

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**JOB ENGAGEMENT AS A MEDIATOR OF THE RELATIONSHIP
BETWEEN JOB SATISFACTION AND EMOTIONAL LABOR.**

MASTER'S THESIS

Dati AL-SHISHANI

**Department of Business
Business Management Program**

March, 2021

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(Y1812.130106)

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Thesis Advisor: Assist. Prof. Dr. Öğr. Üyesi Murat UNANOGLU

March, 2021

DECLARATION

I hereby declare with respect that the study “Job Engagement As A Mediator Of The Relationship Between Job Satisfaction And Emotional Labor. ”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography.

Dati AL-SHISHANI

FOREWORD

This thesis is about Job Engagement as A Mediator of the Relationship between Job Satisfaction and Emotional Labor. Data has been collected by using an online survey questionnaire for this study. Path Coefficient, T-Statistics, and Correlation approach have been used to examine the mediator role of job engagement. I aim my research would be a handful to the field of the subject. Many thanks to my beloved Parents for supporting, motivating, and remembering me in their prayers.

March, 2021

Dati AL-SHISHANI

JOB ENGAGEMENT AS A MEDIATOR OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMOTIONAL LABOR.

ABSTRACT

The main purpose of the study is to investigate the mediating role of job engagement between emotional labor and job satisfaction measured in the hospitality industry, according to participant outcomes of job satisfaction and emotional labor and revealing the mediating role of job engagement the relationships between these variables have high correlation and reliable in-service industry, especially in the hotel industry. Results are crucial evidence that supports the validity of job engagement as a mediator variable in between the relationship of job satisfaction, and emotional labor. it explores that meditating relationship that job engagement has among the other two variables, the results should that there is a partial relationship that supports the hypothesis researcher has addressed in the research. many definitions have been addressed regarding employee engagement but the earliest have been written by Khan in (1990) his remarkable work have been acknowledged as the most dominant in the research of engagement. However, this was the first study to establish the property and validity of work engagement from both job satisfaction and emotional labor. Using survey data obtained from two hundred forty-nine participants were recruited from four different large five-star hotels. In the area surveyed in Amman Jordan specifically in the dead sea, the sample study was limited to the employee who has a direct relation with guests. Microsoft Excel 2016 and IBM Statistical Package for Social Sciences (SPSS 23.0) were used to determine the findings of descriptive statistics. SMART PLS 3.0 has been introduced to help in calculating other findings. according to participant outcomes of job satisfaction and emotional labor and revealing the mediating role of job engagement the relationships between these variables have high correlation and reliable in-service industry especially in the hotel industry more specifically the results showed a strong positive

significant relationship among the constructs instead of one relationship. Emotional Labor has a significant relationship with job satisfaction. emotional labor has a significant relationship with job satisfaction also job engagement showed that there is a significant relationship with job satisfaction.

Keywords: Mediating, Job Engagement, Job Satisfaction, Emotional Labor.

İŞ MEMNUNİYETİ İLE DUYGUSAL İŞÇİLİK ARASINDAKİ İLİŞKİLERİN ARACILIĞI OLARAK İŞ BAĞLANTISI.

ÖZET

Çalışmanın temel amacı, ağırlama endüstrisinde ölçülen duygusal emek ile iş tatmini arasındaki iş bağlılığının, iş tatmini ve duygusal emeğin katılımcı sonuçlarına göre aracılık rolünü araştırmak ve bu değişkenler arasındaki ilişkilerin iş bağlılığının meditasyon rolünü ortaya çıkarmaktır. özellikle otelcilik sektöründe yüksek korelasyon ve güvenilir hizmet içi endüstri. Sonuçlar, işe bağlılığın geçerliliğini, iş tatmini ve duygusal emeğin geçerliliğini destekleyen çok önemli kanıtlardır; iş bağlılığının diğer iki değişken arasında sahip olduğu meditasyon ilişkisini araştırır, sonuçlar, araştırmacının ele aldığı hipotez hipotezini destekleyen kısmi bir ilişki olması durumunda ortaya çıkar araştırmada. Çalışan bağlılığı ile ilgili birçok tanım ele alınmıştır, ancak en eskisi Khan tarafından (1990) yazılmıştır, dikkat çekici çalışması bağlılık araştırmasında en baskın olarak kabul edilmiştir. ancak bu, mülkiyeti ve geçerliliğini belirleyen ilk çalışmadır. hem iş tatmini hem de duygusal emekten iş bağlılığı. İki yüz kırk dokuz katılımcıdan elde edilen anket verilerini kullanarak dört farklı büyük beş yıldızlı otelden toplandı. Amman Ürdün'de özellikle ölü denizde incelenen alanda, örnek çalışma misafirlerle doğrudan ilişkisi olan çalışanla sınırlıydım. Tanımlayıcı istatistiklerin bulgularının belirlenmesinde Microsoft Excel 2016 ve IBM Statistical Package for Social Sciences (SPSS 23.0) kullanıldı. Diğer bulguların hesaplanmasına yardımcı olmak için SMART PLS 3.0 tanıtıldı. İş tatmini ve duygusal emeğin katılımcı sonuçlarına göre ve iş bağlılığının meditasyon rolünü ortaya çıkaran bu değişkenler arasındaki ilişkiler, özellikle otelcilik sektöründe yüksek korelasyona sahiptir ve güvenilir hizmet içi endüstride, sonuçlar bir yerine yapılar arasında güçlü pozitif anlamlı ilişki göstermiştir ilişki. Duygusal Emeğin iş tatmini ile önemli bir ilişkisi vardır. duygusal emeğin iş tatmini ile anlamlı bir ilişkisi vardır, iş bağlılığı iş tatmini ile de anlamlı bir ilişki olduğunu göstermiştir.

Anahtar kelimeler : Arabuluculuk, İş Baęlıęı, İş Tatmini, Duygusal

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ABBREVIATIONS

AVE	: Average Variance Extracted
CR	: Composite Reliability
EL	: Emotional Labor
F2F	: Face To Face
JE	: Job Engagement
JS	: Job Satisfaction
JSS	: Job Satisfaction Survey
PLS	: Partial Least Squares
R²	: Coefficient Of Determination
SEM	: Structural Equation Modeling
V2V	: Voice To Voice

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I. INTRODUCTION

The hospitality industry has noticed a significant interest around the world more than expected especially when it comes to delivering elegant services along with superior products directly to customers or as we call them in hospitality industry guest. with support of this new tendency, research by McKinsey manifest that after a remarkable positive experience with services representative 85% and even more of customers have purchased more goods from the firm on the other hand more than 70% of customers have bought fewer goods due of bad service (Beaujean et al., 2006).as a matter of fact and by logic, the customers' expectations and their needs tend to change rapidly over the time so it is important to keep delivering high-quality goods and services consistently and to do so it is essential for employee to maintain well-mannered behaviors and attitudes which can grant them to assist the unwanted situations, most surely all of the unpleasant situations can be removed by identifying the customers wants and needs and furthermore by taking the right actions to fulfill their desires (Kim, Jeong, Kim, & Kim, 2014). Taking note that the quality of the relation which occurs while interpersonal interaction between service representatives and customers considers as an important element in the fulfillment of customer satisfaction, developing a sense of loyalty towards the company, and eventually most importantly the growth of the organization and reaching the wanted profit, for service firms to succeed in the world of business competitive environment it is critical to sustaining a training for the employee, training of employee should be supervised under various of specialty who can tare their employee to control their emotions to have a high level of emotional labor (Zeithaml et al., 2013).

Many reasons make the hotel industry a very challenging environment (Cugini et al., 2007; Tsai, 2009) due to the fact employee suffer from exhausting time working, seasonal disparity, a shifting system of duties, and the need for interaction service (Wong & Ko, 2009), one of the most important job requirements that services provider must have is the display of positive emotions (Murray, 2015) due to the expectations that are waited by guests which are good manners with a

great smile. displaying a positive emotion while interacting with customers increases the positive responses from customers (Barger & Grandey, 2006) and never the fewer increases the perception of the quality (Pugh, 2001).

In the developed countries service sector has witnessed an increase in the share of the market due to that increase countries set contemporary strategies to build a competition to deliver ultimate service (Shani, Uriely, Reichel, and Ginsburg 2014: 151).

Without doubts, the most important assets in the service firms are the employee and any defect in the workforce of providing high quality can harm the service sector by not fulfilling the needs and demands of guests (Tews, Stafford, and Michel 2014: 99). The service industry is not only a workplace that is filled with physical work or intellectual power but rather importantly the demand of emotions (Zapf 2002: 238). therefore, services do not only indicate the physical or the intellectual work but as well the emotional labor while providing the service to the guest with sincerity (Jung, and Yoon 2014: 84).

The first researcher who developed the concept of emotional labor was Arlie Hochschild (1983) the book her *The Managed Heart: Commercialization of Human Feeling* she based on her study which was empirical by nature she concerned the flight attendants and debt collectors as main subjects of the study, Hochschild investigated how the employee of this sector could manage their emotions while practicing their duties. As stated by Hochschild (1983) working in such a field like the service industry requires high emotional labor and it requires the service providers to put their feeling aside regardless of how they feel to fulfill the customers' needs. Hochschild had addressed various strategies for the employee to perform a high emotional labor first surface acting and secondly deep acting. Surface acting means faking our emotions even the felt ones and hiding the inappropriate ones to deliver the service to clients as it spouse to be, meanwhile deep acting means changing single true felt emotions to align it to emotions which are required by the employee while dealing with clients. Employees who work in the profession of debt collectors and flight attendance tend to develop and invest their time in managing their emotions surface acting and deep acting in order to fulfill clients who are demanding. Adventure tour leaders go through the same situation die the fact they deal most of their time with extremely demanding clients. Nevertheless, they should

put into consideration the fact of risky aspect of hiding their emotions while working due to the dangerous nature of their work along with managing client's safety and of course their emotions. Being tour leaders of adventure requires high skills due to the nature of their occupations and to be successful in this field also requires managing emotions especially in situations that involve risk activity (Torland, 2013).

Another aspect of research is Job satisfaction which by default is the main reason for the satisfaction of guests (Bach & Milman, 1996). Several authors seek more deep understanding of guest satisfaction such as author Kuo (2007) in his research he believed employee attitude has deep connections to the satisfaction of the tourist. Moreover, with fact that the only way to add value to the guest is by highlighting and maintaining positive behavior and establishing an honest relationship with guests. Employee hospitality is the main common factor to maintain relations with guests along with the willingness to understand and deal with them. The research had described that there are three key positive behaviors inside the organization: relationship with employee and management, the relationship between coworkers, and the relationship between employee and guests (Ivanović & Galičić, 2006). Job satisfaction tends to be a matter of concern for any industry and it took great attention in the hospitality industry, since the majority of workers in hospitality are part-time staff it should not be taken as frivolous areas as it showed and achieved a high turnover of the employee. As Knox (2003) said, it is clear that satisfied employees would definitely provide unique service; they show a sense of great allegiance and stay motivated to be committed to the firm.

Macey and Schneider (2009) have referred to employee engagement as the psychological state of involvement, commitment, attachment and mood, performance, disposition, or a sum of all.

When it comes to defining employee engagement it is important to take into consideration that individuals need first to be engaged in their personal lives. As maintained by Millar (2012) employee commitment and employee motivation are the main core of employee engagement. There are various definitions of employee engagement however not a single definition is enough to define the term. Mac leod and Clarke (2009) mentioned that there are different fifty definitions for employee engagement. They also suggested in their study that there is different many version of employee engagement and even many more. Gallup organization defined the term

job engagement as it is the individual involvement and satisfaction and how an employee is enthused about the work Schmidt and Hayes (2002).

Sach has defined engagement of employee as a “distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with the individual’s role performance” (Sachs, 2006, p. 602). Thus, one more researcher has defined employee engagement as the positive fulfilling mind work-related which can be distinguished by vigor, dedication, and absorption which is primarily segmented as a function of the work and personal resources Ugwu (2014).

Customer satisfaction is impacted by the level of job engagement the employee has towards the job also it is proven that job engagement can affect the loyalty of customer’s, productivity, profitability, and the turnover of employee Harter, Schmidt, & Hayes, 2002) another researcher addressed that there is a positive link between earning per share (EPS) and employee engagement Gallup (2013). hence, employee engagement witnessed high attention from all management levels in the hotel sector. this study aims to research three different variables (job engagement, job satisfaction, and emotional labor) to have a better understanding of the nature of the relationship each variable has with an employee of hospitality.

Although, the important outcome of the positive effect of job satisfaction has been addressed well in the literature. The reviews of the research literature expose two gaps. First, regardless of the high number of research labeled under the study of the positive relationship between emotional labor and job satisfaction, few remarkable studies discussed how exactly these relationships have been established.

Exceptionally, the study of Donovan et al’s (2004) links emotional labor and job satisfaction by using the person- job fit theory, but without establishing and exploring the relationship of the psychological mechanism. More clearly, the research findings indicate the service providers with more emotions show more satisfaction towards their job than the ones who show less or fewer emotions. The research did not indicate directly the substantial question of “why high emotional labor is satisfied with their job while low emotions employees are not.” Furthermore, it spotlighted that research has become a more pressing need by focusing on how emotional labor affects job satisfaction.

The main purpose of the study to discover a mediator that can explain the nature of the relationship between job satisfaction and emotional labor and how it has been established or occurred. The second related gap which is more important is the nature of emotions that is neglected in the work of hospitality service. Hospitality employees spend hours in their work daily, the nature of their work consists of face-to-face interaction with customers or even voice to voice. The interaction of constant service which is required by employees only expresses the individuality of the organization such as showing a positive display of emotions while dealing with customers or even acting and putting the actual felt emotions aside while interacting with clients and crush the negative emotions. Services representatives, especially in the hospitality industry, can deal with such situations by either display their unfeared or fake emotions such as surface acting to fulfill the job requirements or by attempting to change their felt emotions or felling to show the right actual emotions in another word deep acting Hochschild (1993). In the former research, many researchers spotlight the great value of emotional labor among services providers in the service industry due to the fact it develops a greater understanding of a wide range of attitudes and behaviors such as service misbehavior, services performance, turnover, and job satisfaction Karatepe and Choubatrash (2014). Researchers generally conclude that there are positive consequences and negative ones but it all depends on the type of emotional labor.

Emotional engagement and emotional interest at work are each concept associated with emotions and hobbies. However, this examines additionally seems on the moderating role of activity engagement between emotional functioning and task pleasure. The first interpretation of emotional functioning is determined by Hochschild (1983). Emotional functioning requires the personals to explicit or suppresses feelings that produce an advantageous attitude closer to others; this is the idea of care in a secure and secure environment. Whilst emotions are transferred from private conduct to property, groups have started to have a look at the usage of control strategies to make personnel use feelings to grow efficiency at the same working time (Morris 1996).

The organizations are contemplated by way of many different to be such a vital section in the role of different professional's health care and it been have cleared the focal point of many debates and empirical research inside several settings

of health care, in kindergarten especially (Mann, 2005). According to Hochschild's (1983) section at the department of emotional labor, workers who work directly with nurses have been asked to provide a greater degree of emotional labor in comparison to different expert and technical people with comparable functions. Many pupils have investigated the role of kid's functioning in kindergarten.

