

## The Role of Emotional Intelligence in the Relationship Between Emotional Labor and Job Satisfaction in the Telecom Industry of Pakistan

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### ABSTRACT

This research aimed to create a comprehensive framework for understanding how emotions influence job satisfaction in violent and aggressive workplace behavior. A quantitative research methodology was adopted for data collection and analysis. Emotional Labor, Emotional Intelligence, and Job Satisfaction data was collected on a 7-point Likert Scale starting from (1 = Strongly Disagree to 7 = Strongly Agree). Data was collected from Pakistan's telecom sector and analyzed using SPSS. The findings showed surface acting (SA) and job satisfaction (JS) are positively and significantly related, and Surface Acting (SA) and Work Hassles (WH) are positively and significantly related. Work Hassles (WH) and Negative Affectivity (NA) are positively and significantly linked. Negative Affectivity (NA) and Job Satisfaction (JS) are positively and significantly related. There is a mediating impact of Work Hassles and Negative Affectivity between Surface Acting and Job Satisfaction. At the same time, Emotional Intelligence moderates the relationship between Work Hassles and Negative Affectivity.

**Keywords:** Surface Acting; Work Hassles; Negative Affectivity; Job Satisfaction; Emotional Intelligence


### 1. INTRODUCTION

Emotional intelligence (EI) has gained popularity in the past decade. Quality products and services have recently been prioritized (Bitner, 1990; Day & Wensley, 1988). Leaders must pay more attention to salesperson success and average performance (Hess & Cottrell, 2016). Predicted and actual performance differs in previous investigations. This performance discrepancy affects salespeople's development and company goals (Terho et al., 2015). "Sales relationship practice" is the buyer-seller connection in marketing (Kadic-Magljalic et al., 2016). Emotional intelligence in hiring and development improves job performance and customer satisfaction (Miao et al., 2017). Emotions affect buyer-seller relationships (Eklinder-Frick & Åge, 2020). Employees who disguise or fake their actual emotions to comply with the dress code have a constant gap between their inner feelings and their outward expressions (Grandey, 2000). Emotional distress and job stress result from this emotional separation, which causes burnout and job dissatisfaction (Zapf, 2002). On the other end, employees who exert exertion to experience the mandatory emotions experience emotional consistency between genuine feelings and emotional representation, which leads to higher personal accomplishment and job happiness (Adelmann, 2004).

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**Received:** 25 July 2023; **Received in the Revised form:** 25 August 2023; **Accepted:** 08 September 2023

**Available online:** 11 September 2023

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To better understand emotional intelligence, especially in hospitality (Wen et al., 2019), more research should be done on the effects of other sectors' employees' emotional intelligence on relevant employee attitudes and behaviors, such as workplace events perception, turnover behavior, service performance, and organizational citizenship (Jung, 2015). In this study, job happiness mediated the association between employee emotional labor and customer satisfaction. Future studies should include work events and positive and negative affectivity as mediating variables. Service workers in other sectors could be included in future studies (Lam et al., 2022). Future researchers can employ emotional intelligence to study diverse cultures and workplace situations (Akkoç et al., 2022).

Keeping in view the above literature and research gap, the objective of this study is to investigate the impact of surface acting on job satisfaction, the impact of surface acting on work hassles, the impact of work hassles on negative affectivity, the impact of negative affectivity on job satisfaction, to investigate the mediating impact of work hassles and negative affectivity between surface acting and job satisfaction, to investigate the moderating impact of emotional intelligence between Work Hassles and Negative Affectivity. The research questions that need to be investigated are: Does surface acting positively impact job satisfaction? Does surface Acting positively impact work hassles? Does work hassles positively impact negative affectivity? Does negative affectivity negatively impact job satisfaction? Do Work Hassles and Negative Affectivity Mediate between Surface Acting and Job Satisfaction? Does Emotional intelligence act as a moderator between Work Hassles and Negative Affectivity?

The effective event theory supports the research model. Weiss, (2002) developed the model to explain how emotions and moods influence job performance and satisfaction. The model explains the connections between employees' internal influences (e.g., cognitions, emotions, and mental states) and their reactions to incidents in the workplace that affect their performance, organizational commitment, and job satisfaction. According to the theory, employee mood and emotions explain affective work behaviors, whereas cognitive-based behaviors are the best predictors of job satisfaction (Wegge et al., 2006). According to the theory, positive (e.g., enriches) and hurtful (e.g., stresses) emotional events at work can be well-known and have a significant psychosomatic effect on employees' job satisfaction. This results in long-term internal conflict (e.g., cognition, sentiments, states of mind) and external affective reactions manifested in job performance, satisfaction, and organizational commitment.

## **2. LITERATURE REVIEW**

### **2.1 Surface Acting**

Surface acting is frequently called "faking in bad faith," as it attempts to exhibit professionally desirable emotions without changing the core mood. Surface acting and work weariness are strongly correlated, but the other is not. Furthermore, reassessment strategies are sometimes described as deep-acting versus surface-acting. Genuine emotion displays authentically felt emotions while adhering to corporate objectives and goals (Humphrey et al., 2008). Liu et al., (2008) argue that emotional exhaustion resulting from customer interpersonal injustice causes service workers whose affect and regulatory capabilities have already been depleted (i.e., who are emotionally exhausted) to resort to surface acting (rather than predictor-focused deep acting) in their continued efforts to comply with display rules and performance when confronted dynamically (i.e., over time). Service personnel may use a range of emotional labor tactics, such as surface

acting, deep acting, and natural acting, as well as demonstrate or endure emotive dissonance, emotive struggle, and the articulation of naturally realized emotions when doing service-related duties (Kruml & Geddes, 2000).

