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## #35626 Review

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### Submission

Authors	Resekiani Mas Bakar, Yaumil Khaerah, Nurul Hidayati, Andi Nasrawaty Hamid
Title	The Role of Organizational Culture in Moderating Effect of Emotional Labor Strategies on Nursing Professionalism
Section	Articles
Editor	Nana Rochana

### Peer Review

#### Round 1

Review Version	35626-106758-2-RV.docx	07-07-2021
Initiated		07-07-2021
Last modified		06-01-2022
Uploaded file	Reviewer B 35626-128768-1-RV.docx	04-10-2021
	Reviewer A 35626-127608-1-RV.docx	15-09-2021
	Reviewer C 35626-128915-1-RV.docx	06-10-2021

### Editor Decision



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- Editorial Team
- Focus & Scope
- Publication Ethics
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Author Guidelines  
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### Editor Decision

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Semarang, July 2021

Dear Reviewers,

It is with pleasure to introduce you the Nurse Media Journal of Nursing (NMJN), an international journal which is focused on providing publication of results from original research, systematic reviews, and case report, particularly in nursing and health. The journal strives to provide the most current and best research in the field of nursing and health sciences.

The NMJN is published by Department of Nursing, Faculty of Medicine, Diponegoro University and serves as a focal point for nurse-practitioners, academicians, professionals, graduates and undergraduate students, fellows, and associates pursuing research throughout the world.

Given your expertise in the field and, particularly, the link between the topics faced in the following submitted manuscripts and your research activities, I am inviting you to be a reviewer for the following article:

**The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism**

I would very much appreciate it if you could promptly find the time to give a quick look at this article and decide whether you can accept the invitation to review it. If you kindly accept the invitation, please return your report within 1 week after you accepted the invitation.

If you need any further inquiry related to this request, please do not hesitate to contact us at [media\\_ners@live.undip.ac.id](mailto:media_ners@live.undip.ac.id).

Thank you very much for your kind assistance and cooperation.

Sincerely Yours,

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Email: [media\\_ners@live.undip.ac.id](mailto:media_ners@live.undip.ac.id)

### ARTICLE REVIEW FORM

<b>TITLE</b>	<b>The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism</b>
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Please fill in the following information with the result of your review on the article.

Does the article:

1. Meet the aims and scope of Nurse Media Journal of Nursing (NMJN)? Yes  No

Comments:

2. Follow appropriate conventions for a journal article of its type? Yes  No

Comments:

3. Possess a suitable title and an abstract that accurately and concisely summarizes the content? Yes  No

Comments:

The article needs consistency between title, aim, and results. The consistent use of the term among organizational culture, surface and deep acting (emotional strategy), and nursing professionalism should be carried out to avoid mis-interpretation and ambiguity

4. Cite, discuss and critically evaluate relevant international literature? Yes  No

Comments:

Only few citations on the discussions, considering plagiarism

5. Demonstrate original thought or work? Yes  No

Comments:

6. Does the article have a sound theoretical or policy base? Yes  No

Comments:

7. Are conclusions drawn rigorously? Yes  No

Comments:

The conclusion should be shortened

8. Are the style and English usage appropriate for the journal? Yes  No

Comments:

Many grammatical errors, this article needs English language proofreading

### FOR RESEARCH PAPERS

Does the article: -

9. Outline and justify the overall research design? Yes  No

Comments:

The author should make it clear whether this is an experimental study or cross sectional study as no intervention procedure explained

10. Adequately discuss ethical issues? Yes \_\_\_ No

Comments:

There was no ethical clearance from ethics review board nor permission from the hospitals

11. Clearly indicate and discuss data analysis/findings? Yes \_\_\_ No

Comments:

The result narrations should be supported by tables or figures. The discussion should be indepth

12. Accurately display statistical data (if any)? Yes  No \_\_\_

Comments:

#### OVERALL COMMENTS ON THE ARTICLE

I recommend to accept the manuscript with correct justification to the design, clear description of the methods, and proper citations.

## The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism

### ABSTRACT

**Background:** Surface and deep acting strategy is necessary for nurses to provide health care for society through friendliness, caring, and positive emotion.

**Purpose:** This study aimed to measure the influence of emotional labor strategy (surface and deep acting) toward nurse professionalism mediated by organizational culture.

**Methods:** This study is experimental with between participants design. The participants of this study was 124 hospital nurses. The instrument in this study used emotional labor, organizational culture, and nursing professionalism scale. This study was conducted using mediation model technique by Hayes Process.

**Results:** The study result showed full mediation of deep acting strategy toward nursing professionalism which affected by organizational culture. Nurses who display deep acting to their patient indirectly affect professionalism through mediation of organizational culture. However, this finding was not similar in surface acting.

**Conclusion:** This study was in line with control theory that organizational culture has a role as comparator for nurse to engage in professionalism in providing healthcare for society. It is suggested that organizational culture is essential for implementing nursing professional in the hospital.

**Keyword:** Organizational culture; deep acting; surface acting; nursing professionalism

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## BACKGROUND

The role of nurses in various public health centers and hospitals shows a significant amount in terms of quantity. The Ministry of Health of the Republic of Indonesia shows nurses occupy the highest position compared to other medical personnel, namely 29.66% (Indonesian Health Ministry, 2017). While in the world, to achieve the third Sustainable Development Goals (SDGs), called health and welfare, WHO estimates the need for nurses around the world to reach nine million by 2030 (World Health Organization, 2018). The demands on the number of the nurses are currently faced with the responsibility to serve both quantity and quality-oriented (Lombarts et al., 2014). One of the nurse's responsibilities is to enhance the service quality for patients. The health professional needs to adapt and respond rapidly in fulfilling our society's demand for the healthcare system, either in the level of a person, family, or community (Akhtar-Danesh et al., 2013). The complexity happened in medical field and technology development give several changes in nurses' working environments such as maintaining professionalism. Professionalism refers to the level of knowledge and responsibility to work based on institution standards.

Professionalism for the nurse is the crucial aspect to show credibility and positive evaluation from surroundings. Professionalism performed by a nurse during work time will directly affect people's judgment (Primm, 2010). Professionalism has eight aspects: continuous learning, accountability and initiative, self-care and professional growth, responsibility and a sense of duty, compassion and respect for others, integrity and trustworthiness, teamwork and professional demeanor, concern for the welfare of others. The specific knowledge and guidance of behavior are strongly required to perform the job and function as well (Jang et al., 2016). These needs include a basic standard when giving a treatment, such as a friendly attitude, and readiness in every condition. Therefore, when a nurse shows enthusiasm towards professionalism, it will increase their knowledge due to the standard rules and technical skill. The service quality perceived by patient depends on nurse performance (Lombarts et al., 2014). Nurses who are capable to develop professionalism in their task allows the rising of service care to patients. Therefore, professionalism among nurses and other health care professionals becomes the main focus to fulfill hospital demands. Meanwhile, professionalism can affect the maintenance process, especially in decision making and service delivery. Understanding professionalism will help nurses to provide a better service to patients (Bunkenborg et al., 2012).

However, most medical officers especially nurses, feel several emotions during their interaction with the patients (Bagdasarov & Connelly, 2015). The incompetence of nurse to regulate their emotion will affect to ability degrading in applying ethical code. Everyone has an ability or strategy regarding emotional regulation in the working environment (Ghalandari et al., 2013). This kind of strategy is called emotional labor. Emotional labor is a strategy used in regulating emotions or feelings to give the appearance of the body and face according to the demands of the job (Hochschild, 1983). Emotional labor strategy is commonly applied into two types: deep acting and surface acting. Both of these strategies can be used alternately by the nurse in certain conditions.

Those strategies of emotional labor relate to internal emotion regulation and emotional expression display (Grandey & Melloy, 2017). Nurses who display deep acting strategies can regulate their internal emotions and demand of patient's needs. Therefore, they can serve healthcare according to the hospital's standard. On the other hand, nurses who perform surface acting strategy will experience emotional fabrication in delivering health service to patient.

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Nurses with surface acting criteria will not feel positive emotion, yet they just try to show fake emotion as a work demand. Emotional labor can create both positive and negative emotions during the work process.

The strategy to apply emotional labor is a crucial aspect in providing service to our society in order to maintain the sustainability of hospital quality. Emotional labor in its application involves induction or feeling suppression to preserve the external appearance and show good impression to others (Gray, 2010). Emotion showed by nurses will give a significant experience to patients. Although the individual difference among nurses is inevitable, nurses are required to express the proper emotion to patients regarding their responsibility as a nurse or institution. Occupation as a nurse which requires face-to-face interaction with patients allows nurses to experience the unpleasant event when they are not able to display a proper strategy (Altuntaş & Altun, 2015). Practicing emotional labor is a major element in performing a job and personal interaction in the organizational environment. An appropriate emotional regulation from employees can improve teamwork and professionalism in the organization. Deep acting strategy is assumed capable to significantly improve cultural work, especially in enhancing service quality to patients (Grandey & Sayre, 2019).

Some previous studies showed that professionalism in nurse environment is also influenced by several factors, such as educational level, work experience, work environment, and position in the office (Solomon et al., 2015; Tanaka et al., 2014). The organizational aspects include organization type, rewarding system, nurse involvement in the hospital, and organizational culture (Ghadirian et al., 2014). Organizational culture refers to beliefs, ideology, principal, and values that are followed by society in a certain environment (Kamel et al., 2017). Working environment which puts attention to service has a set of rules and values and followed by the member of an organization. This system is called organizational culture. Creating an organizational culture which can rise teamwork among the members is the current focus of hospital management instead of material profit (Kamel et al., 2017). The improvement of patient safety as the main hospital responsibility is started by creating and maintain the culture (Stock et al., 2017).

Organizational culture is influenced by several aspects: internal communication, work balance, leadership style, employee satisfaction, reward system, and organization's performance (Kamel et al., 2017). Those factors will also affect to organization's productivity and profit. Organizational culture in the medical field is led by management's ability to organize human resource and patient satisfaction. If the hospital can maximize those factors, it will help to improve interpersonal relations among medical professionals and respect every single achievement. Organizational culture strongly relates to performance and communication processes in the workplace (Sass, 2000) and decrease turnover intention (Lee & Jang, 2020). Organizational culture enables giving understanding to organization members regarding values and procedures (Scott-Findlay & Estabrooks, 2006) and strategies of emotional labor (Choi & Guy, 2020). This process can become guidance for people to act and behave in the workplace. Hospital culture can harmonize the way nurse interact with other people, especially patients.

Organizational culture practice can accelerate standard achievement in applying norms and regulations in the workplace (Manley et al., 2011). Organizational culture enables the improvement of nurses' performance, job satisfaction, and problem-solving skill (Kamel et al., 2017; Kim et al., 2016). Moreover, when most the organization members focus on quality improvement, it will support an innovative work environment. Organizational culture influences attitude and decision of organization members. This is because organizational

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culture links with values, beliefs, and individual behavior, either in negative or positive way. Organizational culture which gives authority and freedom to nurse also has significant role. It will encourage nurses to apply initiative and show professionalism during work (Manojlovich & Ketefian, 2002). Therefore, hospital management, especially the head of nurse, needs to create a working environment that supports communication and coordination between nurses and other hospital staff. This atmosphere can lower negative behaviors during work (Yeun & Han, 2016).