The scholar Mann and Cowburn (2005), emotionally energetic nurses can manage employee's reactions through offering reassurance and emotional release, accordingly having an instantaneous impact on their intellectual recovery. Lynch (1989) mentioned that emotional labor creates and sustains " cohesive relationships. " that is, emotional labor establishes relationships between human beings and is a symbolic expression of emotions and being concerned concerns that make employees relaxed and assured within the intentions and moves of employees (O'brien,1994). Kleinman and Smith (1989), in medical research, mentioned their increase in impartial temper is a part of the hidden curriculum. Under severe strain to show their worthiness to go to the profession of nursing, undergraduate feels shy to confess that they are unhappy in the sufferers or strategies which they might suffer, frequently beating those emotions at the back of their 'blanket of abilities.' 'Cranny et al. (1992) defined process pride because the time " intimate character (i.e., emotional) in an unmarried task, bobbing up from a likely assessment of actual and favored outcomes (predicted, suitable, and so on.) effects ". Locke (1969) talked about that task pleasure is a nice emotional situation that arises from the evaluation of a single task such as undertaking or simplifying the values of a single task ". Job pleasure, in the meantime, is an uncomfortable emotional country that effects from one task evaluation, which includes irritating or blocking one's value proposition.

Hochschild (1983) argues that there are two key elements of emotional functioning, face appearing, and deep-seated motion that illustrate the tactics associated with how personnel control emotions to meet the needs of their work. This idea extends to studies, which have reduced the effectiveness of emotions within the kind of issues, known as emotional dissonance (Abraham, 1998). Doing extra refers back to the evolution of the emotional expression regardless of changing the actual feelings, meanwhile doing greater intensively means a trade of recognition to bring about the corresponding feelings and emotions needed (Grandey, 2000). Holding on to the opposite aspect is like manipulating visual emotional expressions that allow

you to comply with the guidelines of the show, and working deeply is like controlling the feelings to certainly experience the emotion required by using the display rules. Seeing that high touch handiest changes transparency, the employee is possible to retain to revel in an unsightly emotional nation. Alternatively, performing extra intuitively brings about the feelings related to the feelings expressed, so this approach should paintings to lessen emotional variations. Deeper performing is extra effective and beneficial to employees than imitation. deciding to work more deeply with overwork allows the worker because whilst each form of emotional pastime requires effort, lower shows greater effort in addition to the blocking of the real feelings the employee reviews at the time Richards & Gross,2000).

Cordes & Dougherty (1993) have addressed that the frequency and the quantity of interacting with clients are the main reasons behind the failure. Employees who have been not emotionally charged at some point of contact with their customers mentioned decrease degrees of emotional misery, then employees who have been emotionally charged. Many investigators are worried about the capability terrible impact of employee misconduct (Brotheridge & Grandy 2000; Totterdell & Holman,2003). Particularly, research has mounted a very clean relationship among participation and burnout (Brotheridge &Grandey, 2002), at the same time as deep retaining is associated with useful resource efficiency (Grandey, 2003; Totterdell& Holman, 2003). Numerous researches amongst specific paintings companies have been connected to emotional misery and the magnitude of activity loss, emotional fatigue, and hypocrisy (Bakker &Heuven, 2006. In mild of previous studies in the discipline, it may be concluded that although emotional functioning appears to assist in reaching organizational dreams, it could impair personnel' psychological properly-being (Gelderena, Konijnb, & Bakker, 2011)

A. Problem Statement

The main objective of the study to inspect the role mediating job engagement between the relation of emotional labor and job satisfaction. Job satisfaction of employees performs an essential part in organizational development and many researchers take part to improve employee satisfaction. Employee delight depends on many elements along with, the satisfaction of personal relationships with their managers, colleagues, organizational surroundings, monetary factors, and so on.

Creative thoughts amongst employees can be enhanced if they are glad about their jobs and are very helpful to the business enterprise. No longer only does it boom the business enterprise's productiveness, it additionally reduces administrative Centre soreness, the team of worker's turnover, and disasters. Each worker has precise needs and dreams that are trying to find pride and will be happier if they meet their expectancies. It's far a worthwhile task because emotional labor is concerned in three and fourth of all employees in private as well as public employees. Though slight is known approximately how corporations help and assist works as they try to comply with the rules of organization and complete their job (Duke, Goodman, The Treadway, Breland 2009; guy et al .2008; Mann,1999; Maslach and Leiter,2008). Management mainly means the core element when it comes to facilitating dynamics of organization, although research shows the help of managers which affects in negative the outcomes of the work-related task at business kilometer & Dougherty, 1998; Schmieder & Smith 1996). Leadership behavior Behavioral has explored due to the fact pf their verbal exchange traits engage with the related function of social service delivery.

B. The main objective of the study

The research contributes main following aims and many objectives.

Firstly, the research study investigates and discusses the main mediating role of job engagement in the relationship between job satisfaction and emotional labor.

Secondly, the research study investigates and discusses the relationship between job engagement and job satisfaction.

Thirdly, the research study investigates and discusses the relationship between job engagement and emotional labor.

Fourthly, the research study investigates and discusses the relationship between job satisfaction and emotional labor.

Lastly, the study will suggest policies and recommendations based on the findings of the analysis.

II. LITERATURE REVIEW

Granny (1992) defines that job satisfaction as a reactional emotion towards the work situation. Locke (1976, p. 1300) has given another common known definition for job satisfaction which states the job satisfaction is the pleasure of the positive emotions which is resulted from the evaluation of job experience. Hunt and Saul (1975) addressed that managers prefer employees to be satisfied due to the fact great behaviors and satisfaction can increase productivity and decrease absenteeism by the employee. Job satisfaction gives a sense of success and achievement in the work field. In general, it is believed that there is a straight clear connection which links job satisfaction and productivity along with personal wellbeing. Job satisfaction also implies doing the work to enjoy and be rewarded after putting such a great effort into it. Job satisfaction indicates the individual happiness and enthusiasm while the employee has while working. Job satisfaction is one the most key motivation which leads to recognition in the work, income, promotions and reaching goals which eventually joy of fulfillment of achievement of these goals.

Job satisfaction considers being the sum of all the feelings and beliefs an employee has toward his current work. The level of satisfaction people has varied in degree from extreme satisfaction as the highest level of satisfaction to extreme dissatisfaction which is the lowest level of dissatisfaction. People have a different range of feelings that might have for their jobs for example the feeling they have to different tasks in their job requirements, feelings which they have for their coworkers, feeling they have towards their managers and management in general and how to do they feel about the pay they get (George & Jones.2008).

Job satisfaction and disaffection do not just focus or depend on the essence of the actual work, it focuses on the assumptions that they get from work as well (Hussam. 2008). The main benefit of job satisfaction can determine by the significant satisfaction in our personal life (Judge & Watanabe, 1993) due to that fact we can assume that it does have an impact on social and personal work-life (Sempane. et al., 2002)

A valuable benefit of job satisfaction is emphasized by the positive relationship with life satisfaction (Judge & Watanabe, 1993) and it is the impact on personal, social, and work-life (Sempene, et al., 2002). It reveals as well that job satisfaction reduces absence, turnovers, and accident rates. Thirulogasundarma & Sahu (2014) mentioned that external impacts of job satisfaction which motivation also help to reduce the absence of the employee.

A. Theories Which Are Related to The Study

1. Theory of Job design

Job theory claims that the features of the job of any employee will be shown by the degree of responsibility the workers have in the firm. Furthermore, it is considering as psychological motivation which defines the purpose and the systematic sum of all tasks which is applied by individuals or groups within the organization. Moynihan & Pandey (2007). Job clarity gives a greater sense of job satisfaction as transparency in work classified workers who have greater satisfaction in their work, being committed to the job, and being concerned with daily activity also can be determined as a sign of job satisfaction. There are three broad theories under the job design theory these theories are related directly to human motivation, job enlargement, and job enrichment. To put in consideration job relevance factor must be designed at all levels with the concern of tenure length, it should consider the new candidates to the old experienced employee to avoid turnover and job engagement issues among employees. Job enlargement addresses focus on the number of tasks one person is responsible for and they can more task for each individual. However, it is necessary to direct employees with repeated training with training in order to maintain a developed capability when the extra additional task is added. In case of job enlargement of employee has been designed correspondingly it can increase job satisfaction of the employee. When it comes to job enrichment the satisfaction should be directly connected to it as if we say if we want people to do the task well we should give them good work to do. Job enrichment provides greater interaction and involvement with their job.

The main theory address that there are 5 different dimensions of a job which include task identity, task variety, significant task, and independence as factors that effects the perceptions of an individual's on observe the importance of work and how

does it eventually the how it affects the satisfaction level. Task autonomy can be determined by the level workers exercise self-control; the lesser the feeling of independence for employees the lesser the responsibility they can assume. Company mission should have a clear purpose and that will be done by creating great job designed which eventually after summing all plans together it will lead the employee to gain a sense of accomplishment

The two theory factor (Herzberg theory)

Herzberg's Theory considers being the greatest functional model that studies job satisfaction. Kin, (2004), this theory is used for theoretical framework while assessment of the police officers (Getahum et al., 2007). Theory factors suggest that different elements might satisfy or dissatisfy an employee while they carry out the responsibilities to be more specific and namely job satisfaction or motivator factor and job dissatisfaction or even hygiene factor. We can consider job- satisfaction as a facet to the job which braces up worker's satisfaction while using different characteristics such as achievement, recognition, responsibility, advancement, and the job as it. In the case of hygiene factors or job dissatisfaction considered to be contextual factors which means it does not motivate the employee but rather their absence might lead to dissatisfaction Herzberg et al. (1959). Alternatively, the study of Herzberg's two theories received many critics' regards of its motivator and the content of hygiene which blank the existing idea of different personality and different existing individual's which surely will not respond the same way to the changes in the factors (Karimi,2007).

2. McClelland's needs theory

This theory was developed by David McClelland in 1967 on Clinical Psychology and Personality Theory, the theory has been applied in the field of management and economic development. McClelland and his group conducted studies on several cultures, including the United States, Italy, Poland, and India. (Projective Techniques) prediction methods used to characterize the individuals according to the three needs: achievement, strength, and belonging.

3. The need for achievement:

The need for achievement is connected with job engagement. the theory of

achieving explains the drive of excel of achieving the wanted goals according to a set of standards, theory considers that individuals who have a strong need for achievement have the drive to excel and the strive for success without considering the financial returns unless it is seen as an indicator of success, the risk will be taken just for the sake of the success. This type of individual has a high psychological interest in performing work in a better way, developing workflow of duties, a greater desire to challenge and carry tough complicated tasks to achieve the required goals. As for individuals with a severe need for achievement, they tend to feel that they are part of the whole organization and they consider it as an opportunity to solve the complexity of challenges and eventually the rising the excellence of the organization, such an individual's turn towards entrepreneurship instead of practicing professions.

a. The need for power:

It's the internal desire to possess power, control, and supervision over others. the need for power is considered as a social need that makes the individual take the path which might provide the most suitable opportunity to possess power and use this power to influence the behavior of others and individuals who have a strong severe of power need. Individuals appraise the organization as an opportunity to reach the desired position, have power, exercise control, and influence others within the organization

The need for power has five different sources of power which are indicated by (Al-Amian, 2005: 291). The giving power which is having the ability to reward other individuals' Coercive power is the ability to punish others for not obeying orders or failing to accomplish the required targets and tasks. Legitimate power, which is the legal authority to determine the behavior to be followed by others, setting rules and regulations for others with full authority and legal ability. The power of admiration is based on the presence of personality traits in the person who possesses power, typically based on the characteristics of whom have the power.

The strength of technical expertise is based on possessing special knowledge in a specific field or topic which might base on previous experiences, individuals with technical power tend to have high self-esteem.

b. The need for affiliation:

It is needed which individuals have toward building friendship and maintain

relationships while interacting with others, individuals satisfy the need for affiliation through friendship, love, establishing social relations with others, and communicating with them. Fulfilling the need to obtain friendships and social relationships drives the holder of the need to obtain friendly behavior with others and information within the chain will be distributed with co-workers and participants (Alaqui, 1981: 559).

4. Theory of work adjustment

Job satisfaction has different theories which it has been developed by using the Minnesota scale of JS including the theory of functional adjustment, where Green, Dawis, and Weiss (1968) presented this theory where they have addressed that the outcome by compatibility and effectiveness of adaptation is based on job satisfaction. Between the needs of the individual that is reinforced by the motives of the need for self-realization within the framework in the work environment system. They believe that it is possible to infer the employee's adaptation to the job by knowing the extent to which compatibility occurred between the employee's personalities and the work environment which dealt with (Al-Adaili, 1981: 37).

B. Job Satisfaction

Cranny et al. (1992) defined process pride as the term "intimate individual (i.e., emotional) in a single task, springing up from a likely comparison of real and preferred results (expected, appropriate, and so on.) outcomes". Locke (1969) mentioned that process pride is an advantageous emotion condition that arises from the assessment of a single task consisting of engaging in or simplifying the values of an unmarried undertaking". Activity delight, in the meantime, is an uncomfortable emotional nation that affects one job evaluation including irritating or blocking one's cost proposition. In short, in organizational principle, the process of satisfaction plays a major critical variable.

The definition of job satisfaction which is used mostly is the one which is written by Locke (1976) "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Jude & Klinger, 2008). The most academicians leading among other researchers in the field of study is a lock. He has stated that there is the critical main point in the given definition of job satisfaction

above: there is a state of emotions which implies the component which is effective to job satisfaction: the process which implies the cognitive which evaluate the component of job satisfaction. More simply, what Lockes wanted to clear out that there are 3 consists elements in the definition of job satisfaction: job-focused, cognitive and effective. There are many different definitions for job satisfaction in literature but there is no universally accepted definition. The reason behind not having a universal definition for job satisfaction is that job satisfaction means different things among different individuals (different meanings to different people. Individuals are affected by many different factors such as personal characteristics, values, feelings and expectancies and personal need it is also believed that there are differences as well in each organization that varies from organization to another. Job satisfaction plays a major influencing factor when it comes to the work environment, job characteristics, and opportunities for employment opportunities the work environment differs from one organization to another (Harputlu, 2014. As mentioned earlier there are many different definitions for job satisfaction but it can be defined firstly as attention or concerns of the feelings or mental state which is related to work (Chughati & Perveen, 2013) it can be defined as well as the positive attitude which employee has towards their company, coworkers and their job in general (Sypniewska, 2013). The positive feelings which employee have must surely be gained from the expectations which the company meet by their employee which mean that the positive feelings or emotions which gained from the company concerned as job satisfaction (Green, 2000). The perception of the employee may vary or differ based on their experience which they gain during the period which spent in the organization. Therefore, the perception of employees is gained from the job performance of employees and job satisfaction as well. Spector (1997) mentioned that job satisfaction is an important element which can help in the evolution process of the emotional wellness and the fitness of mental of the employee, upon this evaluation the organization can use this information to evolve with its structure” (Concepts and Review of Related Literature, n.d.). For Fogarty, it is the level or degree of enjoyment that employees have from their efforts presented in the workplace or organization in general. (Brunetto and Wharton, 2002). However, job satisfaction is defined as the level of trust which is developed from organization to employee which encourages the employee to behave accordingly to the organization's rules and policies (Jone and George, 1998).

