

# **Influence of Emotional Labour on Job satisfaction with Emotional Intelligence as a mediator: A study on Physicians in Cuddalore District.**

**P. Suriya**

Ph.D. Research Scholar, (Full Time) Department of Business Administration, Annamalai University  
Annamalai Nagar, Chidambaram-608002, Tamil Nadu, India  
E-mail: surimalliga@gmail.com;

**Dr. M. Vanitha**

Assistant Professor, Department of Business Administration, Annamalai University  
Annamalai Nagar, Chidambaram-608002, Tamil Nadu, India  
E-mail: vanitha67@gmail.com;

**Abstract**-Human resource management (HRM) practices have expanded in this period to include the use of Emotional Labour (EL) practices such as flexible superior support and coworker support. This study investigates the association between (Emotional labour) EL practices and employee Emotional intelligence (EI) among physicians in the Cuddalore district, as well as the mediating influence of job satisfaction in the relationship between Emotional labour practices and employee Emotional intelligence. The study polls 241 physicians in the Cuddalore district between 2022 - 2023. Validated measures of EL practices (Superior support and Coworker support, burnout), job satisfaction, and emotional intelligence were used to test the hypotheses. According to the findings, superior support and coworker support have a large and favourable influence on Emotional intelligence and negative influence of burnout on emotional intelligence. Job satisfaction mediates the association between flexible superior support and coworker support for emotional intelligence in a good way. Physicians' job satisfaction will improve as a result of good EL practices, which will eventually raise their emotional intelligence. The outcomes of this study are intended to help the Cuddalore district healthcare professionals' retention, and motivation.

**Keywords:** emotional labour, emotional intelligence, job satisfaction, medical Physicians, cuddalore district

## **1. Introduction:**

Emotional labour is defined as a person's ability to perceive and understand their own feelings, as well as the coping techniques they use with others and with themselves. Academic prowess and specific skill are not enough to advance in one's activities; a person should also practise self-management, temperance, and good relationship connections in order to achieve the best goals and objectives. A well-managed emotional labour process also allows physicians to acuminate their persuasion abilities and give their best performance to the hospital. The concept of emotional labour enhances people's abilities and talents in such a broad range that they will undoubtedly be able to provide a beneficial commitment at work. Emotional labour is a set of abilities that enables a person

to recognise, comprehend, control, and express appropriate emotions. Perceiving and understanding others' emotions is critical, as is using knowledge and abilities to promote their own and others' success. People with an exceptional capacity for handling emotional labour are becoming more successful in their work surroundings because they are able to comprehend their feelings and emotional by directly contorting it.

Physicians have an important role in hospitals. Physicians' interactions with patients are critical in assisting the hospital because they are the hospitals public face. Patients regularly evaluate hospitals and provide feedback, which is heavily influenced by the attitude and behaviour of the staff. The administrative part has an advantage because of its and their prominent presence. In

order to sustain and keep a serious edge, hospitals continuously work on physicians' performance.

The healthcare sector is one of the most important areas that encourage growth of a country. Unlike in previous decades, new hospitals are springing up, boosting competition among hospitals and driving those that are already in operation to reassess their current protocols, strategies, frameworks, structures, are so on. Because people are one of the most significant critical assets in every company, establishing a realistic competitive edge can be accomplished through human capital. The organisation must now take into account the role that emotions play in helping the people to advance. Having emotionally intelligent employees at work boosts hospital performance, according to several studies. Execution is linked to worker turnover, customer loyalty, reliability, efficiency, and benefit. Organisations have become far more demanding, with correspondingly complex and unclear working circumstances. A person's emotional work can be used to promote their own prosperity as well as the success of others. Emotional labour is a set of abilities that enables a person to be aware of, comprehend, and control their own feelings as well as the feelings of others. [1]

## **2. Literature Review**

### **Physician**

**Eric B. Larson, (2005)** we define empathy as an emotional labour process, and we propose using acting approaches to teach physicians about empathy. We believe that implementing such a framework will assist physicians in better understanding and applying empathy in their practise. We begin by presenting a model of clinical empathy and discussing the mechanisms at work. The study on emotional labour and acting methods is then reviewed. We also talk about the importance of learning about emotional labour and acting techniques in developing an empathic therapeutic relationship. Finally, we talk about future research and its consequences for the medical community. [2]