As a result, managers in this field are encouraged to engage in surface acting even though their emotional displays can have significant effects. According to experts, when managers engage in deceptive behaviour, their coworkers may notice, preventing supervisors from conveying the desired message to their audience (Newcombe & Ashkanasy, 2002).

As a substitute, surface acting may negatively affect employees' attributions regarding their manager's purposes, credibility, and leadership qualities if viewed by the audience (Rajah et al., 2011). On the other hand, workers' impressions of their boss's emotional honesty were found to have a favorable impact on their trust in that leader. This, in turn, positively influenced their performance (Caza et al., 2015). Supervisors are incentivized to regulate their emotions to fulfil the principles of what is predictable of them, in line with the demands of their assistants, because their emotional displays are scrutinized by their subordinates (Gardner et al., 2009). Humphrey et al., (2008) have studied the significance of managers' external behaviour on their attendants' ideal performance in recent years. For example, Fisk & Friesen, (2012) found that a supervisor's outward behavior had a negative impact on subordinates' favorable attitudes toward work, even when they had high-quality interactions with their boss.

However, more needs to be acknowledged regarding the influence of this emotion management method on superintendents' views to this day (Arnold et al., 2015). Managerial attitudes, on the other hand, are critical to organizations. Indeed, firms require favorable attitudes about work from their supervisors because by connecting corporate goals with employee expectations, they play a tactical role in promoting organizational performance (Montgomery et al., 2003). Managers' work engagement, for example, is critical (Hyvönen et al., 2009), not only because they are in charge of guiding employees' efforts toward organizational objectives but because they can transfer their commitment to their followers (Bakker et al., 2008). Similarly, administrators' job satisfaction is critical since it affects not only their performance but also the well-being of their employees and organizational performance (Netemeyer et al., 2010).

In addition to the ways mentioned earlier in which interpersonal objectives might affect work-related burnout, they can also influence the use of surface acting. Known as display guidelines, organizations have stated implicit expectations on the emotions employees should express at work (Diefendorff et al., 2011). One typical display rule is that personnel who interact with customers should show pleasant emotions, which leads to increased customer satisfaction (e.g., (Pugh, 2001). On the other hand, workers' feelings do not necessarily coincide with display regulations. Deep acting, which requires mentally modifying sentiments to be consistent with the display standards, differs from surface acting, which entails concealing one's genuine emotions and faking emotional displays. These two commonly researched forms of emotional labor enable individuals to comply with display norms. Surface acting has been associated with higher levels of work stress, burnout, depression, poor job performance, and negative customer experiences (Hülsheger et al., 2010). The emotional dissonance resulting from the incongruence between felt and expressed emotion and the resulting loss of resources is regarded as the cause of surface acting's impacts on burnout (Alicia & Gabriel, 2015).

## 2.2 Work Hassles

Work-family conflict is a source of stress that occurs when a person devotes more time to work than their family, causing conflict. As a result, work and family roles are inversely proportionate, and dedicating time to one produces disputes with the former (Hughes et al., 1992). It can be exhausting to rush through pressing chores and realign calendars to meet competing demands (Barnett, 1994), and an employee will likely need help to strike an acceptable work-family balance in this situation.

Previously, Workplace and family conflict studies used to be unidirectional, looking at how work has an emotional impact on family, but now these encounters are said to be bidirectional (Frone et al., 1992; Mäkelä & Suutari, 2011; Rohbard, 2001). This means that not only could work have an impact on family concerns, but family issues can also have an impact on work. The nature and scope of the two concepts are adequately different to warrant separate investigations (Mesmer-Magnus & Viswesvaran, 2005). According to a Byron (2005) meta-analysis, because they have different antecedents and attitudes, the family dispute and the work-family conflict are distinct (e.g., demographic, work, and non-work-related variables). So far, study findings have confirmed that the two notions are separate (Byron, 2005; Mesmer-Magnus & Viswesvaran, 2005).

According to the Burks & Martin, (1985) over time, the accumulation of problems leads to establishing physical and cognitive stress indicators. Zohar, (1997) investigated the hassles concept in the work context by transposing the three main occupational stress classifications (i.e., role conflict, role conflicts, and role overburden) to a middle level of assessment.

## 2.3 Negative Affectivity

Watson & Clark, (1984) found that the dominant characteristics in personality mood are two major mood factors: Positive and Negative Affect are significantly separate dimensions that can be usefully expressed as orthogonal (uncorrelated) components despite their names suggesting they are opposed poles of the same wavelength. Both mood components can be examined as a characteristic (Individual differences in overall affective tone are constant) or a condition (transient swings in mood). Our post will focus on the qualities known as Negative Affectivity (NA) and Positive Affectivity (PA) (Tellegen, 1982).

Negative affect is a broad category of negative mood states that include dread, anxiety, wrath, scorn, and disgust. Sadness and loneliness, both associated with depression, have significant loadings on this component. At the trait level, NA is a widespread and pervasive desire to understand negative feelings, with implications for understanding our self-concept and worldview (Watson & Clark, 1984). People with high negative affectivity are more alert to warning signals of imminent punishment or annoyance than people with low negative affectivity (Judge & Larsen, 2001). Negatively influential people are likelier to see their new environment as unfriendly and scary (Bowling et al., 2008; Watson, Clark, & Tellegen, 1988). Individuals with high negative affectivity, on the other hand, have been shown to observe more prejudice (Thoresen et al., 2003). As a result of their strong tendency to anticipate the case scenario, newcomers with high negative affectivity may be less superficial to adverse occasions such as breach of the psychological contract.