Since the study of Hawthorne in the Nineteen Thirties, activity pride is one of the most effective study topics in the psychology of organization (Judge et.al, 2001). The diploma to which people are glad about their activities has been shown with the aid of meta-analytic effects to be steady with adjusted profits ($\rho = -.22$; Griffeth, Hom, & Gaertner, 2000) and the organizational behavior ($\rho = .24$; LePine, Erez, and Johnson, 2002). Further, numerous studies have examined how the connection of activity of satisfaction and the task of performance as an overall (judge, Thoresen, Bono, and Patton, 2001). This looks at revealed of the correlation .30 between these two components. The maximum influential interpretation of task delight of the research of Locke (1976), who described work delight as the "pleasing or the emotional state of being derived from one activity evaluation or general work experience" (Locke, 1976, p. 1304). This definition of job satisfaction includes the most two different emotional and perceptual items which are ("reading your paintings") and associated gadgets ("mood"). Locke's notion that job pride caused mental connections and it affected how people consider the works which they do and the feelings which they have about that mind. Accordingly, to Locke, activity pride considers as an emotional feeling which response which arises due "notion which one work and how it fulfills or permits attainment for the vital work values, offering and achieving such a level to the individuals whose values are in step with ones who wishes" (Locke, 1976, p. 1307).

Drawing from the unionized region visionaries Olson & Anna, 1993), the range of psychologists have begun to recognition at the company affect the dimensions of the job satisfy (Judge & Larsen, 2001) and that there may be a dispositional to this employee's attitude (e.g., Judge & Locke, 1993. Evaluation of the new recent meta-analytic has been investigating the function of taking part in fulfilling activity showed better consequences. Integration feature and a good way to affect, Thorensen, Kaplan, Barsky, Warren, and de Chermont (2003) observed a correlation of .34 with delight. Connolly and Viswesvaran (2000), the usage of the approach's trait of significance have an effect on, determined the mean correlation of .49 for task completion. lately, a chain of studies using a judge and his colleagues use a composite personality categorized "middle self-opinions" to predict pride (judge, Locke, Durham, & Kluger, 1998). Meta-analysis effects discovered that baseline self-efficacy changed into associated with $r = .37$ and activity pleasure (decide and

Bono, 2000), suggesting that those factors may be measures to counteract job pride dreams. Taken collectively, these effects offer a guide for the dispositional supply of satisfaction for a job. As a mindset, and pleasure from the job we had been separated from the engagement at work (Locke, 1976). Even though both of those categories check with the precise task, the difference among the willingness to carry out his or her task (process pleasure) and the mindset of psychology shows

C. Emotional Labor

Emotional work was first proposed by Hochschild (1983). She described emotional labor as a way to get paid in the workplace for emotional management, and an exchange rate. Ashforth et al (1993) extended it. They described emotional labor as expressing "expected emotions" at work. Besides, Ashforth proposed two dimensions of dynamic activity: high grip and deep acting. Over-acting occurs when people change their physical expressions to meet needs; on the contrary, a deeper action occurs when people resist their real feelings to relieve emotional distress. Different scholars emphasize different aspects of emotional activity, so there are different meanings and dimensions of emotional functioning. Glomb et al (2004) believe that emotional functioning can be divided into two categories: effect sizes and intensity of emotion. Performance measures mean whether or not certain individuals express emotions appropriately, and the intensity of feeling implies that the intensity of internal feelings and speech is the same. The first interpretation of emotional functioning was proposed (Hochschild 1983). Emotional functioning requires the individual to express or suppress feelings that produce a positive attitude towards others; that is, the concept of care in a secure and safe environment. When feelings are transferred from personal behavior to property, organizations have begun to look at using management strategies to make employees use emotions to increase efficiency while working (Morris and Feldman, 1996).

The job-related task is considered by many to be an integral part of the role of much organization and has been the focus of much debate and empirical research within a range of health care settings, especially in kindergarten (Mann, 2005). According to Hochschild's (1983) section on the division of emotional labor, workers who work with are asked to produce a higher level of emotional labor compared to other professional and technical workers with similar functions. Many scholars have

investigated the role of children's functioning in kindergarten. According to Mann and Cowburn (2005), emotionally active nurses can manage patients' reactions by providing reassurance and emotional release, thus having a direct impact on their mental and physical well-being and recovery. Lynch (1989) pointed out that the emotional labor performed by nurses, to some extent, creates and sustains "cohesive relationships." That is, emotional labor establishes relationships between people and is a symbolic expression of emotional and caring concerns that make patients feel comfortable and confident in the intentions and actions of nurses (O'Brien, 1994). Smith and Kleinman (1989), in clinical research, noted that their growth in neutral mood is part of the hidden curriculum. Under intense pressure to prove their worthiness to enter the nursing profession, students are afraid to admit that they are unhappy with patients or procedures, often hiding these feelings behind a 'blanket of skills.

The concept of emotional labor was first used by sociologist Arlie Hochschild (1983) to analyze the roles of airline employees and funders and has been described as "the effort, planning and control needed to convey the sentiment sought by the organization during human interaction" (Morris & Feldman, 1996). According to Ashforth and Humphrey (1993), "emotional function is a two-edged sword". In a functional setting, emotional functioning can serve to facilitate workflow by providing the service worker with the means to control the often-changing interaction and thus giving the employee the feeling of maximizing their performance. Emotional work makes interacting with clients more focused and allows the service worker to maintain imbalance and emotional balance by releasing him depending on a stronger goal. The emotional activity can also be easily activated in favor of a service function by enabling the function used to "nullify at least one of the "actual 'in-law entries" (Ashforth & Humphrey, 1993, p. 94). On the other hand, emotional functioning can be a functional problem when the worker between specific emotions and the emotions expressed is met.

This mismatch between hearing and acting, called emotional misunderstandings, can lead to decreased self-esteem, depression, criticism, and alienation from work. Similarly, isolation can result when an employee ceases to notice or experience real feelings (Ashforth & Humphrey, 1993). There are several differences in the literature examining the relationship between emotional employees

and employee well-being. For example, Adelman (1995) found no relationship between work emotions and the results 368 Lewis and Dollard tasks in the survey of table servers, and Wharton (1993) found that emotional performance increases job satisfaction. The relationship between work emotions and work outcomes appears to be complex and the interaction of emotional functioning with other work conditions such as job autonomy, employee engagement, self-monitoring, and organizational identification (Adelman, 1995; Wharton, 1993). In contrast, Pugliesi (1999) found an independent effect of work conditions and emotional effects on work stress, job satisfaction, and psychological distress. Morris and Feldman (1996, 1997) speculate that one reason for the differences noted in the literature is the overall emotional functioning of emotional workers. They have proposed the strongest predictors of emotional functioning that assume their importance (emotional) and quantity (frequency and frequency of emotion) and predict three effects of emotional functioning based on these components. First, emotional fatigue is predicted by emotional prejudice, based on the argument that a conflict is a form of role conflict and role conflict has been identified as the first step to emotional exhaustion.

Emotional labor in the eyes of Hochschild is a typical drama where service is the main scene, the main actors are the employees and the audience are the customers, he defined emotional labor as the set of control of emotions which present physical and facial expressions that can be seen by anyone; notable it can be sold and values, therefore, can be exchanged, Hochschild (1983:7), the required condition has been determined for the emotional labor by Hochschild by the following criteria: firstly workers or service providers must have face to face or voice to voice communication as the matter of course, secondly, workers have to generate with the customer an emotional situation. Thirdly managers have control of the employees over their emotional activity. The organization of hospitality has expectations from their employee they expect that the service representatives should display pleasant and friendly manners and emotions and by using these emotions they can address the organizational required emotions to build a bond with the customers. Emotional labor visualizes into two parts, job-focused emotional labor, and employee-focused emotional labor. (Brotheridge and Grandey, 2002). Furthermore, the job-focused approach, contains and focuses on the characteristics of the work and focuses on the emotional demand which is required by the occupation for example the interaction

frequency of the customer, the intensity and the variety of emotional expressions, the interpersonal interaction durations while displaying the rules. It can be indicated by job-focused that emotional labor in one job shows presence. To maintain customer satisfaction organization is obligated to standardize and display rules to manifest the emotions of the employee while interacting with customers. (Diefendorff and Richard, 2003). There is an expected part regarding the employee performance which is the display of rules which shows involvement or hiding the emotions to maintain high satisfaction for customers. There have been developed scales to assess the emotional behavior rule by Diefendorff et al. (2005), the scales include hiding the negative emotions and showing the positive emotions. The employee emotion management process is emphasized by employee-focused emotional labor. This category mainly focuses and includes surface acting which is faking the required emotions & deep acting which means trying to experience the required emotions and genuine acting which is expressed by the felt emotions are the same as the one as expressed emotions that are already desired and required by the organization. Surface acting indicates faking the expected emotions; employees show expressions that are not matched with their true feelings. However, in deep acting employees try to adjust the internal feelings to the one which has been forced or required to feel. Genuine acting represents the convenience of emotions which an employee feels and the emotions which they have to express (Kruml and Geddes, 2000). Workers manage and try to regulate emotions to meet the required role demand in employee-focused emotional labor. Many disagreements have been said over the definition, there is there as well many operationalization and conceptualization constructed in the literature of emotional labor. Morris & Feldman (1996) the conceptualized emotional labor as four dimensions first the frequency of interaction, attentiveness to display the required rules, the variety of emotional expressions, and finally emotional dissonance. For Brotheridge and Lee (2003), they have consisted emotional labor into six different dimensions these dimensions include frequency, intensity, variety of emotional display, the duration of interaction, and finally deep acting and surface acting Asforth and Humphrey (1993) and Diefendorff et al. (2005) had argued the absence of ignored genuine acting in many studies. Diefendorff et al. (2005) have discussed that there is a difference in surface acting and deep acting with genuine acting and it must be a separate dimension.

Second, job dissatisfaction due to emotional disappointment is anticipated via a man or woman - an herbal suit settlement, suggesting that now not all employees can locate the want to specific the emotions desired with the aid of the organization. Therefore, the frequency and period of emotional activity (components of repetition) may not be related to process a delight. as a substitute, it is the employees who receive the rejection (basic thing) who will enjoy reduced ranges of process delight. The 0.33 impact, inner participation, includes the arguments supplied through Ashforth and Humph (1993) that task-traumatic paintings environments additionally have the pressure to impose internal position needs because of failure to implement organizational rules sooner or later consequences in bad overall performance and loss of feature. But, being overly acquainted with the function of labor so that an excessive amount of paintings can be spent in assembly high paintings demands may grow the hazard of emotional fatigue (Schaufeli &Enzmann, 1998). Increasingly within the proposals of Morris and Feldman (1996, 1997), Zapf, Vogt, Seifert, Mertini, and Isic (1999) recently multiplied the charge of the emotional hobby.

The Frankfurt Emotion Work Scale (FEWS) distinguishes five aspects of work, they want for positive emotions, they want for poor feelings, the need for empathy for the consumer's desires (the need for empathy), the consumer's ability to decide when to engage with the consumer and when that interplay will cease (control conversation), and emotional empathy. Morris and Feldman's (1996, 1997) purpose that the frequency and period of emotional labor do not always have a direct impact on personnel's properly-being. However, lighting fixtures AND lights behavior 369 can do so emotionally, Zapf et al. (1999) propose that the want to specific positive feelings, terrible feelings, and desires for empathy aren't always depressing however may be the case for emotional variations. In a FEWS score test for personnel from social provider facilities, the tourism industry, and make contact with facilities, emotional consistency changed into notably associated with emotional fatigue, low, irritability, and psychological complaints. Emotional trauma was negatively associated with process pride in all however a sample of the hospitality industry (Zapf et al., 1999). Besides studies the use of FEWS to research the relationship between organizational stress, social pressures, emotional functioning, and fatigue, the battle has been identified as the maximum compelling thing in emotional functioning. Besides, the contribution of emotional dissonance to emotional

exhaustion and degeneracy turned to be similar to the one for paintings and organizational pressure (Zapf, Seifert, Schmutte, Mertini, & Holz, 2001).

D. Job Engagement

To trace back to the earliest definition of employee engagement we can find that the earliest definition goes back to Kahn (1990). Kahn's research has been recognized as the most influential research and studies which is related to job engagement and it has set a wide range of milestones for further future studies. He has applied theories of motivational and conceptualized employee engagement from the hierarchy of needs Maslow's. He had defined engagement as the employment simultaneous and the expression of person which preferred behaviors of self-task which can promote connections with others to be active and full the role performance. Furthermore, he addressed employee engagement as a way to make the employee feel more confident about expressing their physical or cognitive, and emotional feelings during a performance of the work. (Kahn, 1990). He also has proposed that the engagement or disengagement of work was associated with the three main psychological conditions: safety, meaningfulness, and availability. Meaningfulness considered as the feeling which employee possess from work and the feedback which has been received from the organization. He focused on meaningfulness along with Herzberg's theory with autonomy in being, mentioned the recognition of work and self and meaningfulness understandings as factors of the increase which employee showed regarding the intrinsic and willingness to engage in work. (Latham & Ernst, 2006). Safety is explained by the ability to show the self without being afraid of the negative consequences to the self-image, status, or even the career. Meanwhile, availability is meant by owing the sense of physical, emotional recourses to the personally engage at a certain moment. (Kahn, 1990). Based on Khan's interpretation of engagement, Rothbard (2001) had suggested that engagement connects the self-psychology presence or the focusing of the role of activity. He as well suggested that attention and absorption are components of engagement. By attention, he meant that it stands for cognitive availability of the number of times which employees prefer to spend while thinking about the role. However, absorptions mention the intensity of self-focus and engrossed in the role. These components vary as attention is an intangible resource that is allocated and

summed in many ways and absorption is the inner motivation without the aspect of emotion. The two components are also connected because of their motivational nature (Rothbard, 2001). Schaufeli, Salanova, Bakker, and Gonzales-Roma (2002) have defined employee engagement as the positive and affective psychological work-related by three dimensions: vigor, dedication, and absorption. Vigor is characterized by the willingness to invest effort in one work, a high level of energy and resilience of mind at work, and persistence in facing difficulties. Meanwhile, dedication is characterized by a sense of significance, enthusiasm, pride, challenge, and inspiration which indicates stronger engagement and involvement than the usual level of identification. The last dimension of job engagement is the absorption which is characterized by being deeply engrossed and fully concentrated that the times fly and pass quickly and employee upon that feels it is hard to detach or leave from work. Recently, Macey, Schneider, Barbera, & Young (2009) defined engagement as a sense of purpose with focused energy, personal initiative, adaptability, efforts, and persistence to the organizational goals. Employee engagement embraces the engagement feelings and engagement behaviors. Engagement feelings are a sense of necessity, focus, intensity, and enthusiasm. Engagement behaviors are proactivity, role expansion, and adaptability (Macey et al., 2009).

Neuropsychological research shows that it is like edged swords from the double side: in the bad edge, it is far related to burnout (Abraham, 1998; Brotheridge and Lee, 1998), withdrawal behavior (Grandey, 2000), profit (Goodwin, Groth, & Frenkel, 2011), and paintings-own family outcomes (Yanchus et al., 2010). at the fine facet, it is associated with accelerated job pleasure and job pleasure (Ashforth& Humphrey, 1993; Gursoy et al., 2011; Hsieh et al., 2012), collateral dedication (Seery& Corrigall, 2009), and tenure positive psychology Accomplishing work is one of the hallmarks of interest. Given the fine stake in employee well-being, a high stage of employee engagement has been proven to boom productiveness (Schaufeli and Salanova, 2007), however, it isn't recognized whether and/or the emotional impact of employees has on the task. The involvement of activities is a state of listening to; it's far a relational, utilitarian, paintings-related mindset characterized by way of energy, determination, and immersion (Schaufeli, Bakker, &Salanova, 2006). Vigour is defined as a high degree of energy and intellectual sturdiness even as running, willingness to put money into a single career, and staying power no matter

difficulties. Will power is manifested by using a sense of well worth, enthusiasm, notion, delight, and task. And absorption is manifested through being deeply absorbed in a single's activity to the point in which one will have a problem finding it (Schaufeli et al., 2006).

