

Role of Job Engagement as a Mediator in the Relationship between Job Satisfaction and Emotional Labor

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Abstract: The purpose of the study is to examine the mediating role of job engagement between emotional labor and job satisfaction measured in hospitality industry, according to participant outcomes of job satisfaction and emotional labor and revealing mediating role of job engagement the relationships between these variables have high correlation and reliable in-service industry specially in hotel industry. The earliest definition of employee engagement can trace back to Kahn (1990). His research has been recognized as one of the most influential studies of engagement and set the milestone for future studies, 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. The area surveyed in Amman Jordan specifically in the dead sea , the sampling frame was narrowed to focus on that guest-contact. Microsoft Excel 2016 and IBM Statistical Package for Social Sciences (SPSS 23.0) were used to calculate descriptive statistics. SMART PLS 3.0 was used for other analyses. according to participant outcomes of job satisfaction and emotional labor and revealing mediating role of job engagement the relationships between these variables have high correlation and reliable in-service industry specially in hotel industry more specifically the results showed strong positive significant relationship among the constructs instead of one relationship. Emotional Labor has significantly effect on job satisfaction also Emotional labor has significant effect on job satisfaction.and Job engagement has significant effect on job satisfaction .

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

1. INTRODUCTION

Hospitality industry has witnessed an increased emphasis even more than ever before due the fact of importance of delivering superior products and service to customers. Supporting this trend, a study by McKinsey and Company exposed that after a positive experience with service staff, more than 85% of customers purchased more products from the firm, on the hand more than 70% bought less when service turned sour and pour (Beaujean et al., 2006). Indeed, customer needs and expectations have been continually evolve over time, so delivering consistent high-quality products and service requires an attitudes and behaviors among the employees which allows them to evaluate the circumstances accordingly, identifying the needs of customers, and taking the actions to satisfy those needs (Kim, Jeong, Kim, & Kim, 2014). Given that the quality of the interpersonal interaction between customers and service providers is a crucial element in customer satisfaction, loyalty, and ultimately high profit and growth, retaining employees with high levels of emotional labor is critical factor for service firms to success in an increasingly competitive business environment (Zeithaml et al., 2013).

The concept of emotional labor was first developed by Arlie Russell Hochschild (1983) in her book *The Managed Heart: Commercialization of Human Feeling*. Based on her empirical studies of flight attendants and debt collectors, Hochschild explored the ways by which these workers managed their emotions in the context of their work practices. According to

Hochschild (1983), emotional labor requires employees to induce or suppress their emotions too in order to generate a visible facial and bodily display that produces a desired emotional state in other people (i.e. clients). She identified two different strategies that employees can utilize to perform emotional labor: surface acting and deep acting. While surface acting refers to ‘faking’ emotions that are not really felt and hiding emotions that are inappropriate to display to clients, more clearly faking a smile regarding the actual true feeling in order to deliver superior service, however deep acting refers to changing one’s true emotions so that they align with the emotions that are required to be displayed to clients. In the professions of flight attendants and debt collectors, employees invest a great deal of their time to manage their emotions through both surface acting and deep acting in order to deal with demanding clients. Similarly, adventure tour leaders need to deal with demanding clients. However, they also need to take the element of risk into consideration when controlling their emotions on the job so as to manage clients’ safety, welfare and emotional states. Hence, adventure tour leading is a high skilled occupation that requires adventure tour leaders to be competent in managing their emotions in situations that often involve considerable risk in order to be successful in their jobs (Torland, 2013).