## 2.4 Emotional Intelligence

As defined by Mayer et al., (1990), emotional intelligence allows people to observe different people's behaviors and self-emotional states, discern between them, and use that information to drive their thoughts and actions. The ability to identify and understand the emotions of others as well as control our own emotions is referred to as emotional intelligence (EI) (Tahir Anees et al., 2021). Emotional intelligence is a person's ability to control and comprehend their emotional, impulsive impulses. It is vital to a person's overall professional development (Rezvani et al., 2016). The ability of a salesperson to manage numerous social problems and deal with psychological and emotional challenges resulting from negative evaluations and failures is tied to his or her success (Brown et al., 1997). In order to persuade others to enter into a sales-purchase contract, a salesperson must also understand their feelings and the reasons for those feelings. In challenging conditions, a salesperson with vital emotional intelligence will be resilient and capable of maintaining self-control (Sjöberg et al., 2005).

A higher Emotional Intelligence is directly linked to a better sales success rate. As a result, Sales executives proficient in using Emotional Intelligence (a knowledge that can be obtained or taught) may be able to maintain their marketing strategy (Branscum et al., 2016). According to reports, an increase in gross sales in one primary pharma industry has been linked to the growth of Emotional Intelligence (Hasford et al., 2018). Several types of sales scenarios appear to necessitate a distinct set of personal attributes and skills among salespeople. Regardless of the situation, people who fail in sales cannot prove their position and are often dismissed from sales (Anees et al., 2020). Understanding the importance of Emotional Intelligence (if either) in performance gaps through more complex market situations is a valuable tool for ensuring organizational longevity. The existence of performance and success expectations in the workplace is an excellent alternative for implementing the EQ development process (Shaban & Yadav, 2018). Emotional intelligence helps the leadership build a team that can effectively change their environment (Issah, 2018).

Interpersonally, emotion awareness and regulation mechanisms linked to EI will likely improve people's social interactions, affecting their emotional and stress experiences at work. Interpersonally, controlling stress and negative emotions by consuming emotions and awareness of one's emotions might help one perform better at work (Sergey et al., 2020). Physical activity, degrees of self-determination, interpersonal, adaptability, and mood state dimension of emotional intelligence all have substantial connections (Vaquero-Solís et al., 2020). Understanding emotions and practicing emotion management can help the person reach your professional objectives and perform better at work (Krén & Séllei, 2021). Sales representatives with high Emotional Intelligence develop strength, resilience, and the ability to maintain subconscious and deal with adversity (Wisker & Poulis, 2015).

Employees with greater EI, for example, maybe better at recognizing and controlling feelings of anger and tension, reducing stress. Employees with a high EI can recognize stress and develop methods and resilience to counteract the harmful effects of stress (Wittmer & Hopkins, 2018). Employees with lower EI, on the other hand, are more inclined to be ignorant of their emotions and have a limited capability to manage them in stressful situations, worsening their anxiety and lowering their productivity.

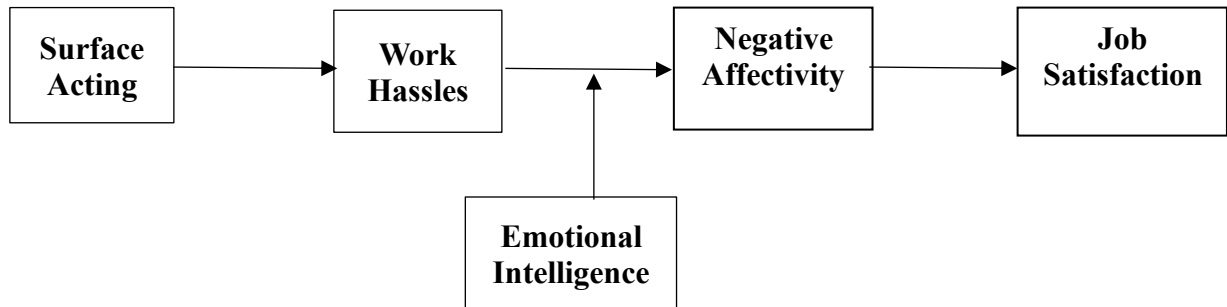
## 2.5 Job Satisfaction

Based on previous studies, job satisfaction grew within organizational behaviour and has remained a widely investigated subject (Ghazzawi et al., 2008). According to Spector, (1985), job satisfaction is an

attitude that influences how much people like or strongly dislike their jobs. According Kamal & Hanif, (2011), job satisfaction is an employee's attitude throughout his employment, with satisfaction and discontent changing over time. An employee's positive emotional state due to their job being judged as accomplishing or supporting the achievement of their job values is described as employment satisfaction. On the other hand, discontent with one's work is characterized as a negative emotional state coming from a feeling that one's job is bothersome, obstructs one's ability to achieve one's employment values, or implies disvalues.

The apparent relationship between what one views it as offering and what one perceives it as engaging" was thought to be a source of both fulfilment and disappointment. Work satisfaction refers to an employee's overall satisfaction with the company for which he or she is compensated. The end-state is the sensation that occurs with completing an impulse's goal; satisfaction refers to the primary emotional state that comes with achieving any goal or achieving a specific degree of performance.

Unhappiness at work does signify a lack of motivation. Job fulfilment has been identified as a possible implementer relating organizational strategies and performance (De Menezes & Kelliher, 2017). Conceptual framework is shown in the Figure1.



