance, low autonomy, and low feedback are associated with job dissatisfaction. This theory emphasizes that the desire to prevent dissatisfaction and increase employee motivation hinges upon the practice of job design (Oldham & Hackman, 2005).

2.3. Perceptions of Organizational Politics and Job Dissatisfaction

Organizational politics occur at work when individuals or groups utilize their power and influence to achieve their own or the group's objectives, often at the expense of others or the organization's goals (Ferris et al., 2002). How employees see organizational politics (POP) significantly impacts their feelings and results at work. Often, employees believe that unfair decision-making is linked to company politics. People feel unfairly treated when they think that raises, prizes, or recognitions are given based on favors or personal connections rather than ability (Harris et al., 2007). Equity Theory (Adams, 1965) supports this finding by suggesting that employees determine if something is fair by comparing the effort, skills, and time they invest with the rewards they receive, such as pay, praise, and promotions. If employees believe that some individuals receive preferential treatment due to their political connections, they will feel neglected and cheated. For instance, if an employee notices a less qualified coworker receiving a raise due to their friendship with management, it can raise suspicions of bias, directly lowering their happiness. This imbalance between effort and reward leads to feelings of anger, detachment, and dissatisfaction with one's job (Parker et al., 1995). According to studies by Ferris et al. (2002) and Vigoda (2000), feeling wrong in politically charged settings can lead to feelings of exploitation and devaluation, which in turn can exacerbate one's unhappiness.

Trust is a crucial component of a good workplace, but how people perceive corporate politics can undermine it. People working for a company may perceive political actions as dishonest or self-serving, which can lead to doubts about their leaders and coworkers. According to Ferris and Kacmar (1992), this lack of trust makes employees feel helpless, unsafe, and unwilling to do their jobs entirely. Social Exchange Theory (Blau, 1964) provides a framework for understanding this event. According to the idea, employees expect their company to treat them fairly and equally. Employees who perceive that choices are made based on politics rather than talent often feel that this unspoken social bond has been broken. This perceived loss of faith makes employees angry and cynical because they believe their work and talents are not valued (DuBrin, 2009). Parker et al. (1995) found that mistrust based on perceived politics can lead to psychological insecurity, where employees worry about their job

security and fear being punished for not agreeing with political players. This loss of safety makes people very unhappy and less interested in their work.

Many worries and mental tiredness are linked to how people see group politics. Dealing with political situations often requires considerable mental energy from employees, who must maintain appearances and relationships. This can lead to burnout. Vigoda (2000) showed that POP often leads to anger, worry, and mistrust, all of which are bad for employees' mental health and make them unhappy at work. It is also important to consider mental work in this connection. Hochschild (1983) and Grandey and Gabriel (2015) found that employees exposed to political behavior often engage in *surface acting*, which involves faking their feelings to conform to company standards. This causes emotional conflict. This mismatch between how you feel inside and how you present yourself externally exacerbates stress and dissatisfaction. When employees are under prolonged mental stress, they may feel tired, less motivated, and less likely to feel they have accomplished anything, which further diminishes their job satisfaction.

Perceived organizational politics hurt corporate dedication by creating an environment of unfairness and favoritism. When employees believe that political maneuvering, rather than skill, determines job advancement, they lose faith in the company's fairness. This disappointment leads to a decrease in commitment to the organization's goals and a decline in confidence (Bedi & Schat, 2013). People who work in highly charged settings often experience low moods because they believe their efforts are not appreciated or acknowledged. Miller et al. (2008) suggest that employees who experience significant political involvement at work are more likely to become frustrated and lose interest in their jobs. They lose motivation to do their jobs, which makes them less productive and increases the likelihood of them quitting. Additionally, a culture of favoritism makes people less likely to collaborate and trust one another, instead fostering competition and hostility (Hochwarter et al., 2020). The Social Exchange Theory emphasizes this relationship. Employees who believe their relationship with the company is unfair or lacks equal respect are less likely to be loyal or put in extra effort. Employees are unhappy because they feel disconnected from the organization's goals and are often ignored by leadership due to this lack of reciprocity.

Increasingly, studies are supporting the link between POP and job dissatisfaction. Ferris et al. (2002) said that employees who are aware of politics are less satisfied with their jobs because they feel they are being used and manipulated. Miller et al. (2008) conducted a meta-analysis that revealed a strong association between high levels of POP and negative job attitudes, including unhappiness, stress, and reduced company commitment. Similarly, Vigoda (2000) noted that people's perceptions of politics can make the workplace toxic, leading to distrust, reduced teamwork, and increased plans to leave. The study reveals that these ideas not only harm people's health but also hinder the success of organizations by reducing employee engagement and efficiency.

