

# Does Deep Acting and Surface Acting Play a Role Between Customer Orientation and Job Outcomes? A Study of Fast Fashion Boutiques

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Since an essential element of service quality is how employees communicate with customers, customer orientation and employee's emotions become significant for sales personnel. The proposed study investigates how a relationship is drawn in the fashion clothing industry by using the person-job fit theory perspective on emotional labour. The study has employed a quantitative research method. A sample containing data of 250 people has been collected from frontline sales employees and managers working in fashion clothing boutiques of Lahore. Partial Least Square Structural Equation Modeling (PLS-SEM) was used to analyse measurement and structural model. The study outcome suggested that worker's customer orientation is positively associated with employee job satisfaction (work attitude outcome) and deep acting emotional labour perspective while negatively related to emotional exhaustion and surface acting emotional labour perspective. Results also revealed that deep acting emotional labour perspective positively mediates and surface acting negatively mediates the connection between customer orientation and job satisfaction. Whereas, in the case of customer orientation and emotional exhaustion, surface acting positively and deep acting negatively mediates the relationship. The findings also discussed the practical and theoretical implications. The research investigates a unique model in the context of the fashion clothing textile industry.

**Keywords:** *Customer Orientation, Employee Emotional Labour, Emotional Exhaustion and Job Satisfaction, Fashion Industry*

## Introduction

The clothing fashion industry witnesses that delivering products and services to the customers has more importance than ever before. McKinsey & Company exhibited in his report that due to good experience of service staff, 85% of the customers revisited the services and products of the organisation and due to bad behaviour and 70% purchased less (Beaujean et al., 2006). Daniel & Darby (1997) state that customers' requirements change and evolve over a period to cope with their expectations, so the quality of goods and services should be maintained accordingly to fulfill their needs adequately. Supported later by Kim & Ok (2010), sales employees' behaviour towards customers possesses fundamental importance for customer satisfaction, loyalty and ultimately for business profit enhancement. According to Zeithmal et al. (2013), it is inevitable to retain customers by keeping a high level of customer orientation (CO) in a competitive business environment. It is widely acknowledged that an organisation's ability to generate revenue by customer orientation depends on the employees who implement it (Brach et al., 2015; Kennedy, Lassk and Goolsby, 2002; Lin et al., 2016).

Customer orientation is a term that explains the pre-emptive behaviour of sales or frontline employees toward satisfying customer needs (Brown et al., 2002). It deals with the employees' beliefs to satisfy the need and demands of the customers (Donovan et al., 2004). Indeed, previous literature on organisational behaviour shows that customer orientation makes several occupational-related consequences at the single worker level, containing work fulfillment, employee job satisfaction, structural responsibility, employee citizenship behaviour in an organisation, and excellent work execution and engagement. (Zablah et al., 2012; Babakus et al., 2009). Such research studies have shown that employees who contain a high-level of customer orientation like their jobs, serve their customers to the best of their performance with a good attitude, and think less about leaving their jobs than the employees maintaining a low customer orientation (Donovan et al., 2004).

Although the positive impacts of customer orientation can be found in previous literature, some gaps are also found in previous literature regarding customer orientation and job satisfaction. Particularly, a study conducted by Donavan et al. (2004) to measure the association among employees' satisfaction from their job, and customer orientation with utilisation of theory known as the theory of job fit found out that employees with high customer orientation are more satisfied from their career than an employee with less customer orientation, but why this happens, he missed out the element of psychological mechanism which is yet to be explored. Another gap found in the literature relates to the emotional personality of the employees and work-related personality exhaustion. When an employee is at his work, he keeps aside his personal feelings and inner emotions and is a fake personality most of the time to please the customers. This may affect the employees on the positive side as well as the negative side. Similarly, when an employee is at work, it always feels excessive stress, and that high physical and psychological job expectations lead to a negative influence on job satisfaction. In many earlier studies, researchers highlighted the prominence of emotional labour and emotional

exhaustion mostly among service employees of the hospitality industry to develop a better understanding of employees' job-related behaviours like job burnout, service misbehaviour, turnover intention, job satisfaction and service performance (Lee & Ok, 2015; Karatepe & Choubtarash, 2014; Karatepe, 2011; Aleshinloye, 2009). Humphrey et al. (2015) commented that negative results related to emotional labour might not really be because of the utilisation of such methodologies, but rather a result of poor person-job fit.