### **Emotional labour (EL)**

**Hochschild (1983)** the control or regulation of emotional expressions with others as a result of

one's professional work role is referred to as emotional labour. [3]

**Zapf et al. (1999, 2005)** In this case, emotional effort is very significant. The need to express positive and negative emotions, sensitivity requirements, emotional interaction leeway, emotional controls, sensitivity needs, and emotional dissonance are suggested as components of emotional labour. [4] [5]

**Okpu, T.O., & Gift, J.E. (2021)** the study's objectives were to investigate the connection between emotional labour and nurse-patient interactions and to ascertain how workplace rejection affects an employee's decision to leave. We tested our model using a sample of 379 nurses from a time lag survey conducted at a government hospital in China. We used techniques from structural equation modelling. According to our study, workplace racism has both short-term and long-term effects. Workplace exclusion affects how the task is assigned through exchanges between the nurse and the patient. The study's findings opine that nurses ought to undergo education and training in emotional management so they can deal with workplace teasing. Fostering good ties between nurses and patients may also lessen nurses' desire to leave their jobs [6]

**Goleman, D.J. (1998)** in fact, emotional intelligence is a collection of talents that everyone can learn. In this helpful manual, Daniel Goleman identifies these skills, clarifies their significance, and demonstrates how they can be developed [7]

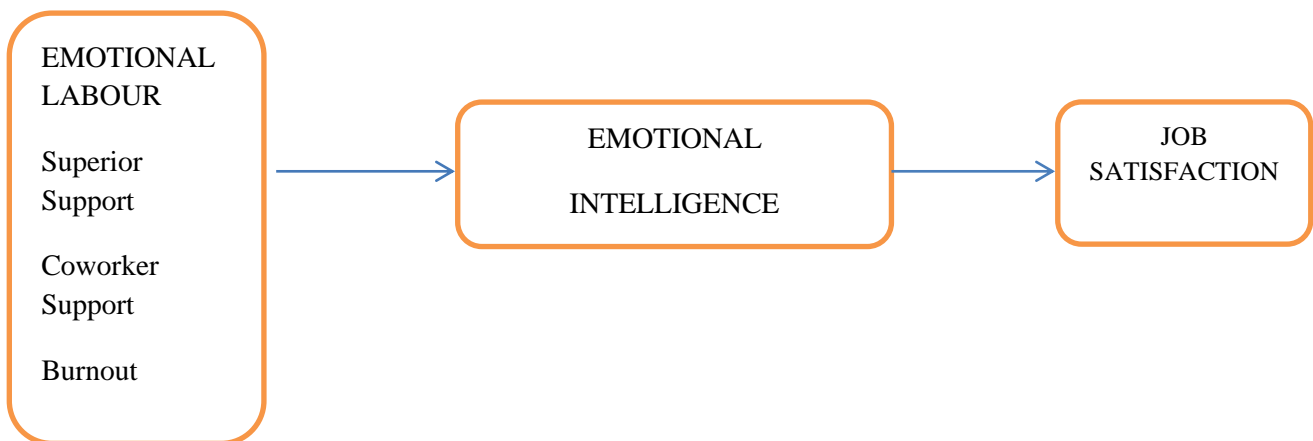
### **Emotional labour and Emotional Intelligence**

**Moira Mikolajczak, (2007)** defining the systems through which trait emotional intelligence (trait EI) protects against occupational stress. The present investigation focuses on emotional labour (EL), a common source of workplace stress. In order to comply with organisational "display rules," which are the organizationally mandated emotions during interpersonal service interactions; EL refers to the act of controlling emotions and emotional displays. These display guidelines frequently cause a conflict between inner/real and required feelings since they interact with an employee's spontaneous feelings. There are various ways to deal with this dissonance,

having positive or negative effects on one's mental and physical health. The theoretical basis of this study was that people with varied levels of trait EI would employ various EL methods, leading to various levels of burnout and somatic symptoms. Overall, the findings demonstrated that high trait EI persons have lower levels of burnout and somatic complaints when subjected to emotional work, and it was discovered that this effect was mediated by the use of emotional labour tactics. These findings' implications for theory, research, and practise are investigated. [8]

**Kanwal, Z. & Shahzad, M.F. (2018)** the purpose of this research aims to determine the correlation between teachers' emotional labour and emotional intelligence at the secondary school level in South Asia. In the modern era, it is generally accepted that achieving good academic scores on exams is not solely a function of intelligence but also of emotional intelligence. Emotional intelligence variables include a number of significant facets of interpersonal and intrapersonal relationships.

