

# The Mediating Role of Job Satisfaction on the Effect of Emotional Labor Strategies of Nurses in Public Hospitals in Gaza Strip on Job Burnout

Ahmed Qeshta<sup>1\*</sup>; Siti Aida Samikon<sup>2</sup>; Mohd Saleh bin Abbas<sup>3</sup>

<sup>1\*</sup> PhD Student, Post Graduate Centre, Limkokwing University, 63000 Cyberjaya, Selangor, Malaysia

<sup>2,3</sup>Lecturer, Post Graduate Centre, Limkokwing University, 63000 Cyberjaya, Selangor, Malaysia

## Abstract:

Service employees, particularly nurses need to be professional in dealing with clients and maintaining their emotion. Moreover, they should have a sufficient level of knowledge and experience in order to enhance the healthcare service without any damage in their emotion and the level of their job satisfaction. This study aims to examine the impact of emotional labor strategies and emotional intelligence on job burnout mediated by job satisfaction. The research model has five constructs, which are: surface acting strategy, deep Acting Strategy, genuine acting strategy, job satisfaction and job burnout. Respondents in this study will be nurses in public hospitals in Gaza strip. The data will be collected using self-administered questionnaires. The sample size for this study is 450 respondents. The validity and reliability of scales will be examined using Average Variance Extracted (AVE), AVE square root, Fornell and Larcker's (1981) measure of composite reliability and Cronbach's alpha. The findings of this study will provide invaluable input to all healthcare providers in understanding the main role and importance of service employee's emotion status in providing a superior service to patients in the unstable environment such as Gaza strip by managing his/her emotions during the interaction process with patients (emotional labor strategies) to avoid any damage in their emotion status.

**Keywords:** Job Satisfaction, Emotional Labor, Job Burnout, Surface Acting, Deep Acting, Genuine Acting

## 1. Introduction

In service areas, employees and workers are always in contact with their clients directly or indirectly (Salmi and Kinnunen, 2015). Davenport (2013) stated that staffs try to perform their work in a proper way and they might have a small choice to show off positive emotions at their profession. According to Preksha and Maheshwari (2018), healthcare workers, especially nurses are more likely to experience higher levels of stress, anxiety and depression; they also suffer the consequent psychosocial and biological effects of stress more than people in other professions. Nabiryeet al. (2011) stated that healthcare workers in hospitals suffer from depression more than workers in other work fields.

In the past, researchers ignored emotion's role in their studies of organizational behavior (Arvey et al., 1998). They considered workplace as a rational environment where employees' emotions have no effect (Putnam and Mumby, 1993). This view has been changed by researchers because they found that employee's emotions in the workplace affect individual and organizational outcomes (Arvey et al. 1998). Hochschild (1983) was

the first researcher who developed the concept of emotional labor, which expresses how employee's emotions should be managed in the service organizations. Emotional labor became one of the most important topics in service industry, which led many researchers to define it and examine its outcomes such as (Eneizan et al., 2019; Lee and Chelladurai, 2017; Peng et al., 2019; Anafarta, 2015; Vatansever and Karamaraş, 2017; Tolukan, 2019). Furthermore, emotional labor research has been done in various fields and occupations, which contributes in providing useful information about employee's emotions in service work such as healthcare employees (Nikmah and Sulistyarini, 2017; Hong and Lee, 2016; Tagoe and Quarshie, 2016; Anafarta, 2015), airline industry (Hochschild, 1983; Alsalhi, 2020; Kanwal and Ajaz, 2019), teachers and professors (Peng et al., 2019; Iqbal and Abbasi, 2013; Zhang and Zhu, 2007), hospitality and hotels (Khetjenkarn and Agmapisarn, 2020; Yang et al., 2019; Aziz and Samdin 2010).

Thus, when nurses make a contact with patients, emotions, gestures, and postures of employees have a boundless importance so always there is a stress on staff from the administration to learn, train, and apply the learned emotions while dealing with clients (Salmi and Kinnunen, 2015). The aim of this study is to empirically examine the impact of different Nurse Acts on the Job satisfaction and job burnout among the nurse staff in Gaza Strip – Palestine.