Research are also directed toward job satisfaction as a main cause of guest satisfaction (Bach & Milman, 1996). Some authors sought a deeper understanding of guest satisfaction. For example, author Kuo (2007) researched employee attitude and its connection to tourist satisfaction. The fact that the only way to provide guests with added value is by maintaining an honest relationship with the guest also highlights the importance of positive behavior. Moreover, employee hospitality is the common denominator of all benevolent relations characterized by readiness and willingness to meet and understand the guests. Positive behavior inside the organization in this research will be described through three key aspects: relationship with coworkers, relationship with guests and employee – management relationship (Ivanović & Galičić, 2006). Job satisfaction is a matter of concern for any organization especially hospitality industry, due the fact that JS is dynamic role of the organization and without it there will an absent of customer satisfaction. as the majority of staff working in the industry are part time. It is an area, which must not be taken frivolously as the hospitality industry has achieved a status of high employee turnover. According to Knox (2003), satisfied employees are more likely to provide exceptional service; they stay committed to the firm and even work more willingly and have great sense of allegiance for the company to accomplish its success as Job satisfaction shows significant determinant of organizational performance and is vigorously connected with the viability of the organization.

According to Macey and Schneider employee engagement has “been use to refer to a psychological state (involvement, commitment, attachment and mood, performance construct, disposition, or a combination of these)” (Schneider, Macey, Barbera, & Martin, 2009,p. 5). In defining employee engagement one must take into consideration that people first need to be engaged in their own individual personal lives. According to Millar (2012) employee engagement is made up of employee commitment and also employee motivation. There are many different definitions of employee engagement however there is no single definition of the term. Mac Leod and Clarke (2009) found as many as fifty different definitions of the term employee engagement. There exist many different versions of employee engagement and Mac Leod and Clarke suggest in their research that there may be appreciably more. According to the Gallup Organization “the term employee engagement refers to an individual’s involvement and satisfaction with as well as their own enthusiasm for work” (Harter, Schmidt and Hayes, 2002, p. 269).

Sachs defined employee engagement 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). However, another definition of employee engagement is “employee engagement can be defined as a positive fulfilling work related state of mind which is characterized to three elements vigor, dedication and absorption and has been primarily articulated as a function of a job and also personal resources” (Ugwu, Onyishi and Sanchez, 2014, p.3). The level of engagement has proven to influence on customer satisfaction, customer loyalty, productivity, profitability, and employee turnover (Harter, Schmidt, & Hayes, 2002). Also, Gallup research (2013) reported the positive linkage between higher employee engagement and higher earnings per share (EPS). Thus, employee engagement in hotel businesses is an important component that deserves a recognition from all management levels within the company.

Emotional Labor

Hochschild assessed the emotional labor as a drama where service is a scene, employees are actors and customers are the crowd who is watching, and defines the emotional labor as “control of emotions to present facial and physical expressions which can be seen by anyone; which is sold, and therefore a value which can be exchanged.” Hochschild (1983:7),

Hochschild determines the required conditions of emotional labor as the following: (1) it is necessary to employees to communicate face to face or by voice as a matter of course, (2) employees have to generate an emotional situation on customers, and (3) the employer has the control of employees' emotional activities. Hospitality organizations expect front-line who interact directly with customers should display a friendly and pleasant emotions and to express organizationally desired emotions so that they establish emotional bonds of attachment with the customers. Emotional labor is conceptualized into job-focused emotional labor and employee-focused emotional labor (Brotheridge and Grandey, 2002). Job-focused approach focuses on the characteristics of the job and includes emotional demands from the occupation such as frequency of interactions with customers, the variety and intensity of emotional expressions, duration of interpersonal interactions and perceived displayed rules. Job-focused approach indicates the presence of emotional labor in one's job. Organizations desire to standardize the emotional expressions of employees to provide and maintain customer satisfaction. Organizations manifest display rules to satisfy clients (Diefendorff and Richard, 2003). Display rules are part which is expected during employee performance, which involve showing and hiding emotions. Diefendorff et al. (2005) developed a scale to assess emotional behavior rules, which includes showing a positive emotions and burying the negative emotions. Employee-focused emotional labor emphasizes and highlights the employees' emotion management processes. This category includes surface acting (fake required emotions), deep acting (try to experience required emotion) and genuine acting (felt emotions are same as expressed emotions which are desired by organizations). Surface acting involves modifying and faking the expected emotions; employees show expressions discrepant from feelings. In deep acting employees adjust their internal feelings to the enforced feelings. Genuine acting represents the convenience of emotions that employees actually feel and emotions that they have to express (Kruml and Geddes, 2000). Employees expected to manage and regulate their emotions to meet work role demands in employee-focused emotional labor. There are controversy over the definition, conceptualization and operationalization of emotional labor construct in the literature. Morris and Feldman (1996) conceptualized the emotional labor in four dimensions as frequency of interactions, attentiveness to display rules, variety of emotional expressions, and emotional dissonance. Brotheridge and Lee (2003) consisted emotional labor into six dimensions. These are frequency, intensity and variety of emotional labor display, the duration of interaction, surface and deep acting. Asforth and Humphrey (1993) and Diefendorff et al. (2005) argued that many studies ignored genuine acting. Diefendorff et al. (2005) determined genuine acting is divergent from surface and deep acting.