The mechanism of emotional labor strategy towards nursing professionalism mediated by organizational culture can be explained with control theory (Diefendorff & Gosserand, 2003). Control theory consists of four components: input, standard, comparator, and output. When the nurse interacts with patients, there is an emotional exchange between them. The emotional exchange is affected by the self-perception of nurse in terms of display rules in their working unit. This factor then influences the type of regulation strategy that will be displayed (surface or deep acting). Apart from self-perception, service delivery is also influenced by obligation as a nurse, includes health rules and emotional aspects when serving the patients. Emotional display standard (display rule) based on organizational culture in each hospital. Therefore, organizational culture becomes a mediate variable which affects emotional labor towards nursing professionalism. The different emotional displays will indirectly influence professionalism which is mediated by perception about the organization's culture. Nurses who display deep acting strategy is presumed to indirectly show professionalism with mediation of organizational culture perception.

The results of meta-analysis of emotional labor research have proven that previous researchs have focused more on the impact of deep and surface acting strategies only at the level of individual of nurse, such as burnout (Zaghini, Biagioli, Proietti, Badolamenti, Fiorini, & Sili, 2020; Kim, 2020), self-efficacy, and type A behavior patterns (Jeung, Kim, and Chang, 2018). Research that examines the impact of emotional labor strategies from the organizational level such as organizational culture is still limited. In fact, the emotional labor strategy occurs because of the display rules that nurses must obey and this is rooted in the organizational culture (Diefendorff, Erickson, Grandey, & Dahling, 2011). The gap in this study provides an opportunity for researchers to examine organizational culture variables that mediate the indirect effect of emotional labor strategies on nurse professionalism in experimental design study.

## OBJECTIVE

The study aim is to measure the indirect effect between surface and deep acting strategy mediated by organizational culture perception towards nursing professionalism which is, Organizational culture variable will mediate the indirect effect between surface and deep acting to nursing professionalism. This study contributes in providing description and explaining the effect of surface and deep acting on the organizational culture which is still limited in previous studies, especially in the context of health service between nurse and patient.

## METHODS

This study aimed to measure the role of organizational culture as a moderator variable of emotional labor strategy and nursing professionalism. The hypothesis test was conducted by collecting the instruments from 136 nurses. The respondents of this study were a full-time nurse in several hospitals. The average age of respondents was 22-30 years old (46%), while the most dominant tenure ranged from 5-10 years (58.4%). The respondents came from several educational backgrounds, start from Diploma until Profession. Participants are dominated by female (98%).

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**Commented [MOU21]:** How did you recruit the respondents? What was the sampling technique? One group or two groups? Inclusion and exclusion criteria? How did you estimate the sample size?

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## Measurement

### Emotional Labor Strategy Scale

Emotional regulation strategies were measured using nine items. This instrument adopted the scale of Gosserand and Diefendorff (2005). The emotional labor strategy scale consists of surface acting (5 items) and deep acting (4 items). Scoring was done by calculating the total score of surface and deep acting items separately. The reliability of this instrument showed good internal consistency  $\alpha = 0.84$ . One of the example of surface acting items is "I fake the emotional expression which must be displayed during interaction with patients" and the example of deep acting items is "I try to feel the emotion that I should display when encountering the patients". The measurement of emotional labor ranged from 1 (strongly inappropriate) – 5 (strongly appropriate).

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### Organizational Culture Scale

The organizational culture variable was measured using the scale from (Jafree et al., 2016). The reliability of this instrument showed good internal consistency  $\alpha = 0.88$  for 27 items. Organizational culture consisted of six aspects: 1) Nursing participation in governance, 2) Nurse manager ability leadership and support, 3) Nurse participation in Hospital Affairs, 4) Nurse foundations for quality of care, 5) Nurse coworker relations, and 6) Nursing Staffing and Resource. One of the item examples is "Nurse applies written planning in delivering service to patients". The organizational culture score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

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### Nursing Professionalism Scale

Nursing professionalism attribute was measured by 12 scales from Lombarts, Plochg, Thompson, and Arah (2014). Nursing professionalism consists of four aspects: 1) improving the quality of care, 2) maintaining professional competence, 3) fulfilling professional competence, 4) shared education and collaboration. One of the item examples is: "I am responsible to supervise the result of medical treatment for patients". Analysis of Cronbach alpha resulted in 0.87 for the reliability of this scale which consists of 8 items. Nursing professionalism score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

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### Data Analysis

To answer the study hypothesis, we applied analysis of 4 model mediation by PROCESS (Hayes & Scharkow, 2013). Hayes process is a method for analyzing data in order to measure the mediation model which is a part of regression analysis and measure both direct and indirect effects between one variable to another (Field, 2013).

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### Ethical consideration

In considering the ethics of the study, researchers used a peer review of two lecturers of psychology to provide an assessment of whether there is any risk arising from the planned research procedure. The nurses who participated in this study obtained informed consent including an explanation of the research objectives, procedures, and their rights in this study.

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This ethical review method is not commonly used in studies involving human

## RESULT

### Descriptive Analysis

From 136 participants who had completed the questionnaire, 12 participants were eliminated because of incomplete responses in emotional labor form. Therefore, the number of participants analyzed in this study was 124. Each respondent was measured with deep and surface acting because in its application, nurse can display deep or surface acting consecutively when interacting with patients. From 124 nurses, 53 respondents (42.7%) tend to perform surface

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acting, while 71 nurses (57.3%) tend to perform deep acting. This result indicated that the sample group of nurses in this study generally display deep acting than surface acting when working. The level of nursing professionalism and organizational culture is categorized in the high level, for each category was 98 participants (79%).

**Hypothesis Test**

**The role of organizational culture in mediating the effect of surface acting to nursing professionalism**

This study measured the mediation role of organizational culture which indirectly affected surface and deep acting towards professionalism. In H1, it was expected that there is a significant effect between surface acting strategy to professionalism with organizational culture as mediation. The answer from Porcess method can be described in table 1:

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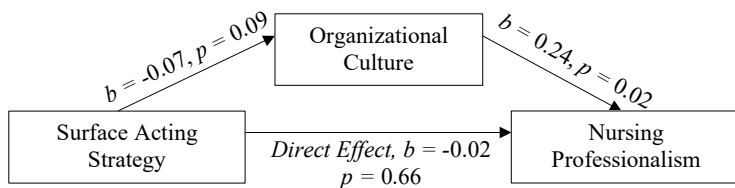
**Table 1.**

The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)				Y (NP)			
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>		
X (SA)	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
M (OC)					<i>b</i>	0.24	0.10	0.02
Constant	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
		R <sup>2</sup> = 0.02				R <sup>2</sup> = 0.04		
		F(1,122) = 2.91, <i>p</i> = 0.09				F(2,121) = 2.87, <i>p</i> = 0.06		

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**Picture 1.** Hypothesis Test for the Influence of Surface Acting towards Nursing Professionalism through Organizational Culture

Process analysis showed that organziational culture as mediation variable on surface acting to nursing professionalism has no significant relationship, *b* = -0.01, 95% CI [-0.05 – 0.00]. Therefore, H<sub>1</sub> was declined.

**The role of Organizational Culture in moderating the effect of Surface Acting Strategy towards Nursing Professionalism**

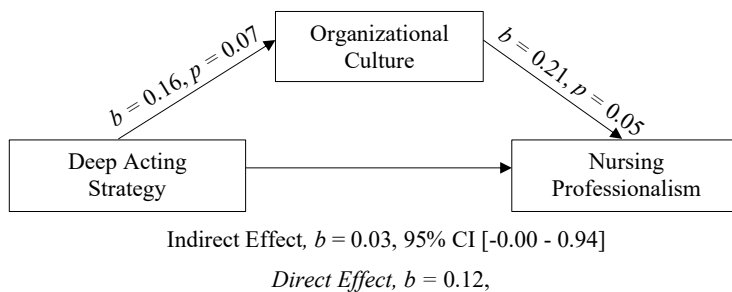
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The result we expected to answer H<sub>2</sub> is that deep acting indirectly affects nursing professionalism through organizational culture as a mediation variable. Process analysis in table 2 showed that there is a significant effect on deep acting to nursing professionalism through organizational culture which is indirect,  $b = 0.03$ , 95% CI [-0.00 - 0.94]. Therefore, H<sub>2</sub> was accepted.

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>		
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
		R <sup>2</sup> = 0.06				R <sup>2</sup> = 0.07		
		F(1,122) = 7.32, <i>p</i> = 0.00				F(2,121) = 4.25, <i>p</i> = 0.01		



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

## DISCUSSION

The result of mediation model study found that surface acting strategy did not affect the increase of organizational culture and nursing professionalism, neither directly nor indirectly. In contrast, the result of this study showed that there was a positive influence of deep acting strategy on the increase of organizational culture and nursing professionalism which occurred significantly. Nurses who display surface acting strategy can modify the emotional expression when interacting with patients, although it is not fit with current feelings. When dealing with patients, the nurse tries to suppress the negative emotion and pretend to show positive emotion. Generally, modifying emotional expression for a nurse is not violation at all. The nurse who displays surface acting is a part of obedience to display rule. Display rule is a root of an organization or hospital norm. However, nurse obedience when displaying surface acting based on job condition, not hospital or organization condition. Therefore, surface acting strategy performed by nurse did not significantly affect organizational culture. In addition, modifying

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surface acting expression when providing healthcare service does not influence nursing professionalism. This is because nurses who display surface acting still provide service based on professionalism context in their operational procedure.

Deep acting strategy indirectly influences nursing professionalism through organizational culture. Deep acting strategy does not only obey the display rule, but it can provide health service more than the existing standard operational procedure. The display rule which becomes basic rule in showing emotion is the reflection of the company's organizational culture. An individual who can perform their job in deep acting strategy will have stronger value to organizational culture. These findings support the previous study which states that deep acting strategy relates to the display rule. Nurses' response that display surface acting during work tend to improve service quality by 88.7%, while display deep acting 99%. Besides, an initiative to enhance service showed the difference between surface acting and deep acting, with 86.8% and 94.3% in order.

The difference in organizational culture towards nursing professionalism is on the willingness of self-evaluation. For this aspect, participants showed the medium organizational culture 84.6%. This result is lower than participants who perform 97% of organizational culture perception. Similarly, maintaining competence which is performed by nurses shows the difference. An individual with medium perception of organizational culture, rated 81% to preserve competency, then nurses who have a higher perception of organizational culture by 94%.

People with a high perception of organizational culture correlate with nursing professionalism. Nurses can assess whether the hospital provides a chance to participate in hospital service improvement so they can improve themselves and enhance the service quality through self-evaluation during work. Nursing professionalism is performed by responsibility and dedication to fulfill the health service standard, attention to self-competence, self-responsibility, and willingness to collaborate with other parties in an organization. While nursing professionalism is performed through a commitment to show the warmth, caring, ethical code, and sustainability self-improvement in order to reach patients' well-being. The previous study found that organizational culture is the fundamental factor in determining professionalism among nurses (Manojlovich & Ketefian, 2002). Nurses who are in a supportive environment are likely to participate in service delivery and monitoring for patients as well as work together with other medical staff in a collaborative.