It is symbolized by the combat image and engagement is contenting and associated with active participation and investments of the individual as the whole person and not just focusing on small parts of the performance. When it comes to the workplace, engagement takes more specific meaning. However, within the organization the interactions clear out in the contract of employment where employees pledge their services to their managers, giving a sense of commitment to the job and accept the obligation from their employment. Employee embraces and assumes the role in the organizations by investing the energy into these roles, in response, they become more connected and attached to and are engrossed in the role of performing. For the organization to understand the underlying factors of employee motivation and performance it has started to focus on the level of engagement their employees have (Ashforth& Humphrey, 1993). Engagement with work is extremely important, since work is a common and influential part of individual wellbeing, it does not only affect the quality of life which individuals have but rather the mental and physical health also. Most of the people work to earn money to be able to live and that reason makes the work an obligation rather than a choice which they want. Moreover, despite that the work is an uncontrollable choice, individual experiences with the job are quite diverse, ranging from work as a monotonous grind to work as an expression of one's identity. Goffman 1961) was one of the first who has used the term embracement to sketch out the investment of self and energy into the role. Goffman has mentioned that role embracement involves admitting or expressing the attachment of role and active engagement or unforced involvement in the role activity; which is a clear visible investment of attention and efforts. (Goffman, 1961, p. 106). Behaviors which show a lack of separation between an employee and role were indicative of role embracement. However, behaviors separate individuals from contempt role indicated role distance. To clear and explain the concept, Goffman contrasted an officer from police directing traffic in a rush-hour while dancing around and blowing his whistle, as a high role embracement. In comparison, a man expressed role distance from an attendant job through inattentiveness and gestures

like yawning and mocking. Using Goffman's point of view of role embracement, Khan (1990) established a theoretical framework to understand when and why do individuals invest vary in degree in the work role performance. Through interviews, Khan explored engagement and the disengagement of both groups of employees: summer camp counselors in the Caribbean and architecture members in the firm. Khan explored the condition to which people were personally engaged towards their job i.e., employee whom expressed themselves or disengaged employee and defended emotions. From all of this Khan could develop the definition of engagement as the parallel employment and the expressions of persons. "Preferred self" in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances" (Khan,1990, p. 700)

E. Relationship with Variables

1. Job satisfaction and emotional labor

The results and effects of emotional workers in task pride and exhaustion studies in psychology seek to explain how personnel manages their feelings as a piece of their painting's roles (Hochschild 1983; Ashforth and Humphrey 1993). The positive sound exchanges among staff and residents at some point of provider hours create an effective feeling. It's far for this reason that the functioning of feelings and their results is the hobby to managers, human sources professionals, and schooling and improvement professionals. one of the earliest works on the problem is Arlie Hochschild's (1983) e-book, managed heart, in which he coined the emotional term to refer to "dealing with the sensation of creating seen visible and bodily faces" (p. 7). He has been surveying aviation employees, inquiring about their paintings' necessities when it comes to passengers. He concluded that the extent to which their work turned into uncomfortable - controlling the air circumstance of passengers - turned into extra important than the bodily components of the activity. In reality, the modern-day incident on Korea Air (Korea JoongAng each day, 2013) serves to reinforce and give a boost to the coherence of Hochschild's paintings. Within the ultra-modern incident, an unruly passenger dropped a flight attendant, complaining that the noodles they made for him have been no longer warm enough.

After the flight becomes completed, the protect published a blog and defined

the passenger behaviors, which, much like Hochschild's work had achieved a technology in advance, additionally highlighted the emotional aspects of flight attendant's paintings. Irrespective of the man or woman's emotions and calls for employees to apply emotion management techniques in the place of a job (Gosserand and Diefendorff 2005). A lot of the studies specialize in two techniques for emotional employees, specifically, high engagement and deep acting, which can be often used to control emotional manifestations in the place of business. Doing the supernatural involves suppressing the sensations, which might be felt, and softening the emotions you need, even as doing the private involves getting the feeling you want (Grandey 2003; Diefendorff et al. 2005).

Job satisfaction is a crucial job attitude of the individuals toward their works for both males and females. It is the degree that individuals are attached or detached to their assigned and obligated job. Job satisfaction is a compound phenomenon and the result of the evaluation of the job elements (Ismail, Iqbal & Adeel, 2018; Hanudin, 2016). The factors which are used to determine the job satisfaction of employee includes many such as the financial pay and benefits, relations of the employee, the work environment and clarity role (Yeong & Kyoung, 2015). There is great evidence in the literature that discusses the negative consequences of burning emotional work and job dissatisfaction (Brotheridge & Grandey, 2002; Maslach, & Schaufeli, 1993). Khan (2012) has stated the level of psychological stress in wages and earning of employees affects the employee psychological wellbeing. However, job satisfaction is the main important phenomenon to get the worker engaged and to empower them to show emotional labor (Brotheridge & Grandey, 2002). Although, other research shows that job satisfaction is the main complex phenomenon and extensively studied till now. It requires the need and the attention of scholarly to have a better understanding of the relationship which job satisfaction and emotional labor have in the sector of public organization. Job satisfaction is the result of the evaluated number of job elements (Carolyn & Lara, 2017). For the sake of achieving the organizational goals, nearly all the complex issues are the ones relevant to rules, the emotions of workers in the workplace. The perception of employees' positions varies greatly between the emotional expressions and the real work (Pugliesi, 1999; Lee & Chelladurai, 2017). However, employees deal with and experience such situational confusion badly and it causes emotional dissonance (Lewig & Dollard,

2003). In the work, employees bear many conflicts with emotions expressed and emotions experienced which is emotional dissonance (Lee & Chelladurai, 2017; Lazarus, 1991). Emotional dissonance may differ, which can determine by the reaction of the employee towards their workplace. Situational are also important factors but the perception of employees is crucial compared to other factors (Lazarus, 1991). Jaewon & Todd (2016) suggested the emotional charges (the significant ones) can increase employee satisfaction and work commitments which are relevant to accomplish the organizational objectives and goals. Job satisfaction can reassure about how employees observe their job (Harari et al., 2018). What so ever, it's convinced that the real or fake emotions regarding the display of emotional-task could have both impacts negatively and positively on the overall productivity (Carmeli, et al., 2007; Harari et al., 2018; Hoffmann, 2016). Natural felt emotions can have a great positive impact on the overall performance. The experience of emotional labor can help to understand certain interfere more, such as the play role, which investigated the previous research (Azeem & Altalhi, 2015; Hoffmann, 2016; Jaewon & Todd, 2016. Khan (2012). had explained Job-satisfaction as a significant positive emotion which is stating results from the evaluation assessment of the work. Emotional labor and job satisfaction showed incompatible findings (Dormann & Zapf, 2001. Furthermore, other research has shown a significant relationship between job satisfaction and emotional labor (Kim 2017; Kim, 2008). Further experimental researches also have established an agreement on the positive existence of the relationship between emotional labor and job satisfaction (Kaur, 2017; Kim, 2017; Erickson, 1991; Lee & Ok, 2012).

The main motive of using emotional manipulation techniques is to adjust the emotional manifestations of a character to conform to the happen regulations of a single entity. Grandey (2000) has recommended that because historical past action “works in bad religion” (i.e., eliminating desired emotions) even as deep movement acts in “appropriate faith” (trying to get the sensation you need with a purpose to reflect the physical surroundings), these emotion management packages may have not any impact. Similar to useful and behavioral consequences. Based on the concept of prejudice (Festinger 1954) that announces we experience discord while seeing that we ought to act antithetical to our ideas (beliefs), its believed that high holdings are associated with task delight, and seriousness is related.

The argument is that surface performance entails an excessive degree of misunderstanding in which a person needs to make exceptional efforts to pressure them to explicit emotions which are pretty one-of-a-kind than their actual emotions. Consequently, this person may be much less probably to be tremendous and nice at paintings. Hochschild (2003) focused on failure recognitions among actual emotions and essential feel of popularity. Hochschild additionally cleared out those service flight attendants who utilized the word "go robotic" to explain the emotional state of the useless separately while their real emotions and emotional demands were very distinct. In assessment, deep performing includes a decrease stage of ambiguity in which personnel specific feelings that are nearer than their actual emotions. It seems that this form of emotional functioning is closely connected to the extreme tension of 1's clients (Ashforth and Humphrey 1993). Inside the same way that after gamers try to adapt to their professional roles, they could increase dependency.

H1: A significant positive relationship with variables; emotional labor and job satisfaction.

2. Job-Satisfaction and Job-Engagement

As an idea, cultural job pride has been differentiated thru paintings engagement (Kanungo, 1982; Lawler & Hall, 1970; Locke, 1976). although both spheres confer with the unique project, the difference between an advantageous effective mindset (process pleasure) and a psychosocial mindset indicating the extent of psychosocial functioning and task involvement (work task-involvement) which have consistently proved to be discriminatory (Brooke, Russell, Daniel, & price, 1988; Locke, 1976; Mathieu & Farr, 1991). Effects imply humans can differentiate among their stage of ardor (pleasure), and the extent of participation. The equal argument may be made for distinguishing activity delight and activity engagement. whilst a character's involvement in an unmarried undertaking is taken into consideration to be lively funding of power in the position of the role (Kahn, 1990), it's far basically exceptional from the person's empathy circumstance, displaying an adaptive reaction project situation (Locke, 1976). This declaration may be similarly clarified through analyzing performance together with the degree of activity delight. Researchers continuously evaluate the activity of satisfaction in one way or another.

First, at the side level, wherein human beings are asked to be glad for their

supervisor, performance, pays, development possibilities, and associates (e.g., job pleasure Survey, Spector, 1997; job Descriptive Index, Smith, Kendall, and Hulin, 1969). 2nd, work pride is classified at an international stage, where humans perform an entire evaluation of their process satisfaction without referring to any specific elements (e.g., the satisfaction of overall performance, Judge, Boudreau, and Bretz, 1994). As such, each of those strategies to activity delight is significantly evaluated and does not represent a powerful investment of 1's potential in a single position, inclusive of job involvement. The involvement of labor is thought to be related to job delight, as both contain a purposeful response to the identical challenge. However, relying based on prejudice, work engagement is recommended to be outstanding from the true and satisfaction of labor, because one's painting involvement considers the man or woman's experience and conduct in the place of job. Whilst, activity delight units and have look at for the actual outcomes of another's job with the favored consequences. Further, engagement includes the active use of feelings and behaviors, further to expertise. This effective element of engagement includes a level of standard hobby (e.g., high-quality effect) and lively engagement, which involves high-quality mental stimulation related to activities now not discovered within the assessment and rejection measure we allow.

In the competitive environment in today's market, one of how people can be retained is by entirely well-engaged employees. However, in another way, the environment which is competitive by nature is obligated to enhance satisfaction and turn it into more engagement (Abraham, 2012). A significant relationship between job satisfaction and job engagement does exist (Vorina et al., 2017; Kim-Soon & Manikayasagam, 2015; Malhotra, n.d.). different researchers mentioned that job engagement is a result of job satisfaction (Shmailan, 2015; Abraham, 2012; Bano et al., 2011). Ali and Farooqi (2014) have investigated the main effect of job satisfaction on job engagement in the sector of the public university and it has indicated in this study that the variation independent variable which is job engagement. It was clarified by the dependent variable which is job satisfaction and it showed that the relationship of these both variables had mainly a significant relationship. Lee's (2017) research has shown that there is a positive relationship between both job engagement and both within theories motivators and hygiene Herzberg's (1987) and positive relationship between the motivational theory,

matching up severally to real internal factors and external factors. Furthermore, the main suggestions findings for the research point out different function of management by generating sustained trusted-environment, cooperation and maintain an innovation part for workers by enhancing and keeping encounter a great degree about the satisfaction which leads to an engagement (Abraham, 2012). An additional investigation about the relationship between job satisfaction and job engagement is in need till now.

H2: A significant positive relationship with variables; job engagement and job satisfaction.

3. Emotional Labor and job engagement

Literature shows that emotions are extra touchy to poor outcomes, especially inside the place of work. Researchers are exploring the linkages among emotional and physical difficult jobs, stress, conflicts related to the job and family Allen, Herst, Bruck, & Sutton, 2000) but, the latest research has all started to study the superb side of emotional functioning, particularly the advantageous impact on relationship family (Carlson, Kacmar, Wayne, &Grzywacz, 2006). Other researchers have investigated the connection between task loss and emotionally difficult work with observed that emotional overall performance can predict burnout. Therefore, in the evaluation of the concept of exhaustion, we hypothesize that engagement in work can also be anticipated via emotional functioning.

Schaufeli has adopted a different point of view to define job engagement as a concept. It has been studied that job engagement till now considered the antithesis of the burnout Schaufeli et al (2002, 2004), Schaufeli has established the concept the two feature pleasure and activation as well-being. With this framework, the features of burnout are the low level of pleasure and activation. Meanwhile, the feature of job engagement shows a high level of pleasure and activation. Schaufeli defined job engagement as the emotional and cognitive state which is work-related, active, and successful. This condition is not featured by specific goal, event, or situation but rather by persistent and diffuse. Schaufeli believed that affective job engagements have three measurements such as vigor, dedication, and absorption. Vigor identified the employee or individuals, who have power along with strong mental health, who put energy into volunteer function, hard to get tired, and they handle the difficulties;

dedication means the individual's with a great sense of pleasure and eagerness, easily throw themselves toward work as well as always ready for new challenges; absorption can be characterized as the most concentrated individual's in their work, they feel joy and happiness while working, they also feel the time passes so quickly.

Old researches which have studied previously the emotional-labor gave extra observation on the fact of pessimistic impact concernedly in the place field. The researchers have explored the relationship between emotional labor along with job-burnout, stress, work families conflict and problems, depressives' expressions also many different variables (Frone, Russell, & Cooper, 1992; Thomas & Ganster, 1995; Allen, Herst, Bruck, & Sutton, 2000). Thus, a newly recent study just begun to focus on the significant side which emotional-labor have and most concernedly the constructive effect on the family work relationship (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Another investigator has focused and explained the possible relations between job burnout and emotional labor and upon the finding, it showed that emotional labor can be used to predict burnout. Therefore, it is believed to the opposed to that concept of burnout. Researchers predict for job engagement can also be predicted by emotional labor.

The literature shows that it is for two facets edged sword: on the terrible facets, which is connected somehow to burnout (Abraham, 1998; Brotheridge and Lee, 1998), withdrawal behavior (Grandey, 2000), earnings (Goodwin, Groth, & Frenkel, 2011), and work-circle of relative's effects (Yanchus et al., 2010). on the effective facet, it's far related to elevated task satisfaction and job delight (Ashforth & Humphrey, 1993; Hsieh et al., 2012), collateral dedication (Seery & Corrigan, 2009), and tenure tremendous psychology (Pisaniello, Winefield, & Delfabbro, 2012). Carrying out work is one of the hallmarks of interest. Given the effective stake in worker properly-being, an excessive level of worker engagement has shown an increase in productivity (Schaufeli and Salanova, 2007), however, it's not always acknowledged whether and/or the emotional impact of employees has on the process. The involvement of activities is a nation of listening to; it's far a relational, utilitarian, paintings-related mindset characterized by way of electricity, willpower, and immersion (R. L. Kahn & Byosiere, 1992; Schaufeli, Bakker, & Salanova, 2006). Vigor describes the excessive stage about electricity along with to intellectual longevity when performing activities in the work, willingness to spend money on an

unmarried career, and endurance notwithstanding problems. Determination is manifested by way of a feeling of worth, enthusiasm, thought, pleasure and assignment. Besides, absorption is manifested via being deeply absorbed in one's interest to the factor wherein one can have trouble locating it (Schaufeli et al., 2006).