## **2. Literature Review**

Caridakis et al. 2014 stated that there are more than 5,000 facial expressions and most of them are difficult to hide. Hence, there are three strategies to perform emotional labor in a right way; surface acting strategy and deep acting strategy considered as the two main strategies (Hochschild, 1983). On the other hand, the third strategy is true feelings strategy or naturally felt emotions strategy, which caused many conflicts and arguments between researchers (Grandey 2000). Moreover, surface acting strategy is a process of acting of expected emotions to meet organization's goals that are not felt really by an employee (Chu and Murrmann 2006; Grandey 2000). In surface acting, employees manage visible aspects of emotions without changing their inner feelings (Lee and Ok 2014). On the other hand, deep acting strategy requires a special expressive behavior and altering the inner feelings by invoking thoughts and memories that can induce the required display rules (Lee and Ok 2014; Dahling and Perez 2010). According to Diefendorff et al. (2011), deep acting strategy is an attempt to show one's felt emotion in order to meet display rules. Furthermore, genuine acting strategy (naturally felt emotions strategy) represents a third option that service's employees can use in order to meet display rules of service organizations (Diefendorff et al. 2005). In genuine acting, expressed emotions are matched with felt emotions (Chu et al. 2012).

The most-used meaning of job satisfaction in organizational research is that of Locke (1976), who depicted job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job exercises. According to Weiss (2002), Cognitive and effective of job dissatisfaction are probably going to pervade and influence an individual's imagination from the minute he or she wakes to the minute the individual returns home from work.

The notion of burnout was firstly coined by Freudenberger (1974) as exhaustion, disappointment, loss of power and energy as a result of exhaustion or overloading in person's internal resources and energy as an outcome of unfulfilled desires. Amongst physical, behavioral and psychological problems affected by organizational stress, some diverse responses were noticed in 1970s and they were denominated as burnout (Freudenberger, 1974). With a view to reveal levels of burnout, Burnout Inventory created by Maslach (1981) was used by this study. According to Maslach (1981), burnout is defined as the condition which is experienced individually, is resulting from working in atmospheres with intense emotional anticipations for a long term, and is accompanied by symptoms such as desperation, disappointment, physical exhaustion, hopelessness, increase of negative behavior toward work, workplace, colleagues and life (Çokluk, 2000).

Many empirical studies have also confirmed that a positive relationship with emotional labor strategies and job satisfaction exists (Kaur, 2017; Kim, et al., 2017; Lee and Ok, 2012). More specifically, it is expected that individuals using surface acting would experience the psychological costs of emotional dissonance and the feeling of inauthenticity, which in turn would result in more negative job-related attitudes (Grandey and Gabriel, 2015; Lee and Jang, 2019). Such feelings of emotional dissonance and inauthenticity will lessen job satisfaction (Hülshager and Schewe, 2011). By contrast, deep acting and genuine expression generate less emotional dissonance or feelings of inauthenticity than surface acting, which have been found to enhance job satisfaction (Hülshager and Schewe, 2011). Hence, this study proposes the below hypotheses:

**H1:** Surface acting strategy is negatively related to job satisfaction.

**H2:** Deep acting strategy is positively related to job satisfaction.

**H3:** Genuine acting strategy is positively related to job satisfaction.

Furthermore, many researches have focused on the increasing risk of burnout caused by emotional labor (Brotheridge and Grandey, 2002; Handelsman, 2011; Steinberg and Figart, 1999; Wharton, 1999). Previous researches have consistently shown that frequent use of surface acting was related to burnout (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Grandey, 2003; Cheung and Tang, 2010). On the other hand, deep acting and genuine acting were found to relate to psychological well-being (Brotheridge and Lee, 2003; Grandey, 2003; Cheung and Tang, 2009). Hence, this study proposes the below hypotheses:

**H4:** Surface acting strategy is positively related to job burnout.

**H5:** Deep acting strategy is negatively related to job burnout.

**H6:** Genuine acting strategy is negatively related to job burnout.

According to Happell, et al. (2003) and Ge, et al. (2011), there is a strong relationship between job satisfaction and job burnout. Previous studies in healthcare sector confirmed that job satisfaction has a negative effect on job burnout (Al Sabei, et al. 2019; Chen, et al. 2019; Peng, et al. 2016). Deep and genuine acting's negative association with job satisfaction leads to increased job burnout. Surface acting's negative association to job satisfaction leads to low level of job burnout. Therefore, job satisfaction is impacted by

emotional labor and affects job burnout (Baruch-Feldman, et al., 2002). Hence, this study proposes the below hypotheses:

**H7:** job satisfaction mediates the relation between surface acting strategy and job burnout.

**H8:** job satisfaction mediates the relation between deep acting strategy and job burnout.

**H9:** job satisfaction mediates the relation between genuine acting strategy and job burnout.

Job satisfaction is important because it has strong implications for attendance, turnover, sabotage, job performance and the mental and physical health of employees (Miao et al., 2016). Sangganjanavanich and Balkin (2013) examined the correlation along with burnout and job satisfaction. The result came out to shed light on the importance of the link between job satisfaction and job burnout. Moreover, Khamisa, et al. (2015) conducted a research to investigate the relationship between different variables such as work stress, job satisfaction, job burnout and general health of nurses. The research showed a negative effect of job satisfaction on job burnout. Many of the studies such as (Hunsaker, et. al. 2015; Leung, et. al. 2015; Jasperse and Dungey 2014; Scanlan and Still 2013) emphasized importance of the relationship between job burnout and employee's satisfaction of various organizations. Hence, this study proposes the below hypothesis:

**H10:** Job satisfaction is negatively related to job burnout.

### 3. Conceptual Framework

The main goal of the conceptual framework of this study is to examine the effect of emotional labor strategies (surface acting, deep acting and genuine acting) and emotional intelligence on job satisfaction, which in return, affect job burnout in nurse in public hospitals in Gaza strip. This study is primarily based on well-established models and theories, which are employed to develop the framework of this study. This study relies on Sarraf (2018) model and theory of cognitive dissonance, which states that service workers are tense or abnormal when displaying emotions that are not in line with their main emotions to examine the relationship between emotional labor strategies (surface acting strategy, deep acting strategy and genuine acting strategy) and job satisfaction. Moreover, this study relies on job demand-control (JDC) theory to examine the relationship between job satisfaction and job burnout.

Figure 1 illustrates the research framework for this study, where the independent variables are surface acting strategy, deep acting strategy and genuine acting strategy, job satisfaction as a mediator variable and job burnout as the dependent variable.

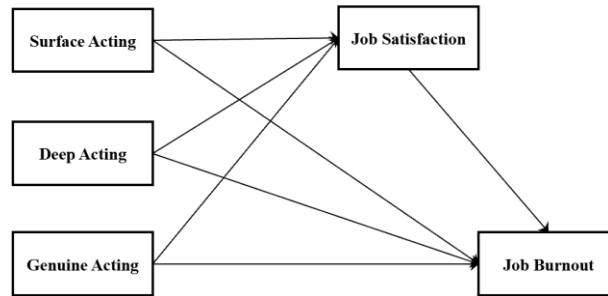


Figure 1: Conceptual Framework

#### 4. Research Methodology

According to Creswell (2009), there are three common approaches that contribute to forming a research design including quantitative, qualitative and mixed-method. The quantitative approach was applied in obtaining the appropriate data to answer the questions of the study. In this study, an individual is considered as a unit of analysis. Only individuals who met the following criteria will be included in the analysis:

- a) Above 21 – of both gender, all age groups, socio-economic status and educational status.
- b) Only nurses who work in public hospitals in Gaza Strip.

A self-administrated questionnaire was selected as a research instrument to examine the relationship between the variables. According to Weinberger et al. (1996), Researchers get two advantages by using self-administrated questionnaire to collect the data from respondents. The first advantage is enabling the researcher to gather the required information from a large number of respondents within a specific time. The second advantage is reducing the errors that may have come from improper research design or misuse of some vocabulary.

A four-point Likert scale was used to determine the things, ranging from “1” as “highly disagree” to “4” as “highly agree”. Researchers can get several gains from utilizing a four-point range such as boosting the validity of the inquiry, minimizing the neutral prejudice that occurs with a solution in the middle and cutting the possibility of answering without taking into consideration the things of measurement (Chomeya, 2010). All items utilized to determine emotional labor strategies were adapted from Diefendorff et al. (2005). Four items for surface acting strategy, three items for deep acting strategy and three items for genuine acting strategy. This research made use of 12 items to gauge job satisfaction, the Minnesota Satisfaction Questionnaire (MSQ) developed by Weiss et al., (1967) was used to measure job satisfaction levels. Job burnout was measured by utilizing 9 items, which adapted from (Maslach and Leiter, 2008).

This study used non-probability sampling because it is impossible for the researcher to collect data from all nurses, as suggested by Saunders et al. (2009). The snowball-sampling technique was applied for two reasons. Firstly, it is impossible to obtain a list of all nurses contacts, the researcher could not have access to such data. Secondly, it is cheap, easy and

subjects are always available (Etikan et al. 2016). According to Krejcie and Morgan (1970), 331 respondents is enough for a population of 2364 by using Krejcie and Morgan table. The researcher targeted more respondents as a margin of invalid and not returned respondents' questionnaire. The total number of planned respondents is 450.

This study uses Partial Least Squares Structural Equation Modelling (PLS-SEM) course modelling making use of Smart PLS 3.0 software using a two-step procedure to assess the study model (measurement model and structural model) as recommended by Henseler et al. (2009). Lots of research studies in the social scientific research domain used SmartPLS for statistical analysis, such as (Salem and Alanadoly 2020).

