Stevan Didijer
1911-2004

Relationship between Emotional Intelligence, Emotional Labour, Job Stress and Burnout: Does coping strategy work?

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ABSTRACT This study seeks to examine the mediation effect of surface acting (SA), deep acting (DA), and job stress (JS) between emotional intelligence (EI) and burnout (BO) and also the sequential mediation of SA-JS and DA-JS between EI and burnout. It also deepens understanding of the moderating role played by mindfulness meditation (MM) as a coping strategy on the effect of JS on burnout. A cross-sectional plan was designed, whereby a survey was randomly used to obtain data from 338 medical personnel from private hospitals in Nigeria, and a partial least square structural equation modeling was used to test hypotheses contained in the heuristic model depicting the structural relationship between constructs. However, the discovery shows that JS is a significant mediator between EI and Burnout, and also there's a partial mediation of SA-JS and DA-JS between EI and burnout. Findings have it that MM significantly moderates the effect of JS on burnout and MM's inefficiency negatively impacts JS on Burnout. Hence, the heuristic model remains a cogent contributor to the body of knowledge and the moderating role of mindfulness meditation as a copying strategy, as well as conducting the study among medical personnel of privately-owned hospital in Nigeria health care sector.

KEYWORDS: Emotional intelligence, emotional labour, job stress, burnout, mindfulness meditation, health sector

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1. INTRODUCTION

Emotion has been part of our daily lives, most especially when it comes to handling negative and even positive feelings. Emotional Intelligence (EI) has been a very key factor in determining employees who can handle stress in the workplace and those who cannot. Meanwhile, EI could be either negative or positive, thereby necessary to maintain a moderating balance.

Extant literature opined on creating a considerate on how EI helps employees minimize Emotional Labour (EL), Job Stress JS, and Burnout in an organization. The study conducted by (Barchard, Brackett, & Mestre, 2016) as cited by (María Carmen, Cándido, Lucía, David, & José Manuel, 2019) shows there are two types of EI. At first, personality traits and what controls the stable ability to be able to identify and act in emotive situations such as optimism, motivation, and enthusiasm. Secondly, EI ability is mostly referred to as the use of emotions which enables individuals to adapt to their environment and situations, especially during decision making.

According to the study conducted by Jung and Yoon (2016), which shows that organizations that have employees with a high level of EI result in higher productivity and performance as a result of superfluous employee engagement. Meanwhile, Cho, Mohammad & Kim (2019), focused on the mediation effect of EL and JS on EI and burnout with the moderation effect of some coping strategies like direct action, social support, and Avoidant strategy. However, the study was limited to only the aforementioned coping strategy which warrants more study to be conducted using other forms of coping strategy as mindful mediation to serve as a moderator, also the study was restricted to only south Korean front-line employees of hotels. This warrants broader research to be conducted in a different environment and considering different job specifications to find a tote conclusion in regards to the subject matter, thereby the need for which this research is based.

Jung and Yoon (2016), reflected that employee with a high incidence of emotional intelligence tends to be more productive in an organization due to their ability to minimize EL, JS, and burnout. This means employees with lower EI will bring the effect of low productivity. Also (María Carmen, Cándido, Lucía, David, & José Manuel, 2019) with their view on EI as a trait in individuals, connotes that an employee can have the required skill set needed for a particular task, but having a lower level of EI, which brings about the need to balance the skills set with a good level of EI. Therefore, a study is necessitated to proffer a solution on how this can be managed using some coping strategies such as mindful meditation as a moderator to help employees cope with EL, JS, and burnout.

This paper discusses the relationship between EI and its effect on EL, JS, and ultimately burnout with the moderating factor of Mindful meditation in employees with a focus on the workforce population of some private hospitals in Nigerian. As studies have been conducted previously with restriction to only front-line employees, this is being replicated within the health sector, since staff from the hospital are expected and even demanded to show a happy and welcoming gesture irrespective of their inner feelings. Therefore, this research seeks to offer quantitative ripostes to the following questions:

 a) Is there any positive effect of EI on employees' EL and JS?
 b) Is EI only important for front-line employees or is it equally important to health workers?
 c) Is there a moderating effect of Mindful Meditation on the nexus between JS and burnout?