H3: A significant positive relationship with variables; emotional labor and job satisfaction.

4. Job engagement as a mediator

Engagement in work the adverse and repetitive nature of a character that consists of three characteristics: energy, commitment, and absorption (Schaufeli et al., 2002). Many researchers have shown that the nice impact of EI on activity engagement (Ravichandran et al., 2011). Further, non-public resources are a crucial step for employee engagement based on the concept of the task needs- source version (Schaufeli et al., 2002; Bakker and Demerouti, 2014). We are investigating the characteristic EI, one of the most personalized resources, calculated with the aid of involvement inside the challenge. The lovers concerned can revel in nice emotions which include happiness, delight, and exuberance. Much researches have shown that task involvement is related to a positive outcome (Schaufeli and Salanova, 2007). Work engagement is also taken into consideration as a measure of activity pride (Moura et al., 2014). Research has shown that employee engagement mediates the relationship between job emotional duties overall achievements, job satisfaction, also activity Jawahar and Liu, 2016. Further, AET requests that dispositions will have an effect on their companions' experience of their paintings, which, in flip, affects task comprehension together with process pride (Weiss and Cropanzano, 1996).

By considered the positive role of employee's well-being, more difficult job engagement believed to enhance and increase productivity (Schaufeli & Salanova, 2007), however, it isn't acknowledged whether or not and/or in what way emotional hard work impacts process engagement. Job engagement is an experiential kingdom; it is a high quality, enjoyable, work-related country of mind characterized by way of dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Employee's strength is defined as excessive ranges of power and resilience of mentality at work, the readiness to invest and set the certain effort in a single's paintings and finally being patient while handling a certain problem. Dedication can be characterized by

feelings of importance, enthusiasm, inspiration, pleasure, and challenges. Besides, absorption is characterized by a way of being deeply captivated in a single's work to such an extent that one might also cause trouble detaching from it (Schaufeli et al., 2006).

H4: A significant positive role of job engagement while playing the role of mediator with variables; job satisfaction and emotional labor.

III. METHODOLOGY

This chapter examines and discusses the study procedures, which include both the study curriculum, the study community and participants, the study sample and its characteristics, limits, and boundaries of the research, the study tool, the reliability and validity in the research study tool, to add to statistical methods have been applied to analyze the facts for the current findings of the study.

A. Participants and Procedure

The boundary of the research is limited only to the hospitality industry. The targeted population contained employees who work in the lodging area in hotels. The study focused on emotional labor due to the fact the sampling had been narrowed to obtain effective findings the sample was limited to the fact all subjects should have guest contact related work, F2F & V2V interaction with the guests, the employee who perform emotional labor on daily bases. Subjects of the study can work in desk front office, concierge, reservation, room service, food, and beverage department, housekeeping cleaning department and any position need an interaction while working with clients or guests

B. The limitations of the participants

Boundaries and limits of the study and findings are determined according to the following points:

1. The Subject Boundaries

Middle managers and entry-level employees are included in the sample.

Following criteria shows the final selected sample briefly:

1. All the subjects have worked in the same demographic area; all selected organizations must be within the same area.
2. The subject's included, entry-level employees and middle-level

managers.

3. The subject's time duration of working in the same position must be a minimum of six months.
4. The subjects are in contact with the guest (F2F & V2V).

2. Demographic Variables Boundaries

1. The study was limited to the following personal variables of the participant within the study sample: age, gender, etc...
2. The study was limited to only one geographical area which is located in Middle East Amman Jordan
3. The study was limited only to a sample study of the participant and the researcher cannot generalize the finding to other inhabitants within the same area of the research.

3. Objectivity Boundaries

The study was limited to the topic of job engagement, emotional labor, and job satisfaction. The study discussed earlier regarding the hypothesis of the research the study objectives determines the following dimension:

1. Examining the potential main role of job engagement as a mediator between the variables of the study research; job satisfaction and emotional labor and job engagement as the mediator of this relation.
2. Examining the potential main relationship between the variables of the study research; job engagement and emotional labor.
3. Examining the potential main relationship between the variables of the study research; job engagement and job satisfaction.
4. Examining the potential main relationship between the variables of the study research; emotional labor and job satisfaction

4. Spatial Boundaries

The main focused field of application of the study research is determined by the industry of hospitality within chosen facilities and organizations within the finding of participants located in Jordan.

5. Temporal Boundaries

The field of study and the findings were determined within periodic time, during the spring semester of 2020.

Findings cannot be fixed and only shows the results within the given period of the study.

C. Data Collection Instruments

Two hundred forty-nine participants were recruited from four different large five-star hotels. In the area surveyed in Amman Jordan specifically in the Dead Sea, survey questions were constructed which are based on an extensive review of the literature. Well established scales on job satisfaction have been taken from pre-developed scales to measure the constructs of the research of the study emotional labor and job engagements which have been utilized for the questionnaire. A developed scale of the employee emotional labor in the industry of hospitality was made for the subjects of the research study.

There were an introduce questions that are related to demographically information of the sample such as tenure, the status of civil, age, educational level, and gender.

Participants have received a link form for the survey to fill up directly and submit their answers. The Survey link was along attached to the instruction letter clearing out the main objective of the study survey, the significance of the research to the field and finally, a basic direction shows the way to fill the entire survey, the author explained the privacy of the responses data and how the data is confidential and will not be identified by the individual but rather compiled together and analyzed as a group. The researcher cleared out that data is collected only for educational purposes; participants also have been thanked in advance for their cooperation.

All participants were obtained by a distributed online link of the survey through the human resource department and the direct managers of each department in four different hotels. The author and the responsible personal agreed to obtain two hundred to two hundred fifty (200 – 250) responses from employees who work directly and interact with guests daily. One-hundred percent (100%) of the employees who works in providing services to guest were asked to fill out the survey

link.

Of the participants, the median age category was with a range of 22 – 29 years one hundred forty-four (144) responses gained from this age category. One hundred and seventy-five (175) or 70,2 % of the participants were males, research had only 20,8% of female participants in numbers just seventy-four (74). One hundred forty-six (146) of the participants reported having a bachelor's degree. For tenure, 26.5% of the study sample were employee which worked at the same position for exactly half of the year (six months) in numbers sixty-six (66) employee which is the biggest category range, 20% were working in the same position for the half-year up to one, 23.6% were in the same position from one to up three years, twenty-three (23) had been in position three to five years with the percentage of 9.2% which is the smallest categories among all, and 20.4 % or fifty-nine participants had been in position over five years.

The civil marital highest status by the participants was single, with a range of one hundred eighty-five (185) participants.

D. Measures

1. Demographic Variables

The study was limited to the following personal variables of the participant within the study sample: age of participants, gender of the participants (female & male), and level of education, marital and civil status, and tenure length of work. All responses were analyzed and compiled together as a group. No other data was collected that could have allowed for the identification of individual respondents as solo answers.

This study was limited with some demographic characteristics of the study sample, represented in (gender, age, educational qualification, marital status). These characteristics can be explained as follows:

Table 1 Population distribution of age in the study sample

Gender	By numbers	By percentage
Male	175	70.2%
Female	74	20.8%
Total	249	100%

It is clear from Table No. (3.1) that the number of males in the study sample exceeds the number of females, as the percentage of females reached (20.8%), while the percentage of males reached (70.2%), as a result of the absence of female workers in the hospitality industry is due to cultural factor.

Table 2 Population distribution of educational qualification in the study sample.

Level of Education	Number of			Percentage
	Males	Females	Total	
Under Bachelor Degree	21	11	32	12.8%
Bachelor Degree	85	29	114	45.7%
Master's degree	56	24	80	32.1%
Doctorate Degree	10	10	20	8%
Others	3	0	3	1.2%

Table No. (3.2) shows that (12.8) of the study population are under bachelor degree, (45.7%) of the study population are holders for the degree of bachelors, (32.1%) of those for the degree of masters, and (8%) of those with a doctorate and (1.2%) of those are with other unknown certificates.

It is also evident that the percentage of males who hold a postgraduate degree is higher than that of females, as the number of master's holders' women is about half the number of males, while the number of females with a doctorate equal within the two categories.

Table 3 Marital status distribution of the study

Marital Status	Number of		Total	Percentage
	Males	Females		
Single	130	55	185	74.2%
Married	45	17	62	24.8%
Divorced	0	2	2	0.80%
Widowed				
Separated				

It is evident from Table No. (3.3) that the vast majority of the study sample are singles at the rate of (86%) compared to (22%) of unmarried women, (24.8%) of the study are married with a rate of (18%) are married women compared to (6.8%) of married men which is somehow the double of married men, the study sample had only (0.8%) of divorced, widowed and separated women.

Table 4 Distribution of the study population according to age

Age	Number of		Total	Percentage
	Males	Females		
22 and under years old	30	15	45	18%
22–29 years old	106	38	144	57.8%
29–34 years old	17	6	23	9.2%
34–39 years old	13	9	22	8.8%
39 and over years old	9	6	15	6%

Table No. (3.4) shows that (57.8%) of the study population is in the age category of (22 years to 29) years of those three quarter are men, (18%) of the study population are (22 and under) of those men are the double of women, (9.2 %) of those with the age range of (29 - 34) years old, (8.8%) of those with the age range of (34-39) and only (6%) of those are above 39 years old.

Table 5 Distribution of the study population according to working experience

Working experience	Number of			Percentage
	Males	Females	Total	
Six months	46	20	66	26.5%
Six months to one year	36	14	50	20%
One year to three years	44	15	59	23.6%
Three years to five	10	13	23	9.2%
Above five years	39	12	51	20.4%

Table No. (3.5) shows that (26.5%) of the study population hold six months of experience of those men are double the number of women. (23.6%) of those who are in the work for almost six months to one year men hold the triple number of women who works for the same period, above five years of experience participants have the rate of (20.4%) males have triple the number of females within the same range of period, (20%) of those have the experience from six months to one year and only (9%) of those who have experience of three years to five.

2. Job Engagement

Job engagement has different several developed measurements. (UWES) Utrecht's work engagement scale by Schaufeli and Bakker (2003) is the populists and most used measurements. Job engagement have been measured by using the 7-point scale (Likert scale) considering 0 is equal to never and 6 is equal to every day) during the analysis researcher changed the value of items from 0 to 1, 1 to 2, etc.,

Measurement of job engagement (UWES) is characterized by three different factors; vigor, absorption, and dedication. Six items were scaled for Vigor; Dedication is a six-item measure and absorption which is assessed by seven items. 17 items consist of the scale which questioned the sample to check how they would feel towards work. 8.6 were the percent of the scale consistency according to Cronbach's alpha scale which is great.

3. Emotional Labor

Measurement of emotional labor was the English back-translated version of labor strategy inventory (Dienfendorff, Croyle, and Goesserand. 2005). Deep acting, expression of emotions, and surface acting were introduced in the measurement. Items have been rated by the participants by using the 5-point scale of Likert by the mean of five means Strongly Agrees and one means strongly disagrees.

The first factor had five items which have been asked to measure the surface acting, to items asking: "I pretend to have the emotions I need to display for my job," "put on a 'show' or 'performance'" and "put on a 'mask' and "fake good mood "to express the right emotions for the job."

The deep acting factor which is the second factor measured by three different items asking: "make an effort to feel the emotions that I need to display toward others," "work hard to feel the emotions that I need to show to others," and "try to. The items have been rated by the participants by using the 5-point scale of Likert while five means strongly agree and one means strongly disagree.

The three factors reported .90 of internal reliabilities as for surface acting and .80 for deep acting. The results of the sample were a bit lower than expected but rather acceptable according to the internal consistencies which are Alpha is equal to .87 as for surface acting and alpha is equal to .78 for deep acting.

The scale of the Diefendorf questioned the participants to express the real natural felt emotion which is the last factor to measure the emotional labor in the study. 5 items have been used to measure the expression of real natural felt emotions to items asked: "react to guest emotions naturally and easily "," easily express positive emotions "and "hide my anger "The items have been rated by the participants by using the 5-point scale of Likert while five means strongly agree and one means strongly disagree.

These scales reported .90 as for surface acting and .90 as for deep acting as for the internal consistencies. During analyses, responses were reversed coded to the fact of the high scores which suggests high difficulty.

4. Job Satisfaction

A job satisfaction survey (JSS) was developed for the variable Job satisfaction. This represents a 9 substantial indicator that measures job satisfaction, this measurement is appropriately specified to the service in general, human service, public service, and to the sector of non-profit firms and organizations. As for human service organizations, it showed that the JSS has developed the measurement specifically for it furthermore it can be applied to all the organizations within the service sector. There is 9 feature of this measurement which can include the further facets such as communication in the organization, the additional benefit, possible rewards, pay as for salary, promotion for a higher position, work nature, coworkers and colleagues. JSS is a thirty-six item; nine facets scale labor satisfaction study to measure worker perceptions in their workplace and the effect of facet on the work. The four components are measured on each facet, and a composite score from all things is determined. Six judgments per object vary from "strictly disagree" to "strongly accept," and a summed ranking scale format is used." Spector (1985), first of all, formed 1 means disagree very much, 2 means disagree moderately, 3 means disagree slightly, 4 means slightly agree, 5 means somewhat agree, 6 = quite firmly agree. All the items with marked wording guidelines - should be marked reverse.

E. Procedure

Hypotheses antonyms measurement processes mainly discuss the mediator role of the relationship between the independent variables and dependent variables which have been proposed in psychology in Mackinnon sheets (2002). More simplify expression, the mediating can be only created when there is a third construct variable that intercedes the relationship of other two related constructed variable Anderson, (2009)

The structural model helps to understand the effects of mediating on the other two variables. The structural model shows and indicates the direct effects and the indirect effects. As given in figure (1) there is both a direct relationship between the independent variable and dependent variable the other relations found in the research are an independent variable, mediating variable and finally dependent variable.

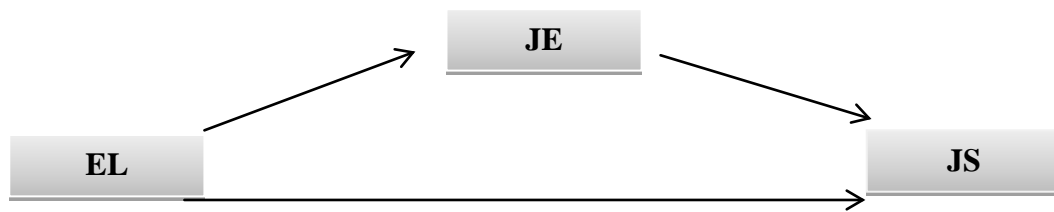


Figure 1 Variables Relationship Structure

The single arrow shows the relationship between two variables and that calls the direct effect. However, when constructed variable interferes relationship between the other two variables between the dependent variable and independent variable which involves a relationship of a sequence of effects by the mediator variable.

To estimate the model of mediation by the use of multiple regressions it is required to follow two different assumptions; there should be no error measurement in the mediator variable and secondly, the dependent variable should not cause the mediator variable (Baron & Kenny, 1986) for the internal psychological variable and add to that the mediator has the chance to be measured erroneously. There could be over or underestimation for the effects between the independent variable on the dependent variable due to the possible error in measurement of the mediator variable. However, in order to remove and eliminate the inconvenience of error. Experts researches such as Judd & Kenny, (1981), Baron (1986) and Mackinnon, (2000) have recommended that it is important to use the structural model of equation approach when there is a model of mediating while affecting the other multiple constructed variables. In the research in order to test the preproposal hypotheses the (SEM) Structural equation modeling has been used.

