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From emotions to outcomes: The role of trust and surface acting in mediating burnout and performance

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Abstract

This article looks into the connections between worker performance in the tourism and hospitality industries in Lahore, Pakistan, and emotional intelligence, trust, burnout, and surface acting. This study is all about mindfulness-based intervention program works to lessen the symptoms of sadness and anxiety. The information for this work is gathered via self-administered questionnaires and a quantitative approach. All information was collected from 307 employees from Lahore's various tourism and hospitality areas. Regression, mediation, and moderation study results indicate trust moderates between emotional intelligence, burnout is all about positively correlated with employee performance. But surface acting is negatively associated both emotional intelligence and burnout. It working as a mediator between employee performance and emotional intelligence. Employee performance is negatively impacted by burnout, which is mediated by surface acting and trust. Conclusion- According to this study, trust and emotional intelligence have a significant role in fostering favorable outcomes including worker performance and wellbeing. Additionally, the study indicates that among workers in the tourist and hospitality industries, mindfulness-based therapies may be useful in lowering symptoms of anxiety and depression. The tourist and hospitality industries may be able to enhance employee mental health and job happiness, lower burnout and turnover rates, and eventually boost overall productivity and profitability by funding programs that encourage emotional regulation and interaction with others.

Keywords: Emotional Intelligence, Burnout, Trust, Surface Acting, Stress, Role of Ambiguity, Employee Performance, Regression Analysis, Mediation Analysis, Moderation Analysis, Qualitative, Behavioral Lens.



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Introduction

Despite the increasing recognition of Emotional Intelligence (EI) in tourism and hospitality sector, employees are facing significant challenges that may negatively impact their EI and, subsequently, their Employee Performance. These challenges are predominantly associated with trust, surface acting, and burnout. (Wong & Law, 2002; Brotheridge & Lee, 2003). The interplay of these factors can result in decreased productivity and overall job satisfaction, potentially leading to high turnover rates in the sector (Maslach, Schaufeli, & Leiter, 2001).

The skill to understand own emotions as well as those of others is known as emotional intelligence. Researchers have supported that emotional intelligence is directly affected with a number of favorable outcomes in the workplace i.e. job satisfaction, leadership effectiveness and employee performance. (Wang et al., 2020; Skakon et al., 2020).

Trust is a willingness to depend on the actions of others to achieve personal goals, while simultaneously being able to predict and rely on these actions (Lee & Kim, 2019).

The degree to which a person is prepared to depend on another person and expose themselves to their actions, even when doing so carries risk and uncertainty (Dirks & Ferrin, 2020).

Burnout, Long-term stress-induced physical, emotional, and mental tiredness has been demonstrated to have a detrimental correlation with employee performance (Gagné et al., 2020; World Health Organization, 2020). It has been discovered that surface acting, or the employment of unfelt emotions presented to make a particular impression on others, negatively affects employee performance (Grandey et al., 2019; Lu et al., 2020).

A variety of results, behaviors, or actions that are pertinent to the aims and objectives of a company are referred to as employee performance, which is a complex construct. It includes the social and technical facets of a job, such as leadership, teamwork, and interpersonal skills, as well as the technical components, such as productivity, quality, and efficiency. There are various levels of analysis at which employee performance can be assessed, including individual, team, and organizational levels. Numerous elements, including as human differences, work design, company culture, and environmental conditions, all have an impact on it (Morgeson, Dierdorff, & Hmurovic, 2021).

A person's efficacy at work is greatly influenced by their performance, which is measured by how well and how much they do their work as well as how well they meet or surpass expectations (Landy & Conte, 2010). Researchers have indicated high correlation in emotional intelligence and employee performance (Goleman, 1995; Hülshager et al., 2013), while employee performance is adversely correlated with burnout (Maslach et al., 2001). Surface acting could have a detrimental effect on employee performance (Grandey, 2000; Kinser et al., 2014), while deep acting may have positive consequences.

The capacity to effectively control one's own conduct and interpersonal connections by being aware and understanding one's own emotions as well as others. (Mayer et al., 2002) is crucial for effective communication, teamwork, leadership, and decision-making in the workplace (Goleman, 1995). Additionally, studies have demonstrated that those with higher emotional intelligence typically do better at work and have more success in their jobs (Boyatzis et al., 2000). Trust is an essential aspect of any relationship, including those in the workplace, and it is vital for enhancing communication, collaboration, and productivity (McAllister, 1995). Conversely, burnout is a situation of high physical and emotional tiredness that is associated with continuous stress at work (World Health Organization, 2020). It can have serious consequences, effecting at decreased job

satisfaction, increased absenteeism, and increase turnover (Shirom, 2003). The use of surface acting, which involves "displaying external emotion while hiding internal feelings" (Kinser et al., 2014), can also have adverse impacts on workers, such as heightened emotional tiredness and reduced job satisfaction.