Understanding how POP affects job dissatisfaction makes it even more crucial for companies to address political behavior before it escalates. To mitigate the perception of bias, leaders should foster open decision-making processes and equitable employee compensation practices. A more welcoming and supportive workplace can also be created by teaching managers how to identify and address the effects of company politics. Politics can negatively impact job satisfaction, but improving communication, promoting fairness, and investing in leadership development can help mitigate these effects. According to Hochwarter et al. (2020), companies that value fairness and openness are more

likely to retain loyal employees and maintain a positive work environment. Based on this rationale, the following hypothesis is developed.

Hypothesis 1: There is a positive relationship between employees' perceptions of organizational politics and job dissatisfaction.

2.4. Emotional Labor

Emotional labor refers to the use of employees to regulate their emotions in order to meet the required emotional standards of the workplace (Hochschild, 1983). This definition involves displaying specific feelings within the system while not experiencing these emotions (Grandey & Gabriel, 2015). The term originated in the work of pioneering sociologist Arlie Hochschild, as presented in her book The Managed Heart (1983). Hochschild (1983) examined how certain forms of work increasingly placed emotional demands on employees, particularly in situations involving direct contact with clients or customers. In service sector organizations, particularly in tasks involving emotional labor, employees must consistently display positive emotions toward customers (Nguyen & Stinglhamber, 2020).

Hochschild's (1983) original conceptualization of emotional labor distinguishes between two types of emotional labor: surface acting and deep acting. Surface acting refers to pretending to feel something an employee does not, whereas deep acting refers to attempting to experience emotions your position requires you to do (Grandey & Gabriel, 2015; Hochschild, 1983). The most damaging side effect of surface acting is emotional dissonance, a mismatch between the emotional state the employee is in and the emotional pitch they need to present to others. Frequent misalignment between actual and mimicked feelings can result in burnout or job dissatisfaction (Grandey & Gabriel, 2015; Henne & Locke, 1985; Hochschild, 1983). Primarily, emotional labor emerged in response to the increasing demand for customer service roles. Hochschild (1983) noted that employees in service organizations, such as airlines and hospitality, are expected to regulate their emotions perfectly. These industries began to require employees to perform tasks while maintaining a professional demeanor and ensuring customer satisfaction. It represented a turning point in building a view of work's psychological and emotional demands that had never been considered before.

Hochschild (1983) laid the groundwork for the study of emotional labor, and the concept has continued to evolve in subsequent research. Grandey and Gabriel (2015) further refine their argument by highlighting the importance of emotional regulation to employee performance and well-being. Building on Hochschild's (1983) framework, Grandey (2000) expanded the discussion regarding the difference between surface acting and deep acting to the well-being of employees. She found that deep acting, or playing emotions that you are trying to feel out, produces fewer psychological side effects than surface acting — playing emotionally inappropriate emotions.

Building on Hochschild (1983), emotional labor has been further studied in terms of the psychological costs associated with surface acting, as well as emotional dissonance. When employees feel obligated to act in a way that contradicts their genuine feelings, dissonance can cause stress and burnout. In high-contact service roles, where daily emotional regulation is required, managerial work on emotional demands and the emotional outcomes of a job can have implications for both emotional exhaustion and job dissatisfaction, as noted by Grandey and Gabriel (2015) and Gabriel et al. (2023). However, emotional labor does not always produce negative consequences. For example, Humphrey et al. (2015) noted that emotional labor can be beneficial for employees if they successfully regulate

their emotions while delivering high-quality service to a customer. Having the ability to manage one's emotions and the social and emotional skills necessary to navigate emotionally charged situations, not only for the firm's sake but also for themselves, is correlated with higher job satisfaction and lower burnout. Employees with greater competence are more effectively able to manage their emotions, which in turn reduces their likelihood of experiencing negative consequences, such as job dissatisfaction or stress (Gabriel et al., 2023). According to Rousseau (1997), technical skills and emotional competencies are equally important in organizations today. She emphasizes that organizations must recognize their responsibility in supporting employees in managing emotional labor healthily and productively.

It is evident, especially in service-oriented industries, that emotional labor is a complex and important part of work life. Hochschild (1983) initially laid the foundation for understanding how emotional regulation is central to employee performance and well-being. Building on this, as Grandey and Gabriel (2015) and Humphrey et al. (2015) have demonstrated, recent research on emotional regulation has expanded the concept and shown how it affects job satisfaction, burnout, and overall employee health. With the rise of the need for emotional labor in organizational settings, organizations must invest adequate support and resources in the employees who are expected to perform this type of labor.

The dimensions of emotional labor have evolved as the conceptual construction of the notion has developed. First, surface acting and deep acting were defined as the first two dimensions of emotional labor. Hochschild (1983) was the first to propose these two dimensions. Later, research developed this framework, introducing a third dimension: naturally felt emotions (Brook et al., 2013). According to Hochschild (1983), surface acting is faking emotions. This is emotional labor in its most basic form, where employees display emotions they do not feel, but force their faces to show appropriate expressions, their voices take on the appropriate tone, and their bodies convey the appropriate language. Surfacing acting can create an emotional mission, where employees do not genuinely feel the emotions they are supposed to exhibit (Grandey & Gabriel, 2015). Deep acting would mean employees consciously trying to experience the emotions the job required. Deep acting is distinct from surface acting, where employees must perform cognitive and emotional work to align their inner emotions with the outer emotions they are expected to display (Brook et al., 2013). Deep acting is less destructive than surface acting because acting deeply reduces emotional dissonance (feeling one way and arguing and pretending to feel another way) that might otherwise plague employees, compelling them to feel the necessary emotions rather than just appearing to do so.