Furthermore, intending findings will seek to show the level of importance of EI and how it affects employees' job stress magnitude, which will enable organizations to work towards training their employees on how to develop some level of EI. Again (Hyo & Yoon, 2016) studied "Why is employees' emotional intelligence important? The effects of EI on stress-coping styles and job satisfaction in the hospitality industry" concentrating only on hotel employees. Hafenbrack (2017), studied *"Mindfulness Meditation as an On-The-Spot Workplace Intervention"* emphasizing Mindfulness meditation as an immediate way of moderating an employee's EL and JS so as not to experience burnout and ultimately low productivity. Hence, this present study will harmonize diverse previous studies, and proceed further to cover the gap in the area of the health sector and within the African continent, especially focusing on Nigeria, which will give a different viewpoint on the pressing matter in extant literature due to different beliefs and cultures. The present study is being made to provide a broader thoughtfulness of EI, and its connection to EL, JS, and the effect of

burnout in employees. This study will seek to understand the upshot of EI on EL, JS, and its effect on burnout, and also the moderation role of Mindful meditation on the nexus between EL and burnout.

2. LITERATURE REVIEW

2.1 Conceptual Review

Emotional Intelligence (EI)

Emotional intelligence (EI) is defined as 'ones' ability to identify others' emotions and also to identify his/her own emotions, finding means of relating to others (Salovey & Meyer, 1990; Ji, Songshan & Pingping, 2019). This entails an individual's ability not only in recognizing his emotions but also that of others and make his/her emotions relate to others favorably, as there can be negative relationships and positive relationships.

Emotional Intelligence (EI) is basically of two concerns; the trait and the ability view (Barchard, et al., 2016; Maria et al., 2019). The emotional intelligence trait is responsible for an individual's personality which enables him/her to identify processes and action emotive situations such as enthusiasm, optimism, and motivation, while the ability EI is responsible for a personality's capability to solve problems and adapt to a new or changing environment. Hence, Sergio and Natalio (2017), view EI as an individual's capacity in dealing with shreds of evidence favorably and successfully.

Emotional Labour (EL)

Emotional Labour (EL) was outlined by (Morris and Feldman, 1996) as was being cited by (Nuran, Serpil, & Salih, 2012) that it's the hassle a personal make in designing and dominant his emotions to bring on organizations needed show of emotions within the individual's social relationship within the organization.) Ji, Songshan, and Pingping (2019) submit that workers will manage their feelings to own a positive show of facial and bodily expressions and this can be done principally to secure a grip or to aim for a decent wage. Also, (Ji, Songshan (Sam), & Pingping, 2019) cited (Diefendorff, Croyle, & Gosserand, 2005) that EL can be operational in three strategies of Surface Acting, Deep Acting, and, Genuine Acting.

Surface acting (SA) in line with Hochschild (1983) and Ji, Songshan, and Pingping (2019), assumes that employee adjusts his/her facial and bodily expressions in step with the principles of the organization once in an exceptional real sense, the individual's felt emotions don't seem to conform to the organization's performance rules required. According to Grandey (2000), Deep Acting (DA) occurs once an employee individual's felt emotions don't change to the organization's needed performance, and this warrants the individual using imagination, deep psychological thinking, and memory to suppress the negative emotions to expertise the organizations needed emotions.