Based on control theory, every nurse has self-perception about display rules when interacting with patients. Self-perception regarding display rule must be understood and applied in every work unit. A company or hospital always has a standard for their employee to perform a job, which have to be applied by nurses, especially emotional aspect when delivering a service. Nurses' self-perception will be adapted with a standard from the comparator. If the gap happens between personal emotion and display rule standard, nurses will apply emotional regulation to decrease that gap. Emotional display which is performed by nurses can be surface or deep acting. Comparator aspect in this theory will continuously happen and become guidance for nurses. Organizational culture variable has a role as the comparator for nurses in order to strengthen its positive effect to work behavior by maintaining professionalism. Nurses who perform deep acting strategy as the emotional display will have higher perception input to improve professionalism. This condition happens because service is delivered sincerely and appropriately with organizational culture. In addition, an individual who delivers deep acting will have a stronger input self-perception to organizational culture. This enables a person to

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apply the work value properly, especially when offering health service. Deep acting strategy with self willingness to apply professionalism during work allows strengthening self-perception to hospital management in order to collaborate with nurses in providing healthcare system.

#### CONCLUSION

This study provided new significant finding which positively affects deep acting strategy to organizational culture and nursing professionalism, while surface acting did not significantly give negative effect in lowering organizational culture and professionalism. This study also found that organizational culture affects the increase of nursing professionalism. Deep acting strategy indirectly affects nursing professionalism through organizational culture as a mediation variable.

Either deep acting or surface acting is the nurse's strategy to regulate emotion during service delivery to patients. Nurses who tend to modify their emotions through surface acting did not prove to perform low organizational culture and professionalism in the hospital. Whereas, nurses who tend to modify their emotions through deep acting, have proven to perform greater organizational culture and professionalism. A deep acting strategy can be implemented in sincere service and beyond the organization's expectation. Therefore, this condition can represent high organizational culture and professionalism value in every task. Deep acting strategy influence professionalism indirectly, without advanced understanding and perception towards hospital culture.

The organizational culture which has been internalized enables the achievement of professionalism standards through the same understanding among all members in an organization. Therefore, the hospitals should maintain their service quality by training and development as well as monitoring nurses to display deep acting strategy.

The future study can be developed by using a larger sample size. Besides, level classification or work unit of participants should be examined. Those factors are necessary to consider because the researcher can acquire a more detailed description. Other individual aspects that can be noticed are personality types, emotional intelligence or job autonomy. These aspects can be measured in the next study which can influence the perception of organizational culture.

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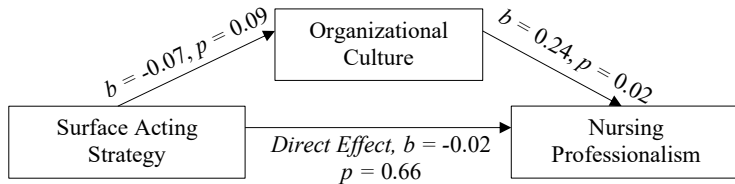
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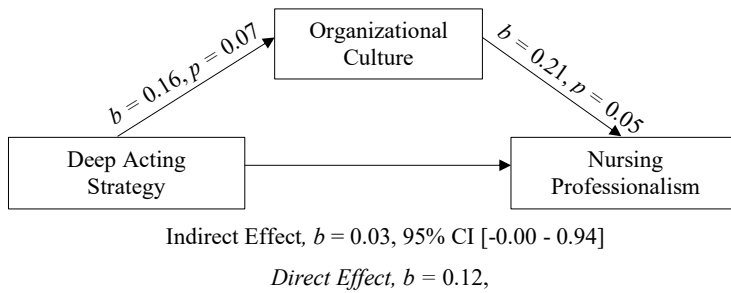
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**FIGURE CAPTIONS:**



**Picture 1.** Hypothesis Test for the Influence of Surface Acting towards Nursing Professionalism through Organizational Culture



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

**TABLE CAPTIONS:**

**Table 1.**

The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	p	Coeff.	SE	p		
X (SA)	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
M (OC)					<i>b</i>	0.24	0.10	0.02
Constant	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
		R <sup>2</sup> = 0.02				R <sup>2</sup> = 0.04		
		F(1,122) = 2.91, p = 0.09				F(2,121) = 2.87, p = 0.06		

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
		M (OC)				Y (NP)		
		Coeff.	SE	<i>p</i>		Coeff.	SE	<i>p</i>
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
		R <sup>2</sup> = 0.06				R <sup>2</sup> = 0.07		
		F(1,122) = 7.32, <i>p</i> = 0.00				F(2,121) = 4.25, <i>p</i> = 0.01		

Semarang, July 2021

Dear Reviewers,

It is with pleasure to introduce you the Nurse Media Journal of Nursing (NMJN), an international journal which is focused on providing publication of results from original research, systematic reviews, and case report, particularly in nursing and health. The journal strives to provide the most current and best research in the field of nursing and health sciences.

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Given your expertise in the field and, particularly, the link between the topics faced in the following submitted manuscripts and your research activities, I am inviting you to be a reviewer for the following article:

**The Mediation Role Of Organizational Culture On Deep Acting  
Effect Towards Nursing Professionalism**

I would very much appreciate it if you could promptly find the time to give a quick look at this article and decide whether you can accept the invitation to review it. If you kindly accept the invitation, please return your report within 1 week after you accepted the invitation.

If you need any further inquiry related to this request, please do not hesitate to contact us at [media\\_ners@live.undip.ac.id](mailto:media_ners@live.undip.ac.id).

Thank you very much for your kind assistance and cooperation.

Sincerely Yours,

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### ARTICLE REVIEW FORM

<b>TITLE</b>	<b>The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism</b>
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Please fill in the following information with the result of your review on the article.

Does the article:

1. Meet the aims and scope of Nurse Media Journal of Nursing (NMJN)? Yes  No

Comments:

This article is the result of research on nursing management, especially nursing human resources and organization culture

2. Follow appropriate conventions for a journal article of its type? Yes  No

Comments:

Contains of article consisted of abstract, background, objective, method, result and discussion and conclusion

3. Possess a suitable title and an abstract that accurately and concisely summarizes the content? Yes  No

Comments:

- a. Writing ambiguous title
- b. Abstract is not relevant to the content. The method in the abstract states that the study design is experimental but in the content there are no experimental stages, only correlating survey results

4. Cite, discuss and critically evaluate relevant international literature? Yes  No

Comments:

- a. The introduction section cites the results of previous studies that can answer the research objectives so that the urgency of the research does not exist
- b. The discussion section only cites one international journal article so that it does not present a sharper picture of the data findings. Researchers only present the data, do not provide analysis, interpretation, and meaning to their findings

5. Demonstrate original thought or work? Yes  No

Comments:

Some of the results of previous studies have answered the author's study objectives

6. Does the article have a sound theoretical or policy base? Yes  No

Comments:

The article is based on theories and policies on the quality of human resources and organizational culture

7. Are conclusions drawn rigorously? Yes  No

Comments:

Conclusions relevant to research results

8. Are the style and English usage appropriate for the journal? Yes \_\_\_ No

Comments:

English grammar is not good

### FOR RESEARCH PAPERS

Does the article: -

9. Outline and justify the overall research design? Yes \_\_\_ No

Comments:

The research problem is not clear so that the justification is weak and has no urgency for research

10. Adequately discuss ethical issues? Yes \_\_\_ No

Comments:

a. The researcher explained that ethical clearance was considered by two psychology lecturers, not through the research ethics committee  
b. Ethical issues are not explained in detail

11. Clearly indicate and discuss data analysis/findings? Yes \_\_\_ No

Comments:

In the discussion section, the author does not discuss (analyze and compare with the results of previous studies) the data but just explaining it

12. Accurately display statistical data (if any)? Yes \_\_\_ No

Comments:

The statistical data displayed is not equipped with an interpretation of the data

### OVERALL COMMENTS ON THE ARTICLE

a. Writing ambiguous title  
b. Abstract is not relevant to the content  
c. The research problem is not clear . The introduction section cites the results of previous studies that can answer the research objectives so that the urgency of the research does not exist  
d. The discussion section only cites one international journal article so that it does not present a sharper picture of the data findings  
e. English grammar is not good  
f. The researcher explained that ethical clearance was considered by two psychology lecturers, not through the research ethics committee. Ethical issues are not explained in detail  
g. In the discussion section, the author does not discuss (analyze and compare with the results of previous studies) the data but just explaining it  
h. The statistical data displayed is not equipped with an interpretation of the data

# The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism

## ABSTRACT

**Background:** Surface and deep acting strategy is necessary for nurses to provide health care for society through friendliness, caring, and positive emotion.

**Purpose:** This study aimed to measure the influence of emotional labor strategy (surface and deep acting) toward nurse professionalism mediated by organizational culture.

**Methods:** This study is experimental with between participants design. The participants of this study was 124 hospital nurses. The instrument in this study used emotional labor, organizational culture, and nursing professionalism scale. This study was conducted using mediation model technique by Hayes Process.

**Results:** The study result showed full mediation of deep acting strategy toward nursing professionalism which affected by organizational culture. Nurses who display deep acting to their patient indirectly affect professionalism through mediation of organizational culture. However, this finding was not similar in surface acting.

**Conclusion:** This study was in line with control theory that organizational culture has a role as comparator for nurse to engage in professionalism in providing healthcare for society. It is suggested that organizational culture are essential for implementing nursing professional in the hospital.

**Keyword:** Organizational culture; deep acting; surface acting; nursing professionalism

## BACKGROUND

The role of nurses in various public health centers and hospitals shows a significant amount in terms of quantity. The Ministry of Health of the Republic of Indonesia shows nurses occupy the highest position compared to other medical personnel, namely 29.66% (Indonesian Health Ministry, 2017). While in the world, to achieve the third Sustainable Development Goals (SDGs), called health and welfare, WHO estimates the need for nurses around the world to reach nine million by 2030 (World Health Organization, 2018). The demands on the number of the nurses are currently faced with the responsibility to serve both quantity and quality-oriented (Lombarts et al., 2014). One of the nurse's responsibilities is to enhance the service quality for patients. The health professional needs to adapt and respond rapidly in fulfilling our society's demand for the healthcare system, either in the level of a person, family, or community (Akhtar-Danesh et al., 2013). The complexity happened in medical field and technology development give several changes in nurses' working environments such as maintaining professionalism. Professionalism refers to the level of knowledge and responsibility to work based on institution standards.

Professionalism for the nurse is the crucial aspect to show credibility and positive evaluation from surroundings. Professionalism performed by a nurse during work time will directly affect people's judgment (Primm, 2010). Professionalism has eight aspects: continuous learning, accountability and initiative, self-care and professional growth, responsibility and a sense of duty, compassion and respect for others, integrity and trustworthiness, teamwork and professional demeanor, concern for the welfare of others. The specific knowledge and

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guidance of behavior are strongly required to perform the job and function as well (Jang et al., 2016). These needs include a basic standard when giving a treatment, such as a friendly attitude, and readiness in every condition. Therefore, when a nurse shows enthusiasm towards professionalism, it will increase their knowledge due to the standard rules and technical skill. The service quality perceived by patient depends on nurse performance (Lombarts et al., 2014). Nurses who are capable to develop professionalism in their task allows the rising of service care to patients. Therefore, professionalism among nurses and other health care professionals becomes the main focus to fulfill hospital demands. Meanwhile, professionalism can affect the maintenance process, especially in decision making and service delivery. Understanding professionalism will help nurses to provide a better service to patients (Bunkenborg et al., 2012).