## 5. Results and Findings

### 5.1. *Demography of Respondents*

450 questionnaires have been distributed to the nurses in public hospital in Gaza Strip. However, only 381 usable questionnaires were returned to the researchers. Appendix 1 shows that the majority of participants were males (57%), aged between 25 to 30 years old (46.5%), bachelor's degree holders (70.9%) and their monthly salary is below than NIS 2,000 (76.1%).

### 5.2. *Reliability and Validity*

This study applied Cronbach's alpha and composite reliability (CR) checks to analyses the reliability of the internal consistency of the framework. As a trustworthy research tool, the results of Cronbach's alpha and composite reliability must be at least 0.7 for each and every construct (Hair et al., 2016). The outcomes indicated that all the constructs have an acceptable level of internal consistency reliability, as illustrated in Table 1.

Table 1. Internal Consistency Results (Reliability)

Construct	Cronbach's Alpha	Composite Reliability
Surface Acting	0.784	0.858
Deep Acting	0.740	0.849
Genuine Acting	0.784	0.874
Job Satisfaction	0.936	0.945
Job Burnout	0.849	0.910

In addition, this study assessed the convergent validity by examining the average variance extracted (AVE) value. The satisfactory level of (AVE) is 0.5 or more for each construct (Hair et al., 2016; Salem and Salem 2019). The AVE of each construct in this study ranges

from 0.588 to 0.882, which is considered higher than the recommended value. On the other hand, the Cross-Loading Output test was applied to assess discriminant validity. The results showed that the indicators' loadings in the original variable are higher than all other loadings. Therefore, the measurement model of this study has a satisfactory level of convergent and discriminant validity.

### 5.3. Hypothesis Testing

The bootstrapping procedure was applied with a number of 5,000 bootstrap samples and 381 cases to generate t-statistics for all paths in order to test the significant level. The following sections explain the results related to each hypothesis.

The findings show that surface acting strategy has a negative impact on job satisfaction (P-value = -0.135), 1-tailed level (T-statistics = 3.027) and the path coefficient value is significant (Beta = -0.01). Hence, H1 is accepted. The findings show that deep acting strategy has a positive and significant impact on job satisfaction (P-value = 0.01), 1-tailed level (T-statistics = 5.401) and the path coefficient value is significant (Beta = 0.249). Hence, H2 is accepted. Moreover, the findings show that genuine acting strategy has a positive and significant impact on job satisfaction (P-value = 0.01), 1-tailed level (T-statistics = 5.739) and the path coefficient value is significant (Beta = 0.265). Hence, H3 is accepted.

Furthermore, the findings show that surface acting strategy has a positive impact on job burnout (P-value = -0.254), 1-tailed level (T-statistics = 6.912) and the path coefficient value is significant (Beta = -0.01). Hence, H4 is accepted. The findings show that deep acting strategy has a negative impact on job burnout (P-value = 0.01), 1-tailed level (T-statistics = 6.709) and the path coefficient value is significant (Beta = 0.288). Hence, H5 is accepted. Moreover, the findings show that genuine acting strategy has a negative impact on job burnout (P-value = 0.01), 1-tailed level (T-statistics = 1.788) and the path coefficient value is significant (Beta = 0.073). Hence, H6 is accepted.

Regarding job satisfaction and its mediating role between emotional labor strategies and job burnout, the current study depends on the procedure that was developed by Nitzl et al. (2016) to test the mediation effects on PLS-SEM. The first step in this procedure is testing the effect of the independent variable on the mediator and also the effect of the mediator variable on the dependent variable and their magnitude. If the indirect effects were not significant, then there is no mediation between these variables. On the other hand, if the indirect relationship were significant, then the next test would be examining the direct effect of the independent variable on the dependent variable. If the direct relationship were not significant, the relationship would be fully mediated by the mediator. Alternatively, if the relationship was significant, then partial mediation has occurred (Hair et al., 2017).

The path coefficient of the relationship between surface acting strategy and job satisfaction is significant. Furthermore, the path coefficient of the relationship between job satisfaction and job burnout is significant. However, the path coefficient of the direct effect between surface acting strategy and job burnout is not significant (Beta = 0.254). Therefore, the relationship between surface acting strategy and job burnout is fully mediated by job satisfaction. Hence, H7 is accepted.

Regarding deep acting strategy, the path coefficient of the relationship between deep acting strategy and job satisfaction is significant. Furthermore, the path coefficient of the relationship between job satisfaction and job burnout is significant. However, the path coefficient of the direct effect between deep acting strategy and job burnout is not significant (Beta = 0.288). Therefore, the relationship between deep acting strategy and job burnout is fully mediated by job satisfaction. Hence, H8 is accepted.