**Conceptual Model**



**Proposed Conceptual model (Developed**  
 The proposed conceptual model for the study, which is based on the three postulates that have been identified, is shown in Figure 1. The study's goal was to look at how the emotional labour, emotional intelligence and job happiness of healthcare workers affected by factors. Consequently, an analysis of numerous studies examining these constructs revealed a favourable connection between emotional intelligence and job satisfaction. Emotional

These factors have a strong statistically significant relationship with teachers' performance. [9]

**Job satisfaction**

**Charka, R., Trisniarty & Yamaly, F. (2022)** regarding demographic factors like age, gender, marital status, job titles, and years of experience, there was no discernible difference in the degree of emotional labour and work satisfaction. Emotional labour has a substantial impact on staff' job happiness at a few Punjabi private hospitals. Job satisfaction was inversely correlated with emotional labour. Deep acting and emotional consonance appeared as a prominent factor in job satisfaction out of numerous emotional labour characteristics. [10]

**Deepti, K. (2017)** Given that the study's findings indicate that positive thinking has a detrimental effect on emotional labour and a beneficial effect on job satisfaction, it can be concluded that training that increases positive thinking can help teachers experience less emotional labour and greater job satisfaction. [11]

exhaustion and labor have a negative impact on job satisfaction, but excellent support and coworker support have a favourable impact. 16 factors were taken into consideration based on the scales designed to evaluate emotional labour. After refinement, the items with the highest factor loading percentage were chosen. The researchers only kept 13 items with high factor loading under emotional labour as a result. Furthermore, 11 and 6 questions,

respectively, were used to measure emotional intelligence and job satisfaction. The highest factor loading of 9 items was chosen for emotional intelligence after evaluating all the above items, and 3 things with high factor loading were taken into consideration for job satisfaction.

### 3. Analysis and Interpretation

#### Research Gap:

There is a glaring information gap about doctors in the Cuddalore district, according to an assessment of the pertinent literature. A further unique aspect of this study is its attempt to investigate the relationship between workplace stress and job satisfaction. Additionally, this study analysed emotional labour, emotional intelligence, and job satisfaction.

#### Objective of the study:

1. To study the influence of burnout on Job satisfaction among the doctors.
2. To consider the association between co-worker support & superior support in job satisfaction.
3. To examine the influencing emotional intelligence affecting emotional labour.
4. To find out the effect of emotional labour in job satisfaction.

#### Hypothesis:

**H1:** There is a significant difference between burnout and Job satisfaction.

**H2:** There is a significant coworker support and superior support in Job satisfaction.

**H3:** There is significant relationship between emotional labour and emotional intelligence.

**H4:** There is a significant relationship between emotional intelligence, emotional labour and job satisfaction.

**Table 1: Reliability Test**

Variables	Cronbach's Alpha	No of Items
Emotional labour	.771	13
Emotional Intelligence	.841	9
Job Satisfaction	.774	3
Overall	.904	25

These table 1 shows results, This study uses Cronbach's Alpha coefficient to test the reliability of the Emotional labour, Emotional intelligence, Job satisfaction scale, higher than 0.7, which means the reliability of this scale is very good, and the internal consistency of the items is very high.

#### The results of regression analysis emotional labour and job satisfaction

Correlation analysis indicates whether there is a relationship between factors and explores the closeness of that relationship. Regression analysis further analyses the direction of the relationship and explains the causality that may exist between the factors. The relationship between burnout (EL) and job satisfaction is verified by a hierarchical regression analysis method.

The previous correlation analysis found that there is a significant correlation between burnout (EL) and job satisfaction. In order to verify the predictive effect of each dimension of burnout (EL) on job satisfaction, a hierarchical regression analysis method is undertaken. Four demographic variables are considered as control variables in the regression equation: gender, age, educational background, and burnout. The independent variables, or predictors, in the regression equation are the three dimensions of emotional labour: burnout, and job satisfaction. Table 2 shows the results.