However, most medical officers especially nurses, feel several emotions during their interaction with the patients (Bagdasarov & Connelly, 2015). The incompetence of nurse to regulate their emotion will affect to ability degrading in applying ethical code. Everyone has an ability or strategy regarding emotional regulation in the working environment (Ghalandari et al., 2013). This kind of strategy is called emotional labor. Emotional labor is a strategy used in regulating emotions or feelings to give the appearance of the body and face according to the demands of the job (Hochschild, 1983). Emotional labor strategy is commonly applied into two types: deep acting and surface acting. Both of these strategies can be used alternately by the nurse in certain conditions.

Those strategies of emotional labor relate to internal emotion regulation and emotional expression display (Grandey & Melloy, 2017). Nurses who display deep acting strategies can regulate their internal emotions and demand of patient's needs. Therefore, they can serve healthcare according to the hospital's standard. On the other hand, nurses who perform surface acting strategy will experience emotional fabrication in delivering health service to patient. Nurses with surface acting criteria will not feel positive emotion, yet they just try to show fake emotion as a work demand. Emotional labor can create both positive and negative emotions during the work process.

The strategy to apply emotional labor is a crucial aspect in providing service to our society in order to maintain the sustainability of hospital quality. Emotional labor in its application involves induction or feeling suppression to preserve the external appearance and show good impression to others (Gray, 2010). Emotion showed by nurses will give a significant experience to patients. Although the individual difference among nurses is inevitable, nurses are required to express the proper emotion to patients regarding their responsibility as a nurse or institution

Occupation as a nurse which requires face-to-face interaction with patients allows nurses to experience the unpleasant event when they are not able to display a proper strategy (Altuntaş & Altun, 2015). Practicing emotional labor is a major element in performing a job and personal interaction in the organizational environment. An appropriate emotional regulation from employees can improve teamwork and professionalism in the organization. Deep acting strategy is assumed capable to significantly improve cultural work, especially in enhancing service quality to patients (Grandey & Sayre, 2019).

Some previous studies showed that professionalism in nurse environment is also influenced by several factors, such as educational level, work experience, work environment, and position in the office (Solomon et al., 2015; Tanaka et al., 2014). The organizational aspects include organization type, rewarding system, nurse involvement in the hospital, and

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organizational culture (Ghadirian et al., 2014). Organizational culture refers to beliefs, ideology, principal, and values that are followed by society in a certain environment (Kamel et al., 2017). Working environment which puts attention to service has a set of rules and values and followed by the member of an organization. This system is called organizational culture. Creating an organizational culture which can rise teamwork among the members is the current focus of hospital management instead of material profit (Kamel et al., 2017). The improvement of patient safety as the main hospital responsibility is started by creating and maintain the culture (Stock et al., 2017).

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Organizational culture is influenced by several aspects: internal communication, work balance, leadership style, employee satisfaction, reward system, and organization's performance (Kamel et al., 2017). Those factors will also affect to organization's productivity and profit. Organizational culture in the medical field is led by management's ability to organize human resource and patient satisfaction. If the hospital can maximize those factors, it will help to improve interpersonal relations among medical professionals and respect every single achievement. Organizational culture strongly relates to performance and communication processes in the workplace (Sass, 2000) and decrease turnover intention (Lee & Jang, 2020). Organizational culture enables giving understanding to organization members regarding values and procedures (Scott-Findlay & Estabrooks, 2006) and strategies of emotional labor (Choi & Guy, 2020). This process can become guidance for people to act and behave in the workplace. Hospital culture can harmonize the way nurse interact with other people, especially patients.

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Organizational culture practice can accelerate standard achievement in applying norms and regulations in the workplace (Manley et al., 2011). Organizational culture enables the improvement of nurses' performance, job satisfaction, and problem-solving skill (Kamel et al., 2017; Kim et al., 2016). Moreover, when most the organization members focus on quality improvement, it will support an innovative work environment. Organizational culture influences attitude and decision of organization members. This is because organizational culture links with values, beliefs, and individual behavior, either in negative or posite way. Organizational culture which gives authority and freedom to nurse also has significant role. It will encourage nurse to apply initiative and show professionalism during work (Manojlovich & Ketefian, 2002). Therefore, hospital management, especially the head of nurse, needs to create a working environment that supports communication and coordination between nurses and other hospital staff. This atmosphere can lower negative behaviors during work (Yeun & Han, 2016).

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The mechanism of emotional labor strategy towards nursing professionalism is mediated by organizational culture can be explained with control theory (Diefendorff & Gosserand, 2003). Control theory consists of four components: input, standard, comparator, and output. When the nurse interacts with patients, there is an emotional exchange between them. The emotional exchange is affected by the self-perception of nurse in terms of display rules in their working unit. This factor then influences the type of regulation strategy that will be displayed (surface or deep acting). Apart from self-perception, service delivery is also influenced by obligation as a nurse, includes health rules and emotional aspects when serving the patients. Emotional display standard (display rule) based on organizational culture in each hospital. Therefore, organizational culture becomes a mediate variable which affects emotional labor towards nursing professionalism. The different emotional displays will indirectly influence professionalism which is mediated by perception about the organization's

culture. Nurses who display deep acting strategy is presumed to indirectly show professionalism with mediation of organizational culture perception.

The results of meta-analysis of emotional labor research have proven that previous researchs have focused more on the impact of deep and surface acting strategies only at the level of individual of nurse, such as burnout (Zaghini, Biagioli, Proietti, Badolamenti, Fiorini, & Sili, 2020; Kim, 2020), self-efficacy, and type A behavior patterns (Jeung, Kim, and Chang, 2018). Research that examines the impact of emotional labor strategies from the organizational level such as organizational culture is still limited. In fact, the emotional labor strategy occurs because of the display rules that nurses must obey and this is rooted in the organizational culture (Diefendorff, Erickson, Grandey, & Dahling, 2011). The gap in this study provides an opportunity for researchers to examine organizational culture variables that mediate the indirect effect of emotional labor strategies on nurse professionalism in experimental design study.

### OBJECTIVE

The study aim is to measure the indirect effect between surface and deep acting strategy towards nursing professionalism which is mediated by organizational culture perception. Organizational culture variable will mediate the indirect effect between surface and deep acting to nursing professionalism. This study contributes in providing description and explaining the effect of surface and deep acting on the organizational culture which is still limited in previous studies, especially in the context of health service between nurse and patient.

### METHODS

This study aimed to measure the role of organizational culture as a moderator variable of emotional labor strategy and nursing professionalism. The hypothesis test was conducted by collecting the instruments from 136 nurses. The respondents of this study were a full-time nurse in several hospitals. The average age of respondents was 22-30 years old (46%), while the most dominant tenure ranged from 5-10 years (58.4%). The respondents came from several educational backgrounds, start from Diploma until Profession. Participants are dominated by female (98%).

### Measurement

#### Emotional Labor Strategy Scale

Emotional regulation strategies were measured using nine items. This instrument adopted the scale of Gosserand and Diefendorff (2005). The emotional labor strategy scale consists of surface acting (5 items) and deep acting (4 items). Scoring was done by calculating the total score of surface and deep acting items separately. The reliability of this instrument showed good internal consistency  $\alpha = 0.84$ . One of the example of surface acting items is "I fake the emotional expression which must be displayed during interaction with patients" and the example of deep acting items is "I try to feel the emotion that I should display when encountering the patients". The measurement of emotional labor ranged from 1 (strongly inappropriate) – 5 (strongly appropriate).

#### Organizational Culture Scale

The organizational culture variable was measured using the scale from (Jafree et al., 2016). The reliability of this instrument showed good internal consistency  $\alpha = 0.88$  for 27 items. Organizational culture consisted of six aspects: 1) Nursing participation in governance, 2) Nurse manager ability leadership and support, 3) Nurse participation in Hospital Affairs, 4) Nurse foundations for quality of care, 5) Nurse coworker relations, and 6) Nursing Staffing

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and Resource. One of the item examples is “Nurse applies written planning in delivering service to patients”. The organizational culture score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

### **Nursing Professionalism Scale**

Nursing professionalism attribute was measured by 12 scales from Lombarts, Plochg, Thompson, and Arah (2014). Nursing professionalism consists of four aspects: 1) improving the quality of care, 2) maintaining professional competence, 3) fulfilling professional competence, 4) shared education and collaboration. One of the item examples is: “I am responsible to supervise the result of medical treatment for patients”. Analysis of Cronbach alpha resulted in 0.87 for the reliability of this scale which consists of 8 items. Nursing professionalism score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

### **Data Analysis**

To answer the study hypothesis, we applied analysis of 4 model mediation by PROCESS (Hayes & Scharkow, 2013). Hayes process is a method for analyzing data in order to measure the mediation model which is a part of regression analysis and measure both direct and indirect effects between one variable to another (Field, 2013).

**Commented [u19]:** This is a survey research not an experimental study

### **Ethical consideration**

In considering the ethics of the study, researchers used a peer review of two lecturers of psychology to provide an assessment of whether there is any risk arising from the planned research procedure. The nurses who participated in this study obtained informed consent including an explanation of the research objectives, procedures, and their rights in this study.

## **RESULT**

### **Descriptive Analysis**

From 136 participants who had completed the questionnaire, 12 participants were eliminated because of incomplete responses in emotional labor form. Therefore, the number of participants analyzed in this study was 124. Each respondent was measured with deep and surface acting because in its application, nurse can display deep or surface acting consecutively when interacting with patients. From 124 nurses, 53 respondents (42.7%) tend to perform surface acting, while 71 nurses (57.3%) tend to perform deep acting. This result indicated that the sample group of nurses in this study generally display deep acting than surface acting when working. The level of nursing professionalism and organizational culture is categorized in the high level, for each category was 98 participants (79%).

### **Hypothesis Test**

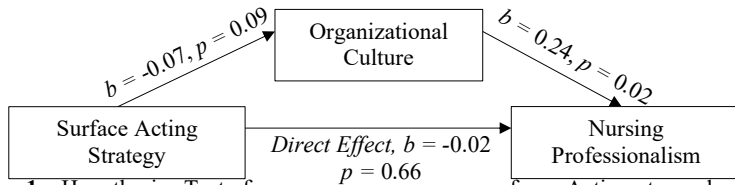
#### ***The role of organizational culture in mediating the effect of surface acting to nursing professionalism***

This study measured the mediation role of organizational culture which indirectly affected surface and deep acting towards professionalism. In H1, it was expected that there is a significant effect between surface acting strategy to professionalism with organizational culture as mediation. The answer from Porcess method can be described in table 1:

**Table 1.**

The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
		M (OC)				Y (NP)		
		Coeff.	SE	<i>p</i>		Coeff.	SE	<i>p</i>
<b>X (SA)</b>	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
<b>M (OC)</b>					<i>b</i>	0.24	0.10	0.02
<b>Constant</b>	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
$R^2 = 0.02$				$R^2 = 0.04$				
$F(1,122) = 2.91, p = 0.09$				$F(2,121) = 2.87, p = 0.06$				



**Picture 1.** Hypothesis Test for Surface Acting towards Nursing Professionalism through Organizational Culture

Process analysis showed that organizational culture as mediation variable on surface acting to nursing professionalism has no significant relationship,  $b = -0.01$ , 95% CI [-0.05 – 0.00]. Therefore,  $H_1$  was declined.