Job Satisfaction

The most-used definition of job satisfaction is by Locke (1976) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Judge & Klinger, 2008). Locke, who is the leading academician among many researchers in his field, states that there are important points in above definition of job satisfaction: an emotional state implied that there is an effective component to the job satisfaction; an appraisal process implied that there is a cognitive or evaluative component to the job satisfactions. In other words, Locke's definition consists of three elements: effective, cognitive and job-focused. There is no universally accepted definition of employee satisfaction, but there are many definitions of job satisfaction in the literature. The reason is that job satisfaction means different things to different people, since people are affected by various different factors including personal characteristics, needs, values, feelings and expectancies. Also, it varies from organization to organization, since job satisfaction influencing factors such as working environment, job characteristic, opportunities for employees and working environment differ according to organization (Harputlu, 2014). There are various definitions of job satisfaction as mentioned, first of all, it can be defined as concerning one's feeling or state of mind related with the work (Chughati & Perveen, 2013) and "an employee's positive attitude towards the company, co-workers and, finally, the job" (Sypniewska, 2013). When the institution meets job expectations, the individual experience positive feelings, so, these positive emotions indicate job satisfaction (Green, 2000). In addition, an employee may change his/her perception based on experiences so that, the employee's perception of the organization evolve over time. Therefore, job performance and job satisfaction depends on perception of the employees. In addition, Spector (1997) indicates, "job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and so organization can use the information to improve its structure" (Concepts and Review of Related Literature, n.d.). According to Fogarty, job satisfaction refers to the extent to which employees gain enjoyment from their efforts in their workplace (Brunetto and Wharton, 2002). Moreover, a level of trust develops between the employee and the organization that encourages employees to behave cooperatively within the organization (Jones and George, 1998).

Job Engagement

The earliest definition of employee engagement can trace back to Kahn (1990). His research has been recognized as one of the most influential studies of engagement and set the milestone for future studies. He applied motivational theories and conceptualized employee engagement from Maslow's hierarchy of needs. He defined engagement as the simultaneous employment and expression of a person's preferred self in task behaviors that can promote connections with others and active full role performances. Further, he reported employee engagement as harnessing employees to their work roles, and allowing employees to express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990). Kahn (1990) proposed that engagement or disengagement at work was associated with three psychological conditions: meaningfulness, safety, and availability. Meaningfulness was considered as a feeling of significance an employee possessed from work, and feedback received from the organization. His emphasis of meaningfulness paralleled Herzberg's theory that autonomy in being, recognition of self and work, and meaningful understandings were factors to increase an employee's intrinsic willingness to engage in work (Latham & Ernst, 2006). Safety was the ability to show one's self without fear or negative consequences to self - image, status or career. Availability was the sense of owning physical, emotional, or psychological recourses to personally engage at a particular moment (Kahn, 1990). Based on Kahn's interpretations of engagement, Rothbard (2001) suggested that engagement in role connects to one's psychological presence or focus of role activities. He also proposed that attention and absorption are two components of engagement. Attention stands for cognitive availability and the amount of time employees prefer to spend thinking about a role. Absorption refers to the intensity of one's focus on a role and being engrossed in a role. However, the two components differ as attention is considered as an intangible resource allocated in multiple ways and absorption is an inner motivation without emotional aspects. The two components are also intertwined because of their motivational constructs (Rothbard, 2001). Schaufeli, Salanova, Bakker, and Gonzales-Roma (2002) defined employee engagement as the positive, affective psychological work - related state of mind with three dimensions: vigor, dedication, and absorption. Vigor was characterized by high levels of energy and mental resilience at work, willingness to invest effort in one's work, and persistence while facing difficulties. Dedication was characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. It indicates a stronger involvement than usual level of identification. The final dimension of engagement, absorption, was characterized by being fully concentrated and deeply engrossed that times passes quickly and employees hardly detach from work (Schaufeli et al., 2002). More recently, Macey, Schneider, Barbera, and Young (2009) defined engagement as a sense of purpose with focused energy, personal initiative, adaptability, effort, and persistence toward organizational goals. They reported that employee engagement consisted of engagement feelings and engagement behaviors. Engagement feelings are sense of urgency, focus, intensity, and enthusiasm, and engagement behaviors are persistence, proactivity, role expansion, and adaptability (Macey et al., 2009).