**Table 2: Regression Analysis**

Variables	Job satisfactions			
	Model 1		Model 2	
	B	Sig	$\beta$	Sig
Gender	0.083	0.428	-0.032	<b>0.127</b>
Age	0.134	0.31	-0.048*	<b>0.07</b>
Education background	0.026	0.796	-0.017	<b>0.392</b>
Burnout			-0.556***	<b>0.000</b>
Superior Support			0.25***	<b>0.001</b>
Coworker Support			0.201***	<b>0.002</b>
R <sup>2</sup>	0.031		<b>0.964</b>	

F	0.790	372.251
---	-------	---------

Notes:\*\*\*p<0.01,\*\*p<0.05,\*p<0.1

These regression analysis results shows that after controlling demographic variables, burnout have a significant positive and predictive effect on job satisfaction. Among them, superior support has the highest predictive effect on job satisfaction ( $\beta=0.25$ ,  $p=0.001$ ). If physicians engage in superior support play behaviour, the physicians satisfactions level is higher, coworker support also has a predictive effect on job satisfaction ( $\beta=0.201$ ,  $p=0.002$ ). If physicians express real behaviours at coworker support, then employees will significantly improve their job satisfaction. However, burnout has a significantly negative predictive effect on job satisfaction ( $\beta = -0.556$ ,  $p = 0.000$ ). If an employee adopts burnout behaviours, the employee’s performance level will decrease.

Overall, the relationships between the three dimensions of emotional labour and job satisfaction are not consistent. This lack of harmony also explains why the existing research on the relationship between emotional labour and job satisfaction is no too consistent. These inconsistencies are most likely due to the diversity of categorizations of emotional labour dimensions in various studies. Each study then reaches disparate conclusions.

The results of the regression analysis confirms hypothesis 1, hypothesis 2 proposed in this paper. Therefore, if a healthcare professional wants to improve their performance they should focus on how to engage in emotional labour. The emotional labour should be taken into consideration by Healthcare professionals which means that they should encourage superior support and coworker support in hospitals.

**Factor analysis of emotional labour scale**

**Table 3: KMO test results of the Emotional Labour scale**

Kaiser-Meyor - Olkin Measure of Sampling Adequacy 0.970		
Bartlett Test of	Approx.Chi-Square	1950.949
	Df	91
	Sig.	0.000

The validity test confirms whether the scale is suitable for EFA, the KMO test and Bartlett spherical test care carried out.After performing the KMO test and Bartlett spherical test on thirteen items of the emotional labour scale, it is found that the KMO value is 0.970, which is close to 1, and Bartlett spherical test was significant (Sig .<0.001). These conditions mean that questionnaire data meets the prerequisite for factor analysis. It shows that the options are relevant and suitable for factor analysis. Table 2 shows the results of the KMO test and Bartlett spherical test of the emotional labour scale.

SPSS 23.0 is then used to conduct factor analysis on thirteen items of emotional labour. This study uses principal component analysis to extract factors and uses the maximum variance on volution method to perform the rotation. The three factors extracted were superior support, coworker support, and burnout, explained variance ratio is 81.518%, which means that these factors cover most of the information in the measurement indicators and have adequate representation within the questionnaire. This phenomenon further shows and equates structural validity of the scale. Table 4 shows the factor analysis results of the emotional labour scale.

**Table 4: Factor analysis of Emotional Labour scale**

Item	Component		
	F1 superior support	F2 coworker support	F3 burnout
Q1	0.801		
Q2	0.844		
Q3	0.837		
Q4	0.821		
Q5	0.755		
Q6		0.867	
Q7		0.827	
Q8		0.815	
Q9		0.767	
Q10			0.810
Q11			0.804
Q12			0.870
Q13			0.812
Expl	81.518%		

ained Variance ratio	
----------------------------	--

**Validity test and factor analysis of Emotional Intelligence Scale**

The validity test also uses the KMO test and the Bartlett spherical test to confirm whether the scale is suitable for EFA. Table 5 shows the result of the KMO test and Bartlett spherical test, and it shows that the KMO value is 0.964, higher than 0.7. The Bartlett spherical test is significant (Sig.<0.000), which means the options are relevant and suitable for factor analysis. Table 5 shows the KMO test and Bartlett spherical test results of the emotional intelligence scale.