**Figure 1: Proposed Hypothesis Development**

Following are the proposed research hypothesis which are given below:

**H1:** Surface acting positively impacts on Job Satisfaction.

**H2:** Surface Acting positively impact on Work Hassles.

**H3:** Work Hassles positively impact on Negative Affectivity.

**H4:** Negative Affectivity negatively impacts on Job Satisfaction.

**H5:** There is a mediating impact of Work Hassles and Negative Affectivity between Surface Acting and Job Satisfaction.

**H6:** Emotional intelligence moderates between Work Hassles and Negative Affectivity.

### 3. RESEARCH METHODOLOGY

A quantitative research methodology was adopted for data collection and analysis. Quantitative research employs a deductive approach, emphasizing data collection through structured questionnaires (Rahman, 2015). Data was collected from the telecom sector in Pakistan. The reason behind selecting this

sector was that it is the fastest-growing sector with a vast number of sales representatives in Pakistan (Imtiaz et al., 2015; Saeed et al., 2013). The telecom companies currently working in Pakistan are PTCL, Ufone, Telenor, Zong and Jazz. Due to limited time and resources, data was collected from Ufone. Data was collected from the sales representatives of Ufone Company. Data was analysed using SPSS Software.

Data was collected from male and female sales agents working in the above-mentioned company on a simple random sampling basis. A sample contains Ufone sales agents from the Telecom Sector because Telecom Companies have the highest sales revenue. Data was collected from the sales representatives via Google Forms and circulated through WhatsApp. As this is quantitative research, this research is for a finite population size of 4,000; according to this population size, the appropriate sample size will be 350 (Krejcie et al., 1996).

Emotional Labor, Emotional Intelligence, and Job Satisfaction data will be collected on a 7-point Likert Scale starting from (1 = Strongly Disagree to 7 = Strongly Agree). PANAS Questionnaire (This scale comprises several terms that describe various feelings of pleasure and emotions. Read each item and then list the number from the scale (1 = Very Slightly or Not at All, 2 = A Little, 3 = moderately, 4 = Quite a Bit, 5 = extremely) next to each word. Indicate how much you are feeling this way right now, that is, at the present moment OR indicate how long you have been feeling this way in the last week (circle the instructions you followed when taking this measure). Work Events (Daily Hassles and Uplifts) are measured by a scale from (0 = none or not applicable, 1 = somewhat, 2 = Quite a bit, and 3 = A great deal). The questionnaire is attached at the end of the paper. The questionnaire of the research is listed in Appendix A.

## 4. RESULTS AND DISCUSSION

### 4.1 Descriptive Analysis

Table 1 shows a total of 350 people took part in the survey. Out of 350 respondents, 252 were male, and 98 were female, yielding a percentage of 72.0 percent, indicating that male representations are more than female representations, which accounted for 28.0 percent of the total survey.

**Table1: Demographics of the Study**

		Frequency	Per cent	Valid Percent	Cumulative Percent
Gender	Female	98	28.0	28.0	28.0
	Male	252	72.0	72.0	100.0
	Total	350	100.0	100.0	
Age	20-25 Years	54	15.4	15.4	15.4
	26-30 Years	228	65.1	65.1	80.6
	31-35 Years	61	17.4	17.4	98.0
	36-40 Years	6	1.7	1.7	99.7
	41 Years & Above	1	.3	.3	100.0
Education	Bachelor	291	83.1	83.1	83.1
	Intermediate	15	4.3	4.3	87.4
	Master/M.Phil	44	12.6	12.6	100.0
	Total	350	100.0	100.0	

The respondents of 20-25 Years are 54 with a valid percentage of 15.4%, whereas respondents of 26-30 are with a

Experience	Count	Percentage	Valid Percentage	Percentage	Valid Percentage	Years
0-5 years	63	18.0	18.0	18.0	18.0	228
6-11 Years	203	58.0	58.0	100.0	100.0	valid
11-15 Years	68	19.4	19.4	37.4	37.4	
16-20 Years	13	3.7	3.7	41.1	41.1	
21 Years & Above	3	.9	.9	42.0	42.0	
Total	350	100.0	100.0			

percentage of 65.1%; also, respondents of 31-35 Years respondents are 61 with a valid percentage of 17.4% and respondents who are 36-40 Years are 6 with the valid percentage of 1.7% and in the end respondents with 41 Years & above are 1 with the valid percentage of 0.3%. The accompanying qualification table shows that 291 individuals have a bachelors, making an 83.1 percent response rate. In comparison, 44 individuals have done masters/ Mphil, making a 12.6 percent response rate, and 15 individuals have done intermediate, which makes 4.3 percent. Sixty-three individuals have between 0-5 years of experience. Two hundred three individuals have between 6-10 years of experience. Sixty-eight individuals have 11-15 years of experience. 13 individuals have 16-20 years of experience, and only three have 21 or more years of experience.

#### 4.2 Descriptive Statistics

Table 2 shows the features of the data used in this investigation. It comprises a variety of observations like dispersion in data, mean, and minimum-maximum values. Surface Acting (SA), the independent variable of this study, has a minimal value of 1.00 and a maximal value of 6.22; its average is calculated as 2.9184, and the standard deviation is found to be 0.96974. Moving next towards Job Satisfaction (JS), this study's dependent variable has a minimal value of 1.20 and a maximal value of 6.20. Its average score is 5.1429, and the standard deviation is 0.66332. Similarly, minimum and maximum Work Hassles (WH) values are 1.53 and 3.88, respectively. Its mean and standard deviation stand at 2.3456 and 0.30247. The minimum Negative Affectivity (NA) value is 0.90, and its maximum value is 3.90, with an average of 2.1174 and a standard deviation of 0.32632. In contrast, the Emotional Intelligence (EI) maximum and minimum values are 6.63 and 1.19, with a mean of 5.1302 and a standard deviation value of 0.708309. The below-listed properties of information related to the information were handled acceptably by the structure.