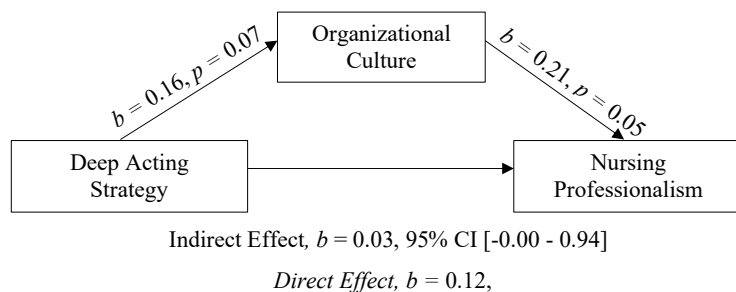
**The role of Organizational Culture in moderating the effect of Surface Acting Strategy towards Nursing Professionalism**

The result we expected to answer  $H_2$  is that deep acting indirectly affects nursing professionalism through organizational culture as a mediation variable. Process analysis in table 2 showed that there is a significant effect on deep acting to nursing professionalism through organizational culture which is indirect,  $b = 0.03$ , 95% CI [-0.00 – 0.94]. Therefore,  $H_2$  was accepted.

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
		M (OC)				Y (NP)		
		Coeff.	SE	<i>p</i>		Coeff.	SE	<i>p</i>
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
$R^2 = 0.06$				$R^2 = 0.07$				
$F(1,122) = 7.32, p = 0.00$				$F(2,121) = 4.25, p = 0.01$				



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

## DISCUSSION

The result of mediation model study found that surface acting strategy did not affect the increase of organizational culture and nursing professionalism, neither directly nor indirectly. In contrast, the result of this study showed that there was a positive influence of deep acting strategy on the increase of organizational culture and nursing professionalism which occurred significantly. Nurses who display surface acting strategy can modify the emotional expression when interacting with patients, although it is not fit with current feelings. When dealing with patients, the nurse tries to suppress the negative emotion and pretend to show positive emotion. Generally, modifying emotional expression for a nurse is not violation at all. The nurse who displays surface acting is a part of obedience to display rule. Display rule is a root of an organization or hospital norm. However, nurse obedience when displaying surface acting based on job condition, not hospital or organization condition. Therefore, surface acting strategy performed by nurse did not significantly affect organizational culture. In addition, modifying surface acting expression when providing healthcare service does not influence nursing professionalism. This is because nurses who display surface acting still provide service based on professionalism context in their operational procedure.

Deep acting strategy indirectly influences nursing professionalism through organizational culture. Deep acting strategy does not only obey the display rule, but it can provide health service more than the existing standard operational procedure. The display rule which becomes basic rule in showing emotion is the reflection of the company's organizational culture. An individual who can perform their job in deep acting strategy will have stronger value to organizational culture. These findings support the previous study which states that deep acting strategy relates to the display rule. Nurses' response that display surface acting during work tend to improve service quality by 88.7%, while display deep acting 99%. Besides, an initiative to enhance service showed the difference between surface acting and deep acting, with 86.8% and 94.3% in order.

The difference in organizational culture towards nursing professionalism is on the willingness of self-evaluation. For this aspect, participants showed the medium organizational culture 84.6%. This result is lower than participants who perform 97% of organizational culture

**Commented [u20]:** This discussion does not compare the results of studies that have been carried out with the results of previous studies but only interprets the measurement data

perception. Similarly, maintaining competence which is performed by nurses shows the difference. An individual with medium perception of organizational culture, rated 81% to preserve competency, then nurses who have a higher perception of organizational culture by 94%.

People with a high perception of organizational culture correlate with nursing professionalism. Nurses can assess whether the hospital provides a chance to participate in hospital service improvement so they can improve themselves and enhance the service quality through self-evaluation during work. Nursing professionalism is performed by responsibility and dedication to fulfill the health service standard, attention to self-competence, self-responsibility, and willingness to collaborate with other parties in an organization. While nursing professionalism is performed through a commitment to show the warmth, caring, ethical code, and sustainability self-improvement in order to reach patients' well-being. The previous study found that organizational culture is the fundamental factor in determining professionalism among nurses (Manojlovich & Ketefian, 2002). Nurses who are in a supportive environment are likely to participate in service delivery and monitoring for patients as well as work together with other medical staff in a collaborative.

Based on control theory, every nurse has self-perception about display rules when interacting with patients. Self-perception regarding display rule must be understood and applied in every work unit. a company or hospital always has a standard for their employee to perform a job, which have to be applied by nurses, especially emotional aspect when delivering a service. Nurses' self-perception will be adapted with a standard from the comparator. If the gap happens between personal emotion and display rule standard, nurses will apply emotional regulation to decrease that gap. Emotional display which is performed by nurses can be surface or deep acting. Comparator aspect in this theory will continuously happen and become guidance for nurses. Organizational culture variable has a role as the comparator for nurses in order to strengthen its positive effect to work behavior by maintaining professionalism. Nurses who perform deep acting strategy as the emotional display will have higher perception input to improve professionalism. This condition happens because service is delivered sincerely and appropriately with organizational culture. In addition, an individual who delivers deep acting will have a stronger input self-perception to organizational culture. This enables a person to apply the work value properly, especially when offering health service. Deep acting strategy with self willingness to apply professionalism during work allows strengthening self-perception to hospital management in order to collaborate with nurses in providing healthcare system.

#### **CONCLUSION**

This study provided new significant finding which positively affects deep acting strategy to organizational culture and nursing professionalism, while surface acting did not significantly give negative effect in lowering organizational culture and professionalism. This study also found that organizational culture affects the increase of nursing professionalism. Deep acting strategy indirectly affects nursing professionalism through organizational culture as a mediation variable.

Either deep acting or surface acting is the nurse's strategy to regulate emotion during service delivery to patients. Nurses who tend to modify their emotions through surface acting did not prove to perform low organizational culture and professionalism in the hospital. Whereas, nurses who tend to modify their emotions through deep acting, have proven to perform greater organizational culture and professionalism. A deep acting strategy can be

implemented in sincere service and beyond the organization's expectation. Therefore, this condition can represent high organizational culture and professionalism value in every task. Deep acting strategy influence professionalism indirectly, without advanced understanding and perception towards hospital culture.

The organizational culture which has been internalized enables the achievement of professionalism standards through the same understanding among all members in an organization. Therefore, the hospitals should maintain their service quality by training and development as well as monitoring nurses to display deep acting strategy.

The future study can be developed by using a larger sample size. Besides, level classification or work unit of participants should be examined. Those factors are necessary to consider because the researcher can acquire a more detailed description. Other individual aspects that can be noticed are personality types, emotional intelligence or job autonomy. These aspects can be measured in the next study which can influence the perception of organizational culture.

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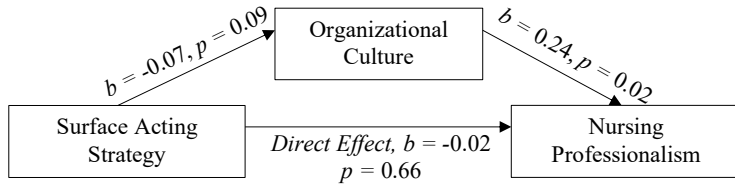
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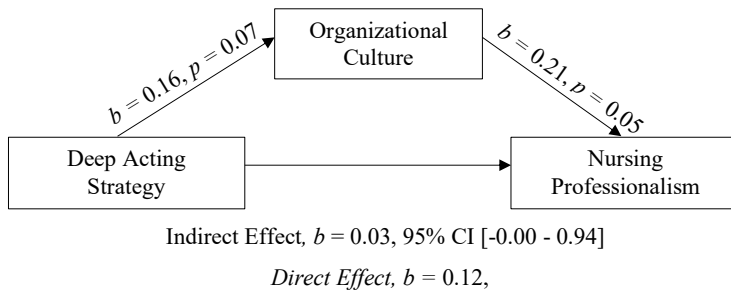
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**FIGURE CAPTIONS:**



**Picture 1.** Hypothesis Test for the Influence of Surface Acting towards Nursing Professionalism through Organizational Culture



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

**TABLE CAPTIONS:**

**Table 1.**

The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	p	Coeff.	SE	p		
<b>X (SA)</b>	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
<b>M (OC)</b>				<i>b</i>	0.24	0.10	0.02	
<b>Constant</b>	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
		R <sup>2</sup> = 0.02				R <sup>2</sup> = 0.04		
		F(1,122) = 2.91, p = 0.09				F(2,121) = 2.87, p = 0.06		

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>		
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
		R <sup>2</sup> = 0.06				R <sup>2</sup> = 0.07		
		F(1,122) = 7.32, <i>p</i> = 0.00				F(2,121) = 4.25, <i>p</i> = 0.01		

Semarang, July 2021

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It is with pleasure to introduce you the Nurse Media Journal of Nursing (NMJN), an international journal which is focused on providing publication of results from original research, systematic reviews, and case report, particularly in nursing and health. The journal strives to provide the most current and best research in the field of nursing and health sciences.

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Given your expertise in the field and, particularly, the link between the topics faced in the following submitted manuscripts and your research activities, I am inviting you to be a reviewer for the following article:

**The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism**

I would very much appreciate it if you could promptly find the time to give a quick look at this article and decide whether you can accept the invitation to review it. If you kindly accept the invitation, please return your report within 1 week after you accepted the invitation.

If you need any further inquiry related to this request, please do not hesitate to contact us at [media\\_ners@live.undip.ac.id](mailto:media_ners@live.undip.ac.id).

Thank you very much for your kind assistance and cooperation.

Sincerely Yours,

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### ARTICLE REVIEW FORM

<b>TITLE</b>	<b>The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism</b>
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Please fill in the following information with the result of your review on the article.

Does the article:

1. Meet the aims and scope of Nurse Media Journal of Nursing (NMJN)? Yes  No

Comments:

2. Follow appropriate conventions for a journal article of its type? Yes  No

Comments:

3. Possess a suitable title and an abstract that accurately and concisely summarizes the content? Yes  No

Comments:

4. Cite, discuss and critically evaluate relevant international literature? Yes  No

Comments:

5. Demonstrate original thought or work? Yes  No

Comments:

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Comments:

7. Are conclusions drawn rigorously? Yes  No

Comments:

8. Are the style and English usage appropriate for the journal? Yes  No

Comments:

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Does the article: -

9. Outline and justify the overall research design? Yes  No

Comments:

10. Adequately discuss ethical issues? Yes \_\_\_ No  \_\_\_

Comments:

No information related to Ethical approval

11. Clearly indicate and discuss data analysis/findings? Yes \_\_\_ No  \_\_\_

Comments:

Need revision

12. Accurately display statistical data (if any)? Yes  \_\_\_ No \_\_\_

Comments:

**OVERALL COMMENTS ON THE ARTICLE**

The topic of this research is interesting but there are some writings that need improvement

**The Mediation Role Of Organizational Culture On Deep Acting Effect Towards Nursing Professionalism**

**ABSTRACT**

**Background:** Surface and deep acting strategy is necessary for nurses to provide health care for society through friendliness, caring, and positive emotion.

**Purpose:** This study aimed to measure the influence of emotional labor strategy (surface and deep acting) toward nurse professionalism mediated by organizational culture.

**Methods:** This study is experimental with between participants design. The participants of this study was 124 hospital nurses. The instrument in this study used emotional labor, organizational culture, and nursing professionalism scale. This study was conducted using mediation model technique by Hayes Process.

**Results:** The study result showed full mediation of deep acting strategy toward nursing professionalism which affected by organizational culture. Nurses who display deep acting to their patient indirectly affect professionalism through mediation of organizational culture. However, this finding was not similar in surface acting.