Finally, genuine acting strategy, the path coefficient of the relationship between genuine acting strategy and job satisfaction is significant. Furthermore, the path coefficient of the relationship between job satisfaction and job burnout is significant. However, the path coefficient of the direct effect between genuine acting strategy and job burnout is not significant (Beta = 0.073). Therefore, the relationship between genuine acting strategy and job burnout is fully mediated by job satisfaction. Hence, H9 is accepted.

The findings show that job satisfaction has a negative impact on job burnout (P-value = 0.01), 1-tailed level (T-statistics = 3.573) and the path coefficient value is significant (Beta = 0.184). Hence, H10 is accepted.

Table 2 shows the findings of the direct relationships between variables and Table 3 shows the findings of mediation analysis as below

Table 2: Direct Relations Results

Relation	Significance	Sign	Path Coefficient ( $\beta$ )	T Statistics
SA-> JS	0.01	-	0.135	3.027
DA-> JS	0.01	+	0.249	5.401
GA-> JS	0.01	+	0.265	5.739
SA-> JB	0.01	+	0.254	6.912
DA-> JB	0.01	-	0.288	6.709
GA-> JB	0.05	-	0.073	1.788
JS-> JB	0.01	-	0.184	3.573

Table 3: Mediation Analysis Result

Path	t-value	Direct Effect	Indirect Effect	Mediation Effect	Status
SA->JS->JB	2.216	0.254 (Sig)	-0.025 (Sig)	0.229 (Sig)	Partial Mediation
DA->JS->JB	2.796	-0.288 (Sig)	-0.046 (Sig)	-0.334 (Sig)	Partial Mediation
GA->JS->JB	3.072	-0.073 (Sig)	-0.049 (Sig)	-0.122 (Sig)	Partial Mediation



## 6. Discussion

The main purpose of this study was to determine the impact of emotional labor strategies (SA, DA and GA) of the nurses in public hospitals in Gaza on job burnout. The outcomes demonstrated that surface acting strategy has a considerable negative influence on job satisfaction, which matches the findings of previous researches that analyzed the impact of surface acting strategy on job satisfaction (Chi and Chen, 2019; Lee et al., 2014). With regard to DA and GA strategies, the results revealed that DA and GA strategies affect job satisfaction positively, which matches the findings of previous studies that examined the impact of DA strategy on JS (Lee, et al. 2016; Anafarta 2015; Yang, et al., 2019; Lee and Chelladurai, 2017).

On the other hand, the findings showed that surface acting strategy has a positive impact on job burnout, which is considered compatible with previous studies, which indicated that there is a positive relationship between surface acting strategy and job burnout (Lee and Chelladurai 2017; Tolukan 2019; Zhang and Zhu 2008). However, the findings showed that deep acting strategy and genuine acting strategy have a negative effect on job burnout. The findings are consistent with previous studies indicated that job burnout is negatively affected by deep acting strategy and genuine acting strategy (Cheung et al. 2011; Khetjenkarn and Agmapisarn 2020; Peng et al. 2019). Moreover, the findings of mediation analysis confirmed that job satisfaction partially mediates the relationship between all emotional labor strategies and job burnout.

## 7. Contribution and Implications

This study contributes to the emotional labor literature by presenting the different perspectives of emotional labor concept, discussing cognitive dissonance theory developed by Festinger (1957). The results showed that each strategy of emotional labor strategies has a different impact on JS and JB. SA strategy has a direct negative impact on JS and a positive impact on JB. On the other hand, DA and GA strategies have a significant positive effect on JS and a negative significant effect on JB.

Moreover, the findings revealed that JS partially mediates the relationship between all emotional labor strategies and JB. Therefore, the supervisors of public hospitals of Gaza strip in Palestine should address this issue by suggesting skills or training to the nurses on ways to engage effectively in deep acting strategy and genuine acting strategy, instead of surface acting strategy. The nurses should be aware of the different strategies of emotional labor concept and they should depend on deep acting strategy and genuine acting strategy more than surface acting strategy during the interaction process with patients in order to increase their level of job satisfaction and minimize their feelings of burnout.

## 8. Limitation and Future Research

First of all, the population of this research study was limited to the nurses in public hospitals in Gaza Strip. Future study needs to check out the impact of emotional labor strategies on job satisfaction and job burnout in various other industries. Second of all, this research study took a look at the impact of emotional labor strategies on job satisfaction

and job burnout only. The future research study is recommended to focus extra on checking out the influence of emotional labor strategies on other job outcomes such as employee performance and intention to quit.

This study made use of the only quantitative method in the data collection procedure. Therefore, future study is advised to combine qualitative and quantitative techniques.