In conclusion, emotional intelligence, trust, burnout, surface acting, and Employee Performance are all important factors that can impact an individual's success in the workplace. By understanding and managing these variables, individuals and companies can make a good and innovative work environment. The study of above variables in the workplace is of significant importance in today's organizations.

Literature Review

Research has indicated a strong correlation between emotional intelligence has many favorable influences at workplace i.e. job satisfaction, leadership effectiveness and employee performance. For instance, Wang et al., (2020) discovered favorable relationship between EI, task and contextual employee performance in a Chinese company. Emotional intelligence (EI) directly influenced on employee performance and indirectly through the function of emotional labor on employee performance. Further significant thing that has been linked to EI and employee performance is trust. Employee performance (EP) was favorably affected with supervisor trust, and EI was positively correlated with supervisor trust. Team employee performance was favorably correlated with leaders' trust, and emotional intelligence (EI) was positively correlated with both (Toth et al., 2020; Skakon et al., 2020). Moreover, in AET theory, trust mediates the relationship in emotional intelligence and employee performance. The foundation of AET is the way person's affective and emotional experiences shape their ways to response and act behaviors (Weiss & Cropanzano, 1996; Ashkanasy & Dorris, 2017; Huang & Waldman 2020). According to Ashkanasy & Daus (2005), While emotional experiences refers the pleasant and bad sentiments experienced by employees, behaviors and attitudes are a result of cognitive judgment based on emotional experiences. Using AET as a theoretical lens to examine the relationship between emotional intelligence, trust, and employee performance suggests that trust is an attitude that arises from emotional experiences and may improve employee performance.

Hypothesis 1: Emotional intelligence shows a positive association with trust.

Hypothesis 2: Trust is directly linked with employee performance.

Hypothesis 3: Trust mediates between emotional intelligence and burnout.

While emotional experiences refer the pleasant and bad feelings experienced by employees, Behaviors and particluar responses are a result of cognitive judgment based on emotional experiences. Using AET lens to examine the relation between emotional intelligence, trust, and employee performance (Ashkanasy & Daus, 2005).

Hypothesis 1: Emotional intelligence shows a direct relation with trust.

However, surface acting, or the employment of unexpress emotions stated to convey a particular impression to others, adversely affects employee performance. A study by discovered that among a sample of customer service representatives, surface acting was inversely correlated with job employee performance (Grandey et al., 2019). A study by Lu et al., (2020) further discovered that EI had a detrimental impact on surface acting. SA was negatively linked with employee performance. COR theory (Hobfoll, 1989, 2011) employees make an effort to obtain, hold onto, and protect the tools that help them execute their jobs. Employees who are suffering resource depletion (as evidenced by emotional exhaustion) will desire to protect their current resources in

order to prevent further resource depletion (Cole, Bernerth, Walter, & Holt, 2010). As a result of repeatedly unfavorable client interactions wearing out service professionals emotionally, they are forced to work on SA as a response-focused behavior, fake emotional displays instead of adjusting felt feeling (Diefendorff & Gosserand, 2003; Rupp, McCance, Spencer, & Sonntag, 2008).

Hypothesis 4: Emotional intelligence is negatively associated with surface acting