Hochschild's analysis of the first two dimensions was important, but the development of the concept of emotional labor has progressed over time, taking on several tasks stimulated by other scholars. The theory also underwent significant development, recognizing a third dimension: naturally felt emotions. Grandey and Gabriel (2015) introduced a third dimension of emotional labor by incorporating the role of authentic, naturally occurring emotions in the workplace. Naturally felt emotions differ from surface and deep-acting emotions because employees have spontaneous and genuine feelings during work interactions without needing regulation or modification. These feelings flare up from the employee's time on the job, not felt and created to serve organizational goals. By incorporating this third dimension, they highlight the importance of emotional authenticity in the workplace and how this component enhances the emotional labor framework, facilitating an

understanding of how employees manage their emotions in response to organizational pressures (Grandey & Gabriel, 2015).

2.5. Mediating Role of Emotional Labor

Emotional labor, particularly surface acting, plays a crucial role in how employees manage their emotions at work to meet the company's needs (Hochschild, 1983). Surface acting refers to the practice of altering your emotional expression without altering your internal feelings, which can lead to emotional conflict and mental strain (Grandey, 2003). Perceptions of organizational politics refer to the views that employees hold about actions taken to benefit themselves at work, such as bias, influence, and secret plans (Ferris et al., 1992). A lot of POP makes the workplace a place where people feel like they have to control their emotional behavior, often hiding their anger or unhappiness to keep their job and professional relationships safe (Chang et al., 2009). Organizational politics can make the workplace more stressful and unclear (Vigoda-Gadot, 2007), so employees may use acting on the surface as a means to deal with politically charged situations while still adhering to the rules for how to behave at work (Kaplan et al., 2014). This means that employees in political settings are more apt to take public action, which supports the first link in the mediation model.

Surface acting helps people meet the standards of their employers, but it is taxing on the mind and often leads to stress, mental fatigue, and reduced job satisfaction (Hülsheger & Schewe, 2011). Emotional conflict arises when somebody conceals their genuine feelings and presents false ones. This wears down your mental and emotional resources over time (Brotheridge & Lee, 2002). Studies show that employees who engage in much surface acting are less happy and less satisfied with their jobs because their genuine feelings do not align with what they are expected to show (Judge et al., 2020; Kammeyer-Mueller et al., 2013). Thus, the second link in the mediation model is established: surface behavior leads to people being less satisfied with their jobs.

The mediation model suggests that employees who perceive a high level of politics at work are more likely to engage in surface acting to maintain harmonious relationships with others. However, relying too heavily on surface acting for too long can lead to emotional exhaustion and a decline in job satisfaction. This aligns with an earlier study that found highly demanding workplaces exacerbate the adverse effects of workplace politics on job views (Zhang & Bednall, 2016). Based on this reasoning, hypothesis 2 is developed.

Hypothesis 2: Surface acting significantly mediates the relationship between perceptions of organizational politics and job dissatisfaction, where perceptions of organizational politics are positively related to surface acting and surface acting is positively related to job dissatisfaction.

Emotional labor involves managing your emotions to meet the demands of your workplace. Deep acting is a proactive method in which employees change their feelings, rather than just altering their appearance (Grandey, 2003; Hochschild, 1983). The idea behind this study is that deep acting serves as a bridge between how people perceive organizational politics (POP) and their level of job dissatisfaction. In particular, employees who believe there is much politics at work may resort to deep acting to cope with the problematic atmosphere. Nevertheless, unlike surface acting, which leaves people feeling emotionally drained and unhappy, deep acting helps individuals feel more in touch with their emotions, making them less susceptible to workplace politics and more satisfied with their jobs (Humphrey et al., 2015).

When employees believe that exchanges at work are based on self-interest, bias, and influence rather than fairness and equality, this phenomenon is referred to as organizational politics (Ferris et al., 1989). Employees often use emotional control techniques in highly political workplaces to maintain professional relationships and unity (Chang et al., 2009). Surface acting is a way of dealing with emotions, while deep acting is a way of coping through actions. People use it to match their feelings with how they should act (Brotheridge & Lee, 2002). Researchers have found that employees in highly charged work environments may use deep acting to maintain good relationships, reduce tension, and protect their professional standing (Liu et al., 2022). So, we can expect a positive connection between POP and deep acting.