**Table 5: KMO test and Bartlett spherical test results of the Emotional Intelligence scale**

Kaiser-Measure Adequacy	Meyor- of Sampling	Olkin	<b>0.964</b>
<b>Bartlett Test</b>	Approx. Chi-Square		<b>1115.884</b>
	Df		<b>36</b>
	Sig.		<b>0.000</b>

SPSS 23.0 is used to perform factor analysis on the nine items of emotional intelligence, extract the factors through the principal component analysis method, and use the maximum variance method to rotate the shaft. Two factors were extracted: emotion regulation and social skills. The explained variance ratio is 82.001%, which shows that these factors cover most of the information in the measurement indicators, and the scale has a good validity. Table 6 shows the factor analysis results of the emotional intelligence scale.

**Table 6: Factor analysis of Emotional Intelligence**

Item	Component	
	F1 emotion regulation	F2 social skills
Q14	0.804	

Q15	0.795	
Q16	0.820	
Q17	0.784	
Q18		<b>0.835</b>
Q19		<b>0.801</b>
Q20		<b>0.844</b>
Q21		<b>0.867</b>
Q22		<b>0.830</b>
Explained Variance ratio		<b>82.001%</b>

**Table 7: ANOVA Results depicting influence of Emotional Labour on Job Satisfaction, Emotional Intelligence and Job Satisfaction**

Emotional Labor					
Factors	Low	Moderate	High	F	P Value
Emotional labour	3.7917	3.6218	3.4538	3.322	.029
Emotional intelligence	2.6458	2.4752	2.3269	2.772	.033
Job Satisfaction	3.4792	2.9406	2.9038	4.671	.010

The one way ANOVA results (Table 7) demonstrates that emotional labour (F=3.322, P<0.05), emotional intelligence (F=2.772, P<0.05) and job satisfaction (F=4.671, P<0.01) is significantly influenced by the level of emotional labour. As per the mean value, respondents having low emotional labour depicts high job satisfaction (Mean=3.7917) and high emotional labour demonstrates low job satisfaction (Mean=3.4538). Moreover, low emotional labour shows high emotional intelligence (Mean=2.6458) and high job satisfaction (Mean=3.4792); but high emotional labour depicts low emotional intelligence (Mean=2.3269) and low job satisfaction (Mean=2.9038). Hence, it can be inferred that job satisfaction, emotional labour and job satisfaction is significantly influenced by the level of emotional labour.

**4. Discussion and Limitations**

**Main conclusion of this research**

This study conducted a questionnaire survey on Emotional labour on Job satisfaction with Emotional intelligence as a mediator: A study on Physicians in Cuddalore District. It used SPSS 23.0 statistical analysis software to explore the relationship between these three factors through descriptive statistics, difference testing, correlation analysis regression analysis and others statistical analysis methods. Through the above discussion and analysis, the results are shown in Table 8, a summary table of hypothesis testing conditions.

**Table8: Summary table of hypothesis testing conditions**

Research Hypothesis	Result
<b>H1:</b> There is a significant difference between burnout and Job satisfaction	<b>Proved</b>
<b>H2:</b> There is a significant coworker support and superior support in Job satisfaction	<b>Proved</b>
<b>H3:</b> There is significant relationship between emotional labour and emotional intelligence	<b>Proved</b>
<b>H4 :</b> There is a significant relationship between emotional intelligence, emotional labour and job satisfaction	<b>Proved</b>

**The relationship between emotional labour, emotional intelligence and job satisfaction**

The emotional labour of physicians and job satisfaction indicate a strong link and regression impact. The precise correlation between the two indicates that the study discovered demonstrates that mediator emotional intelligence and emotional labour are related. Job contentment is specifically favourably correlated with superior support, coworker support, and emotional intelligence, while burnout behaviour is adversely correlated with job satisfaction. Burnout's detrimental effects could be attributed, for example, to the

behavior's potential to cause poor emotional performance and poorer job satisfaction.