Consequently, jobs that require careful self-monitoring of emotional displays, hiring the right persons and providing them with adequate training may actually lead to positive outcomes. Although limited research studies were found which used emotional labour perspective to study the association between customer orientation and job satisfaction, there was no research found in this area in Pakistan's context, especially in the fashion clothing textile industry discussing these variables. Therefore, the objective of the current study is to test the diverse elements or perspectives of emotional working labour on the relationship of customer orientation, emotional exhaustion and employee job satisfaction, examining the mediating effect of emotional labour perspective to expand the knowledge of constructs association for fashion clothing textile industry. However, the current research is being designed to inspect the direct and mediating influence of emotional labour perspective on the association among customer orientations, job attitude (measured by job satisfaction) and employee health well-being (measured by emotional exhaustion) in the Pakistani fashion clothing textile industry. In other words, the study is designed to explain whether sales staff with high customer orientation are more likely to have high job satisfaction (work attitude outcome) and less emotional exhaustion (health welfare outcome) and vice versa from an emotional labour perspective.

Based on the previous literature and extracted research gaps the following research questions will be addressed in this study.

1. What are the direct relationships between customer orientation, emotional labour perspectives, employee emotional exhaustion (health welfare outcome) and employee satisfaction from the job (work attitude outcome)?
2. What are the relationships between customer orientation, emotional exhaustion and employee satisfaction from the job along with the mediation role of different working labour emotional perspectives?

## **Literature Review**

### **Employee's customer Orientation:**

Saxe & Weitz (1982) initially characterised customer orientation as fulfilling client requirements, while later on, Kim & OK (2010) studied customer orientation as a level of interaction of salesperson and customer to look for manufacturing and building long haul customer connections. Whereas previous studies from this domain have intellectualised

customer orientation either at the firm level or at a single employee level. In studies directed at the level of the firm, customer orientation is "*the arrangement of convictions that puts the client's advantage initially, while not barring those of different partners, for example, bosses, executives, and firm's representatives, with a specific end goal to build up a long haul gainful venture*" (Deshpande et al., 1993, p.28). Consequently, at the level of firms, customer orientation speaks about the standards of organisational oriented activities with real potential clients such as outlining administration frameworks, generating and implementing hierarchical administration benchmarks, methodology, arrangements, giving training and assessing improvement in perfect service delivery (Saura et al., 2005; Kennedy et al., 2003; Lee H Jung et al., 2016).

Customer orientation at the individual level alludes to the services at a personal level to fulfill clients' requirements or needs through proper service of superior qualities (Donavan et al., 2004). It speaks to gear continuous up-gradation in service quality for a client on individual predisposition or slant to give support services concerning client benefit associations. Researchers like Cha (2005); Stock and, Hoyer, (2005); Susskind et al. (2007) and Jung et al. (2016) additionally regard customer orientation as a surface-level human identity characteristic that can impact inside setting particular circumstances by more profound, more essential personality characteristics like pleasantness and enthusiastic security. So, they characterise customer orientation as a continuing characteristic inclination to give better services through a real craving then to fulfill client needs and appreciate it.

### **Emotional Labour:**

Hochschild (1983) arranged the work attempted by firms' representatives and sold to clients into three unique types that benefit the firms and gain workers compensation by the coordination of work: physically (the psyche and body), mentally (personality), and emotionally (appropriate open emotional expression). In particular, working labour emotion has characterised the administration of feeling to make a publicly noticeable facial and bodily presentation; emotional labour is sold for a wage and in this manner has trade esteem (Hochschild, 1983). The significance of emotional labour shifts, as indicated by research in various fields. Emotional labour refers to the state in which one manages emotions and expressions according to rules and regulations of the workplace (Hochschild, 1983). In service organisations, display rules have set the standards of attitudes and require showing a calm, polite and warm behaviour in sale or service customer interactions, which necessitates to dig out all deleterious emotions such as frustration, annoyance or indifference in product sale encounters (Morris and Feldman, 1996; Wharton, 2009; Allen et al., 2010; Lee H Jung et al., 2016).

According to emotional labour theory, there are surface acting and deep acting as two outcomes of employees' Customer orientation (Yoo and Arnold, 2016) and suggests that the link between employee customer orientation and performance is stronger when the emotion regulation of

employees is more reliable (Allen et al., 2010; Brach et al., 2015). As per researcher, emotional labour has four distinct attributes (i) emotional labour takes place as an interpersonal association including an abnormal state of voice-to-voice or eye to eye contact with clients (Wharton, 2009); (ii) emotional labour need to show legitimate facial appearances, motions, and voices in consistence with association controls (Allen et al., 2010) ; (iii) emotional labour must try certain endeavors to alter their private sentiments in accordance with organisational or authoritative emotion desires or expectation (Lee H Jung et al., 2016); (iv) emotional labour is a change of representatives' inward emotions that obey organisational feeling expression standards so they can be sold as an item and have trade esteem (Jung et al., 2016).