F. Research Model and Variables

Based on the broad literature review brainstorming term and pilot study of different type of independent variable (emotional labor) was selected for the study. Mediating variable job involvement was used to evaluate the mediation. To test mediation employee motivation was used as a mediating variable. And, the dependent variable (job satisfaction) was selected. (See Table 3.6)

Table 5 List of Research Variables

Sr. No.	Variable Name	Variable type
1	Emotional Labor	Independent Variable
2	Job Engagement	Mediating Variable
3	Job Satisfaction	Dependent Variable

1. Dependent Variable (Job Satisfaction)

There is 9 feature of this measurement which can include the further facets such as communication in the organization, the additional benefit, possible rewards, pay as for salary, promotion for a higher position, work nature, coworkers and colleagues. JSS is a thirty-six item; nine facets scale labor satisfaction study to measure worker perceptions in their workplace and the effect of facet on the work. The four components are measured on each facet, and a composite score from all things is determined. Six judgments per object vary from "strictly disagree" to "strongly accept," and a summed ranking scale format is used." Spector (1985), first of all, formed 1 means disagree very much, 2 means disagree moderately, 3 means disagree slightly, 4 means slightly agree, 5 means somewhat agree, 6 = quite firmly agree. All the items with marked wording guidelines - should be marked reverse

2. Mediating Variable (Job Engagement)

Job engagement has different several developed measurements. (UWES) Utrecht work engagement scale by Schaufeli and Bakker (2003) is the populists and most used measurement. Job engagement have been measured by using the 7-point scale (Likert scale) considering 0 is equal to never and 6 is equal to every day) during the analysis researcher changed the value of items from 0 to 1, 1 to 2, etc., Measurement of job engagement (UWES) was characterized by three different factors; vigor, absorption, and dedication. Six items were scaled for Vigor; Dedication is a six-item measure and absorption which is assessed by seven items. 17 items consist of the scale which questioned the sample to check how they would feel towards work. 8.6 were the percent of the scale consistency according to Cronbach's

alpha scale which is great.

3. Independent Variable (Reward System)

Measurement of emotional labor was the English back-translated version of labor strategy inventory (Dienfendorff, Croyle, and Goesserand. 2005). Deep acting, expression of emotions, and surface acting were introduced in the measurement. Items have been rated by the participants by using the 5-point scale of Likert by the mean of five means Strongly Agrees and one means strongly disagrees.

- Reliability:

Table 6 Reliability of the questionnaire

Construct	Item-Scale	Cronbach's Alpha
Emotional labor	11	0.91
Job Engagement	3	0.844
Job Satisfaction	4	0.87

IV. RESULTS AND ANALYSIS

This chapter presents the data collected from the primary sources for this study. The results provide demographic detail, the incentive programmer, central self-assessment, inspiration, and patient-oriented behavior. The analyses are carried out in two parts. The first part refers to the respondents' demographics and the second part to the questioner answer analyses. The descriptive statistics were measured using Microsoft Excel 2016 and IBM Social Science Statistical Package (SPSS 23.0). For other analyses, SMART PLS 3.0 has been used. The study focused primarily on finding answers to the questions raised by the research.

A. Data Analysis and Results

Table (8) shows that the research questions in this respect are based on different reliable, mediatory, and independent analyses of research.

Table 7 Incorporated variables in the analysis

Independent Variable		
	EL	Emotional labor
Mediating Variable		
	JE	Job Engagement
Dependent Variable		
	JS	Job Satisfaction

B. Model Assessment

The path model has been developed in the current study that has been tested using statistical SMART PLS 3.0 software. In conduct research and communication-related areas of casual relations, a form of structural equation modeling is partially the least square PLS (SEM). The current study examined the casual model using PLS and SEM Statistical techniques to demonstrate at the same time – as opposed to piecemeal – the causal relation of impact. PLS and SEM

offers a large, adaptable, and flexible capacity for causal modeling (Paul & James, 2014).

PLS Path or component-based structural equation modeling allows an evaluation of the hierarchical model in order to achieve lower model complexity and more theoretical parsimony (Law et al., 1998; Edwards, 2001; MacKenzie et al., 2005, Wetzels et al., 2009 Chin, 2010). The sample size is $n=226$ in the current study. The relationship between the constructions and the associated elements, as specified in the outside or measuring model, although the structural model defined the connections between building elements.

C. Measurement Model

A survey questionnaire was used to gather data for this report. This research examined work dedication, work satisfaction, and emotional work. We use the PLS algorithm to start by evaluating models of reflective measurement for reliability and validity. Based on our reliability assessment, 16 out of the 36 metrics have external loads of more than 0.70. (Table 9).

A total of 17 indicators of Job engagement was used, 14 out of the 17 indicators have reliable outer loading and only one indicator as shown in (Table 9). (VI3, DE 3, AB2, and AB3) shows a weak outer loading and removed to improve the reliability of job Engagement. A total of 23 indicators of job satisfaction out of the 36 indicators have reliable outer loading. Total 13 indicators of Job Emotional Labor used, 10 out of the 13 indicators have reliable outer loading, and only one indicator as shown in table 4.2 (SD4, SD5, AB2) shows a weak outer loading and removed to improve the reliability of emotional labor. The reflective measurement models (Table 9) display composite reliability values of 0.885 and greater, according to (Nunnally 1978, Bagozzi & Yi 1988; Gefen, Straub, & Boudreau 2000), which show that the internal uniformity reliability of construction measurements is exposed. As shown in Table 10) all the values of the derived AVE-Average variance are greater than the 0.50 threshold value, confirming the convergent value of the measurements.

Table 8 Reliability and validity analysis of construct

Constructs	Items	Loading	Cronbach's Alpha	Composite Reliability	AVE
JOB ENGAGEMENT			0.721	0.844	0.651
Vigor	Vi1	0.854			
	Vi2	0.758			
	Vi4	0.712			
	Vi5	0.732			
	Vi6	0.764			
Dedication	DE1	0.854			
	DE2	0.714			
	DE4	0.792			
	DE5	0.762			
Absorption	AB1	0.781			
	AB4	0.846			
	AB5	0.74			
	AB6	0.812			
JOB SATISFACTION	JS1	0.751	0.781	0.789	0.572
	JS3	0.841			
	JS8	0.792			
	JS9	0.837			
	JS11	0.887			
	JS12	0.721			
	JS13	0.321			
	JS15	0.751			
	JS16	0.812			
	JS19	0.891			
	JS20	0.871			
	JS21	0.761			
	JS23	0.794			
	JS25	0.731			
	JS26	0.712			
	JS28	0.754			
	JS29	0.798			
	JS30	0.765			
	JS31	0.745			
	JS32	0.954			
	JS33	0.781			
	JS34	0.764			
	JS35	0.871			
Emotional labor			0.854	0.741	0.589
Surface Acting	SA1	0.751			
	SA2	0.8547			
	SA3	0.762			
Deep acting	DE1	0.854			
	DE2	0.714			
	DE3	0.785			
Expression of naturally felt emotions	FE1	0.781			
	FE3	0.808			
	FE4	0.846			
	FE5	0.74			

D. Reliability and Validity Analysis

Cronbach alpha was generally used for the measurement by Cronbach and Meehl, (1955); the joint efficiency offers a clearer indicator of internal accuracy. The

reliability analysis is the primary process for the researchers' internal accuracy of all the systems examined, according to Bryman and Bell (2007). Factor loadings and composite reliability were used to monitor the reliability of the measurement model. Both factor load and composite durability values have to surpass the appropriate minimum values of 0.7 (Nunnally, 1978). Factor loading and CR findings verified the calculation model's confidence.

Convergent validity and prejudice are used to test the validity of the model. The model has been calculated by AVE and CR for convergent validity, for both CR and AVE values of more than 0.7 and 0.5, respectively. Fornell and Larcker's (1981) criterion also tested the unequal validity of the model. This methodology demonstrates that the system shares more variation than any other structure with its measures. In order to measure this, the AVE value of each building is expected to be greater than the maximum squared association with other buildings. Cross loads tested the discriminant validity of the model. This technique, also seen as more liberal in Henseler et al. (2009), implies that any indicator's loads are greater than the cross loads on the numerous constructions.

E. Discriminant Validity

To determine if the measuring scale shown in this article is accurate, convergent, and discriminating (Table 10). Researchers have calculated the square root of the average variance extracted which exceeds the interconnection of the variables with alternate forms formed in the model to ensure discriminating validity by following for the discriminatory validity of all the variables (Larcker, 1981; Chin, 2010).

To determine the unequal validity of the houses, we employed two methods. Second, the cross-loading checks of the indicators revealed that on every opposite structure there is no higher loaded predictor. Besides, we have adopted the criterion of Fornell and Larcker (1981), which allows each AVE of a building to be greater than its association with all the other buildings. As seen in (table 10) both values are higher than the normal criterion suggesting the durability of the whole building used in that analysis, the AVE value of all the variables should be greater than 0.70 diagonally. Both methods of evaluating the distinguishing validity of most structures (Table 10)

Table 9 Discriminant Validity

	EL	JE	JS
EL	<u>0.767</u>		
JE	0.187	<u>0.806</u>	
JS	-0.076	0.192	0.572

The square root of the mean-variance is seen in the diagonal and correlation values are the remaining entries. HC, HC,

The analytics of the systemic paradigm concentrates on the expertise of the higher order of activities, which indicates that all other structures have inequality (Hair et al., 2013).

The assessment of the measuring model confirms that all construction measurements are accurate and effective. Based on these observations, we evaluated the effects of the structural model that focuses on the hypothesized correlation between the buildings.

F. Evaluation of inner Model

The R² (coefficient of determination) is a calculation of the statistical accurateness of the model, according to Hair et al. (2011) and Henseler et al., (2009). The cumulative influence of the exogenous variable on the endogenous variable is also a way of displaying R². This effect scale from "0 to 1" to "1" represents the full statistical precision as R² is composed of several disciplined researchers that must be focused on the general criteria concerning an appropriate R² of 0.72, .50, and 0.25, respectively. R² in the endogenous variable is equivalent to the standard value "0.50" in the current study as seen in the table (11), which suggests modest statistical precision in the model.

Cross-validated redundancy-Q² is an approach for calculating the forecasting importance of the internal model, according to Hair et al., (2014) and Rigdon et al., (2014). The calculation uses a reuse methodology that omits a section of the data matrix and calculates the parameters of the model predicting the missing region (7-omission distance) depending on the assessment. The smaller the comparison, the more remarkable the Q², and therefore the predictive precision of the model is among the initial and expected values. The path model PLS and SEM is defined

with the aid of a blindfold study in particular by Q 2 value higher than "0" for a particular endogenous house. While the Q2 larger than "0" indicates if an endogenous structure can be predicted, it does not talk about the prediction efficiency. In this analysis (Table 11), the significance of Q2, which indicates the reliability and the predictive relevance of the internal model, was greater than "0."

Table 10 model predictive power

The goodness of fit Indices	R-Square (R ²)	(Q ²)
JE	0.861	0.420
JS	0.571	0.036

G. Evaluation of Hypothesis

The PLS Bootstrapping method for the model (Table 12) includes the evaluation of the route coefficients in order to link hypothesized correlations between the variables. Values of the path coefficient consist of a spectrum from '-1 through to +1.' While path coefficient values similar to -1 or +1 are almost always important numbers, using PLS bootstrapping is used to measure s the coefficient values of the path coefficient "closer to +1" and a clear negative value is shown by the value of the path coefficient nearer to -1. (Helm et al., 2009).

Table 11 Path Coefficient and t-Statistics

Research model's Path	Path Coefficients	SD	T-values
Emotional labor → Job Engagement	0.195	0.036	5.344
Emotional labor → Job Satisfaction	0.172	0.028	6.193
Job Engagement → Job Satisfaction	0.216	0.036	5.977

As seen above (Table 13) all values of route coefficients in the current analysis reflect the high positive relationship between the structures rather than one relationship. Emotional labor has an influence as its on ($\beta=0.195$, S.D =0.036 and T-value 5.344) work satisfaction, even Emotional labor has an essential effect ($\beta=0.172$, S.D = 0.028, T-value = 6.193). The effect is relevant. Work dedication has an important influence on employee satisfaction. ($\beta = 0.216$, S. D = 0.036 & 5.977 t- value).

Table 12 Direct Indirect Effects-Mediation

Hypothesis	Relationship	Direct Effects	Indirect Effects	Total Effects	Result
H ₄	EL→JE→JS	$\beta=0.195$, <i>t- value</i> 5.344, <i>p-value</i> = 0.000	$\beta=0.033$ <i>t</i> =3.638 <i>p-value</i> =0.003	$\beta =0.144$ <i>t</i> =5.654 <i>p-</i> <i>value</i> =0.0007	Partial Mediation

Table 13 Construct Reliability and Validity

Construct Reliability and Validity	Cronbach's Alpha	rho	Composite Reliability	Average Variance Extracted (AVE)
EL	0.860	0.923	0.864	0.364
JE	0.887	0.898	0.910	0.591
JS	1.000	1.000	1.000	1.000

Table 14 R square

R square	R Square	R Square Adjusted
JE	0.861	0.839
WE	0.571	0.555

Table 15 Discriminant Validity

	EL	JE	JS
EL	0.603		
JE	0.187	0.769	
JS	-0.076	0.192	0.632

Table 16 Path Coefficients

	beta	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EL -> JE	0.195	0.036	5.344	0.000
JE -> JS	0.172	0.028	6.193	0.000
WB -> JE	0.216	0.036	5.977	0.000

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

This chapter outlines and addresses the conclusion of the findings which have been contributed by the study in light of the literature. Discussion and limitations of the study, implications for the hospitality industry sector final part will be presented as recommendations for future research.

The purpose of this study is to identify the mediating role which job engagements have concerning job satisfaction and emotional labor and how it influences the service providers in the hospitality industry. While analyzing the data it has been founded that as hypothesized the results agree that there is a mediating role in the relationship between emotional labor and job satisfaction which is job engagement but is it part it is implied that there is not only one significant between the meditating variable (job engagement) and the dependent variable (job satisfaction) but as well a direct relationship between the dependent variable (job satisfaction) and independent variable (emotional labor). This means an increase in job satisfaction will actually lead to more engagement to work. In other words, job satisfaction plays a great factor in being engaged to work since employees are fully satisfied they will be going to be into their work. many factors lead to satisfaction such as pay as salary, management rules, rewards system, motivation, and work environment. these factors play a major role in fulfilling the job engagement. Job engagement played a great mediating role but unfortunately not fully but still effective as partial involvement.

Findings of the study suggest a direct relationship among the variables for instants considered the positive role of employee's job satisfaction and wellbeing, is attached to job engagement it is also believed to enhance and increase productivity The factors which are used to determine the job satisfaction of employee includes many such as the financial pay and benefits, relations of the employee, the work environment and clarity role.

There is great evidence in the literature that discusses the negative consequences of burning emotional work and job dissatisfaction (Khan (2012) has stated the level of psychological stress in wages and earning of employees affects the employee psychological wellbeing. However, job satisfaction is the main important phenomenon to get the worker engaged and to empower them to show emotional labor. Although, other research shows that job satisfaction is the main complex phenomenon and extensively studied till now. It requires the need and the attention of scholarly to have a better understanding of the relationship which job satisfaction and emotional labor have in the sector of public organization. Job satisfaction is the result of the evaluated number of job elements. For the sake of achieving the organizational goals, nearly all the complex issues are the ones relevant to rules, the emotions of workers in the workplace. The perception of employees' positions varies greatly between the emotional expressions and the real work.