### References:

- Al Sabei, S. D., Ross, A. M., and Lee, C. S. (2018). Factors influencing nurses' willingness to lead. *Journal of Nursing Management*, 27 (2), 278-285.
- Alsahhi, A., Idris, F. and Shah Alam, S. (2020). The mediating role of customer satisfaction on the effect of emotional labor strategies of the flight attendants of Malaysia AirAsia on customer loyalty. *Journal of Critical Reviews*, 7(11): 3152-3168.
- Anafarta, N. (2015). Job satisfaction as a mediator between emotional labor and the intention to quit. *International Journal of Business and Social Science*, 6(2), 72 -81.
- Arvey, R.D., Renz, G.L. and Watson, T.W. (1998). Emotionality and job performance: Implications for personnel selection. *Research in Personnel and Human Resources Management*, 16, pp. 103-147.
- Aziz, Y.A. and Samdin, Z. (2010). The impact of empowerment on emotional labor: A structural equation modeling approach. *World Academy of Science, Engineering and Technology*, pp. 1641-1653.
- Baruch-Feldman, C., Brondolo, E., Ben-Dayana, D. and Schwartz, J. (2002). Sources of social support and burnout, job satisfaction, and productivity. *Journal of Occupational Health Psychology*, 7, pp. 84-93.
- Brotheridge, C.M. and Grandey, A. (2002). Emotional labor and burnout: Comparing two perspectives of 'people work. *Journal of Vocational Behavior* 60 (February), 17-39.
- Brotheridge, C.M. and Lee, R.T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology* 7: 57-67.
- Brotheridge, C.M. and Lee, R.T. (2003). Development and validation of the emotional labor scale. *Journal of Occupational and Organizational Psychology*, 76, pp. 365-379.
- Caridakis, G., Asteriadis, S. and Karpouzis, K. (2014). Non-manual cues in automatic sign language recognition. *Personal and ubiquitous computing*, 18(1), pp. 37-46.
- Cheung, F. Y., and Tang, C. S. (2010). Effects of Age, Gender, and Emotional Labor Strategies on Job Outcomes: Moderated Mediation Analyses. *Applied Psychology: Health and Well-Being*, 2(3), 323-339.
- Cheung, F., and Tang, C. (2009). Quality of work life as a mediator between emotional labor and work family interference. *Journal of Business and Psychology*, 24, 245-255.
- Chomeya, R. (2010). Quality of psychology test between Likert scale 5 and 6 points. *Journal of Social Sciences*, 6(3), pp. 399-403.

- Chu, K. H. L. and Murrmann, S.K. (2006). Development and validation of the hospitality emotional labor scale. *Tourism Management*, 27, pp. 1181-1191.
- Chu, K.H., Baker, M.A. and Murrmann, S.K. (2012). When we are onstage, we smile: The effects of emotional labor on employee work outcomes. *International Journal of Hospitality Management*, 31, pp. 906-915.
- Cokluk, O. (2000). Burnout in organizations. In C. Elma, and K. Demir eds. *Contemporary Approaches in Management: Applications and Issues*. Ankara: Ani Publishing, pp. 109-133.
- Creswell, J.W. (2009) *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*, Sage, Thousand Oaks CA.
- Dahling, J.L. and Perez, L.A. (2010). Older worker, different actor? Linking age and emotional labor strategies. *Personality and Individual Differences*, 48, pp. 574-578.
- Davenport, T.H. (2013). *Process innovation: Reengineering work through information technology*. Harvard Business Press.
- Diefendorff, J.M., Croyle, M.H. and Gosserand, R.H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2), pp. 339-357.
- Diefendorff, J.M., Erickson, R.J., Grandey, A.A. and Dahling, J.J. (2011). Emotional display rules as work unit norms: A multilevel analysis of emotional labor among nurses. *Journal of Occupational Health Psychology*, 16(2), pp. 170-86.
- Eneizan, B. M., Alsakarneh, A. A. abdelqader, A.AL-kharabsheh, K., AL-Abrow, H. and Alnoor, A. (2019). An Investigation into the Relationship between Emotional Labor and Customer Satisfaction. *Central European Management Journal*, 27(4), 23–47.
- Etikan, I., Musa, S.A. and Alkassim, R.S. (2016) „Comparison of convenience sampling and purposive sampling“, *American Journal of Theoretical and Applied Statistics*, Vol. 5 No. 1, pp. 1-4.
- Freudenberger, H. J. (1974). Staff burnout. *Journal of Social Issues*, 30, pp. 159-165.
- Ge, C., Fu, J., Chang, Y. and Wang, L. 2011. Factors associated with job satisfaction among chinese community health workers: A cross-sectional study. *BMC Public Health*, 11, pp. 884-96.
- Grandey, A. A. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of management Journal*, 46(1), pp. 86-96.
- Grandey, A.A. (2000). Emotion regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), pp. 95-110.
- Grandey, A.A. and Gabriel, A.S. (2015). Emotional labor at a crossroads: Where do we go from here? *Annual Review of Organizational Psychology and Organizational Behavior*, 2, pp. 323-349.