### **Employee Job satisfaction:**

Employee job satisfaction is characterised as a gratifying or constructive enthusiastic state stimulated from an individual's personal particular assessment of their occupation, circumstance of work, or his/her own specific involvement with work (Mottaz, 1988). Like manner, numerous researchers have intellectualised or operationalized employee job satisfaction a full of feeling state. Employee job satisfaction is additionally seen by numerous analysts as an individual's universal cognitive mentality or attitude leading toward his/her employment or particular properties of occupation. Brief (1998) characterised job satisfaction as an interior state which is communicated through emotional or potentially psychological assessments of an occupation involvement with some level of endorsement or disapproval. Weiss (2002) also supports the psychological approach and characterised work fulfillment as an optimistic or adverse appraisal of an individual's employment or job circumstance.

Furthermore, employee job satisfaction is also intellectualised differently for the target that one needs to evaluate (Spector, 1997). For instance, one can consider and evaluate different parts of the job; the work which one is doing, the organisation, the behaviour of the employer and managers (Lee, 2000; Jung et al., 2016).

### **Emotional Exhaustion:**

Emotional exhaustion is an employee's condition of strength depletion and lack of assets of patience (Cordes & Dougherty, 1993) caused by extensive communication with others, i.e., clients. It is portrayed by pressure, exhaustion, to a great degree, low working feeling and an absence of mental commitment (Grandey, 2003; Mulki, Jaramillo & Locander, 2006). Workers encounter the top exhaustion mentally or see that the depletion of energy will forbid successful product creation or service delivery. This over-burdening of emotional requests on employees brings in exhaustion and the absence of energy rationally, inwardly, or some of the time physically (Pugh et al., 2010; Raman, Sambasivan & Kumar, 2016).

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### **Person–environment and person-job fit theory in organisations:**

The study considers a person–job (P-J) fit in organisations and person-environment (P-E) fit theory to examine the association between customer orientation and employee satisfaction with the job. Person-environment fit theory defines the extent to which employee and workplace have compatibility (Cable & Parsons, 2001). On the contrary, person–job refers to the connection between a service employee and his/her employment or job (Kristof-Brown & Guay, 2011). Workers trust they correspond with their occupations if their personalities and capabilities satisfy the work prerequisites. On the other hand, employees without the essential aptitudes and capabilities to play out work might feel insufficient or overwhelmed. Such a representative may see a crisscross with employment (Bliese & Jex, 2002).

### **Hypotheses Development:**

#### **Customer orientation and emotional working labour perspectives:**

Customer orientation is an essential element in anticipating distinctive ways of employee behavioural reaction to an authoritative firm’s display of rules. An inclination to give predominant services through receptiveness, responsiveness and with honest desire to satisfy or fulfill customer’s needs (Brown et al., 2002), customer orientation might lead to a single asset which an employee of a firm can utilise to help with the application of emotional work (Hogan et al., 1984; Lee & Ok, 2012; Mourtou, & Niakas 2012). Subsequently, by utilising P–J fit theory assumptions, one can construe that an employee’s customer orientation is linked positively with a deep acting emotional labour perspective and associated adversely or negatively with a surface acting emotional labour perspective. Workers with high customer orientation may have enough individual assets to react to the requests of emotional labour and in this way, they better fit their employment work (Xanthopoulou et al., 2007; Austin, Dore, & O’Donovan, 2008; Brotheridge, 2006; Raman, Sambasivan & Kumar, 2016). Accordingly, during customer interaction in service, they will probably demonstrate their attitudes and behaviours in employment that need exertion/effort to satisfy the customer (Smith et al., 2012). Whereas, workers with low customer orientation may have less subjective and emotional assets for taking care of emotional work request, thus confronting more prominent difficulties. They are less inspired to perform work and therefore get to be distinctly cautious and abstain from demanding client communications. Whereas, they may react satisfactorily during serving the customer to show rules employing surface acting deprived of participating in extra effort or deep acting (Pettijohn et al., 2007; Lee H Jung et al., 2016).

Consistent with such thinking, past researches recommend that customer orientation, as an interpersonal asset, lessens the pessimistic or negative impacts of occupational-related requests and accordingly empowers the workers to draw in additionally the behaviour of deep acting when having high customer orientation (Brotheridge & Grandey, 2002; Brown et al., 2002 & Smith et al., 2012), and indulge in surface acting when having low customer orientation (Allen

et al., 2010; Lee H Jung et al., 2016). Thus, this study proposed the following relational hypothesis.