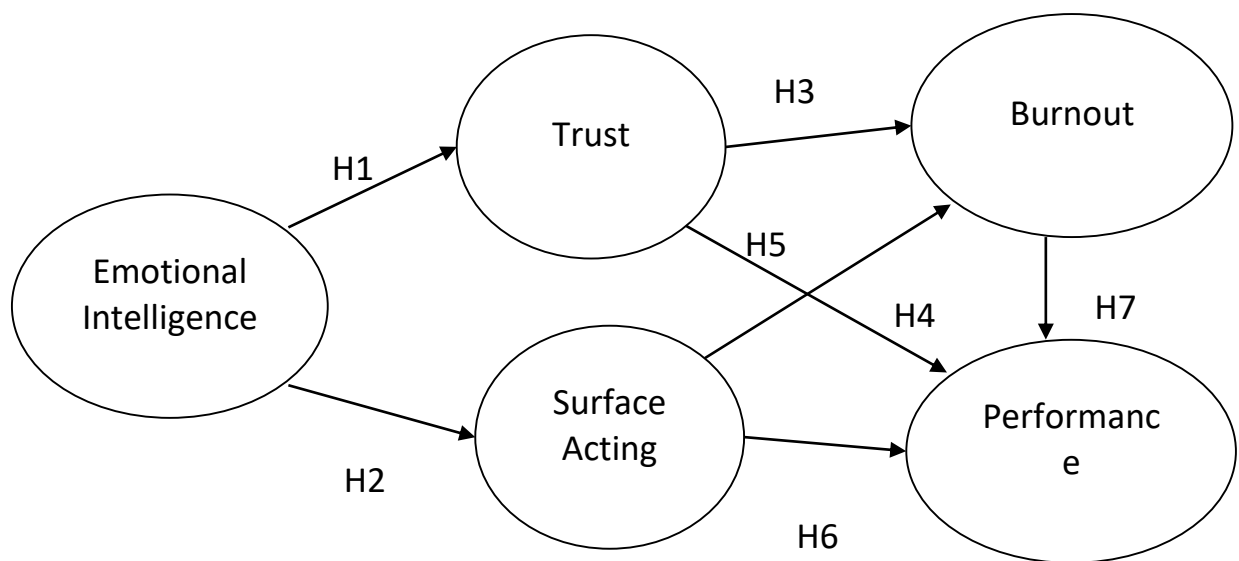
It has been discovered that burnout, a situation of high physical and mental tiredness felt on by increasing stress, has a adverse relation with employee performance. It is observed that among a sample of call center workers, burnout was negative correlated with employee performance and that burnout was adversely related with emotional intelligence (Gagné et al., 2020). The theory of Conservation of Resources (COR) define as that human motivation is responsible for both the preservation of present resources and the search for new ones. Dr. Stevan E. Hobfoll in 1989 in an effort to add to information structure of stress concept. When examining burnout, work or family stress, and general stress, COR has been used. When it comes to work-family stress, COR research has explained how resource division has influence an individual's personal life. Some papers have defined us investing more amount of resources in own's work might effect in problems within the family.

Hypothesis 5: Trust and surface acting mediate the relationship between emotional intelligence and employee performance.

Hypothesis 6: Burnout is negatively related to Employee Performance and mediated by surface acting and trust.

Overall, above research on emotional intelligence, trust, surface acting, burnout and Employee Performance are all related to each other and it's important to understand these relationships to improve Employee Performance in the workplace.

Theoretical Framework



Methodology

for examining the connection between employee performance and emotional intelligence, trust, burnout, and surface acting in Lahore, Pakistan's tourism and hotel industry. Employees in the tourist and hospitality industries in Lahore make up the study's target demographic, with a sample size of 265 determined using item response theory. Self-administered questionnaires are used in the study's quantitative research design to collect data. On the collected data, simple random approaches are used.

The 16-item Wong and Law EI measure (WLEIS; Wong & Law, 2002) is employed in this investigation. WLEIS is divided into four branches: emotion management, usage of emotion, self-awareness of emotion in others, and awareness of emotion in oneself (e.g., "I really understand what I feel"; I am quite capable of controlling my own emotions). All items be measured on Five-Point Likert Scale.

The five items on Cook & Wall's (1980) trust scale, which are used to gauge team trust (e.g., Most of my team members can be relied upon to do as they say they will do). The most popular scale for measuring interpersonal trust, which has strong psychometric qualities, is the one that is utilized (Costa & Anderson, 2011). Every question response taken on five-point Likert scale for responses.

The nine items that comprised SA scale were designed specifically for this inquiry, two were used from the emotive dissonance scale developed by Kruml & Geddes (2000), and two were based on Grandey's (2003) SA scale. Emotive dissonance is conceptually compared to SA, is the degree to which an individual's feelings differ with their behaviors. e.g "I put on an act in order to deal with customers in an appropriate way". A 5-point Likert scale was used by participants to rate each item. To measure this variable, the Maslach Burnout Inventory from 1980 was used. The three elements that are considered components of the burnout syndrome are examined by the MBI-GS Questionnaire: Weariness on an emotional level (nine items; e.g., "I feel emotionally drained from my work"), Personal Accomplishment (eight items; e.g., "I can easily understand how my recipients feel about things"), and Depersonalization (five items; e.g., "I feel I treat some recipients as if they were impersonal objects"). All items are answered in Five Point Likert Scale.