Relationship with Variables

1. Job Satisfaction and Emotional labor

Job satisfaction is an important job attitude of an individual, male or female toward their job. It is the degree to which an individual likes or dislikes the assigned job. Job satisfaction is a complex phenomenon and is a result of an assessment of number of job elements (Ismail, Iqbal & Adeel, 2018; Hanudin, 2016). Factors that are used to determine JS of peoples at work include financial benefits, employee relations, work environment and role clarity (Yeong & Kyoung, 2015). There is strong evidence in the literature that the negative consequences of burning emotional work and job dissatisfaction (Brotheridge & Grandey, 2002; Maslach, & Schaufeli, 1993). Khan (2012) states that low or high psychological stress in wage earning employees can affect their psychological wellbeing. Therefore, job satisfaction is a predominant phenomenon to get employees engaged and to enable them exhibiting emotional labor (Brotheridge & Grandey, 2002). Although, previous research shows that job satisfaction (JS) is a complex phenomenon and extensively studied yet, it requires scholarly attention to understand the underlying relationship of JS and EL in public sector organizations. JS is a result of an assessment of number of job elements (Carolyn & Lara, 2017). In order to achieve goals in organizations, the most complex issues are the relevant rules, emotion of employees in the workplace. The position of an employee's perception varies greatly between emotional expressions and real work (Pugliesi, 1999; Lee & Chelladurai, 2017). However, employees encounter with the situational perplexity causing them emotional dissonance (Lewig & Dollard, 2003). At workplace, employees face conflicting situation with emotions expressed and emotions experienced that is emotional dissonance (Lee & Chelladurai, 2017; Lazarus, 1991). Emotional dissonance may be different, which may

determine the reaction of workers to the workplace. Situational factors are important, but employee perceptions are more important than all others (Lazarus, 1991). Jaewon & Todd (2016) suggested that emotionally charged [positive emotions] can enhance employees' satisfaction and job commitment that are pertinent to the accomplishment of desired organizational goals and objectives. Job satisfaction assures the employees what they think about their work (Harari et al., 2018). However, it is believed that real or false feelings about the display of emotional tasks can have a positive or negative impact on performance (Carmeli, et al., 2007; Harari et al., 2018; Hoffmann, 2016). Natural feelings can have a positive impact on performance. The experience of the emotional labor will help to better understand more specific interventions, such as a role to play, which has been examined in past studies (Azeem & Altalhi, 2015; Hoffmann, 2016; Jaewon & Todd, 2016). Khan (2012) defined JS as a positive emotion stating results from the evaluation of the job. Emotional labor (EL) and job satisfaction (JS) showed inconsistent results (Dormann & Zapf, 2001). However, some studies have found a positive relationship between emotional labor and job satisfaction (Kim et al., 2017; Kim, 2008). Further empirical studies have also confirmed that a positive relationship with emotional labor and job satisfaction exists (Kaur, 2017; Kim et al, 2017; Erickson, 1991; Lee & Ok, 2012). On the basis of literature, it is hypothesized that: the motivation drive in the use of emotional manipulation techniques is to modify the emotional manifestations of a character to in order to conform to the happen regulations of a single entity.