**Conclusion:** This study was in line with control theory that organizational culture has a role as comparator for nurse to engage in professionalism in providing healthcare for society. It is suggested that organizational culture are essential for implementing nursing professional in the hospital.

**Keyword:** Organizational culture; deep acting; surface acting; nursing professionalism

**BACKGROUND**

The role of nurses in various public health centers and hospitals shows a significant amount in terms of quantity. The Ministry of Health of the Republic of Indonesia shows nurses

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occupy the highest position compared to other medical personnel, namely 29.66% (Indonesian Health Ministry, 2017). While in the world, to achieve the third Sustainable Development Goals (SDGs), called health and welfare, WHO estimates the need for nurses around the world to reach nine million by 2030 (World Health Organization, 2018). The demands on the number of the nurses are currently faced with the responsibility to serve both quantity and quality-oriented (Lombarts et al., 2014). One of the nurse's responsibilities is to enhance the service quality for patients. The health professional needs to adapt and respond rapidly in fulfilling our society's demand for the healthcare system, either in the level of a person, family, or community (Akhtar-Danesh et al., 2013). The complexity happened in medical field and technology development give several changes in nurses' working environments such as maintaining professionalism. Professionalism refers to the level of knowledge and responsibility to work based on institution standards.

Professionalism for the nurse is the crucial aspect to show credibility and positive evaluation from surroundings. Professionalism performed by a nurse during work time will directly affect people's judgment (Primm, 2010). Professionalism has eight aspects: continuous learning, accountability and initiative, self-care and professional growth, responsibility and a sense of duty, compassion and respect for others, integrity and trustworthiness, teamwork and professional demeanor, concern for the welfare of others. The specific knowledge and guidance of behavior are strongly required to perform the job and function as well (Jang et al., 2016). These needs include a basic standard when giving a treatment, such as a friendly attitude, and readiness in every condition. Therefore, when a nurse shows enthusiasm towards professionalism, it will increase their knowledge due to the standard rules and technical skill. The service quality perceived by patient depends on nurse performance (Lombarts et al., 2014). Nurses who are capable to develop professionalism in their task allows the rising of service care to patients. Therefore, professionalism among nurses and other health care professionals becomes the main focus to fulfill hospital demands. Meanwhile, professionalism can affect the maintenance process, especially in decision making and service delivery. Understanding professionalism will help nurses to provide a better service to patients (Bunkenborg et al., 2012).

However, most medical officers especially nurses, feel several emotions during their interaction with the patients (Bagdasarov & Connelly, 2015). The incompetence of nurse to regulate their emotion will affect to ability degrading in applying ethical code. Everyone has an ability or strategy regarding emotional regulation in the working environment (Ghalandari et al., 2013). This kind of strategy is called emotional labor. Emotional labor is a strategy used in regulating emotions or feelings to give the appearance of the body and face according to the demands of the job (Hochschild, 1983). Emotional labor strategy is commonly applied into two types: deep acting and surface acting. Both of these strategies can be used alternately by the nurse in certain conditions.

Those strategies of emotional labor relate to internal emotion regulation and emotional expression display (Grandey & Melloy, 2017). Nurses who display deep acting strategies can regulate their internal emotions and demand of patient's needs. Therefore, they can serve healthcare according to the hospital's standard. On the other hand, nurses who perform surface acting strategy will experience emotional fabrication in delivering health service to patient. Nurses with surface acting criteria will not feel positive emotion, yet they just try to show fake emotion as a work demand. Emotional labor can create both positive and negative emotions during the work process.



The strategy to apply emotional labor is a crucial aspect in providing service to our society in order to maintain the sustainability of hospital quality. Emotional labor in its application involves induction or feeling suppression to preserve the external appearance and show good impression to others (Gray, 2010). Emotion showed by nurses will give a significant experience to patients. Although the individual difference among nurses is inevitable, nurses are required to express the proper emotion to patients regarding their responsibility as a nurse or institution

Occupation as a nurse which requires face-to-face interaction with patients allows nurses to experience the unpleasant event when they are not able to display a proper strategy (Altuntaş & Altun, 2015). Practicing emotional labor is a major element in performing a job and personal interaction in the organizational environment. An appropriate emotional regulation from employees can improve teamwork and professionalism in the organization. Deep acting strategy is assumed capable to significantly improve cultural work, especially in enhancing service quality to patients (Grandey & Sayre, 2019) .

Some previous studies showed that professionalism in nurse environment is also influenced by several factors, such as educational level, work experience, work environment, and position in the office (Solomon et al., 2015; Tanaka et al., 2014). The organizational aspects include organization type, rewarding system, nurse involvement in the hospital, and organizational culture (Ghadirian et al., 2014). Organizational culture refers to beliefs, ideology, principal, and values that are followed by society in a certain environment (Kamel et al., 2017). Working environment which puts attention to service has a set of rules and values and followed by the member of an organization. This system is called organizational culture. Creating an organizational culture which can rise teamwork among the members is the current focus of hospital management instead of material profit (Kamel et al., 2017). The improvement of patient safety as the main hospital responsibility is started by creating and maintain the culture (Stock et al., 2017).

Organizational culture is influenced by several aspects: internal communication, work balance, leadership style, employee satisfaction, reward system, and organization's performance (Kamel et al., 2017). Those factors will also affect to organization's productivity and profit. Organizational culture in the medical field is led by management's ability to organize human resource and patient satisfaction. If the hospital can maximize those factors, it will help to improve interpersonal relations among medical professionals and respect every single achievement. Organizational culture strongly relates to performance and communication processes in the workplace (Sass, 2000) and decrease turnover intention (Lee & Jang, 2020). Organizational culture enables giving understanding to organization members regarding values and procedures (Scott-Findlay & Estabrooks, 2006) and strategies of emotional labor (Choi & Guy, 2020). This process can become guidance for people to act and behave in the workplace. Hospital culture can harmonize the way nurse interact with other people, especially patients.

Organizational culture practice can accelerate standard achievement in applying norms and regulations in the workplace (Manley et al., 2011). Organizational culture enables the improvement of nurses' performance, job satisfaction, and problem-solving skill (Kamel et al., 2017; Kim et al., 2016). Moreover, when most the organization members focus on quality improvement, it will support an innovative work environment. Organizational culture influences attitude and decision of organization members. This is because organizational culture links with values, beliefs, and individual behavior, either in negative or positive way. Organizational culture which gives authority and freedom to nurse also has significant role. It

will encourage nurse to apply initiative and show professionalism during work (Manojlovich & Ketefian, 2002). Therefore, hospital management, especially the head of nurse, needs to create a working environment that supports communication and coordination between nurses and other hospital staff. This atmosphere can lower negative behaviors during work (Yeun & Han, 2016).

The mechanism of emotional labor strategy towards nursing professionalism is mediated by organizational culture can be explained with control theory (Diefendorff & Gosserand, 2003). Control theory consists of four components: input, standard, comparator, and output. When the nurse interacts with patients, there is an emotional exchange between them. The emotional exchange is affected by the self-perception of nurse in terms of display rules in their working unit. This factor then influences the type of regulation strategy that will be displayed (surface or deep acting). Apart from self-perception, service delivery is also influenced by obligation as a nurse, includes health rules and emotional aspects when serving the patients. Emotional display standard (display rule) based on organizational culture in each hospital. Therefore, organizational culture becomes a mediate variable which affects emotional labor towards nursing professionalism. The different emotional displays will indirectly influence professionalism which is mediated by perception about the organization's culture. Nurses who display deep acting strategy is presumed to indirectly show professionalism with mediation of organizational culture perception.

The results of meta-analysis of emotional labor research have proven that previous researchs have focused more on the impact of deep and surface acting strategies only at the level of individual of nurse, such as burnout (Zaghini, Biagioli, Proietti, Badolamenti, Fiorini, & Sili, 2020; Kim, 2020), self-efficacy, and type A behavior patterns (Jeung, Kim, and Chang, 2018). Research that examines the impact of emotional labor strategies from the organizational level such as organizational culture is still limited. In fact, the emotional labor strategy occurs because of the display rules that nurses must obey and this is rooted in the organizational culture (Diefendorff, Erickson, Grandey, & Dahling, 2011). The gap in this study provides an opportunity for researchers to examine organizational culture variables that mediate the indirect effect of emotional labor strategies on nurse professionalism in experimental design study.

### **OBJECTIVE**

The study aim is to measure the indirect effect between surface and deep acting strategy towards nursing professionalism which is mediated by organizational culture perception. Organizational culture variable will mediate the indirect effect between surface and deep acting to nursing professionalism. This study contributes in providing description and explaining the effect of surface and deep acting on the organizational culture which is still limited in previous studies, especially in the context of health service between nurse and patient.

### **METHODS**

This study aimed to measure the role of organizational culture as a moderator variable of emotional labor strategy and nursing professionalism. The hypothesis test was conducted by collecting the instruments from 136 nurses. The respondents of this study were a full-time nurse in several hospitals. The average age of respondents was 22-30 years old (46%), while the most dominant tenure ranged from 5-10 years (58.4%). The respondents came from several educational backgrounds, start from Diploma until Profession. Participants are dominated by female (98%).

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And write the Method in a structured manner as follows:

1. Research design
2. Setting and samples/participants
3. Measurement and data collection
4. Data analysis
5. Ethical considerations

## Measurement

### Emotional Labor Strategy Scale

Emotional regulation strategies were measured using nine items. This instrument adopted the scale of Gosserand and Diefendorff (2005). The emotional labor strategy scale consists of surface acting (5 items) and deep acting (4 items). Scoring was done by calculating the total score of surface and deep acting items separately. The reliability of this instrument showed good internal consistency  $\alpha = 0.84$ . One of the example of surface acting items is "I fake the emotional expression which must be displayed during interaction with patients" and the example of deep acting items is "I try to feel the emotion that I should display when encountering the patients". The measurement of emotional labor ranged from 1 (strongly inappropriate) – 5 (strongly appropriate).

### Organizational Culture Scale

The organizational culture variable was measured using the scale from (Jafree et al., 2016). The reliability of this instrument showed good internal consistency  $\alpha = 0.88$  for 27 items. Organizational culture consisted of six aspects: 1) Nursing participation in governance, 2) Nurse manager ability leadership and support, 3) Nurse participation in Hospital Affairs, 4) Nurse foundations for quality of care, 5) Nurse coworker relations, and 6) Nursing Staffing and Resource. One of the item examples is "Nurse applies written planning in delivering service to patients". The organizational culture score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

### Nursing Professionalism Scale

Nursing professionalism attribute was measured by 12 scales from Lombarts, Plochg, Thompson, and Arah (2014). Nursing professionalism consists of four aspects: 1) improving the quality of care, 2) maintaining professional competence, 3) fulfilling professional competence, 4) shared education and collaboration. One of the item examples is: "I am responsible to supervise the result of medical treatment for patients". Analysis of Cronbach alpha resulted in 0.87 for the reliability of this scale which consists of 8 items. Nursing professionalism score was measured from 1 (strongly inappropriate) – 5 (strongly appropriate).

### Data Analysis

To answer the study hypothesis, we applied analysis of 4 model mediation by PROCESS (Hayes & Scharkow, 2013). Hayes process is a method for analyzing data in order to measure the mediation model which is a part of regression analysis and measure both direct and indirect effects between one variable to another (Field, 2013).