**Limitations of this research**

The author's review of the literature and a compilation of theories from many scholars served as the foundation for the questionnaire utilised in this study to measure emotional labour, emotional intelligence, and job satisfaction. It is possible that more investigation and study are needed to determine the validity and logic of the questionnaire. The facts that the physician's performance questionnaire is generic and not specific to any particular sector or job function as one aspect to take into account. To increase the relevance and application of the empirical data, a questionnaire tailored to measure physician job satisfaction will need to be developed for future investigations.

**5. Conclusion**

This article started out by offering definitions of each variables and emphasizing the significance of emotional labour with the intervention of emotional intelligence. Then it went on to illustrate the backdrop of Emotional Labour on Job satisfaction with Emotional Intelligence as a mediator: A study conduct on Physicians in the Cuddalore District. Following this, analysis of emotional intelligence (emotion regulation, social skills), job satisfaction, and emotional labour tactics (superior support, coworker support, and burnout) laid the groundwork for the development of an appropriate theoretical framework. This article further suggested four hypotheses about the relationship between emotional labour, emotional intelligence, burnout and job satisfaction based on these characteristics and prior literature. This study gathered data on physicians who produced findings through a thorough analysis using quantitative and qualitative analysis techniques, such as a literature review and questionnaire. In addition to showing a negative relationship between burnout and job satisfaction, this study also shows a favourable relationship with superior support, coworker support, emotional intelligence, and job satisfaction. The study findings in this article have profoundly illuminating impact on the growth of theory. It

can also be used as a tool to improve physicians' job satisfaction. Finally, the study still has some flaws because of the small sample size physicians in cuddalore district and the author's limited expertise and resources. The results of this study may be enhanced by the conclusion of subsequent studies that follow the suggested follow-up steps.

#### References:

- [1] P. Suriya and Dr.M. Vanitha (2022) Healthcare Professionals' Job Satisfaction through Emotional Labour and Occupational Stress: A critical Study *Neuro quantology | November 2022 | Volume 20 | Issue 19|* |Page 3597-3607| doi: 10.48047/nq.2022.20.19.NQ99323
- [2] Larson, E. B., & Yao, X. (2005).Clinical empathy as emotional labor in the patient-physician relationship. *Jama*, 293(9), 1100-1106
- [3] Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. Berkeley, CA: University of California Press. Google Scholar
- [4] Zapf, D., Mertini, H., Seifert, C., Vogt, C., Isic, A., &Fischbach, A. (2005). Frankfurt emotion work scales—FEWS (Version 4.2.). Goethe Universität Frankfurt am Main. Google Scholar
- [5] Zapf, D., Vogt, C., Seifert, C., Mertini, H., &Isic, A. (1999). Emotion work as a source of stress: The concept and development of an instrument. *European Journal of work and organizational psychology*, 8(3), 371-400. Google Scholar.
- [6] Okpu, T.O., & Gift, J.E. (2021). The Effect of Emotional Labour on Workers' Job Satisfaction in Nigerian Money Deposit Banks. *The International Journal of Business & Management*
- [7] Kumari, P., &Aithal, P. (2022). Impact of Emotional Labour, Work-life Balance, and Job Satisfaction on Cabin Crews' Job Performance. *International Journal of Management, Technology, and Social Sciences*.
- [8] Goleman, D. (1998). *Working with Emotional Intelligence*. London: Bloomsbury
- [9] Mikolajczak, M., Luminet, O., Leroy, C., & Roy, E. (2007). Psychometric Properties of the Trait Emotional Intelligence Questionnaire: Factor Structure, Reliability, Construct, and Incremental Validity in a French-Speaking Population. *Journal of Personality Assessment*, 88, 338 - 353.
- [10] Kanwal, Z., Hashmi, M.A., &Shahzad, M.F. (2018). Emotional Labour and Emotional Intelligence of Secondary School Teachers of South Asia. *South Asian Studies*, 33, 289
- [11] Charka, R., Trisniarty, A. M., &Yamaly, F. (2022). The Effect of Motivation and Competence on Millennial Job Performance and Job Satisfaction. *International Journal of Business, Management and Economics*, 3(3), 282-292. Google Scholar
- [12] Deepti, K. (2017). The Impact of Constructive Thinking on Emotional Labour and Job Satisfaction among High School Teachers. *International Journal of Indian Psychology*
- [13] XiaohanPu (2016) The Impact of Emotional Labour on the Job Performance of Sales Staff: Company A *AcademicJournalofBusiness&Management* ISSN2616-5902Vol.4,Issue12:124-133,DOI:10.25236/AJBM.2022.041220
- [14] Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of occupational health psychology*, 5(1), 95. Google Scholar
- [15]. Zapf, D. (2002). Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human resource management review*, 12(2), 237-268. Google Scholar
- [16] Okpu, T.O., & Gift, J.E. (2021). The Effect of Emotional Labour on Workers' Job Satisfaction in Nigerian Money Deposit Banks. *The International Journal of Business & Management*.
- [17] Aktar, S., Bärtschi, A., Badawy, A.A., &Eidenbenz, S.J. (2022). Scalable Experimental Bounds for Entangled Quantum State Fidelities. *ArXiv*, abs/2210.03048.
- [18] Chen, C. K., Lin, C., Wang, S. H., &Hou, T. H. (2009). A study of job stress, stress coping strategies, and job satisfaction for nurses working in middle-level hospital operating rooms. *Journal of Nursing Research*, 17(3), 199-211
- [19] Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of occupational and*