- 
- Handelsman, J.B. (2012). The relationships between individual characteristics, work factors and emotional labor strategies in the prediction of burnout among mental health service providers. Doctoral Dissertation: University of South Florida.
- Happell, B., Martin, T. and Pinikahana, J. (2003). Burnout and job satisfaction: A comparative study of psychiatric nurses from forensic and a mainstream mental health service. *International Journal of Mental Health Nursing*, 12, pp. 39-47.
- Henseler, J., Ringle, C.M. and Sinkovics, R.R. (2009) „The Use of Partial Least Squares Path Modeling in International Marketing“, In Sinkovics, R.R. and Ghauri, P.N. (Eds.), *Advances in International Marketing*, Bingley: Emerald, pp. 20: 277-320.
- Hochschild, A.R. (1983). *The managed heart: Commercialization of human feeling*. Berkeley, University of California Press.
- Hong, E., and Lee, Y. S. (2016). The mediating effect of emotional intelligence between emotional labour, job stress, burnout and nurses' turnover intention. *International Journal of Nursing Practice*, 22(6), 625-632.
- Hülshager, U.R. and Schewe, A.F. (2011). On the costs and benefits of emotional labor: A meta-analysis of three decades of research. *Journal of Occupational Health Psychology* 16(3): 361-389.
- Hunsaker, S., Chen, Hsiu-C., Maughan, D. and Heaston, S. 2015. Factors that influence the development of compassion fatigue burnout, and compassion satisfaction in emergency department nurses. *Journal of Nursing Scholarship*, 47(2), pp. 186-194.
- Iqbal, F. and Abbasi, F. (2013). Relationship between emotional intelligence and job burnout among universities professors. *Asian Journal of Social Sciences & Humanities*, 2(2): 219-229.
- Jasperse, M., Herst, P. and Dungey, G. (2014). Evaluating stress, burnout and job satisfaction in New Zealand radiation oncology departments. *European Journal of Cancer Care*, 23, pp. 82-88.
- Kanwal, A., and Ajaz, T. (2019). Emotional Labor an Antecedent of Employees Turnover: A Study of Flight Attendants. *The International Journal of Social Sciences and Humanities Invention*, 6, 5261-5264.
- Kaur, S., and Malodia, L. (2017). Influence of emotional labour on job satisfaction among employees of private hospitals, a structural equation modelling approach. *Journal of Health Management*, 19(3), 456-473.
- Khamisa, N., Oldenburg, B., Peltzer, K. and Ilic, D. (2015). Work related stress, burnout, job satisfaction and general health of nurses. *International Journal of Environmental Research and Public Health*, 12(1), pp. 652-666.
- Khetjenkarn, S. and Agmapisarn, C. 2020. The effects of emotional labour on the outcomes of the job and the organization: Do the differences in age and the manager's emotional intelligence have any impact in the hotel business?. *European Journal of Tourism Research* 25, 2504