Because it allows people to experience genuine emotions, deep acting is associated with reduced emotional fatigue and improved well-being compared to surface acting (Hülsheger & Schewe, 2011). People who engage in deep acting are less likely to be unhappy with their jobs because they do not experience emotional discord, which is the stress that occurs when outward emotions do not align with inner feelings (Kammeyer-Mueller et al., 2013). Deep acting helps build authentic relationships at work, making people more engaged in their jobs and increasing their job satisfaction (Gabriel et al., 2015). Employees can give their jobs meaning and satisfaction by changing their mindset, balancing the destructive effects of workplace politics (Zhang & Bednall, 2016). As a result, deep acting is associated with greater happiness at work.

Overall, this mediation model suggests that employees who perceive a high level of politics at work may employ deep acting to maintain relationships and reduce stress. Deep acting helps employees cope with the undesired effects of workplace politics by fostering emotional honesty and job satisfaction. This aligns with research that found deep acting can help people handle challenging work situations (Lee & Chelladurai, 2018). Based on this reasoning, hypothesis 3 is developed.

Hypothesis 3: Deep acting significantly mediates the relationship between perceptions of organizational politics and job dissatisfaction, where perceptions of organizational politics are positively related to deep acting and deep acting is negatively related to job dissatisfaction.

Emotional labor theories suggest that employees regulate their emotions to meet the demands of the workplace. However, not all methods of controlling emotions lead to stress or unhappiness. Unlike surface and deep acting, naturally felt emotions occur when employees experience and express feelings that align with the company's goals, without consciously trying to control those (Diefendorff et al., 2005). The idea behind this study is that feelings play a role in the link between job unhappiness and how people see organizational politics (POP). In particular, employees who perceive a high level of politics at work may struggle to maintain a sense of well-being, which can lead to job dissatisfaction and overall health issues.

People who perceive organizational politics (POP) believe the workplace is characterized by favoritism, self-serving behavior, and covert agendas (Ferris et al., 1989). Such places make people feel doubtful and suspicious, which makes it difficult for employees to experience genuine happiness (Rosen et al., 2009). When employees perceive politics as prevalent at work, they may feel controlled or ignored, which can hinder their ability to experience excitement, sincerity, or job-related pride (Chang et al., 2009). Instead, they might become emotionally distant or uninterested because political workplaces can cause people to feel stressed, suspicious, and fearful of losing their jobs (Vigoda-

Gadot & Kapun, 2005). As a result, it is likely that POP and the feelings usually felt will have a negative connection.

People who naturally experience emotions at work tend to be happier and more satisfied when their emotions align with their jobs, without outside interference (Ashforth & Humphrey, 1993). When employees are genuinely excited about their jobs, they feel less emotionally drained and are more engaged, which increases overall job satisfaction (Humphrey et al., 2015). On the other hand, when political pressures cause people to conceal their genuine feelings, they may feel detached, demotivated, and dissatisfied with their jobs (Liu et al., 2022). Gabriel et al. (2015) found that employees who can show their true feelings at work feel more empowered and connected to their jobs, which leads to lower job unhappiness. Accordingly, naturally occurring feelings are naturally linked to happiness at work.

This mediation model suggests that employer company politics can hinder employees' sense of well-being at work. In turn, hiding feelings that naturally arise makes people less satisfied with their jobs. Studies have shown that emotionally honest Employees Are more involved and committed, but political work settings can make people less honest (Zhang & Bednall, 2016).

Perceptions of organizational politics significantly impact how employees perceive their jobs and their overall job satisfaction. When employees perceive their workplace as highly political, they often feel stressed, distrusted, and frustrated, which can make it more difficult for them to express their emotions. When favoritism, self-serving behaviors, and skewed decision-making prevail at work due to politics, it can be challenging for employees to feel positive about their jobs and coworkers. Instead of being naturally excited or involved, they may become emotionally detached or devise ways to protect themselves from the political nature of the workplace. This hiding or distorting of emotions generally leads to people being less satisfied with their jobs.

Emotions that are naturally felt are those that arise spontaneously and align with a person's internal state, unaffected by external influences. Surface and deep acting require employees to conceal or manage their emotions to meet the company's needs. On the other hand, naturally felt emotions do not need any effort to be controlled (Liu et al., 2022). People are more likely to feel respected, mentally involved, and happy with their jobs when they work in a society that supports authenticity. However, if the workplace is highly political, employees may feel compelled to hide or modify their views to conform to the prevailing political climate. This mismatch between their feelings and the reality of their work situation can lead to emotional exhaustion and dissatisfaction (Bello & Başar, 2025; Zhang & Bednall, 2016).

It is essential to understand how naturally occurring feelings contribute to the connection between POP and job dissatisfaction in order to comprehend how workplace politics impact the health and well-being of workers. When employees feel that many politics are at play, they may find it harder to express their true feelings, which can lead to them being less satisfied with their jobs. Deep acting is when people attempt to align their genuine feelings with what they need to say. On the other hand, quickly felt emotions can help people feel fulfilled and authentic at work (Zhang & Bednall, 2016).