**Table 2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
SA	350	1.00	6.22	2.9184	.96974
WH	350	1.53	3.88	2.3456	.30247
NA	350	.90	3.90	2.1174	.32632



JS	350	1.20	6.20	5.1429	.66332
EI	350	1.19	6.63	5.1302	.70839
Valid N (listwise)	350				

### 4.3 Reliability Statistics

The accuracy and reliability of the scale items are checked, analyzed, and observed using the reliability test as shown in Table 3 Testing the questionnaires supported results' accuracy is reliable and valid. Cronbach alpha is used to display the results of the tests. The items are considered highly acceptable if the value is more significant than 0.7 and <1. In this paper, Cronbach's alpha value of Surface Acting (SA) is .857, more significant than 0.7 and acceptable. In contrast, Cronbach's alpha value of Work Hassles (WH) is .755, more significant than 0.7 and acceptable. In contrast, the Cronbach's alpha value of Negative Affectivity is .786, which is more significant than 0.7. It is acceptable, whereas Cronbach's alpha value of Job Satisfaction (JS) is .854, which is more significant than 0.7. In the end, Cronbach's alpha value of Emotional Intelligence (EI) is .856, which is more significant than 0.7 and is acceptable.

**Table 3: Reliability Analysis Cronbach's Alpha**

Variables	Cronbach's Alpha	No of Items
Surface Acting	.857	9
Work Hassles	.755	34
Negative Affectivity	.786	10
Job Satisfaction	.854	14
Emotional Intelligence	.856	16

### 4.4 Correlation Analysis

The strength of a linear link between two variables is measured by correlation. This test has been demonstrated to help calculate and measure power and reinforce the relationship between the independent, dependent, and moderating variables. Correlation analysis examines binary relationships or associations between variables (Zou et al., 2003). The variable's sign determines the positive or harmful nature of the relationship. A number ranging from values -1 to +1 is considered substantial when computing the correlation coefficients between the components.

We can also determine the link between our variables by using the connection. As can be seen, the link is characterized by a small quantity of note "r" and has a value ranging from +1 to -1.

#### **Characteristics of the Correlation Coefficient:**

- The lowercase letter r stands for the correlation coefficient.
- It has a range of -1 to 1, inclusive.
- A score close to 0 indicates that the components have little association.
- A value of 1 show that the variables have a direct or positive relationship.
- An opposing relationship between the variables is indicated by a number close to -1. It ranges from

- 1 to 1, inclusive.
- A score close to 0 indicates that the components have little association.

**Table 4: Correlational Analysis**

		SA	WH	NA	JS	EI
SA	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	350				
WH	Pearson Correlation	.168**	1			
	Sig. (2-tailed)	.002				
	N	350	350			
NA	Pearson Correlation	.123*	.429**	1		
	Sig. (2-tailed)	.021	.000			
	N	350	350	350		
JS	Pearson Correlation	-.162**	.048	.056	1	
	Sig. (2-tailed)	.002	.372	.296		
	N	350	350	350	350	
EI	Pearson Correlation	-.142**	.047	.028	.673**	1
	Sig. (2-tailed)	.008	.377	.597	.000	
	N	350	350	350	350	350

\*\*Correlation is significant at the 0.01 level (2-tailed).

\*Correlation is significant at the 0.05 level (2-tailed).

In Table 4, the slope characteristics or diagonal values are equivalent to one, signaling that the variables are substantially associated, whereas off eigenvectors are smaller than one but more prominent than 0.5, showing a significant link among the factors. Every one of the factors in the table is significant and has a positive link with the others.

#### 4.5 Regression Analysis

Regression analysis is the most common statistical method for determining the relationship between the studies' dependent and independent variables. Regression analysis can be classified into three types: linear, multiple linear, and nonlinear. The most common models are simple linear and multiple linear models. For increasingly complicated data sets containing nonlinear relationships between the dependent and independent variables, nonlinear regression analysis is commonly used. Nonlinear regression analysis is frequently employed for increasingly complex data sets with nonlinear relationships between the dependent and independent variables. To identify the ANOVA (where we monitored down residual, Sum of Square, and relapsed), and Coefficients (where we traced down the degree of "r," "R2," and changed R square) (where we monitored down leftover, Sum of Square, and mean square). We adopted a straight recurrence examination in our investigation (where we notice Beta, t, Std., and VIF).

**Table 5: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1	.162 <sup>a</sup>	.026	.024	.65544	
2	.186 <sup>b</sup>	.035	.026	.65455	
3	.678 <sup>c</sup>	.460	.454	.49035	1.643

<sup>a</sup>. Predictors: (Constant), SA

<sup>b</sup>. Predictors: (Constant), SA, NA, WH

<sup>c</sup>. Predictors: (Constant), SA, NA, WH, EI

<sup>d</sup>. Dependent Variable: JS

According to model overview Table 5, R Square =.026 indicates that the predictors on the predictor variables account for variance. At the same time, the Modified R Square value is 024. The Durbin-Watson value is smaller than 2, indicating a positive correlation between the factors. The Durbin Watson (DW) measure is a statistical framework or regression analysis test for autocorrelation in regressions. A number between 0 and 4 will permanently be assigned to the Durbin-Watson indicator. A value of 2.0 implies that the samples have no relationship. A number within 0 and less than 2 is considered a positive correlation, whereas a value between 2 and 4 is considered a negative correlation.