**H<sub>1a</sub> & H<sub>1b</sub>:** Customer orientation is significantly connected or related to emotional labour perspectives.

### **Emotional working labour and emotional exhaustion:**

Previous literature on emotional working labour shows surface acting will probably have inverse or negative impacts, for example, depersonalisation and emotional exhaustion, while deep acting is by all accounts connected with constructive or positive results, for example, individual achievement and a feeling of prosperity (Grandey, 2003; Montgomery et al., 2006; Goldberg & Grandey 2007). Findings of Johnson and Spector's (2007) study also favour this idea that surface acting is decidedly or positively connected with emotional exhaustion, while emotional exhaustion is negatively or pessimistically related to deep acting emotional labour perspective. Further, Lee (2010) also demonstrates that surface acting is positively linked and deep acting emotional labour perspective is negatively linked or associated with depersonalisation or emotional exhaustion

In light of the above contentions, we place the accompanying hypotheses:

**H<sub>2a</sub> & H<sub>2b</sub>:** Emotional labour perspectives significantly connected or related to employee emotional exhaustion.

### **Emotional working labour and job satisfaction:**

Research said that distinct perspectives of emotional labour could have either negative or positive impacts conditioned with the acting behaviour. Deep acting makes the employees more satisfied with the workplace and develops positive changes. On the contrary surface acting has damaging penalties like work burnout or dissatisfaction at the workplace. As Totterdell & Holman (2003) showed, emotional labour perspectives such as deep acting increases employee's performance in work more than emotional labour perspective like surface acting. Also, Lee & Ok, (2015) come with results that employees are more satisfied with their occupation or work routine who experience a deep acting emotional labour perspective than employees who experience a surface acting emotional labour perspective. Opposite to this, researchers like Zapf et al. (1999); Grandey, (2003); Lee & Ok, (2015); Kim, (2010) and Lee H Jung et al. (2016) found surface acting emotional labour perspectives lead employee to feel stress, tension, dissatisfaction from job, service burnout, and misbehaviour in service conduct. Thus, this research proposed following relational hypothesis

**H<sub>3a</sub> & H<sub>3b</sub>:** Emotional labour perspectives are significantly connected or related to employee job satisfaction.

### Customer orientation, emotional working labour perspectives, employee job satisfaction and emotional exhaustion:

It is not explored yet how customer orientation affects employee work outcomes like job satisfaction and health well-being like emotional exhaustion in Pakistan textile clothing stores. However, person-job fit theory elaborated the linkage of customer orientation with job satisfaction with two types of emotional labour; deep acting and surface acting as a mediator (Farrell & Oczkowski, 2009). Harris et al. (2005) explained in their research that high customer orientation provides job satisfaction to employees by giving service to the customers and making them happy. It makes workers more capable of adopting deep acting. On the contrary, low customer orientation creates surface acting and dissatisfaction to the workers.

**Hs:** Emotional labour perspectives significantly mediates the connectivity or association among customer orientation, emotional exhaustion and employee satisfaction from the job.