Employees who can show their feelings easily are happier, more committed, and healthier at work. On the other hand, individuals who feel compelled to suppress their feelings due to political pressures may experience stress and a loss of interest at work. In highly political settings, people often conceal their genuine feelings, which erodes trust and confidence and ultimately leads to dissatisfaction

(Kammeyer-Mueller et al., 2013). If employees think that decisions are being made unfairly or that they are being favored, they will likely feel removed from their work, which will make them angry and cynical toward the company. This lack of emotional honesty worsens job unhappiness and the harmful effects of office politics.

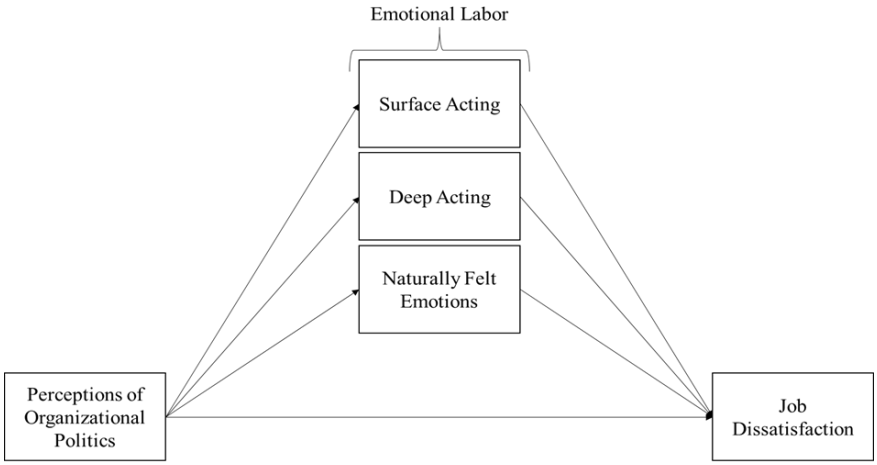
Given the importance of naturally occurring feelings as a buffer, businesses should strive to create a workplace that fosters honesty, fairness, and trust. To help employees feel more comfortable sharing their true feelings, leaders should foster open conversations, minimize bias, and promote ethical behavior. When employees can express their natural feelings without worrying about what others will think, they are more likely to feel emotionally connected to their work, which makes them happier with their jobs. On the other hand, hiding your natural feelings in a politically charged setting only exacerbates the situation, highlighting the importance of navigating corporate politics to enhance overall workplace well-being. Based on this reasoning, hypothesis 4 is developed.

Hypothesis 4: Naturally felt emotions significantly mediate the relationship between perceptions of organizational politics and job dissatisfaction, where perceptions of organizational politics are negatively related to naturally felt emotions, and naturally felt emotions are negatively related to job dissatisfaction.

The research model based on the hypotheses is presented in Figure 1.

Figure 1

Research Model



3. Method

3.1. Research Design and Participants

This research employed a cross-sectional design. The data were collected through online questionnaires from 387 employees working in 26 organizations operating in Istanbul Province, Türkiye. The companies' sectors are listed in Table 1. Of the participants, 291 (75.2%) were females, 96 (24.8%) were males, 229 (59.2%) were single, 132 (34.1%) were married, 15 (3.9%) were divorced, and 11 (2.8%) did not report their marital status, 41 (10.6%) had a high school degree, 76 (19.6%) had an associate degree, 190 (49.1%) had a bachelor's degree, 68 (17.6%) had a master's degree, 12 (3.1%) had a doctorate, 100 (25.8%) were between 18-24 years old, 174 (45%) were between 25-34 years old, 79 (20.4%) were between 35-44 years old, 32 (8.3%) were between 45-54 years old, 2 (0.5%) were between 55-64 years old, 291 (75.2%) had a regular (i.e., permanent) job,

96 (24.8%) had an irregular (i.e., temporary) job, 88 (22.7%) had work experience less than a year, 130 (33.6%) had work experience between 1-5 years, 87 (22.5%) had work experience between 5-10 years, and 82 (21.2%) had work experience more than 11 years.

Table 1

Companies' Sectors

Sector	*n*	Percent (%)
Justice and Security	16	4.1
Woodworking, Paper, and Paper Products	2	0.5
Information Technologies	8	2.1
Glass, Cement, and Soil	3	0.8
Environment	4	1
Education	60	15.5
Electrical and Electronics	1	0.3
Energy	2	0.5
Finance	25	6.5
Food	9	2.3
Construction	12	3.1
Business and Management	6	1.6
Chemical, Petroleum, Rubber, and Plastic	3	0.8
Culture, Art, and Design	10	2.6
Mining	1	0.3
Machinery	6	1.6
Media, Communication, and Publishing	6	1.6
Automotive	6	1.6
Health and Social Services	61	15.8
Sports and Recreation	6	1.6
Agriculture, Hunting, and Fishing	1	0.3
Textiles, Apparel, Leather	79	20.4
Commerce (Sales and Marketing)	33	8.5
Social and Personal Services	10	2.6
Tourism, Accommodation, Food and Beverage Services	10	2.6
Transportation, Logistics, and Communication	7	1.8
Total	387	100