## Ethical consideration

In considering the ethics of the study, researchers used a peer review of two lecturers of psychology to provide an assessment of whether there is any risk arising from the planned research procedure. The nurses who participated in this study obtained informed consent including an explanation of the research objectives, procedures, and their rights in this study.

## RESULT

### Descriptive Analysis

From 136 participants who had completed the questionnaire, 12 participants were eliminated because of incomplete responses in emotional labor form. Therefore, the number of participants analyzed in this study was 124. Each respondent was measured with deep and surface acting because in its application, nurse can display deep or surface acting

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consecutively when interacting with patients. From 124 nurses, 53 respondents (42.7%) tend to perform surface acting, while 71 nurses (57.3%) tend to perform deep acting. This result indicated that the sample group of nurses in this study generally display deep acting than surface acting when working. The level of nursing professionalism and organizational culture is categorized in the high level, for each category was 98 participants (79%).

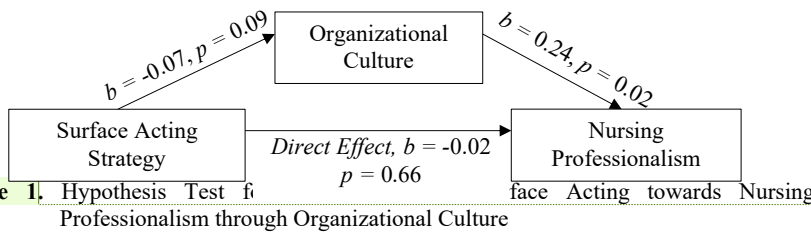
**Hypothesis Test**

**The role of organizational culture in mediating the effect of surface acting to nursing professionalism**

This study measured the mediation role of organizational culture which indirectly affected surface and deep acting towards professionalism. In H1, it was expected that there is a significant effect between surface acting strategy to professionalism with organizational culture as mediation. The answer from Porcess method can be described in table 1:

**Table 1.**  
The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	p		Coeff.	SE	p	
X (SA)	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
M (OC)					<i>b</i>	0.24	0.10	0.02
Constant	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
R <sup>2</sup> = 0.02				R <sup>2</sup> = 0.04				
F(1,122) = 2.91, p = 0.09				F(2,121) = 2.87, p = 0.06				



**Picture 1.** Hypothesis Test for the role of Organizational Culture in mediating the effect of Surface Acting Strategy towards Nursing Professionalism

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Process analysis showed that organizational culture as mediation variable on surface acting to nursing professionalism has no significant relationship,  $b = -0.01$ , 95% CI [-0.05 – 0.00]. Therefore, H<sub>1</sub> was declined.

**The role of Organizational Culture in moderating the effect of Surface Acting Strategy towards Nursing Professionalism**

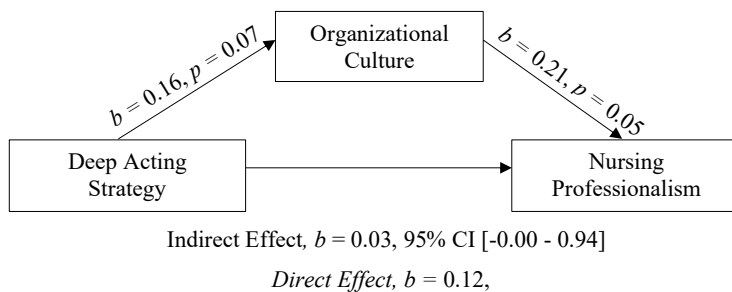
**Commented [LN12]:** Is this surface acting or deep acting?

The result we expected to answer H<sub>2</sub> is that deep acting indirectly affects nursing professionalism through organizational culture as a mediation variable. Process analysis in table 2 showed that there is a significant effect on deep acting to nursing professionalism through organizational culture which is indirect,  $b = 0.03$ , 95% CI [-0.00 – 0.94]. Therefore, H<sub>2</sub> was accepted.

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>		
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
$R^2 = 0.06$				$R^2 = 0.07$				
$F(1,122) = 7.32, p = 0.00$				$F(2,121) = 4.25, p = 0.01$				



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

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## DISCUSSION

The result of mediation model study found that surface acting strategy did not affect the increase of organizational culture and nursing professionalism, neither directly nor indirectly. In contrast, the result of this study showed that there was a positive influence of deep acting strategy on the increase of organizational culture and nursing professionalism which occurred significantly. Nurses who display surface acting strategy can modify the emotional expression when interacting with patients, although it is not fit with current feelings. When dealing with patients, the nurse tries to suppress the negative emotion and pretend to show positive emotion. Generally, modifying emotional expression for a nurse is not violation at all. The nurse who displays surface acting is a part of obedience to display rule. Display rule is a root of an organization or hospital norm. However, nurse obedience when displaying surface acting based on job condition, not hospital or organization condition. Therefore, surface acting strategy performed by nurse did not significantly affect organizational culture.

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 1. Please cite the latest references that are relevant to the research results  
 2. Avoid writing opinions without data support  
 3. Make a scientific discussion

In addition, modifying surface acting expression when providing healthcare service does not influence nursing professionalism. This is because nurses who display surface acting still provide service based on professionalism context in their operational procedure.

Deep acting strategy indirectly influences nursing professionalism through organizational culture. Deep acting strategy does not only obey the display rule, but it can provide health service more than the existing standard operational procedure. The display rule which becomes basic rule in showing emotion is the reflection of the company's organizational culture. An individual who can perform their job in deep acting strategy will have stronger value to organizational culture. These findings support the previous study which states that deep acting strategy relates to the display rule. Nurses' response that display surface acting during work tend to improve service quality by 88.7%, while display deep acting 99%. Besides, an initiative to enhance service showed the difference between surface acting and deep acting, with 86.8% and 94.3% in order.

The difference in organizational culture towards nursing professionalism is on the willingness of self-evaluation. For this aspect, participants showed the medium organizational culture 84.6%. This result is lower than participants who perform 97% of organizational culture perception. Similarly, maintaining competence which is performed by nurses shows the difference. An individual with medium perception of organizational culture, rated 81% to preserve competency, then nurses who have a higher perception of organizational culture by 94%.

People with a high perception of organizational culture correlate with nursing professionalism. Nurses can assess whether the hospital provides a chance to participate in hospital service improvement so they can improve themselves and enhance the service quality through self-evaluation during work. Nursing professionalism is performed by responsibility and dedication to fulfill the health service standard, attention to self-competence, self-responsibility, and willingness to collaborate with other parties in an organization. While nursing professionalism is performed through a commitment to show the warmth, caring, ethical code, and sustainability self-improvement in order to reach patients' well-being. The previous study found that organizational culture is the fundamental factor in determining professionalism among nurses (Manojlovich & Ketefian, 2002). Nurses who are in a supportive environment are likely to participate in service delivery and monitoring for patients as well as work together with other medical staff in a collaborative.

Based on control theory, every nurse has self-perception about display rules when interacting with patients. Self-perception regarding display rule must be understood and applied in every work unit. A company or hospital always has a standard for their employee to perform a job, which have to be applied by nurses, especially emotional aspect when delivering a service. Nurses' self-perception will be adapted with a standard from the comparator. If the gap happens between personal emotion and display rule standard, nurses will apply emotional regulation to decrease that gap. Emotional display which is performed by nurses can be surface or deep acting. Comparator aspect in this theory will continuously happen and become guidance for nurses. Organizational culture variable has a role as the comparator for nurses in order to strengthen its positive effect to work behavior by maintaining professionalism. Nurses who perform deep acting strategy as the emotional display will have higher perception input to improve professionalism. This condition happens because service is delivered sincerely and appropriately with organizational culture. In addition, an individual who delivers deep acting will have a stronger input self-perception to organizational culture.

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This enables a person to apply the work value properly, especially when offering health service. Deep acting strategy with self willingness to apply professionalism during work allows strengthening self-perception to hospital management in order to collaborate with nurses in providing healthcare system.

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#### **CONCLUSION**

This study provided new significant finding which positively affects deep acting strategy to organizational culture and nursing professionalism, while surface acting did not significantly give negative effect in lowering organizational culture and professionalism. This study also found that organizational culture affects the increase of nursing professionalism. Deep acting strategy indirectly affects nursing professionalism through organizational culture as a mediation variable.

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Either deep acting or surface acting is the nurse's strategy to regulate emotion during service delivery to patients. Nurses who tend to modify their emotions through surface acting did not prove to perform low organizational culture and professionalism in the hospital. Whereas, nurses who tend to modify their emotions through deep acting, have proven to perform greater organizational culture and professionalism. A deep acting strategy can be implemented in sincere service and beyond the organization's expectation. Therefore, this condition can represent high organizational culture and professionalism value in every task. Deep acting strategy influence professionalism indirectly, without advanced understanding and perception towards hospital culture.

The organizational culture which has been internalized enables the achievement of professionalism standards through the same understanding among all members in an organization. Therefore, the hospitals should maintain their service quality by training and development as well as monitoring nurses to display deep acting strategy.

The future study can be developed by using a larger sample size. Besides, level classification or work unit of participants should be examined. Those factors are necessary to consider because the researcher can acquire a more detailed description. Other individual aspects that can be noticed are personality types, emotional intelligence or job autonomy. These aspects can be measured in the next study which can influence the perception of organizational culture.

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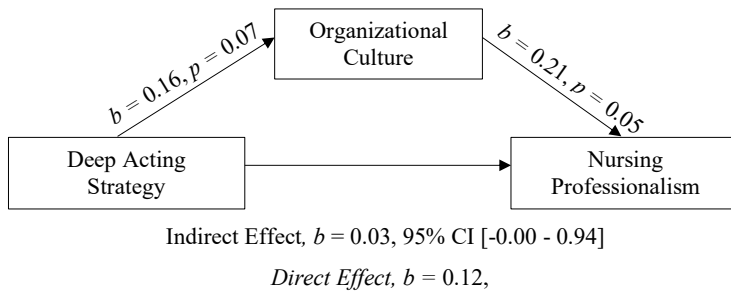
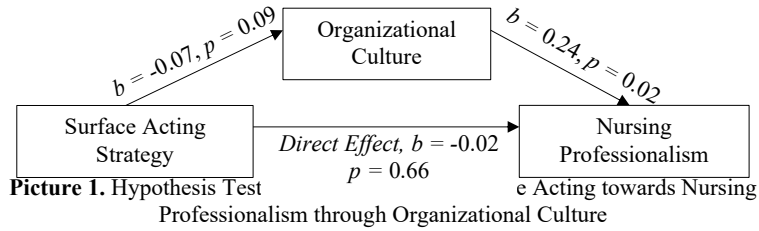
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**FIGURE CAPTIONS:**



**Picture 2.** Hypothesis test of Deep Acting Effect towards Nursing Professionalism through Organizational Culture

**TABLE CAPTIONS:**

**Table 1.**

The influence of Surface Acting (SA) toward Nursing Professionalism (NP) by mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
	Coeff.	SE	<i>p</i>	Coeff.	SE	<i>p</i>		
<b>X (SA)</b>	<i>a</i>	-0.07	0.04	0.09	<i>c'</i>	-0.02	0.05	0.66
<b>M (OC)</b>					<i>b</i>	0.24	0.10	0.02
<b>Constant</b>	<i>i<sub>1</sub></i>	4.31	0.13	0.00	<i>i<sub>2</sub></i>	3.11	0.49	0.00
		R <sup>2</sup> = 0.02				R <sup>2</sup> = 0.04		
		F(1,122) = 2.91, <i>p</i> = 0.09				F(2,121) = 2.87, <i>p</i> = 0.06		