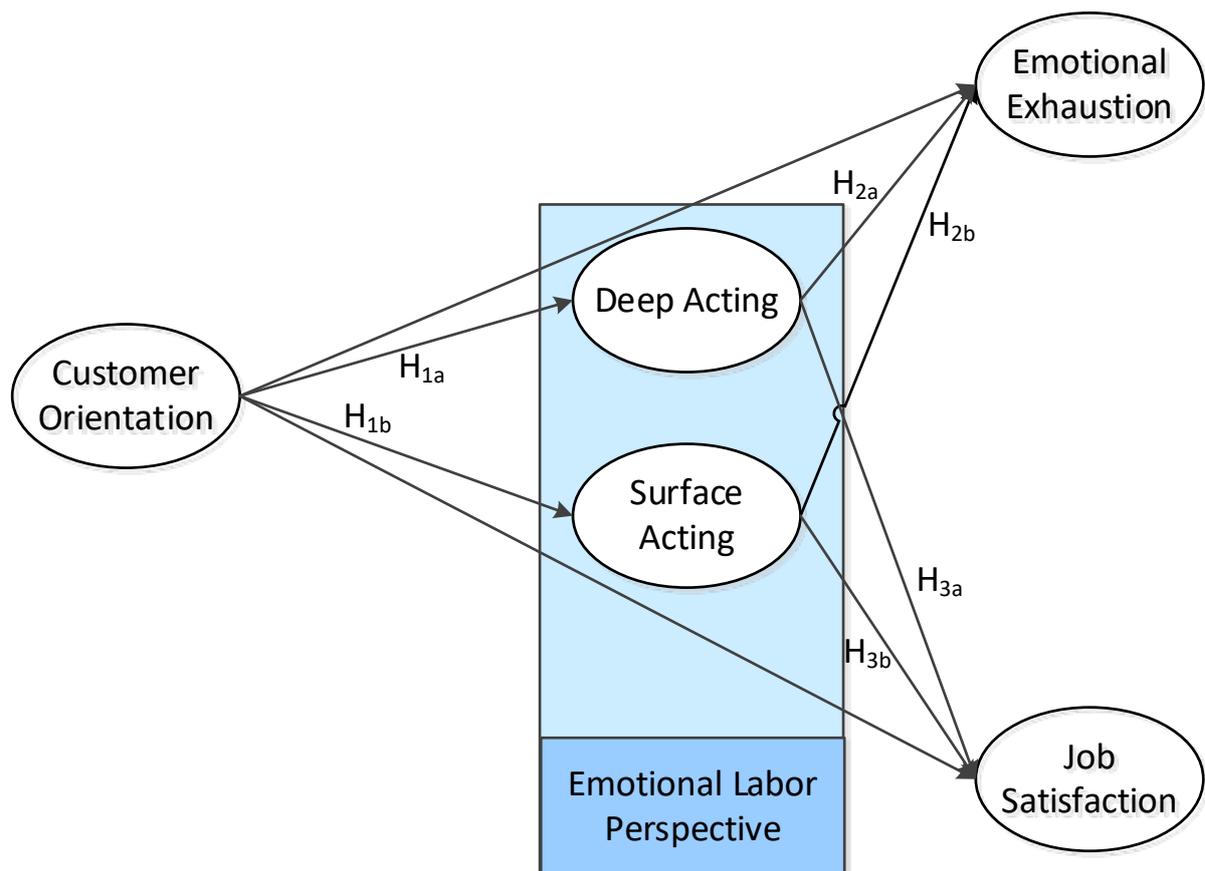


Figure 1: Research Framework

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## Materials and Methods

### Sampling and data collection:

To confirm or investigate the suggested research problem, the study used a quantitative research method (i.e. survey method) and conducted a non-probability convenience sampling technique to contact frontline sales employees and managers working in fashion clothing boutiques in Lahore, Pakistan. To collect response data from the target population, we reached around 100 fashion clothing outlet owners and requested them to allow us to meet with their employees and get their feedback on the designed questionnaire. Those employees were informed to fill the questionnaire at their convenience. We also set out the questionnaire if the eligibility of participants was not met while screening the questionnaire, so out of 300 distributed questionnaires, 10 respondents were disqualified and 40 participants did not complete 50 per cent of the survey questionnaire. Therefore, for the final data analysis, 250 data responses were used.

### Scale measurements and analysis

Employee attitudinal customer orientation was adopted from widely used earlier research studies (Susskind et al., 2007) and was measured by six items. Emotional labour perspectives measured through fifteen items were also taken from the previous survey of the Chu and Murrmann's (2006) to assess the emotional labour perspective (deep acting and surface acting) that employees utilise in interaction with their customers. These fifteen items were also tested by previous studies (Gursoy et al., 2011; Kumar Mishra, 2014) and confirmed satisfactory reliability with Cronbach alpha values between 0.7 and 0.9. Employee satisfaction from the job will be measured by three items developed by Cammann et al. (1979) and emotional exhaustion is measured by four items adopted from Maslach et al. (1996). The study uses the five-point Likert scale to measure all these constructs, i.e. (1 = strongly disagree to 5 = strongly agree).

Responses were analysed through three phases in this study; the first phase of analysis evaluated the input of data, missing data distribution and a check of the existence of outliers in data through descriptive analysis. The partial least square structural equation modelling applied in this study consisted of two models, i.e. (measurement and structural). Psychometric properties of each selected construct of the survey (reliability and validity) were evaluated and tested by Cronbach alpha, composite reliability, convergent and discriminant validity under the measurement model of Structural equation modelling. The model hypothesised relationship among selected constructs was tested in the structural model with path coefficient and t-statistic value. Lastly, to test the partial or full or no mediation role was ascertained by the Sobel mediation test.