3.2 Data Collection Instruments

Hochwarter et al.'s (2003) six-item and unidimensional scale was used to measure participants' perceptions of organizational politics. Akdoğan and Demirtaş (2014) adapted the scale to the Turkish context. Items were scored from 1 = *completely disagree* to 7 = *completely agree.*

Smith et al.'s (1985) four-item and unidimensional scale was used to measure participants' job dissatisfaction. Gürbüz et al. (2010) adapted the scale to the Turkish context. Items were scored from 1 = *completely disagree* to 7 = *completely agree.*

Diefendorff et al.'s (2005) thirteen-item and three-dimensional scale was used to measure participants' emotional labor. Basım and Beğenirbaş (2012) adapted the scale to the Turkish context. Items were scored from 1 = *never* to 7 = *always*. The first six items on the scale measured surface acting, the following four measured deep acting, and the remaining three measured naturally felt emotions.

3.2.1. Reliability and Validity Tests

Cronbach's Alpha (α) coefficients were calculated to test the scales' internal consistency (i.e., reliability). Scores are presented in Table 5. A measurement model analysis was performed to test the validity of the scales. Accordingly, a factor analysis was done on the items of the scales. The results are presented in Tables 2, 3, and 4.

Table 2

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.095	30.847	30.847	7.095	30.847	30.847	4.543	19.752	19.752
2	3.989	17.344	48.191	3.989	17.344	48.191	4.292	18.661	38.413
3	2.96	12.872	61.063	2.96	12.872	61.063	3.13	13.61	52.023
4	2.093	9.099	70.161	2.093	9.099	70.161	2.913	12.664	64.688
5	1.233	5.36	75.521	1.233	5.36	75.521	2.492	10.834	75.521
6	0.609	2.646	78.168						
7	0.488	2.124	80.291						
8	0.447	1.944	82.235						
9	0.415	1.806	84.041						
10	0.388	1.688	85.73						
11	0.373	1.623	87.353						
12	0.349	1.519	88.872						
13	0.324	1.41	90.281						
14	0.319	1.387	91.668						
15	0.307	1.337	93.005						
16	0.267	1.159	94.164						
17	0.242	1.054	95.219						
18	0.217	0.944	96.162						
19	0.204	0.886	97.049						
20	0.196	0.853	97.901						
21	0.174	0.758	98.659						
22	0.163	0.71	99.369						
23	0.145	0.631	100						

Table 2 shows that there are five factors with an Eigenvalue greater than one. These five factors explain 75.521% of the variance. As shown in Table 3, the initial component matrix produces mixed results. Some items are grouped in more than one factor. For example, the first and second factors have many shared items. It is not clear how items are grouped. Hence, a rotated component matrix is produced to differentiate items better.

Table 3

Component Matrix

Items	Components				
	1	2	3	4	5
sa5	.783				
sa4	.774				
sa6	.737				
sa2	.729				
sa1	.719				
sa3	.709				
jds2	.616			.551	
da2	.573	.514			
da1	.561	.506			
da4	.552	.494			
op4	.515	-.640			
op3	.492	-.606			
op2	.458	-.604			
op6	.540	-.584			
op1	.414	-.557			
op5	.524	-.531			
da3	.512	.520			
nfe3			.710		
nfe2			.695		
nfe1			.686		
jds3	.465			.649	
jds1	.519			.615	
jds4	.500			.564	

Note. sa: surface acting, da: deep acting, nfe: naturally felt emotions, jds: job dissatisfaction, op: perceptions of organizational politics

Table 4 shows the rotated component matrix. Upon examination, it is evident that items on each scale are appropriately grouped. This proves the construct validity of the scales.

Table 4

Rotated Component Matrix

Items	Components				
	1	2	3	4	5
sa2	0.854				
sa5	0.837				
sa1	0.819				
sa4	0.816				
sa6	0.814				
sa3	0.801				
op4		0.882			
op3		0.87			
op2		0.837			
op6		0.837			
op5		0.783			
op1		0.754			
da2			0.852		
da3			0.843		
da1			0.822		
da4			0.811		
jds3				0.838	
jds2				0.827	
jds4				0.806	
jds1				0.805	
nfe2					0.904
nfe1					0.881
nfe3					0.85

Note. sa: surface acting, da: deep acting, nfe: naturally felt emotions, jds: jo dissatisfaction, op: perceptions of organizational politics

3.3. Data Collection Procedure

Before commencing data collection, ethics committee approval was obtained from the Istanbul Ticaret University Research Ethics Committee on December 30, 2024. The approval number is E-65836846-044-341665.