The six items scale developed by Griffin et al., 2007 is used to study the employee performance. e.g., "Carried out the core parts of your job well". And the Five Point Likert scale used for it.

To test hypotheses, regression analysis, mediation and moderation analysis is used for checking the relationship between variables. The questionnaires used in the study include standardized measures. The data collected through these measures is analyzed using SPSS 24 statistical software.

Analysis

The demographic profile of the surveyed population reveals distinct patterns across various parameters. In terms of gender distribution, males constituted the majority, comprising 69% of the total respondents, while females accounted for the remaining 31%. Age-wise, the majority fell within the 20-30 years' bracket, comprising 82% of respondents, followed by individuals aged 30-40 years, albeit in smaller numbers. Interestingly, there were no respondents aged 40 years and above, indicating a predominantly young, as shown in Appendix-A.

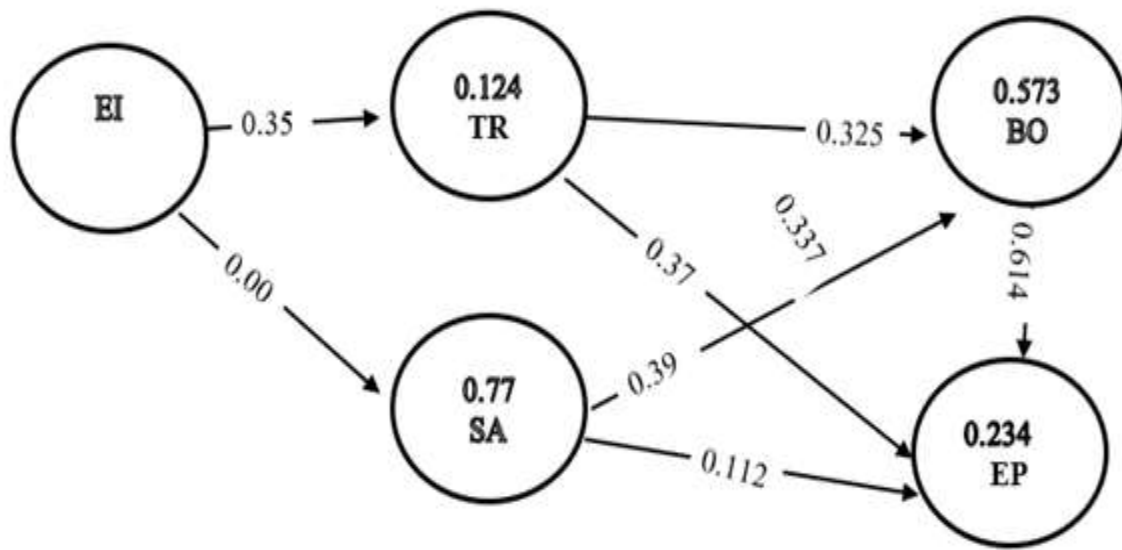
Regarding marital status, a significant proportion of respondents were married, constituting 59% of the total, followed by single individuals and a smaller number of divorced respondents. In terms of qualifications, the majority held Bachelor's degrees, representing 82% of respondents, while

Master's degree holders constituted 17%, with no respondents possessing a Ph.D. qualification. Work experience varied, with a substantial portion of responses having 0-3 years of experience, indicating a relatively young and early-career demographic. Similarly, tenure in the current company was predominantly within the 0-1-year range, with 83% of respondents falling into this category, highlighting a potentially transient workforce with limited tenure in their current roles.

The data reveals that 69% of respondents hold permanent positions, while contract workers and freelancers constitute 34% and 14% of the workforce, respectively, showcasing a diverse range of employment arrangements. In terms of job designations, lower level employees dominate the landscape, comprising 27.6% of respondents, followed by senior software engineers at 13.8%. Other prominent roles include business development managers, human resource executives, and UI/UX designers, underscoring the multifaceted nature of the surveyed workforce, which encompasses technical, managerial, and specialized functions.

The hypothesis tests evaluate the correlation strength between observed variables and latent constructs within the model, with values nearing 1 (or -1) indicating strong associations, those between 0.5 and 0.7 (or -0.5 and -0.7) denoting substantial links, and values below 0.5 (or -0.5) representing weak associations. Moving on to construct reliability and validity, Cronbach's alpha assesses internal consistency, ensuring consistent measurement of underlying constructs, while construct validity, encompassing convergent/divergent validity, criterion validity, and content validity, determines the precision with which the measurement tool evaluates the intended construct.