## Results:

**Table-1 Demographic Profile of Respondents N = 250**

Variable	Category	Frequency	Percentage (%)
<b>Gender</b>	Male	115	46.0
	Female	135	54.0
<b>Education</b>	Graduation	125	50
	Masters	95	38
	MS/M.Phil	21	08.4
	Ph.D.	9	03.6
<b>Job Position</b>	Sales Staff	159	63.6
	Executive	86	34.4
	Supervisor	5	02.0
	Manager		
<b>Experience</b>	Less than 2 years	38	15.2
	2-5 years	126	50.4
	5-8 years	81	34.4
	8years and above	5	02.0

Source: Researcher calc.

Table 1 shows that out of the 250 respondents, 54 % (n = 135) were male and 46% (n =115) were female, which means there is almost equal participation of both gender groups. Of the 309 respondents in the sample, 57.6% were female (n = 178), and 42.4% were male (n = 131). Approximately 50% of the sample respondents (n = 125) have a graduate degree or 14 years of education and 38 % of participants (n = 95) have a Master's degree or 16 years of education. Of the respondents, 50.4% (n = 126) had been working in the retail fashion clothing industry for 2-5 years and 32.4 % (n =81) had been working for more than 5 years, while only 15.2% (n = 38) were working from 1 year or less. In term of job position, 159 respondents (63.6%) described their work as front office sales staff, and 86 participants were at the executive level (32.4%).

### Measurement model analysis:

In the measurement model of partial least square structural equation modelling (PLS-SEM), factor loading values, two measures of two reliability (Cronbach alpha and Composite reliability), convergent validity and discriminant validity of each construct have been analysed. As per the PLS-SEM protocol and the criterion of Yap, Ramayah and Shahidan, (2012); Surlenty, Ramayah & Tarmizi (2013) and Hair et al. (2014), the values of Cronbach's alpha and composite reliability should be more than or equal to 0.70. The value for convergent validity, usually measured by the average variance extracted (AVE) value, should be 0.5 or more.

**Table 2 Reliability Versus Convergent Validity of Construct**

Model Construct	Construct's Items	Factor Loading Value	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
<b>Customer orientation</b>	CO1	0.835	0.916	0.934	0.704
	CO2	0.818			
	CO3	0.845			
	CO4	0.835			
	CO5	0.852			
	CO6	0.849			
<b>Emotional Labour—Deep Acting</b>	ELDA1	0.794	0.902	0.925	0.672
	ELDA2	0.814			
	ELDA3	0.850			
	ELDA4	0.831			
	ELDA5	0.830			
	ELDA6	0.799			
<b>Emotional Labour—Surface Acting</b>	ELSA1	0.754	0.917	0.932	0.603
	ELSA2	0.768			
	ELSA3	0.747			
	ELSA4	0.775			
	ELSA5	0.813			
	ELSA6	0.817			
	ELSA7	0.756			
	ELSA8	0.741			
	ELSA9	0.812			
<b>Emotional Exhaustion</b>	EE1	0.821	0.846	0.897	0.686
	EE2	0.884			
	EE3	0.776			
	EE4	0.828			
<b>Job Satisfaction</b>	JS1	0.750	0.707	0.839	0.637
	JS2	0.710			
	JS3	0.919			

Source: Researcher Calc.

Table 2 shows that the factor loading value of all items of each construct is more than the threshold value 0.7. Similarly, to examine the reliability of the constructs, two measures were used and it is found from Table 2 that both measures have values for each construct of more than 0.7. Further, construct validity was examined by convergent validity and discriminant validity. Where convergent validity's degree is measured or expressed by average variance extracted (AVE) value. Table 2 shows that the value of AVE for each construct is also found to be more than 0.5. Whereas, discriminant validity explains that the level each variable is different from another variable. For the discriminant validity criterion given by Fornell & Larcker (1981), the value after taking the square root of AVE of each construct should be on the higher side compared to other construct's discriminant validity. Table 3 reveals that discriminant validity for each construct was also found to be valid. Table 2 and Table 3 indicated that these results supported that the collected data was reliable and valid.

**Table 3. Discriminant validity**

	CO	ELDA	ELSA	EE	JS
CO	<b>0.839</b>				
ELDA	0.824	<b>0.820</b>			
ELSA	-0.348	-0.452	<b>0.776</b>		
EE	-0.162	-0.283	0.723	<b>0.828</b>	
JS	0.345	-0.174	-0.204	-0.144	<b>0.798</b>

Source: Researcher Calc.