#### 4.6 ANOVA Test

ANOVA examines the means of different samples to evaluate if one or more variables impact the outcome. It is a statistical analysis that looks for differences between the averages of several groups. A one-way ANOVA employs a single independent variable, whereas a two-way ANOVA uses two or more. Because the significance level is p=.000, Table 6 shows that the model is generally a perfect fit. Table 6 shows one way ANOVA test results.

**Table 6: ANOVA Test**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	149.503	1	4.054	9.436	.000 <sup>b</sup>
	Residual	4.054	348	.430		
	Total	153.557	349			
2	Regression	148.238	3	1.773	4.138	.000 <sup>c</sup>
	Residual	5.319	346	.428		
	Total	153.557	349			
3	Regression	82.953	4	17.651	73.410	.000 <sup>d</sup>
	Residual	70.604	345	.240		
	Total	153.557	349			

<sup>a</sup>. Dependent Variable: JS

<sup>b</sup>. Predictors: (Constant), SA

<sup>c</sup>. Predictors: (Constant), SA, NA, WH

<sup>d</sup>. Predictors: (Constant), SA, NA, WH, EI

We know that in ANOVA, as we can see in our table, the total of squares is 149.503. The residual is 4.054, meaning that the Residual of the Sum of Squares is less than the Regressions of the Number of Squares. This relationship is also significant.

#### 4.7 Structural Model and Hypothesis Testing

A method for testing a claim or hypothesis about a parameter in a population using data measured in a sample is hypothesis testing. In this method, we test some hypotheses by calculating the probability that a sample statistic would have been chosen if the population parameter assumptions were correct. Table 7 explains the results of a few unmediated hypotheses.

H1: Surface Acting positively impact on Job Satisfaction.

H2: Surface Acting positively impact on Work Hassles.

H3: Work Hassles positively impact on Negative Affectivity.

H4: Negative Affectivity negatively impact on Job Satisfaction. The unstandardized regression coefficients, Standard Error, t-value, and p-value for the structural paths are shown in Table 7. This data provides a base for hypothesis rejection or acceptance.

**Table 7: Direct Effect**

Hypothesis	Structural Path	B	SE	t-value	p-value
H1	SA $\longrightarrow$ JS	.111	.036	3.072	.002
H2	SA $\longrightarrow$ WH	.041	.018	2.312	.021
H3	WH $\longrightarrow$ NA	.463	.052	6.872	.000
H4	NA $\longrightarrow$ JS	.114	.056	3.046	.0037

Note:  $p < .005$ =Acceptable, T-value  $>1.96$ =Acceptable

According to statistical studies, surface acting (SA) and job satisfaction (JS) are positively and significantly related ( $B=.111$ ,  $p<0.05$ ). Consequently, hypothesis H1 is accepted, stating that Surface Acting (SA) positively and significantly impacts Job Satisfaction (JS). (See in table 6). Surface Acting (SA) and Work Hassles (WH) are positively and significantly related, according to statistical findings ( $B=.041$ ,  $p<0.05$ ). Consequently, hypothesis H2, stating that Surface Acting (SA) positively impacts Work Hassles (WH), is accepted. Work Hassles (WH) and Negative Affectivity (NA) are positively and significantly linked with each other ( $B=.463$ ,  $p<0.05$ ), as shown in the table. As a result, the hypothesis that Work Hassles (WH) has a beneficial impact on Negative Affectivity (NA) is accepted. Negative Affectivity (NA) and Job Satisfaction (JS) are positively and significantly related ( $B=.114$ ,  $p<0.05$ ), as seen in the table. As a result, the hypothesis that Negative Affectivity (NA) has a negative impact on Job Satisfaction is accepted. H5: There is a mediating impact of Work Hassles and Negative Affectivity between Surface Acting and Job Satisfaction.

**Table 8: Mediated Effect**

Direct Effects	B	SE	t-value	p-value
Path A SA $\longrightarrow$ WH	.041	.018	2.312	.021
Path B WH $\longrightarrow$ NA	.463	.052	6.872	.000
Path C NA $\longrightarrow$ JS	.114	.056	3.046	.0037

	Bootstrap Results				Indirect Effect	Lower Bound	Upper Bound	p-value
	SA	WH	NA	JS				
Path D	SA	WH	NA	JS	.0525	0.0200	0.0849	0.0016

Table 8 shows the mediating effect is investigated. It is discovered that the overall effect is divided into four paths: first, Surface Acting (SA) and Work Hassles (WH) are positively and significantly associated with each other, with a B value of 0.41 and a p-value of less than 0.05 and equal to 0.021. Similarly, Work Hassles (WH) and Negative Affectivity (NA) are positively and significantly associated with each other with a value of B=.463 and P=0.000. Negative Affectivity (NA) and Job Satisfaction (JS) are positively and significantly associated with each other with a value of B=.114 and a value of P=0.0037 at path C. Path D, on the other hand, continues to test Bootstrap bias-corrected confidence intervals with a 95 per cent confidence level. The numbers are between .0200 and .0849 are lower and upper bound class intervals, respectively, and zero is found inside the 95 per cent confidence interval. This establishes the existence of serial mediation. As a result, hypothesis H5, Work Hassles and Negative Affectivity mediates the association between surface acting and job satisfaction and is accepted based on the preceding facts. H6: Emotional intelligence has a moderating impact between Work Hassles and Negative Affectivity.