- 
- Kim, H. J., Hur, W. M., Moon, T. W., and Jun, J. K. (2017). Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labor and job performance. *BRQ Business Research Quarterly*, 20(2), 124-136.
- Krejcie, R.V. and Morgan, D.W. (1970) „Determining sample size for research activities“, *Educational and Psychological Measurement*, Vol. 30, pp. 607-610.
- Lee, J. J., and Ok, C. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor. *International Journal of Hospitality Management*, 31(4), 1101-1112.
- Lee, J.H. and Ok, C.M. (2014). Understanding hotel employees' service sabotage: Emotional labor perspective based on conservation of resources theory. *International journal of hospitality management*, 36, pp. 176-187.
- Lee, M., and Jang, K.-S. (2019). Nurses' emotions, emotional labor, and job satisfaction. *International Journal of Workplace Health Management*, 13(1), 16-31
- Lee, Y. H., and Chelladurai, P. (2017). Emotional intelligence, emotional labor, coach burnout, job satisfaction, and turnover intention in sport leadership. *European Sport Management Quarterly*, 18(4), 393-412.
- Leung J., Rioseco P. and Munro, P. (2015). Stress, satisfaction and burnout amongst Australian and New Zealand radiation oncologists. *Journal of Medical Imaging and Radiation Oncology*, 59(1), pp. 115-124.
- Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette ed. *Handbook of industrial and organizational psychology*. Chicago: Rand McNally. pp. 1297-1349.
- Maslach, C. (1981). The measurement of experienced burnout. *Journal of Organizational Behavior*, 2(2), pp. 99-113.
- Maslach, C. and Leiter, M.P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), pp. 498-512.
- Miao, C., Humphrey, R. H., and Qian, S. (2016). A meta-analysis of emotional intelligence and work attitudes. *Journal of Occupational and Organizational Psychology*, 90(2), 177-202.
- Ministry of Health, Gaza. (2019). Annual Report.
- Nabirye, R. C., Brown, K. C., Pryor, E. R., and Maples, E. H. (2011). Occupational stress, job satisfaction and job performance among hospital nurses in Kampala, Uganda. *Journal of Nursing Management*, 19(6), 760-768.
- Nikmah, U. and Sulistyarini, I. (2017). Emotional Labor and Organizational Commitment among Hospital Nurses: The Mediating Role of Job Burnout. *International Conference on Business and Management Research (ICBMR 2017)*
- Peng, J., Li, D., Zhang, Z., Tian, Y., Miao, D., Xiao, W., and Zhang, J. (2016). How can core self-evaluations influence job burnout? The key roles of organizational commitment and job satisfaction. *Journal of Health Psychology*, 21(1), 50-59.

- Peng, J., He, Y., Deng, J., Zheng, L., Chang, Y. and Liu, X. (2019). Emotional labor strategies and job burnout in preschool teachers: Psychological capital as a mediator and moderator. *Work*, 1–11.
- Preksha, Dr. and Maheshwari, S.K. (2018). Managing stress among nurses. *International Journal of Current Research*, 10(5): 69741-69745.
- Putnam, L.L., and Mumby, D.K. (1993). Organizations, emotion and the myth of rationality. In S. Fineman, ed. *Emotion in organizations*. London: Sage. pp. 36-57.
- Salem, S. F. and Alanadoly, A. B. (2020) „Personality traits and social media as drivers of word-of-mouth towards sustainable fashion“, *Journal of Fashion Marketing and Management*.
- Salmi, S. and Kinnunen, T. (2015). Nonverbal Communication: Unspoken messages. Unpublished dissertation. Jamk University of Applied Sciences.
- Sangganjanavanich, V. and Balkin, R. 2013. Burnout and job satisfaction among counselor educators. *Journal of Humanistic Counseling*, 52, pp. 67-79.
- Sarraf, A.R. (2018). Relationship between Emotional Labor and Intrinsic Job Satisfaction: The Moderating Role of Gender. *Journal of Entrepreneurship and Organization Management*, 7, pp. 227-233.
- Saunders, M., Lewis, P., and Thornhill, A. (2009). *Research methods for business students* (5th ed.): Pearson Education Limited, England.
- Scanlan, J. and Still, M. (2013). Job satisfaction, burnout and turnover intention in occupational therapists working in mental health. *Australian Occupational Therapy Journal*, 60, pp. 310-318.
- Steinberg, R.J., and Figart, D.M. (1999). Emotional Demands at Work: A Job Content Analysis. *The ANNALS of the American Academy of Political and Social Science*, 561(1), 177–191.
- Tagoe, T., and Quarshie, E. N.-B. (2016). The relationship between emotional intelligence and job satisfaction among nurses in Accra. *Nursing Open*, 4(2), 84–89.
- Tolukan, E. (2019). Relationship between Emotional Labor Behavior and Burnout Level of Football Coaches. *International Journal of Higher Education*, 8(2), 7.
- Vatansever, C. and Karamaraş, S. (2017) ‘Power of person-job fit: emotional labour for salespeople and its relation to job satisfaction’, *Int. J. Work Organisation and Emotion*, Vol. 8, No. 1, pp.1–23
- Weinberger, M., Oddone, E.Z., Samsa, G.P. and Landsman, P.B. (1996) „Are health-related quality-of-life measures affected by the mode of administration?“, *Journal of Clinical Epidemiology*, Vol. 49, pp. 135-140.
- Weiss, H.M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, pp. 173-194.
- Wharton, A. S. (1999). The psychosocial consequences of emotional labor. *The Annals of the American Academy of Political and Social Sciences*, 158-176.

Zhang, Q., and Zhu, W. (2008). Exploring Emotion in Teaching: Emotional Labor, Burnout, and Satisfaction in Chinese Higher Education. *Communication Education*, 57(1), 105–122.

Yang, C., Chen, Y. and Zhao, X. (2019). Emotional Labor: Scale Development and Validation in the Chinese Context. *Frontiers in Psychology*, 10:2095.