However, employees deal with and experience such situational confusion badly and it causes emotional dissonance. In the work, employees bear many conflicts with emotions expressed and emotions experienced which is emotional dissonance. Emotional dissonance may differ, which can determine by the reaction of the employee towards their workplace. Situational are also important factors but the perception of employees is crucial compared to other factors. Jaewon & Todd (2016) suggested the emotional charges (the significant ones) can increase employee satisfaction and work commitments which are relevant to accomplish the organizational objectives and goals. Job satisfaction can reassure about how employees observe their job. What so ever, it's convinced that the real or fake emotions regarding the display of emotional-task could have both impacts negatively and positively on the overall productivity. Natural felt emotions can have a great positive impact on the overall performance.

Our findings also suggest that job resources do not directly impact on proactivity

but indirectly through increased levels of work engagement. The finding that engagement is

directly related to proactive behavior offers the possibility to increase engagement through

If we will focus more on the results regarding the relationship between job satisfaction and emotional labor it is believed that there is a direct relationship with these variables, controlling the emotions during the work especially when we talk about deep acting it is implied that people tend to hide their felt emotions and changing them accordingly to the situation which also indicates that employee will feel more satisfied but on the other hand if an employee lost the control of their emotions and felt more depressed due the faking of their actual felt emotions it is also believed to affect their level of satisfaction.

To accomplish the study goals and aims, the researcher regulated data throughout a questionnaire to identify the degree to which job engagement as a mediator has, to show the relationship between job engagement and job satisfaction, job engagement and emotional labor, and finally the relationship between emotional labor and job satisfaction in the industry on hotel management in regard of the participants of the different hotel members in Jordan.

Once the influential factors are investigated and specified, data have been collected about the effects and factors from the employees by the questionnaires in order to identify the exact relationship between the variables which have been discussed in the study.

Regardless of the shortage in the volume of literature on emotional labor, job satisfaction, and job engagement, very little researches have intergraded the three valuables in one research by examining mediating variable in between. No consideration is paid to the key effect of emotional outcomes on certain elevated levels of deep intervention and work satisfaction (e.g. Allen et al., 2010, Austin et coll., 2008, Bakker and Heuven, 2006, Brackett et al., 2010, Cheung and Tang, 2009, Giardini and Frese, 2006, filling the gap).

According to participant outcomes of job satisfaction and emotional labor and revealing the mediating role of job engagement the relationships between these variables analyzed in evaluation, a composite reliability test of internal accuracy was rendered for Cronbach alpha by Cronbach and Meehl, (1955). Kahn may trace the earliest concept of employee participation (1990). He has described his thesis as one of the most significant interaction studies and set the way for potential studies; however, this was the first study to establish the property and validity of work engagement from both job satisfaction and emotional labor. Job satisfaction with Job

engagement plays a pivotal role in helping the organization to achieve its objectives. In a world where engagement is a top corporate priority job engagement and job satisfaction become important factors, there has been a growing recognition of the strong connection between these two variables in the workplace and how it helps in running the work effectively and efficiently, job satisfaction of labors has been supported the hospitality sector internationally for all the Professions and different Practice in all levels of business activities. because of globalization which provided a solid basis for diversity occurrences in the field of business concerning rapid changes all around the world and the different tasks and activities that employees and organizations must follow and the different aims that organizations want to achieve.

Second, this research considered the effects of emotional work (i.e. burnout and job satisfaction) and job attendance, in order to assess the effect of emotional work more fully and interactively. This allowed us to investigate empirically the multiple implications of EI: on the emotional work of two dimensions, job satisfaction and burnout in a hotel environment. The research thus constructs a detailed and inclusive EI: emotional work-burnout/job satisfaction model clarifying the positive function of EI:

To know the beneficial role of EL researcher will address the nature of the questionnaire and how it has been evaluated. A version of the Emotional Labor Technique Inventory (Diefendorff, Croyle & Gosserand, 2005) was taken into account in the retro trained English language involving surface acting, depth acting, and the presentation of feelings of the natural. The surface acting factor which means directly faking the required emotions portrays the mask for the sake of not showing the felt emotions. Surface acting is common between service providers and front liners in the hospitality industry due to the pressure the employee has during providing the service.

The first factor which is surface acting had five items which have been asked to measure surface acting, to items asking: “I pretend to have the emotions I need to display for my job, put on a show or performance and put on a mask and fake good mood to express the right emotions for the job”

When it comes to deep acting which is harder and really might put the service provider at risk regard his/her health which is very common among hoteliers due to the fact employee put excessive effort to hide their feeling to complete the guest

cycle.

To achieve and obtain the direct required data three items have been measured to the second factor which is the deep acting factor, to items asking: “make an effort to actually feel the emotions that I need to display toward others, work hard to feel the emotions that I need to show to others, and try to Participants rated each item using a 5-point Likert scale” (5 = Strongly Agree; 1= Strongly Disagree)

Diefendorff, scale asked respondents about the expression of their naturally felt emotions by spontaneously experiencing and displaying the actual felt emotion during providing service which is the last factor which has been addressed in measuring the emotional labor, expression of naturally felt emotions was measured by 5 items, to items asked: “react to guest emotions naturally and easily, easily express positive emotions and hide my anger Participants were asked to rate each item on a 5 point Likert Scale” (5 = Strongly Agree; 1= Strongly Disagree).

Secondly, there is a range of methods built to assess work contribution. The most famous and most common is Schaufeli's and Bakker's Utrecht Job Engagement Scale (2003). During an investigation the researcher modified the value of objects from 0 to 1,1 to 2, etc., so that the required empirical analysis could be carried out by providing zero value, using a 7-point Likert scale (0 = never, 6 = every day). Three facets of this calculation are vigor, devotion, and absorption. Six components calculate the vigor; six-point calculation and seven objects are measured as absorption. Dedication This scale is made up of 17 elements that ask the student to demonstrate how often he experiences basic work practices like I'm bursting with energy at my work.

Third and final happiness with the workplace, production of the Job Satisfaction Survey (JSS), which represents a nine-substantial indicator of work satisfaction for the workforce in particular. JSS is a 36 item, 9 facet-scale labor satisfaction study to measure employee perceptions of the workplace and the facets of the work. The four components are measured on each facet, and a composite score from all things is determined. Six judgments per object vary from "strictly disagree" to "strongly accept," and a summed ranking scale format is used." Spector (1985), first of all, formed 1 = diverging tremendously, 2 = somewhat diverting, 3 = a minor dispute, 4 = slightly agree, 5 = somewhat agree, 6 = quite firmly agree. All products with marked wording guidelines - should be marked reverse.

According to participant outcomes of job satisfaction and emotional labor and revealing the mediating role of job engagement the relationships between these variables analyzed in evaluation, a composite reliability test of internal accuracy was rendered for Cronbach alpha by Cronbach and Meehl, (1955). Kahn may trace the earliest concept of employee participation (1990). He has described his thesis as one of the most significant interaction studies and set the way for potential studies., however, this was the first study to establish the property and validity of work engagement from both job satisfaction and emotional labor. Job satisfaction with Job engagement plays a pivotal role in helping the organization to achieve its objectives. In a world where engagement is a top corporate priority job engagement and job satisfaction become important factors, there has been a growing recognition of the strong connection between these two variables in the workplace and how it helps in running the work effectively and efficiently, job satisfaction of labors has been supported the hospitality sector internationally for all the Professions and different Practice in all levels of business activities. because of globalization which provided a solid basis for diversity occurrences in the field of business concerning rapid changes all around the world and the different tasks and activities that employees and organizations must follow and the different aims that organizations want to achieve.

The key priorities relevant to the research issue were addressed in the theoretical context of the research analysis and three themes were included. The first theme is the connection between career fulfillment and emotional work, and it contains an overview on the fact of understanding the role and impact of each variable and how it affects the subject of the study (service providers), each variable has been discussed as solo aspect for better understanding.

Researchers determined the relationship of both job satisfaction and emotional labor, and job engagement as the mediator of the relationship to these two variables by obtaining some other personal demographic variables which include: (gender, educational qualification, age, tenure, and marital status) for service providers in hospitability industry in Amman Jordan. as for the research literature, it included a group of studies related to the scope of the research problem, which was classified according to its subject. There are studies related to job satisfaction, studies related to emotional labor, job engagement related studies, and others that examined the relationship between job satisfaction and emotional labor and job engagement as

the mediator of the relationship between the two variables.

B. Discussion of Main Findings

Two hundred forty-nine participants were recruited from four different large five-star hotels. The area surveyed in Amman Jordan specifically in the Dead Sea. The sampling method has been restricted to focus on the workers who carry out guest-contact every day (face-to-face or voice-by-voice). For example, those who work at the service counter, the concierge service, bookings and room service, food service, catering service, and other positions that require guest contact in their work are included in this analysis.

The subject of the sample was narrowed to entry-level employees and middle managers were included in the sample. All the subjects have worked in the same demographic area; all selected organizations must be within the same area. The subjects included entry-level employees and middle-level managers. The subjects have worked in the same positions for at least six months. The subjects are in contact with the guest (face-to-face or voice-to-voice).

For demographic variables boundaries, the study was limited to the following personal variables of the participant within the study sample: age, gender, etc... The study was limited to only one geographical area which is located in Middle East Amman Jordan, the study was limited only to a sample study of the participant and the researcher cannot generalize the finding to other inhabitants within the same area of the research.

Objectivity boundaries were determined in the hypothesis which was limited to the job engagement as a mediator. As the study discussed earlier regarding the hypothesis of the research the main objective was examining the role of job engagement as a mediator among the variables of the study (job satisfaction and emotional labor). Examining the relationship among the variables in the research study such as the relationship between job engagement and emotional labor. The relationship between job engagement and job satisfaction, finally the relationship between emotional labor and job satisfaction.

The field of application of this study is determined by the hospitality industry within the chosen facilities and organizations within the finding of participants

located in Jordan.

Survey questions are built on a detailed literature review as previously described. Previous indicators on workplace satisfaction, emotional work, and jobs were used in the questionnaire to assess the framework of the sample. The Hospitality Emotional Employment Scale has primarily been created for hospitality workers who are the subjects of this report.

For demographic information, Participants were asked to provide such as age, gender, tenure, level of education, and marital status.

All participants received a link form of the survey to fill out and submit their answers. The Survey link was accompanied by a cover letter explaining the purpose of the survey, the importance of the research, and directions on how to complete the entire survey, author explained the privacy of the responses data and how the data is confidential and will not be identified by the individual but rather compiled together and analyzed as a group. The researcher cleared out that data is collected only for educational purposes; participants also have been thanked in advance for their cooperation.

All participants were obtained by a distributed online link of the survey through the human resource department and the direct managers of each department in four different hotels. The author and the responsible personal agreed to obtain two hundred to two hundred fifty (200 – 250) responses from employees who work directly and interact with guests daily. One-hundred percent (100%) of the employees who works in providing services to guest were asked to fill out the survey link.

Of the participants, the median age category was with a range of 22 – 29 years one hundred forty-four (144) responses gained from this age category. One hundred and seventy-five (175) or 70,2 % of the participants were males, research had only 20,8% of female participants in numbers just seventy-four (74). One hundred forty-six (146) of the participants reported having a bachelor's degree. For tenure, 26.5% of the sample had been an employee at their current job for exactly six months in numbers sixty-six (66) employee which is the biggest category range, 20% had been in position six months to one year, 23.6% had been in position one to three years, twenty-three (23) had been in position three to five years with the percentage

of 9.2% which is the smallest categories among all, and 20.4 % or fifty-nine participants had been in position over five years.

The civil marital highest status by the participants was single, with a range of one hundred eighty-five (185) participants.

There are a series of measures intended to assess employee engagement. The Utrecht Engagement Scale (UWES) by Schaufeli and Bakker (2003) is the most popular. Measured on the 7-point Likert (0 = never, 6 = every day) scale, this calculation consists of three facets: power, engagement, and absorption, respectively. Dedication is a six-point measurement and absorption and is calculated by seven components. Vigor is measured by six objects. This scale consists of seventeen items which ask the participant how much they feel about the job. The consistency of this scale in this sample was 0.86 which is good according to Cronbach's alpha scale. A total of 17 indicators of Job engagement was used, 14 out of the 17 indicators have reliable outer loading shows a weak outer loading and removed to improve the reliability of job engagement.

The emotional role has been calculated by a back-translated English edition of the emotional labor technique inventory of surface behavior, deep behaving, and the manifestation of naturally feeling emotions (Diefendorff, Croyle, & Gosserand, 2005). Participants rated each item using a 5-point Likert scale (5 = "Strongly Agree"; 1= "Strongly Disagree") The first factor had five items which have been asked to measure surface acting, Three items have been measured to the second factor which is the deep acting factor, to items asking: "Experience the feelings which I have to display to others," "work hard to feel the emotions I have to show to others," and "want to. The participants scored a total of 13 Work Emotional Labor indexes used, 10 of 13 indicators had accurate outer loads and only 1 variable had a poor external loading and omitted to maximize the reliability of emotional labor. The findings were collected using a 5-point Likert scale (5 = Strongly Support, 1 = Strongly Disagree)

A nine-substantive measure of employee satisfaction primarily applied to organizations of the human service, public and non-profit sectors are defined in the Work Satisfaction Survey (JSS). The JSS was originally designed for use in human-service agencies and applies to all organizations, object collection, review, and determination of the final scale of the workplace of 36 items are defined, as are the

reliability and validity data and the tools standards summarized. Each facet is measured by four elements, and a cumulative score of all elements is determined. A rating scale format that varies from "strongly disagree" to "strongly agree," is used in six choices per item. Developed firstly by Spector (1985), 1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, 6 = agree very much. A total of 23 indicators of job satisfaction out of the 36 indicators have reliable outer loading as shown previously on the result section and others have been removed due to the fact it shows weak outer loading to improve the reliability of job satisfaction

The researchers will use PLS algorithms to test their reliability and validity for the results to start with models of reflective measurement. Based on our reliability assessment, 16 out of 36 metrics have external loads above 0.70

The reflective measurement models provide 0.885 or higher composite reliability values that demonstrate the internal consistency of construction measures. The value of AVE-Average variance extracted, which provides support to the convergent validity of the action, is similarly higher than the threshold value of 0.50.

In the current study, all the values of path coefficients indicate a strong positive significant relationship among the constructs instead of one relationship.

Table 17 Path Coefficients

	beta	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EL -> JS	0.195	0.036	5.344	0.000
EL -> JS	0.172	0.028	6.193	0.000
JE -> JS	0.216	0.036	5.977	0.000

1. Emotional Labor has significantly effect on job satisfaction as its ($\beta=0.195$, S. D= 0.036 & t- value 5.344)
2. Emotional labor has significant effect on job satisfaction with the ($\beta =0.172$, S. D= 0.028 & t- value= 6.193)
3. Job engagement has significant effect on job satisfaction ($\beta = 0.216$, S. D= 0.036 & t- value 5.977).