Following this, data collection began by contacting the managers responsible within the organization. Organizations were identified based on their willingness to participate and their relevance to the study's focus. Managers and HR representatives were contacted via email and formal meetings, where they were informed about the research objectives, confidentiality measures, and ethical considerations. Once approvals were granted, organizations facilitated the recruitment of participants. Employees were invited to participate through email notifications and internal communication channels. To ensure balanced representation across different departments and job roles, HR managers assisted in distributing invitations. Participants were assured of anonymity and confidentiality, minimizing potential bias in responses. A structured online questionnaire was used to collect data, ensuring ease of access and consistency in responses. The survey link was shared via email, company portals, and employee groups, allowing participants to complete the questionnaire at their convenience. To maximize response rates, reminders were sent periodically.

4. Findings

Hypotheses are tested through linear regression analysis. Nevertheless, before this, correlation coefficients between variables were calculated to determine whether relations existed in the expected

directions. Table 5 shows correlation coefficients. According to the results, naturally felt emotions are only related to deep acting positively ($r = .31$, $p < .01$). However, it is not related to other variables, which is contrary to expectations. Another exception is the positive relationship between deep acting and job dissatisfaction ($r = .12$, $p < .05$), which was expected to be negative. Besides, as expected, there are significant relationships between other variables, which provide a basis for hypothesis tests.

Table 5

Correlations and Descriptives

	Cronbach's α	*M*	*SD*	OP	JDS	SA	DA	NFE
OP	0.91	4.61	1.71	1				
JDS	0.87	3.27	1.76	0.32**	1			
SA	0.93	3.47	1.80	0.22**	0.39**	1		
DA	0.91	3.81	1.77	0.10*	0.12*	0.48**	1	
NFE	0.88	4.62	1.66	-0.02	-0.01	-0.06	0.31**	1

Note. M: Mean, SD: Standard Deviation, OP: Organizational Politics Perceptions, JDS: Job Dissatisfaction, SA: Surface Acting, DA: Deep Acting, NFE: Naturally Felt Emotions
*$p < .05$, **$p < .01$

Although correlation coefficients tell something about the existence and direction of the relationship between variables, they do not provide causality. For this reason, linear regression analysis was performed in the next stage through SPSS Hayes Process Macro V4.1, Model number 4. Since there is no significant relationship between naturally felt emotions, organizational politics perceptions, and job dissatisfaction, naturally felt emotions are excluded from the regression analysis. Tables 6 and 7 show the regression analysis results.

Table 6

Regression Analysis Results

	SA			DA			JDS		
	β	*F*	R^2	*β*	*F*	R^2	*β*	*F*	R^2
OP	0.24***	21.08***	0.05	0.10*	4.20*	0.01	0.25***		
SA							0.36***	35.14***	0.21
DA							-0.08		

Note. OP: Organizational Politics Perceptions, SA: Surface Acting, DA: Deep Acting, JDS: Job Dissatisfaction
*$p < .05$, **$p < .01$

Results in Table 6 indicate that perceptions of organizational politics have a significant and positive impact on job dissatisfaction ($\beta = .25$, $p < .001$). Therefore, Hypothesis 1 is supported. In addition, perceptions of organizational politics have a positive impact on surface acting ($\beta = .24$, $p < .001$). At the same time, surface acting has a positive impact on job dissatisfaction ($\beta = .36$, $p < .001$), indicating a mediating role of surface acting between perceptions of organizational politics and job dissatisfaction. However, although perceptions of organizational politics have a positive impact on deep acting ($\beta = .10$, $p < .05$), deep acting does not significantly impact job dissatisfaction ($\beta = -.08$, $p > .05$). Therefore, deep acting does not mediate between perceptions of organizational politics and job dissatisfaction. Since naturally felt emotions do not have significant relationships with perceptions of organizational politics and job dissatisfaction, it is not possible to discuss the mediating role of naturally felt emotions between perceptions of organizational politics and job dissatisfaction. The direct, indirect, and total effect sizes of perceptions of organizational politics on job dissatisfaction, presented in Table 7, provide information about the significance of mediation.

Table 7

Direct, Indirect, and Total Effects

Effects	Path	*B*	*LLCI*	*ULCI*
Direct Effect	OP->JDS	0.2548	0.1606	0.3489
Indirect Effect	OP->SA->JDS	0.0878	0.0415	0.1440
	OP->DA->JDS	-0.0086	-0.0272	0.0039
Total Effect	OP->SA->JDS OP->DA->JDS	0.3339	0.2362	0.4316

Note. OP: Perceptions of Organizational Politics, JDS: Job Dissatisfaction, SA: Surface Acting, DA: Deep Acting, LLCI: Lower Level Confidence Interval, ULCI: Upper Level Confidence Interval