Path Coefficients Relationships	Original sample (β)	T-statistics (O/STDEV)	P values	Direction
BO -> EP	0.-141	2.505	0.023	SUPPORTED
EI -> SA	0.277	7.017	0.000	SUPPORTED
EI -> TR	0.353	8.013	0.000	SUPPORTED
SA -> BO	0.394	10.251	0.000	SUPPORTED
SA -> EP	0.112	1.986	0.041	SUPPORTED
TR -> BO	0.325	9.757	0.000	SUPPORTED
TR -> EP	0.374	6.459	0.000	SUPPORTED
Indirect Specific Effect (Mediating Effect)				
EI -> TR -> BO -> EP	0.105	2.502	0.002	SUPPORTED
EI->SA->BO-> EP	0.117	2.478	0.004	SUPPORTED



Structural Model with Path Coefficient

The analysis of the mediating effects reveals that several relationships are supported. Specifically, the relationship from Emotional Intelligence (EI) through Trust (TR) to Burnout (BO) and subsequently to employee Performance (EP) is supported with a β value of 0.105, T statistics of 2.502, and a P value of 0.002. Similarly, the path from EI through Surface Acting (SA) to BO and then to EP is also supported, indicated by a β value of 0.117, T statistics of 2.478, and a P value of 0.004. These results confirm that all these hypothesized indirect effects are statistically significant and thus supported.

Conclusion and Discussion

Despite sample size and generalizability limitations, the study provides insightful information. It emphasizes how important it is to put worker well-being and create a healthy environment for tourism and hospitality in Lahore and elsewhere. Employees' emotional intelligence and trust can be increased through interventions like mindfulness-based training, which can promote mental health and decrease surface acting and burnout. In the end, profitability and productivity might rise. The findings of this research, which are also corroborated by COR and AET theories, provide light on the connections between employee performance and emotional intelligence, trust, burnout, surface acting, and the tourism and hospitality industry in Lahore, Pakistan.

The study's conclusions are helpful to businesses in the travel and hospitality industries because they offer guidance on how to boost worker productivity by managing emotions, trust, and stress at work well. In order to promote a healthier work environment, it is imperative to give emotional intelligence and trust-building activities top priority in the workplace. Validation requires more investigation and the use of comparable solutions across industries.

Recommendations

It is advised to put mindfulness-based training and related interventions into practice. It is imperative that future research tackles study constraints in order to validate efficacy in various circumstances. Regarding the study's limitations, the sample size may limit its potential to be generalized because it only comprises workers in the tourist and hospitality industries in Lahore, Pakistan, who are between the ages of 22 and 40. Furthermore, the surveys' self-reported nature may make the data prone to response bias, and the cross-sectional form define it more difficult to prove a relation between two variables. The study did not take into account any confounding variables like employment duration, work hours, or job satisfaction that may have an impact on the association between emotional intelligence, trust, burnout, surface acting, and employee performance.

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APPENDIX-A

Category	Subcategory	Respondents	Valid %
Gender	Male	250	69
	Female	112	30.9
Age	20-30 Years	300	82
	30-40 Years	62	17
	40 Above	0	0
Marital Status	Single	140	38.7
	Married	215	59.3
	Divorced	7	1.9
Qualification	Bachelors	300	82
	Masters	62	17
	PhD	0	0
Work Experience	0-3 Years	250	69
	3-5 Years	50	13.8
	5-8 Years	40	11.04
	8-12 Years	12	3.3
	Above 12 Years	10	2.76
Stay in Current Company	0-1 Years	300	82
	1-3 Years	40	11
	3-5 Years	12	3.3
	Above 5 Years	10	2.7
Employment Type	Permanent	250	69
	Contract	100	27.6
	Freelancer	12	3.3
	CEO	5	1.3
	CTO	4	1.1
Designation	Director	2	0.5
	Lower level employees	100	27.6
	Senior Software Engineer	50	13.8
	Associate Software Engineer	30	8.2

Unity Developer	15	4.1
UI/UX Designer	12	3.31
Graphic Designer	10	2.76
Business Development Manager	10	2.7
Business Development Executive	17	4.6
Human Resource Manager	10	2.7
Human Resource Executive	11	3.03
Admin	12	3.3
SEO Content Writer	12	3.3
Search Engine Optimizer	12	3.3
App Store Optimizer	15	4.1
Other	25	6.9
Total	362	100