H1: there is positive relationship between emotional labor and job satisfaction.

2. Job Satisfaction and Job Engagement

In today's competitive environment, one way to retain people is to have fully engaged employees. In the long run, the competitive environment is required to enhance the state of satisfaction to engagement (Abraham, 2012). There is a positive relationship between job engagement and job satisfaction (Vorina et al., 2017; Kim–Soon & Manikayasagam, 2015; Malhotra, n.d.). Some studies also found that job engagement is a result of job satisfaction (Shmailan, 2015; Abraham, 2012; Bano et al., 2011). Ali and Farooqi (2014) studied the effect of job satisfaction on job engagement in a public sector university and showed that the variation in dependent variable, (employee engagement), was explained by the independent variable, (job satisfaction), and that the relationship between the two variables was both positive and significant. Lee (2017) showed that job engagement was positively related to both motivators and hygiene within Herzberg's (1987) motivational theory, corresponding respectively to intrinsic and extrinsic factors. Moreover, the implications of a research point at the role of managements in creating an environment that can sustain trust, cooperation, and creativity for employees to keep experiencing high level of satisfaction leading to engagement (Abraham, 2012). Obviously, a further investigation of the relationship among job satisfaction and job engagement still is needed.

H2: there is positive relationship between Job engagement and job satisfaction.

3. Emotional Labor and Job Engagement

Schaufeli adopt another point of view to define the concept of job engagement. Although job engagement is still considered the antithesis of burnout Schaufeli et al (2002, 2004), Schaufeli establish the concept on the two dimensions of well-being, which is pleasure and activation. In accordance with this framework, low levels of pleasure and activation is the feature of burnout, while the high level of pleasure and activation is the feature of job engagement. Schaufeli defined job engagement as a emotional and cognitive state, which is work-related, active and successful. This state is characterized by persistent and diffuse, rather than a specific goal, event or situation. Schaufeli think that the structure of job engagement includes 3 dimensions: vigor, dedication and absorption. Vigor refers to individual with energy and good mental toughness, they pay their effort on the work voluntarily, not easily be tired, and can be persistent in the face of difficulties; dedication means individuals with a strong sense of pride and full of enthusiasm, they can throw themselves into work and have courage to accept the challenge of the work; absorption characterized as individuals concentrate on their work, they will be happy when work, feel the time pass quickly.

Previous studies on emotional labor give more attention to the negative impact, especially in the workplace. The researchers explored the relationship between emotional labor and job burnout, work stress, work-family conflict, depressive symptoms and other variables (Frone, Russell, & Cooper, 1992; Thomas & Ganster, 1995; Allen, Herst, Bruck, & Sutton, 2000). However, recent studies have started to look at the positive side of emotional labor, especially the positive effect on the work-family relationships (Carlson, Kacmar, Wayne, & Grzywacz, 2006). Some researchers discussed the relations between job burnout and emotional labor and found emotional labor can predict burnout.

Therefore, as opposed to the concept of burnout, we assume that job engagement also can be predicted by emotional labor.

H3: there is a positive relationship between 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 task overall performance, job satisfaction, and 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 has been shown to enhance productivity (Schaufeli & Salanova, 2007), however, it isn't yet acknowledged whether or not and/or how emotional hard work impacts process engagement. Job engagement is an experiential kingdom; it is a high quality, enjoyable, job-related country of mind characterized by way of dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Employee's strength is defined as excessive ranges of energy and mental resilience at work, the willingness to invest effort in a single's paintings, and patience even within the face of problems. Dedication is characterized by a feeling of importance, enthusiasm, inspiration, pleasure, and challenge. In addition, absorption is characterized by way of being deeply engrossed in a single's work to such an extent that one might also have trouble detaching from it (Schaufeli et al., 2006).