Organizational Psychology, 76(3), 365-379. Google Scholar

[20] Morris, J. A., & Feldman, D. C. (1997). Managing emotions in the workplace. *Journal of managerial issues*, 9(3), 257-274. Google Scholar

[21] Shankar, T., & Bhatnagar, J. (2010). Work life balance, employee engagement, emotional consonance/dissonance & turnover intention. *Indian Journal of Industrial Relations*, 46(1) 74-87. Google Scholar

[22] Chen, Z., Sun, H., Lam, W., Hu, Q., Huo, Y., & Zhong, J. A. (2012). Chinese hotel employees in the smiling masks: Roles of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *The International Journal of Human Resource Management*, 23(4), 826-845. Google Scholar

[23] ] Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572. DOI: 10.1111/j.1744-6570.2007.00083.x. Google Scholar

[24] Tschopp, C., Grote, G., & Gerber, M. (2014). How career orientation shapes the job satisfaction–turnover intention link. *Journal of Organizational Behavior*, 35(2), 151-171. DOI: 10.1002/job.1857. Google Scholar

[25] Cranny, C. J., Smith, P. C., and Stone, E. (1992). Job satisfaction: how people feel about their jobs. *Pers. Psychol.* 46(1), 365–472. Google Scholar

[26] ] Crede, M., Chernyshenko, O. S., Stark, S., Dalal, R. S., & Bashshur, M. (2007). Job satisfaction as mediator: An assessment of job satisfaction's position within the nomological network. *Journal of Occupational and Organizational Psychology*, 80(3), 515-538. DOI: 10.1348/096317906x136180. Google Scholar

[27] Noah, Y., & Steve, M. (2012). Work environment and job attitude among employees in a Nigerian work organization. *Journal of sustainable society*, 1(2), 36-43. Google Scholar

[28] ] Dousin, O., Collins, N., & Kler, B. K. (2019). Work-life balance, employee job performance and satisfaction among doctors and nurses in Malaysia. *International Journal of Human*

*Resource Studies*, 9(4), 306-319. DOI: 10.5296/ijhrs.v9i4.15697. Google Scholar

[29] Krishnan, R., Loon, K. W., & Tan, N. Z. (2018). The effects of job satisfaction and work-life balance on employee task performance. *International Journal of Academic Research in Business and Social Sciences*, 8(3), 652-662. DOI: 10.1186/s12913-016-1423-5. Google Scholar

[30] ] Rasool, S.F., Wang, M., Zhang, Y., & Samma, M. (2020). Sustainable Work Performance: The Roles of Workplace Violence and Occupational Stress. *International Journal of Environmental Research and Public Health*, 17.

[31] ] Grandey (2000) "Conceptual Framework of emotion regulation performed in the work setting, Emotional Regulation in the workplace: A New Way to Conceptualize Emotional Labour" *Journal of Occupational Health Psychology*

[32] Yi-Chuan and Yue-Liang Leon Guo (2020) "Development of the nurses Occupational Stress Scale" *International Journal of Environment Research and Public Health*