C. Managerial Implications

Sufficient administrative preparation of training and focusing on mentality and attitude of employee will improve the probability of giving workers the capacity to act profoundly. For instance, not exclusively services providers and front liners representatives need appropriate preparation to deal and carry out with emotional labor factor but their chiefs ought to likewise get direction concerning the significance of overseeing feelings coordinated toward their subordinates. In aggregate, specialist co-op association's preparation ought to incorporate a strong component of EL contemplations, as opposed to just creating specialized assistance capability to handle such training. Other particular ramifications of this investigation allude to the indispensable need to improve the actual working states of front liners and back-of-the-house administration and hospitality representatives, which is probably going to add to their capacity to perform veritably or to their ability to perform genuine or deep acting.

Findings indicate the importance of job engagement as a mediator between emotional labor, and job satisfaction. Job engagement in general means how we are enthused about our work and to which degree is our involvement in the job. basically by logic and strong literature when can address out that people who are extremely or highly engaged in their work surely will be motivated and more involved in their work, thus, being engaged in the job does not necessarily mean that this person is satisfied due to the fact there is a lot of people consider themselves as a workaholic and their work means the word to them regardless of how they feel towards their work which is in another word emotional labor.

In light of the study, the researcher found that employees who are satisfied and indicate a high level of awareness of emotional labor sense, will actively try to feel that the engagement of working came out of the heart rather than just following the required work display rules and feeling obligated to do, however, deep acting in emotional labor might but the workers in high psychological risk within time due to the fact the employee will put too much effort to hide their actual felt emotions regardless of how they are feeling in the moment of crisis. employees who have lower levels of emotional labor tend to shows and regulate more emotional expression by hiding the acutely felt emotions superficially by faking them tend to suffer from emotional exhaustion more and treat others impersonally as result, thus

this individual behavior can be controlled and connected by the level of practices which makes the employee more satisfied in the work environment hospitality industry and especially hotels involves a high challenging level of unwanted emotions, in results, this might reduce the productivity of the employee and the organization as a whole.

Empowerment of employee to identify their natural felt emotions in the hospitality industry especially for service representatives in hotels is such an important factor since service providers have lack knowledge when it comes to dealing with emotional labor, higher management should set training courses which might include different scenarios about how to deal with different type issues and different guest or clients, the employee must have wild knowledge regarding this topic to keep their mind clear even after having a tough conversation where the situation might require deep acting of their actual felt emotions.

Deep acting and surface acting as a dimension of emotional labor in Jordanian culture were a unique emotional labor strategy used by front liner service workers. Based on the results the research sample conducted in Jordanian has a great version of emotional labor since the sample study already recognized worldwide with the characteristic of being hospitable no matter who is the guest is. A sample study showed that Jordanian people already suffer from blemish culture so in many cases the employee would definitely hide the feelings and act motivated regardless of the situation because he/she learned that at the house from family authority not necessarily doing it because it is a requirement of the job. Results indicate it has solid potential to be used by a wide range of other organizations which are assessing the level of employee's emotional labor. Demonstrating and determining the level of emotions employees face during work functions should require more managerial attention and actions to maintain a high performance.

Hospitality and services industry organizations involve a high level of emotional challenges and that emphasize the importance of concreting on the use of a measure of emotional labor, job satisfaction, and job engagement in the recruiting and selecting process to maintain the quality of human resources needed, taking into account the challenges during the work functions that might occur in reason of the pressure of emotions and the dissatisfaction which employee suffer from. Studying the emotions of employees and raising awareness by implementing training and

developing programs to foster emotional competencies among the service industry will lead to the consequences of increasing productivity, higher service quality, service disruption as well and reduce personnel problems.

Basically, understanding the causes of unwanted and uncertain felt emotion should be taken into consideration within the process of providing the service for the guest or even while recruiting human power, it is extremely essential for the human resource department and managerial level employee to maintain an evaluation for the front liner employees.

D. Limitations

Research findings have been analyzed by individual-level analysis, which eliminates the opportunities for group, firm, or instance unit of business. all data collected from the participant of the study sample obtained from surveys which limit the rocking of causality. for better understanding and strength of the variable's antecedent of causality, lab study would have played a major role if additional tasks were required from the sample study to be a more valuable component of causality.

To better understand the mediator role emotional labor plays within the relationship of other variables researchers believe to conduct the same study with different research methods. applying a lab study would allow a variety of range in the variables due to having the broader sample, seeking different study sample would defiantly limit the variance occurrence in the sample for example individuals lean to select occupations related to service though they may not have an idea of the pressure of service workers and how wellbeing and friendly presenting is an essential regardless of the felt emotions during the providing the service or even basic interaction with the client, the researcher believes candidates with extreme negativity, or have high tendency to face negative emotions proper would not apply for such position where he should act and fake emotions almost all the time.

Using existing scales in this showed validity which considered to be an advantage and having the ability to replicate evidence, thus, considered to be another limitation the study faced, measuring method of deep acting for emotional labor proved that the existing used scale is not clear on the subject of measuring the variation of deep acting with felt expression emotions. The researcher believes that

the length of existing used scales for JS variable would lead to inaccurate results, individuals tend to get bored while participating in long surveys and might start choosing answers randomly regardless of what they actually think and believe toward the questions.

Employees especially service providers need to show a genuinely positive attitude towards their emotions thus they might misunderstand how deep acting works they might put an external effort in order to give the required emotions when they come to cross obnoxious situation. Questions regarding deep acting should have been modified in a context that requires the use of regulation strategy to eliminate the like hood of genuine emotions misconstrued as deep acting effort. For example, proposing a theory where participants have to rate how they would respond to an abrupt or unhappy customer who complained about the service which has been provided.

This generalization of this study is limited by participants from hotels in Amman Jordan. Their results are limited. Because the results of this study are based on a sample of Jordan hoteliers, it may not be appropriate and irrelevant to apply the results of this study to other contexts or other cultures. Future research must replicate the study or use intercultural information to determine the generalizability of these results.

E. Future Research

If the researcher would design this study again or help other researchers to seek more knowledge regarding the topic, there would be many changes and replacements. Most importantly a longer time to be able to capture more senses of involvement from sample study and increase in the order of sample size to generalize the results and findings to the certain area where the study is conducted.

Additionally, this study identified the relationship between various individual difference variables. Most notably, job engagement, job satisfaction, and emotional labor which predict whom from front liner labors would find deep acting easier, use surface acting less, and use deep acting more, the degree to which employee is satisfied with the current position, the level of involvement employees have towards the work. such variables are very valuable in selecting and recruiting individuals for

jobs requiring more emotional displays, high work involvement, and shows higher satisfaction or they can be used to identify who have difficulties reaching these standards in order to understand the causes and solve whatever might occur.

Studying and measuring other components of variables and establishing more hypothesis

And taking each variable competent individual e.g. take deep acting and addressing new hypothesis which might indicate and address the relation between deep acting (as a component of emotional labor) and job satisfaction. Another hypothesis that might add additional value to the study could be checking the reflection of the relationship between job engagement and job satisfaction on emotional labor due to the lack of study on this topic.

Setting additional mediators, for example studying the mediating of difficult emotions on job satisfaction and job engagement, adding on, how job satisfaction affects completing the work duties with the mediator of emotional labor. It would be interesting to address the job satisfaction as the mediator between job engagement and emotional labor to acknowledge the strength of these three variables.

The calculation must be improved; it is a significant aspect that has been established to be difficult to obtain work satisfaction. The difficulty component should be used to re-test the relationships that were observed in the previous study and possible associations between frequency and difficulty components could be studied. Changing measurements might help the participants to clearly understand the exact needed information due to lack of understanding of questions some of the measurements could have been more clear to give more reliable indicators.

Fewer boundaries and limitation and removing some of the measurement regarding sample size due to the fact that the study was limited to personal variables of the participant within the study sample such as age, gender, etc... e.g. it was not necessary to acknowledge the status of the participant in the way or another the researcher didn't benefit from the result due to the aim of the study was to identify mediating role of a variable.

Due to covid-19 researcher distrusted a link survey to collect the required data. it is another boundary that the researcher thought it might affect the result of findings due to the fact the study focuses on human behavior it would be more useful

to apply face to face interview with participants thus it might take longer time to collect the data but defiantly more accurate data if the researcher would have analyzed the body language of the participant during the interview to catch the real felt emotions which service representative have towards their job.

Additionally, Future research could address culture due to the importance which reflects on an individual's behavior which eventually might influence the observed findings which will indicate the relationship between emotional labor, job satisfaction, and job engagement as mediators. The present study was performed in the Middle East or independent culture; an eastern culture or interdependent based culture may assumable different findings.

A similar study should be carried out at small hotels in Jordan to determine the level of mediating role and the factors that influence the relationship between job satisfaction and the emotional labor of the participant. Conducting a larger scale study on the hospitality industry as a whole from hotels to restaurants, bars, and business lounged will give a better understanding to the researcher to generalize the findings. The study could be repeated after five years or even after covid-19 disappears to compare changes in findings.

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APPENDIX

APPENDIX A Survey

APPENDIX B Ethical Approval Form

APPENDIX A Survey

Job Engagement

There are several instruments developed to measure job engagement. The most popular and widely is the Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker (2003). This measurement comprises of three facets; vigor, dedication, and absorption. **Vigor** is measured by six items, **Dedication** is a five-item measure and **absorption** which is assessed by six items

	Almost Never	Sometimes	Rarely	Often	Very Often	Always
0	1	2	3	4	5	6
Never	Afew times year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

I. **vigor**

1. _____ At my work, I feel bursting with energy (VI1)
2. _____ At my job, I feel strong and vigorous (VI2)
3. _____ When I get up in the morning, I feel like going to work (VI3)
4. _____ I can continue working for very long periods at a time (VI4)
5. _____ At my job, I am very resilient, mentally (VI5)
6. _____ At my work I always persevere, even when things do not go well (VI6)

II. **Dedication**

1. _____ I find the work that I do full of meaning and purpose (DE1)
2. _____ I am enthusiastic about my job (DE2)
3. _____ My job inspires me (DE3)
4. _____ I am proud on the work that I do (DE4)
5. _____ To me, my job is challenging (DE5)

III. absorption

1. _____ Time flies when I'm working (AB1)
2. _____ When I am working, I forget everything else around me (AB2)
3. _____ I feel happy when I am working intensely (AB3)
4. _____ I am immersed in my work (AB4)
5. _____ I get carried away when I'm working (AB5)
6. _____ It is difficult to detach myself from my job (AB6)

Emotional labor

Emotional labor was measured by a back-translated English version of the Emotional Labor Strategy Inventory (Diefendorff, Croyle, & Gosserand, 2005) including **surface acting, deep acting, and expression of naturally felt emotions.** Participants rated each item using a 5-point Likert scale (5 = “Strongly Agree”; 1= “Strongly Disagree”)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1. The following statements are about how you deal with your emotions at work so that you work as well as possible.
2. Please indicate how often each expression applies to you by filling in the number that best fits from 5 = “Strongly Agree”; 1= “Strongly Disagree”).

I. Surface Acting

1. I put on a show at work
2. I put on a “mask” in order to express the right emotions for my job
3. I pretend to have the emotions I need to display for my job while interacting with guests
4. I put on an act in order to deal with guests in an appropriate way
5. I fake a good mood while interacting with guests

II. Deep acting

1. I work hard to feel the emotions that I need to show to others
2. I make an effort to actually feel the emotions I need to display toward others
3. I work at conjuring up the feelings I need to show to guests

III. Expression of naturally felt emotions

1. I react to guest emotions naturally and easily
2. I easily express positive emotions to guests as expected for my job
3. I hide my anger about something a guest has done
4. I hide my disgust over something a guest has done
5. I hide my fear when guest appears to threatening me

Job satisfaction

development of the Job Satisfaction Survey (JSS), a nine-subscale measure of employee job satisfaction applicable specifically to human service, public, and nonprofit sector organizations, is described. JSS was originally developed for use in human service organizations, it is applicable to all organizations, the nine facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance-based rewards), Operating Procedures (required rules and procedures), Coworkers, Nature of Work, and Communication.

The item selection, item analysis, and determination of the final 36-item scale are also described, and data on reliability and validity and the instrument's norms are summarized, The Job Satisfaction Survey, JSS is a 36 item, nine facet scale to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. A summated rating scale format is used, with six choices per item ranging from "strongly disagree" to "strongly agree". developed firstly by spector (1985) , 1 = disagree very much, 2 = disagree moderately, 3 = disagree slightly, 4 = agree slightly, 5 = agree moderately, 6 = agree very much. All items with wording directions marked - should be reverse scored.

Disagree Very Much	Disagree Moderately	Disagree slightly	Agree Slightly	Agree Moderately	Agree Very Much
1	2	3	4	5	6

1. I feel I am being paid a fair amount for the work I do.

2. There is really too little chance for promotion on my job.
3. My supervisor is quite competent in doing his/her job.
4. I am not satisfied with the benefits I receive.
5. When I do a good job, I receive the recognition for it that I should receive.
6. Many of our rules and procedures make doing a good job difficult.
7. I like the people I work with.
8. I sometimes feel my job is meaningless.
9. Communications seem good within this organization.
10. Raises are too few and far between.
11. Those who do well on the job stand a fair chance of being promoted.
12. My supervisor is unfair to me.
13. The benefits we receive are as good as most other organizations offer.
14. I do not feel that the work I do is appreciated.
15. My efforts to do a good job are seldom blocked by red tape.
16. I find I have to work harder at my job because of the incompetence of people I work with.
17. I like doing the things I do at work.
18. The goals of this organization are not clear to
19. I feel unappreciated by the organization when I think about what they pay me.
20. People get ahead as fast here as they do in other places
21. My supervisor shows too little interest in the feelings of subordinates.
22. The benefit package we have is equitable.
23. There are few rewards for those who work here.
24. I have too much to do at work.
25. I enjoy my coworkers.
26. I often feel that I do not know what is going on with the organization.
27. I feel a sense of pride in doing my job.
28. I feel satisfied with my chances for salary increases.
29. There are benefits we do not have which we should have.
30. I like my supervisor.
31. I have too much paperwork.
32. I don't feel my efforts are rewarded the way they should be.
33. I am satisfied with my chances for promotion.
34. There is too much bickering and fighting at work.
35. My job is enjoyable.
36. Work assignments are not fully explained.

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General Information:

Participant candidates in sample must answer the following general questions that's match them the most.

<u>Gender</u>	<u>Age</u>	<u>Status</u>	<u>Level of education</u>	<u>Working experience</u>
Male	22 and under years old	Single	Under Bachelor Degree	Six months
Female	22–29 years old	Married	Bachelor Degree	Six months to one year
	29–34 years old	Divorced/ Widowed/ Separated	Master Degree	One year to three years
	34–39 years old		Doctorate Degree	Three years to five
	39 and over years old		Others	Above five years

APPENDIX B Ethical Approval Form

Evrak Tarih ve Sayısı: 23.03.2021-8093



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-8093
Konu : Etik Onayı Hk.

Sayın Datı Mohammad SIEF ADDEEN AL-SHISHANI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 11.03.2021 tarihli ve 2021/03 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr.Öğr.Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

Belge Doğrulama Kodu : BE6P31NPV Pin Kodu : 16412 Belge Takip Adresi : <https://www.turkiye.gov.tr/istanbul-aydin-universitesi-ebys>
Adres : Beşyol Mah. İnönü Cad. No:38 Sefaköy , 34295 Küçükçekmece / İSTANBUL Bilgi için : Tuğba SÜNNETÇİ
Telefon : 444 1 428 Unvanı : Yazı İşleri Uzmanı
Web : <http://www.aydin.edu.tr/> Kep Adresi : iau.yazisleri@iau.hs03.kep.tr Tel No : 31002



RESUME

Dati Al Shishani