Considering the results in Table 7, an indirect effect must be statistically significant to indicate full mediation. When indirect and direct effect scores are significant simultaneously, this indicates partial mediation. Lower-level confidence interval (LLCI) and upper-level confidence interval (ULCI) scores help interpret the significance of the relationships. When there is "0" between LLCI and ULCI, it indicates an insignificant effect. However, in the opposite case, it indicates a significant effect (Hayes, 2022). Here, on the OP->JDS path, there is no "0" between LLCI and ULCI; therefore, the direct effect of OP on JDS is significant. Additionally, on the OP->SA->JDS path, there is no "0" between LLCI and ULCI. Therefore, the indirect effect of OP on JDS through SA is significant. Because perceptions of organizational politics positively and simultaneously affect surface acting and job dissatisfaction, and surface acting also positively impacts job dissatisfaction, there is a partial mediating role of surface acting in the relationship between perceptions of organizational politics and job dissatisfaction. Accordingly, hypothesis 2 is supported. Because the OP->DA->JDS path is not significant, deep acting does not mediate the relationship between perceptions of organizational politics and job dissatisfaction. Accordingly, hypothesis 3 is not supported. Since naturally felt emotions are not significantly related to perceptions of organizational politics and job dissatisfaction, there is no mediating role in the relationship between perceptions of organizational politics and job dissatisfaction. Accordingly, hypothesis 4 is also not supported.

5. Discussion and Conclusions

This study builds on earlier research investigating the adverse effects of organizational politics on job dissatisfaction while introducing emotional labor as a mediator. Prior studies (Ferris et al., 2002; Vigoda, 2000) established that perceptions of organizational politics (POP) strongly correlate with employee stress, reduced job satisfaction, and increased turnover intentions. Our findings confirm this relationship, as POP was positively linked to job dissatisfaction.

A key distinction in this study is the examination of the mediating role of emotional labor. While previous research (Grandey & Gabriel, 2015; Hochschild, 1983) emphasized the psychological burden of emotional labor, our study provides an empirical demonstration of how different emotional labor strategies—surface acting, deep acting, and naturally felt emotions—modify the effect of POP on job dissatisfaction. Specifically, we found that surface acting significantly mediated the relationship, intensifying job dissatisfaction, whereas deep acting and naturally felt emotions did not mediate the relationship as expected. This contrasts with earlier studies suggesting deep acting could buffer against workplace stress (Humphrey et al., 2015). The lack of mediation for deep-seated emotions and naturally felt emotions suggests that, in politically charged environments, emotional regulation may not always mitigate dissatisfaction, indicating a complex dynamic between workplace politics and emotional adaptation.

For business professionals and human resources management practitioners, these findings highlight the importance of managing organizational politics to reduce employee dissatisfaction. Accordingly, organizations should minimize political behaviors by fostering transparent decision-making and merit-based rewards. Employees perceive fairness when promotions and recognition are based on competence rather than political influence. Employees must be trained in emotional regulation techniques that reduce reliance on surface acting, thereby preventing emotional exhaustion and dissatisfaction. Workplaces must be enhanced in terms of trust and communication by encouraging naturally felt emotions and fostering a more authentic and psychologically safe work culture. The psychological costs of emotional labor must be recognized and supported with mechanisms, such as employee wellness programs, to help employees manage stress effectively.

However, while this study contributes valuable insights, several limitations should be acknowledged. Our research relied on self-reported data collected at a single point in time, which limited the ability to draw causal conclusions. A longitudinal approach and the use of qualitative data would have provided a deeper understanding of how perceptions of organizational politics and emotional labor evolve and result in job dissatisfaction. The study encompassed organizations across twenty-seven industries, but there can be differences across sectors in terms of the display of political behaviors and their perceptions. Future studies can emphasize industry-specific analyses to obtain more specific results and to make more thorough inferences. The study was conducted in Türkiye. So, the results cannot explain conditions in other contexts because workplace politics may function differently across cultures. Therefore, future research in diverse cultural settings can help generalize the findings. Although previously developed, valid, and reliable scales were used, measuring naturally felt emotions remains a complex task. Future research can refine more precise assessment tools for emotional authenticity in the workplace.

Accordingly, in the future, longitudinal research designs can be employed to investigate how perceptions of organizational politics and emotional labor evolve over time and whether interventions can mitigate job dissatisfaction. Industry-specific examinations can be conducted to identify how politics and emotional labor vary across sectors like healthcare, finance, and manufacturing. Additionally, the roles of other factors in the relationship between perceptions of organizational politics and job dissatisfaction can be investigated. For example, employees' individual features, such as their personality, can play a significant role as a moderator, or the organizational culture and leadership style can impact this relationship. Especially, emerging phenomena, such as the use of artificial intelligence in the workplace, can impact the way employees display political behaviors and are satisfied with their jobs. Therefore, the impact of such phenomena can be investigated in the future. Besides, cross-cultural studies can be conducted to examine how perceptions of politics intersect cultural norms, particularly in eastern versus western workplaces. Moreover, alternative emotional labor strategies, such as emotion regulation training, can be used to determine whether employees can develop resilience against workplace politics.

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