**Discussion:**

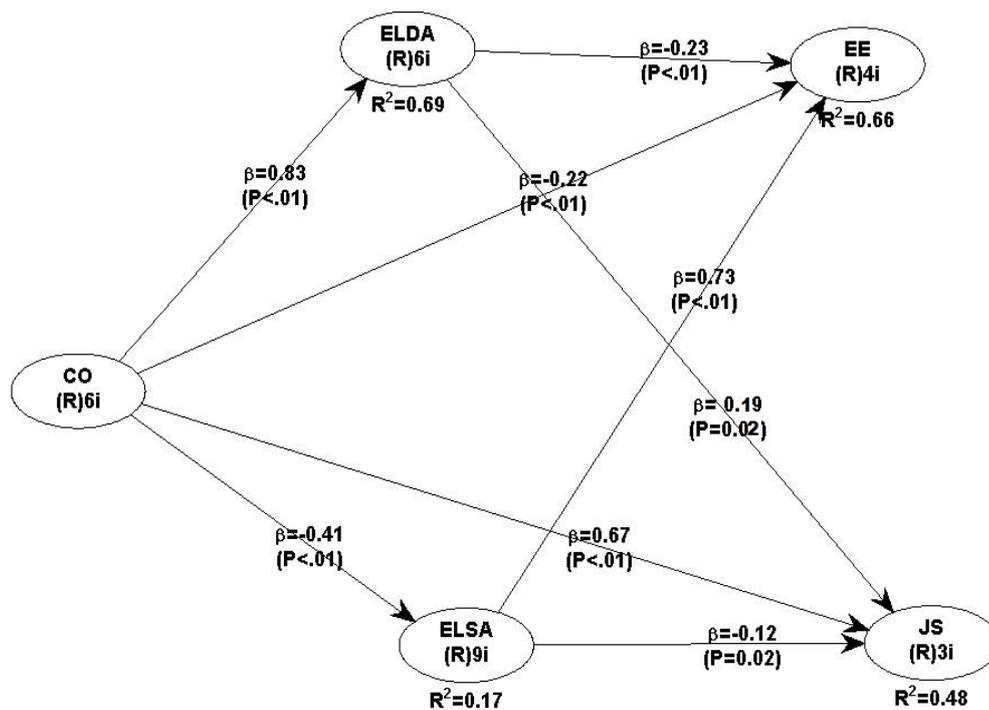


Figure 2: PLS Path Analysis

**Table 4: Testing Hypotheses**

	RELATIONSHIP	COEFFICIENT (BETA)	STANDARD DEVIATION	T- STATISTIC	P- VALUE	HYPOTHESIS DECISION
<b>DIRECT</b>	CO -> EE	-0.22	0.056	-3.923	0.00	Accepted
<b>DIRECT</b>	CO-> JS	0.67	0.052	12.885	0.00	Accepted
<b>H<sub>1A</sub></b>	CO -> ELDA	0.83	0.051	16.275	0.00	Accepted
<b>H<sub>1B</sub></b>	CO-> ELSA	-0.41	0.054	-7.593	0.00	Accepted
<b>H<sub>2A</sub></b>	ELDA -> EE	-0.23	0.056	-4.107	0.00	Accepted
<b>H<sub>3A</sub></b>	ELDA -> JS	0.19	0.057	3.333	0.02	Accepted
<b>H<sub>2B</sub></b>	ELSA -> EE	0.73	0.052	14.039	0.00	Accepted
<b>H<sub>3B</sub></b>	ELSA -> JS	-0.12	0.057	-2.105	0.02	Accepted

Source: Researcher Calc.

The current study estimated the five constructs model by using Partial least square Structural equation modelling, where the path analysis diagram of PLS-SME explain the one unit change cause effect association between constructs by keeping other things constant. Figure 1 and Table 4 show the results of Structural path analysis with standardised beta coefficient, t-statistic and significance p-value. First, the result shows the significant positive effect of customer orientation on employee job satisfaction or employee work attitude outcome ( $\beta = 0.67$ ;  $t = 12.885$ ,  $p < .01$ ) and a significant negative effect of customer orientation on emotional exhaustion or employee health welfare outcome ( $\beta = -0.22$ ;  $t = -3.923$ ,  $p < .01$ ). In addition, standardised estimated beta coefficients indicated the significant positive relationship of customer orientation with deep acting emotional labour perspective ( $\beta = 0.83$ ;  $t = 16.275$ ,  $p < .01$ ) and a significant negative relationship with surface acting emotional labour perspective ( $\beta = -0.41$ ;  $t = -7.593$ ,  $p < .01$ ), supporting H<sub>1a</sub> and H<sub>1b</sub>. Further the outcome of path analysis revealed that emotional labour deep acting significantly influences employee job satisfaction or employee work attitude outcome positively ( $\beta = 0.19$ ;  $t = 3.333$ ,  $p < .05$ ) and influences emotional exhaustion or employee health welfare outcome negatively ( $\beta = -0.23$ ;  $t = -4.107$ ,  $p < 0.01$ ), supporting H<sub>2a</sub> and H<sub>3a</sub>. Similarly, emotional labour surface acting significantly influences emotional exhaustion or employee health welfare outcome positively ( $\beta = 0.73$ ;  $t = 14.039$ ,  $p < .01$ ) and influences employee job satisfaction or employee work attitude outcome negatively ( $\beta = -0.12$ ;  $t = -2.105$ ,  $p < .05$ ), supporting H<sub>2b</sub> and H<sub>3b</sub>.