**Table 2.**

The Influence of *Deep Acting* (DA) towards Nursing Professionalism (NP) with mediation of Organizational Culture (OC)

Antecedent	Consequence							
	M (OC)			Y (NP)				
		Coeff.	SE	<i>p</i>		Coeff.	SE	<i>p</i>
<b>X (DA)</b>	<i>a</i>	0.16	0.06	0.00	<i>c'</i>	0.12	0.07	0.09
<b>M (OC)</b>					<i>b</i>	0.21	0.11	0.05
<b>Constant</b>	<i>i<sub>1</sub></i>	3.53	0.21	0.00	<i>i<sub>2</sub></i>	2.76	0.45	0.00
		R <sup>2</sup> = 0.06				R <sup>2</sup> = 0.07		
		F(1,122) = 7.32, <i>p</i> = 0.00				F(2,121) = 4.25, <i>p</i> = 0.01		



RESEKIANI MAS BAKAR &lt;resekiani\_masbakar@unm.ac.id&gt;

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## [NMJN] Submission Acknowledgement

1 pesan

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**Editor-in-Chief of Nurse Media Journal of Nursing** <media\_ners@live.undip.ac.id> 9 Januari 2021 pukul 09.57  
Balas Ke: "Dr. Resekiani Mas Bakar" <resekiani\_masbakar@unm.ac.id>  
Kepada: "Dr. Resekiani Mas Bakar" <resekiani\_masbakar@unm.ac.id>

Dr. Resekiani Mas Bakar:

Thank you for submitting the manuscript, "THE MEDIATION ROLE OF ORGANIZATIONAL CULTURE ON DEEP ACTING EFFECT TOWARDS NURSING PROFESSIONALISM" to Nurse Media Journal of Nursing. With the online journal management system that we are using, you will be able to track its progress through the editorial process by logging in to the journal web site:

Manuscript URL: <https://ejournal.undip.ac.id/index.php/medianers/author/submission/35626>  
Username: resekianimasbakar

If you have any questions, please contact me. Thank you for considering this journal as a venue for your work.

Editor-in-Chief of Nurse Media Journal of Nursing  
Nurse Media Journal of Nursing



RESEKIANI MAS BAKAR &lt;resekiani\_masbakar@unm.ac.id&gt;

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**[NMJN] Editor Decision**

1 pesan

**Nana Rochana** <na2rochana@gmail.com>

16 November 2021 pukul 23.14

Balas Ke: Nana Rochana &lt;na2rochana@gmail.com&gt;

Kepada: "Dr. Resekiani Mas Bakar" &lt;resekiani\_masbakar@unm.ac.id&gt;

Dr. Resekiani Mas Bakar:

We have reached a decision regarding your submission to Nurse Media Journal of Nursing (NMJN) entitled "THE MEDIATION ROLE OF ORGANIZATIONAL CULTURE ON DEEP ACTING EFFECT TOWARDS NURSING PROFESSIONALISM". Our decision is to: ask the author to revise the manuscript according to the editor comments. Should the author argue the comment, please write your response/ rebuttal, do not leave the comments without any responses or revisions. Please return the revision no later than 23 November 2021.

Regards,

Editor

Nurse Media Journal of Nursing

[na2rochana@gmail.com](mailto:na2rochana@gmail.com)



RESEKIANI MAS BAKAR &lt;resekiani\_masbakar@unm.ac.id&gt;

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**[NMJN] Editor Decision**

1 pesan

**Nana Rochana** <na2rochana@gmail.com>

16 Maret 2022 pukul 16.57

Balas Ke: Nana Rochana &lt;na2rochana@gmail.com&gt;

Kepada: "Dr. Resekiani Mas Bakar" &lt;resekiani\_masbakar@unm.ac.id&gt;

Dr. Resekiani Mas Bakar:

We have reached a decision regarding your submission to Nurse Media Journal of Nursing, "THE MEDIATION ROLE OF ORGANIZATIONAL CULTURE ON DEEP ACTING EFFECT TOWARDS NURSING PROFESSIONALISM".

Our decision is to: accept the manuscript. However, some revisions should be made according to the comments from the editorial board before publication. Please submit the revision no later than 26 March 2022.

Regards,

Editor

Department of Nursing, Faculty of Medicine, Universitas Diponegoro

[na2rochana@gmail.com](mailto:na2rochana@gmail.com)



RESEKIANI MAS BAKAR <resekiani\_masbakar@unm.ac.id>

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## Re: [NMJN] Revised Version Uploaded

1 pesan

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**Nana rochana** <na2rochana@gmail.com>

10 Januari 2022 pukul 09.26

Kepada: "Dr. Resekiani Mas Bakar" <resekiani\_masbakar@unm.ac.id>

Dear Dr Bakar,

Thank you for the update of the revision.

Best wishes,

Editorial Team,  
Nurse Media Journal of Nursing

On Sun, Jan 9, 2022 at 2:42 PM Dr. Resekiani Mas Bakar <resekiani\_masbakar@unm.ac.id> wrote:

Nana Rochana:

A revised version of "THE MEDIATION ROLE OF ORGANIZATIONAL CULTURE ON DEEP ACTING EFFECT TOWARDS NURSING PROFESSIONALISM" has been uploaded by the author Dr. Resekiani Mas Bakar.

Submission URL: <https://ejournal.undip.ac.id/index.php/medianers/editor/submissionReview/35626>

Editor-in-Chief of Nurse Media Journal of Nursing  
Nurse Media Journal of Nursing



RESEKIANI MAS BAKAR &lt;resekiani\_masbakar@unm.ac.id&gt;

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## Letter of Acceptance - Nurse Media Journal of Nursing

4 pesan

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**Nurse Media Journal of Nursing** <media\_ners@live.undip.ac.id>  
Kepada: RESEKIANI MAS BAKAR <resekiani\_masbakar@unm.ac.id>

25 Maret 2022 pukul 10.00

Dr. Resekiani Mas Bakar,

Congratulations for the acceptance of your paper entitled "The Role of Organizational Culture in Moderating Effect of Emotional Labor Strategies on Nursing Professionalism" for publication in the Nurse Media Journal of Nursing (NMJN), ISSN (Paper): 2087-7811; E-ISSN (online). Please find the attached LoA for your reference. In case that you might miss completing the Copyright Transfer Agreement (CTA) Form in your submission, please do so by assessing this link: [https://drive.google.com/file/d/1iTEUCkJxTIsIjDhx\\_DbrCVqXzcAAu3bk/view](https://drive.google.com/file/d/1iTEUCkJxTIsIjDhx_DbrCVqXzcAAu3bk/view).

Authors whose papers are editorially accepted are subjected to a publication fee that is payable prior to the publication (please see the attached invoice). The corresponding author will be provided with an original copy of the journal book (1) for free and with an amount of fee for shipping. The shipping cost is IDR 25.000 (Java island) and IDR 50.000 (outside of Java). To help with the publication, we would like you to complete the payment and send us the payment receipt, postal address for shipping, as well as the filled CTA form before 1 April 2022.

We really thank you for working with NMJN. We believe that our collaboration will help to provide valuable contributions to the development of nursing science and practices.

Please note that the editors will contact you further for final proof of your paper before it is available online.

Thank you very much.

Best regards,


Editor


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Editorial Office  
Nurse Media Journal of Nursing  
Department of Nursing, Faculty of Medicine, Diponegoro University  
Jl. Prof. H. Soedarto, SH., Tembalang, Semarang, 50275, Indonesia  
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Email: [media\\_ners@live.undip.ac.id](mailto:media_ners@live.undip.ac.id)

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**RESEKIANI MAS BAKAR** <resekiani\_masbakar@unm.ac.id>  
Kepada: Nurse Media Journal of Nursing <media\_ners@live.undip.ac.id>

25 Maret 2022 pukul 18.02

Dear Editor of Nurse Media Journal of Nursing

Thank you for accepting our article. I just submitted a revised article to the ojs system. We attach the CTA form that we have completed and also proof of payment for publications. Thank you very much



Sincerely,

[Kutipan teks disembunyikan]

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## 2 lampiran



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**Nurse Media Journal of Nursing** <media\_ners@live.undip.ac.id>  
Kepada: RESEKIANI MAS BAKAR <resekiani\_masbakar@unm.ac.id>

26 Maret 2022 pukul 11.58

Dr. Resekiani Mas Bakar,

Thank you for your email. We confirm the receipt of the payment and CTA. The editor in charge will process your submission immediately.

Thank you very much.

Editor

[Kutipan teks disembunyikan]

---

**RESEKIANI MAS BAKAR** <resekiani\_masbakar@unm.ac.id>  
Kepada: Nurse Media Journal of Nursing <media\_ners@live.undip.ac.id>

26 Maret 2022 pukul 16.18

Thank you very much.

[Kutipan teks disembunyikan]



RESEKIANI MAS BAKAR &lt;resekiani\_masbakar@unm.ac.id&gt;

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**Re: [NMJN] Copyediting Review Completed**

5 pesan

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**Nana rochana** <na2rochana@gmail.com>

26 April 2022 pukul 13.50

Kepada: "Dr. Resekiani Mas Bakar" &lt;resekiani\_masbakar@unm.ac.id&gt;

Dear author,

I really appreciate your quick response. However, one comment has not been revised for Figure 1 (b=-0.01 or -0.02? the figure and the narration are different?). As this is related to the clarity of the content please address this comment. Thank you

Regards  
Editor NMJN

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On Mon, Apr 25, 2022 at 9:02 PM Dr. Resekiani Mas Bakar <resekiani\_masbakar@unm.ac.id> wrote:

Nana Rochana:

I have now reviewed the copyediting of the manuscript, "THE ROLE OF ORGANIZATIONAL CULTURE IN MODERATING EFFECT OF EMOTIONAL LABOR STRATEGIES ON NURSING PROFESSIONALISM," for Nurse Media Journal of Nursing, and it is ready for the final round of copyediting and preparation for Layout.

Thank you for this contribution to my work,  
Dr. Resekiani Mas Bakar

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**RESEKIANI MAS BAKAR** <resekiani\_masbakar@unm.ac.id>

26 April 2022 pukul 16.11

Kepada: Nana rochana &lt;na2rochana@gmail.com&gt;

Ok, I will check.

[Kutipan teks disembunyikan]

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**RESEKIANI MAS BAKAR** <resekiani\_masbakar@unm.ac.id>

26 April 2022 pukul 16.45

Kepada: Nana rochana &lt;na2rochana@gmail.com&gt;

Dear Editor NMJN,

I apologize for not being careful. I have made a revision. Thank you.

Regards,  
Resekiani Mas Bakar

[Kutipan teks disembunyikan]

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 **Final Bakar NMJN template .docx**  
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**Nana rochana** <na2rochana@gmail.com>

26 April 2022 pukul 17.18

Kepada: RESEKIANI MAS BAKAR <resekiani\_masbakar@unm.ac.id>

Dear author,

Thank you. We will proceed the publication process.

Regards  
Editor

[Kutipan teks disembunyikan]

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**RESEKIANI MAS BAKAR** <resekiani\_masbakar@unm.ac.id>  
Kepada: Nana rochana <na2rochana@gmail.com>

26 April 2022 pukul 18.19

Thank you very much.

[Kutipan teks disembunyikan]