**Table 9: Moderated Effect**

No	Hypothesis	$\beta$	SE	t-value	p-value
H6	WH $\longrightarrow$ EI $\longrightarrow$ NA	0.2039	0.039	7.8219	0.0000

Table 9 find out the specific moderating impact of Emotional Intelligence between Work Hassles and Negative Affectivity, along with the moderator, the model's interface keyword is created and added. To avoid the problem of multicollinearity, the variables are means-focused before even being entered into the investigation. The moderating variable, self-monitoring (B =0.2039, p<0.05), had positive beta coefficients and a p-value. So, Emotional Intelligence moderates the relationship between Work Hassles and Negative Affectivity. Therefore, the hypothesis H6 is accepted. Results of Hypothesis is shown in Table 10.

**Table 10: Results**

Hypothesis	Structural Path	Results
H1	SA $\longrightarrow$ JS	Accepted
H2	SA $\longrightarrow$ WH	Accepted
H3	WH $\longrightarrow$ NA	Accepted
H4	NA $\longrightarrow$ JS	Accepted
H5	SA $\longrightarrow$ WH NA $\longrightarrow$ JS	Accepted
H6	WH $\longrightarrow$ EI $\longrightarrow$ NA	Accepted

#### 4.8 Discussion

The primary goal of this research was to create a comprehensive framework for understanding how emotions influence job satisfaction in violent and aggressive workplace behavior. Regarding the first question of the study that has been posed, "Is there any connection between Surface Acting (SA) and Job Satisfaction (JS), the study confirms the theoretical connection directions of the variables used in this study, and the findings verify the suggested framework. This study, therefore, has provided an inclusive and useful awareness of the consideration of the setting of the relationship between Surface Acting (SA), Work Hassles (WH), Negative Affectivity (NA), Job Satisfaction (JS) and Emotional Intelligence (EI). The second question, "Surface Acting positively impact Work Hassles in the telecommunication sector", reveals that Surface Acting is highly significant to Work Hassles and that because of this, the employee's emotions in the workplace increase the Work Hassles and vice versa. Likewise, work hassles are essential when considering negative affectivity in an organization. The study shows that the higher employee work hassles encourage employee negative affectivity. Furthermore, it is a positive outcome regarding the telecommunication sector, especially organizations in Rawalpindi and Islamabad. Negative affectivity is an essential factor when considering job satisfaction in an organization. The study shows that the higher the negative affectivity, the lower the job satisfaction among the employees.

The study's findings indicate a link between Surface Acting and Job Satisfaction. They are also significant with a combined effect of Work Hassles and Negative Affectivity regarding Job Satisfaction at the place of work. The outcomes of the study have reinforced objectives H1 to H6 by validating the specific results in favor of this hypothesis, which therefore means that the study has successfully answered the research questions and the objective of examining the impact of Surface Acting, Work Hassles, Negative Affectivity and Job Satisfaction was achieved. The research showed that the relationship between Work Hassles and Negative Affectivity is the most robust association, and both variables are positively crucial to one another, showing that emotional intelligence positively impacts work hassles and negative affectivity. If the organization's culture is good enough to allow staff members to excel and grow, then there shall be less strain and job stress towards the worker. Therefore, by responding to this question, objective H6 validates this study, and the telecommunication sector personnel of Pakistan accept the hypothesis.

#### 5. CONCLUSION & RECOMMENDATION

This explanation covers workplace and generational belongings. Previous studies significantly related this review's causes. The study examined Surface Acting, a telecom zone in Pakistan, Work Hassles, Negative Affectivity, Emotional Intelligence, and Job Satisfaction. This research yields valuable results. The study examines how workplace way and emotional labor collaboration affect job happiness. Surface Acting, Work Hassles, Negative Affectivity, and Emotional Intelligence affect job pleasure in the telecommunications business. Work Hassles and Negative Affectivity demonstrate how workplace emotional labor affects behavior. This shows how interpersonal and systemic emotional interactions cause job issues and bad affectivity. This study reveals how business stress increases job irregularity in Pakistani community laborers. Job satisfaction with restrictions is explored. Job satisfaction with more or less limitations is additionally reviewed. The tradition of meeting the psychological needs of the individual's organic change is a crucial indicator of emotional labor due to emotional labor at the workplace. A healthy administrative culture may improve job satisfaction and workplace surface acting.

## 6. LIMITATIONS & FUTURE RESEARCH

The limited sample size prevents analysts from summarizing the review for all open area connotations in Pakistan. Because accurate tests typically need a large sample size to ensure an appropriate agent concentration of the population, it is not easy to find significant relationships in the statistics. We focus exclusively on the telecom sector, particularly for organizations in Islamabad and Rawalpindi. Which path leads to varied outcomes for similar services industries in different places? The review only used self-revealed data since the information acquired was centered on respondents' assessments. Respondents may provide fabricated information or ignore the events being investigated. Because it cannot be independently verified, this information is constrained. As a result, data from other sources or past excursions may conflict with what is already known. Likewise, the amount of time offered to focus on the research topic and the trajectory of its soundness or alteration over time could have been much better (deficient). This study was cross-sectional so that future research can go for the longitudinal study. The legitimacy and meaning of the exploration's factual outcomes will be improved by increasing the sample number of respondents. The same research model can be studied in other service industries, such as automobiles, restaurants, and pharmaceuticals. The current research has explored one dimension of emotional labor, i.e., surface acting. In future research, researchers can take the other dimension of emotional labor, i.e., deep acting. Due to limited time, the study has explored work hassles in the research. However, future researchers can study work uplifts in their research. Moreover, the current study has taken negative affectivity to check the moderating impact of emotional intelligence between work hassles and negative affectivity. Future researchers can take into account positive affectivity in their research projects.