The objective of the current research study was to examine the direct and indirect effect of customer orientation on employee job satisfaction (Donavan et al., 2004) and emotional exhaustion (Montgomery et al., 2006). More precisely, to determine why an employee with low (or high) customer orientation leads to low (or high) emotional exhaustion and job satisfaction with the application of emotional labour as a mediating construct affecting associations grounded on person-job fit theory. The outcome of the study suggests the significant direct effect of customer orientation on surface acting, deep acting, emotional exhaustion and job satisfaction. Also, deep acting mediates the positive connotation while surface acting mediates negative connotation among customer orientation and employee job satisfaction. Whereas deep acting mediates the negative connotation, while surface acting

mediates the positive sense among customer orientation and employee emotional exhaustion in the retail fashion clothing industry. All eight hypotheses were significant statistically and found to be consistent with previous research findings (Lee & Ok, 2015; Pettijohn et al., 2007; Lee H Jung et al., 2016; Goldberg & Grandey, 2007 and Kim 2010). Such results of the current study proposed various substantial theoretical implications and practical implications.

### **Conclusion:**

The current research describes the role of emotional labour perspectives in association with customer orientation with employee emotional exhaustion and job satisfaction. Previous research has investigated the effect of customer orientation on work-related results like job satisfaction but very little research found such associations with emotional labour perspective, especially in the clothing fashion industry. Sales employees use emotions in their daily job routine while interacting with customers, so emotional labour becomes a critical topic demanding adequate focus and determination. By accounting for such importance of emotional labour the present research study lengthens the theoretical implication by developing a more inclusive theoretical path model to determine the proper mechanism by which customer orientation affects employee job satisfaction and emotional exhaustion differently but significantly via two distinct perspectives emotional labour in the clothing fashion industry. More precisely, to explain why sales staff with high customer orientation are more likely to have high job satisfaction (work attitude outcome) and less emotional exhaustion (health welfare outcome) and vice versa.

Another input of the current research is testing empirically the sound underpinning of the theoretical implication of job-fit theory that describes a sales employee with high customer orientation has more probability of utilising a deep acting emotional labour perspective. This results in higher satisfaction with their job and being less emotionally exhausted. Employees with low customer orientation have more probability of utilising a surface acting emotional labour perspective. This results in lower job satisfaction with and being more emotionally exhausted. Such linkages explain the mediation effects of emotional labour.

The practical implication of this study illustrates that employee emotional exhaustion and job satisfaction were significantly affected by their emotional labour perspective usage (surface or deep acting). Customer orientation level decides the sort of emotional labour, so the principal suggestion for top management or authorities are to focus on the person–job fit theory and the compatibility among worker's client-oriented demeanour and the fashion store job characteristics. So it would be beneficial to hire employees who have significant job-fit chemistry in the work environment with their emotional behaviour. In this way, utilising the considerable customer orientation measures and job fit while recruiting may have a superior person-job fit, mainly because customer orientation is positively connected with deep acting, which would help representatives perform emotional work superior to surface acting which is negatively correlated with customer orientation.



In addition, customer orientation may impact work arrangement choices. Representatives with high customer-orientation should have the most satisfaction from their job and be less emotionally exhausted using their deep acting-emotional labour service capacities to make clients satisfied or happy. So, HR specialists should consider setting them with more elevated amounts of client service, critical thinking and high responsibility. Likewise, HR specialists can put their representatives with the least customer orientation in a place where client communications are very scripted and short, including less critical roles (Morris and Feldman, 1996).

The present research has some limitations that affect its generalisability and need to be considered. First, response data is accumulated only from one industry (fashion clothing) from Lahore and results are limited to that industry. So, other industries or sectors suggested being added in sample size for further research. Second, research discussion is limited only to two perspectives of emotional labour, future studies should explore other emotional labour perspective and it is suggested to include a theoretical model. Fourth, the prospective researcher should also consider adding and investigating the moderating effect through multi-group analysis. Fifth, the quantitative research method is applied in the current research, while a mixed approach is strongly recommended for upcoming research.



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