H4: job engagement mediates the relationship between emotional labor and job satisfaction.



Figuer 1: Relationship between all variables

2. METHODOLOGY

Research Design, Population and Sample

The boundary of this study is limited to the hospitality industry, and the target population was employees who work in the lodging area of the hospitality industry. Further, as this study focuses on emotional labor, the sampling frame was narrowed to focus on those guest-contact (face-to-face or voice-to-voice) employees who perform emotional labor on a daily basis. For example, the guest-contact employees included in this study were those works at front-desk, concierge, reservations, room service, food service, catering service, housekeeping, and other positions that require guest-contact in their work. Entry-level employees and middle managers were included in the sample. In brief, to be selected in the final sample, the subjects needed to qualify according to the certain criteria essentially subjects needed to have direct contact with guest as discussed, Subjects need to have worked in the same positions for at least six months, Subjects can be either entry-level employees or middle-level managers.

Data Collection Instruments

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, survey questions constructed based on an extensive literature review. Previously established scales on job satisfaction, emotional labor and job engagement which have been utilized in the questionnaire to measure the study's constructs. The Hospitality Emotional Labor Scale developed specifically for hospitality service employees, who are the research subjects of this study. .

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.

Job engagement as Meditor Variable 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). was measured using the 7-point Likert scale (0 = never, 6 = every day), during the analysis researcher changed the value of items from 0 to 1, 1 to 2, etc.,. This measurement comprises three facets; vigor, dedication, and absorption. Vigor is measured by six items; Dedication is a six-item measure and absorption which is assessed by seven items. This scale consists of 17 items that ask the participant to indicate how often they feel particular ways about work. The consistency of this scale in this sample was 8.6 which is good according to Cronbach's alpha scale.

Emotional labor as a Dependent Variable was measured by a back-translated English version of the The analysis is done in two parts; the first part refers to the demographic information of the respondents while the second part comprises the analysis of respondents' answers to the questions. Microsoft Excel 2016 and IBM Statistical Package for Social Sciences (SPSS 23.0) were used to calculate descriptive statistics. SMART PLS 3.0 was used for other analyses. The main focus of the study was to find answers to the research questions of the study.

For Job satisfaction as an Independent variable the development of 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 applies 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.

Reliability:

Table 1: Reliability of the questionnaire

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

The analysis is done in two parts; the first part refers to the demographic information of the respondents while the second part comprises the analysis of respondents' answers to the questions. Microsoft Excel 2016 and IBM Statistical Package for Social Sciences (SPSS 23.0) were used to calculate descriptive statistics. SMART PLS 3.0 was used for other analyses. The main focus of the study was to find answers to the research questions of the study.

Measurement Model

Data collection for this study was done by using a survey questionnaire. In this study, job engagement, job satisfaction, emotional labor was analyzed. To start with, models of reflective measurement should be assessed for their reliability and validity, we run PLS-algorithm. As per our evaluation of the indicator reliability, 16 of the 36 indicators have outer loadings of over 0.70 (Table 2).

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 2) (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. According to (Nunnally, 1978, Bagozzi & Yi, 1988; Gefen, Straub, & Boudreau, 2000) the models of reflective measurement accomplish composite reliability values of 0.885 and higher (Table 4.2), that providing the evidence for the internal consistency reliability of construct measures. Similarly, as shown in (Table 4.3) all the values of AVE-Average variance extracted are higher than the 0.50 threshold value, which provides support for the convergent validity of the measures.

Table 2: Evaluation Results of Measurement Model

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
	0.854
	0.741
	0.589

Table 3: Emotional labor

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	AB1	0.781
	AB3	0.808
	AB4	0.846
	AB5	0.74

Reliability and Validity Analysis:

Generally, Cronbach's alpha by Cronbach and Meehl, (1955) was used for assessment; Composite reliability gives a more fitting measure of internal consistency reliability. According to Bryman and Bell, (2007), reliability analysis is the main process in which researchers are concerned with the internal consistency of all constructs that were analyzed. The reliability of the measurement model was checked through factor loadings and composite reliability. All the values of factor loading and Composite reliability must exceed the minimum acceptable values that are 0.7 (Nunnally, 1978). The results of the factor loading and CR confirmed the reliability of the measurement model.