**Author Contributions:** Muhammad Yousaf & Maria Zulfaqar: Conceptualization, Methodology, Software, Data Creation, and Writing-original draft preparation. Hina Shahab & Hina Asif: Methodology, Data Creation, visualization, editing, and Revision of manuscript

**Ethical Statement:** Not Applicable

**Competing Interests:** The author declares that this work has no competing interests.

**Grant/Funding information:** The author declared that no grants supported this work

**Data Availability Statement:** Data available on the request

**Declaration Statement of Generative AI:** Not Applicable

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**Appendix A: Questionnaire**

Variables	Research Items
	Emotional Dissonance
Emotional Labor	1. I put on a "mask" to express the right emotions for my job.
	2. I have to cover up my true feelings when dealing with customers.
	3. When dealing with customers, I display emotions that I am not feeling.
	4. I fake the emotions I show when dealing with customers.
	5. My smile to customers could be more sincere.
	6. My interactions with customers are very robotic.
	7. I put on an act in order to deal with customers appropriately.
	8. When dealing with customers, I behave in a way that differs from how I really feel.

	9. I fake a good mood when interacting with customers.
	Emotional Effort
	10. I talk myself out of feeling what I really feel when helping customers.
	11. I have to concentrate more on my behaviour when I display an emotion that I do not feel.
	12. I experience the emotions I must show when interacting with customers.
	13. I change my feelings to match those I must express to customers.
	14. I work at calling up the feelings I need to show to customers.
	15. When dealing with customers, I attempt to create specific emotions that present the image my company desires.
Emotional Intelligence	Self-Emotions Appraisal (SEA)
	1. I have a good sense of why I often have certain feelings.
	2. I have a good understanding of my own emotions.
	3. I understand what I feel.
	4. I always know whether or not I am happy.
	Others-Emotions Appraisal (OEA)
	5. I always know my friends' emotions from their behaviour.
	6. I am a reasonable observer of others' emotions.
	7. I am sensitive to the feelings and emotions of others.
	8. I have a good understanding of the emotions of people around me.
	Use of Emotion (UOE)
	9. I always set goals and try my best to achieve them.
	10. I always tell myself I am a competent person.
	11. I am a self-motivating person.
	12. I would always encourage myself to try my best.
	Regulation of Emotion (ROE)
13. I am able to control my temper so that I can handle difficulties rationally.	
14. I am capable of controlling my own emotions.	
15. I can always calm down quickly when I am furious.	
16. I have reasonable control of my own emotions.	
Job Satisfaction	Satisfaction With Information
	1. I am satisfied with the information I receive from my superiors about my job performance.
	2. I received enough information from my supervisor about my job performance.
	3. I receive enough feedback from my supervisor on how well I am doing.
	4. There is enough opportunity to find out how I am doing in my job.
	Satisfaction With Variety
	5. I am satisfied with the variety of activities my job offers.
	6. I am satisfied with the freedom to do what I want on my job.
7. I am satisfied with my job's opportunities to interact with others.	
8. There is enough variety in my job.	

	9. I have enough freedom to do what I want in my job.
	10. My job has enough opportunities for independent thought and action.
	Satisfaction With Closure
	11. I am satisfied with my job's opportunities to complete tasks from beginning to end.
	12. My job has enough opportunity to complete the work I start.
	Satisfaction With Pay
	13. I am satisfied with the pay I receive for my job.
	14. I am satisfied with the security my job provides me.
The Positive and Negative Affect Schedule (PANAS)	Positive Affect Score
	1. Interested
	2. Excited
	3. Strong
	4. Enthusiastic
	5. Proud
	6. Alert
	7. Inspired
	8. Determined
	9. Attentive
	10. Active
	Negative Affect Score
	1. Distressed
	2. Upset
	3. Guilty
	4. Scared
	5. Hostile
	6. Irritable
	7. Ashamed
	8. Nervous
9. Jittery	
10. Afraid	
Daily Hassles at Work	1. Your child(ren)
	2. Your parents or parents-in-law
	3. Other relative(s)
	4. Your spouse
	5. Time spent with family
	6. Health or well-being of a family member
	7. Family-related obligations
	8. Your friend(s)
	9. Fellow workers
	10. Clients, customers, patients, etc
	11. Your supervisor or employer
	12. The nature of your work

	13. Your workload
	14. Your job security
	15. Meeting deadlines or goals on the job
	16. Enough money for necessities (e.g., food, clothing, housing, health care, taxes, insurance)
	17. Enough money for education
	18. Enough money for emergencies
	19. Enough money for extras (e.g., entertainment, recreation, vacations)
	20. Investments
	21. Exercise(s)
	22. Your health
	23. News events
	24. Your environment (e.g., quality of air, noise level, greenery)
	25. Political or social issues
	26. Housework
	27. Car maintenance
	28. Taking care of paperwork (e.g., paying bills, filling out forms)
	29. Home entertainment (e.g., TV, music, reading)
	30. Amount of free time
	31. Recreation and entertainment outside the home (e.g., movies, sports, eating out, walking)
	32. Eating (at home)
	33. Legal matters
	34. Social commitments

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