The validity of the model was assessed through convergent validity and discriminant validity. The convergent validity of the model was determined by AVE and CR, all values of CR and AVE must be greater than 0.7 and 0.5 respectively. Discriminant validity of the model was checked through Fornell and Larcker (1981) criterion. This technique expresses that the construct shares more variance to its indicators than with some other construct. To test this, it is required that the AVE value of each construct should be higher than the maximum squared correlation with other constructs. The

discriminant validity of the model was checked through cross Loadings. This strategy, frequently viewed as more liberal Henseler et al., (2009) entails that the loadings of every indicator on its construct are greater than the cross-loadings on different constructs.

Testing Hypothesis:

To link the hypothesized relationships between the variables we run the PLS-Bootstrapping for the model shown in (Table 4) which provides the estimates for the path coefficients. The values of path coefficient are consistent on a range from “-1 to +1”, strong positive relationship indicated by the value of path coefficient “closer to +1” and strong negative relationship indicated by the value of path coefficient “closer to -1”. Even though the path coefficient values closer to -1 or +1 are practically always significant statistics, by using PLS-bootstrapping to test for significance level a standard error must be attained (Helm et al., 2009).

Table 4: 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 shown above in the (Table 4), in the current study all the values of path coefficients indicate the strong positive significant relationship among the constructs instead of one relationship. Emotional Labor has significantly effect on job satisfaction as its ($\beta=0.195$, S.D= 0.036 & t- value 5.344), also Emotional labor has significant effect on job satisfaction with the ($\beta =0.172$, S.D= 0.028 & t- value= 6.193). Job engagement has significant effect on job satisfaction ($\beta = 0.216$, S. D= 0.036 & t- value 5.977).

3. CONCLUSION

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 and its relationship, the major impact of outcomes on emotional labor such deep acting and job satisfaction are not taking the attention needed (e.g., Allen et al., 2010, Austin et al., 2008, Bakker and Heuven, 2006, Brackett et al., 2010, Cheung and Tang, 2009, Giardini and Frese, 2006, filling the gaps, this study provides some of a worthwhile contribution to the literature on job engagement, job satisfaction and emotional labor in the hospitality industry.

The study considered outcomes of emotional labor (i.e., deep acting and surface acting), as well as emotional labor, to more comprehensively and interactively evaluate the impact of EI. This allowed us to empirically examine the different effects that EI has on the two dimensions of emotional labor, job satisfaction, and burnout dimensions in a hotel setting. Thus, the present study builds an extensive and integrative EI-emotional labor-burnout/job satisfaction path model, clarifying the beneficial role of EI.

This study examined the potential mediating role of work engagement in the relationship between job satisfaction and emotional labor measured in hospitality industry, according to participant outcomes of job satisfaction and emotional labor and revealing meditating role of job engagement the relationships between these variables have high correlation and reliable in-service industry specially in hotel industry. The earliest definition of employee engagement can trace back to Kahn (1990). His research has been recognized as one of the most influential studies of engagement and set the milestone for future 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 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 workplace and how it helps in running the work effectively and efficiently .

Findings indicate the importance of job engagement as a mediator between emotional labor, and job satisfaction. More specifically, the researcher found that employees who are satisfied and indicate high level of awareness EL sense, will actively try to feel that the engagement of working came out of the heart the rather than just following the required work display rules and feeling obligated to do, however, employees who have lower levels of EI 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.

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, 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 in order 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 competences among the service industry will lead with 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 in consideration within the process of providing the service for the guest or even while recruiting the human power, it is extremely essential for human resource department and managerial level employee to maintain an evaluation for the front liner employees.

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