Job Stress (JS)

Job stress is defined as a situation whereby the requirement of a job or task is more than the capabilities, resources, and needs of the worker (Chien-Wei, 2010). It is seen as the interface of work settings with workers' personalities changing usual psychological roles and triggering limits and negative effects. JS is a multi-faceted delinquent that incorporates an individual's features, the situation he/she finds him/herself in, as well as the organizational cultural condition (Farber, 1983). Hence, JS can be seen as the *"workers feeling of jib related hardness, tension, anxiety, frustration, and worry arising from his/her job"* (Cullen et al., 1985; Parker & DeCotiis, 1983; Xiachong et al., 2017). Summarily, factors relating to stress at work vary based on job nature, the exact stressor's kind, and the scope of the relationship between stress, and strain. Hence, variations thrive based on occupation type, and stressor diverges based on job level and type (Chien-Wei, 2010).

Burnout

Burnout as opined by (Grandey, 2000) is a situation where an employee experiences emotional exhaustion from a job due to the depletion of energy from an extensive task with a limited source of replenishing energy. Also (Grandey, 2000), opined that *"if an employee feels that meeting emotion demands at work requires a lot of effort and feels detached from customers then that employee may also feel a lowered sense of personal accomplishment"*. This connotes that employees experiencing burnout can make the individual lose a sense of esteem and accomplishment which will result in lower productivity to the organization.

Burnout is categorized into three groups; *"emotional exhaustion or depletion of emotional resources, depersonalization or experienced distance from others, and diminished*

personal accomplishment or lack of confidence in one's ability to relate to others" (Carlson, Ferguson, Hunter & Whitten, 2012). Burnout is also a resultant outcome of employee exhibition of emotions of brained emotional energy once a worker is saddled with a responsibility of a significant task or employment with a high rate of repetition. The repetitive nature of the work will lead to the employee experiencing burnout which will result in the feeling of a low sense of accomplishment (Chiang & Liu, 2017). Hence, burnout is a direct effect of job stress, and they are very closely related as the former leads to the latter.

2.2 Conceptual Framework and Hypotheses Formulation

Emotional Intelligence (EI) and Emotional Labour (EL)

The study conducted by (Jung & Yoon, 2014) shows from the findings that an employee's Deep Acting (DA) which is part of Emotional Labour (EL) is affected by the employee's Use of Emotions (UOE), which is under Emotional Intelligence (EI), thereby establishing a link between EI and EL. Consequently, the hypothesis below was considered.

H1a → Emotional intelligence (Use of emotions) has a direct and positive effect on surface acting

H1b → Emotional intelligence (use of emotions) has a direct and positive effect on deep acting

H1c → Emotional intelligence (use of emotions) has a direct and negative effect on job stress

Emotional Intelligence (EI), Job Stress (JS), and Burnout

In the study conducted by (Lee & Ok, 2012) that employees who lack Emotional Intelligence (EI) usually suffer from consistent job stress which eventually leads to burnout in such employees. This is an indication that there's a link between EI and burnout through Job stress and also considering the connection between EI and EL (Jung & Kim, 2019).

Brotheridge and Grandey (2002) and Choi, Mohammad, and Kim (2019) consider EI as an influencer of employees' acting strategies; Deep Acting (DA) and Surface Acting, since observations were made on workers with higher EI regulating their emotional behavior if the need arises. This goes to show that there is a mediating effect of EL (DA & SA) on EI and burnout. Hence, the following hypotheses were developed.

H2a → Emotional intelligence has an indirect effect on job stress through surface acting

H2b → Emotional intelligence has an indirect effect on job stress through deep acting

H3a → Surface acting mediates the effect of emotional intelligence and burnout

H3b → Deep acting mediates the effect of emotional intelligence on burnout

H3c → Job stress mediates the effect of emotional intelligence on burnout

Mindfulness Meditation (MM) as a Moderator between Job stress (JS) and Burnout

Different scholars have shown the moderation roles coping strategies have played on job stress; and burnout. Among them are the contributions of various authors such as (Devereux et al., 2009) who observed from their study how social support moderates the relationship among perceived job demands, and burnout among workers with disabilities. A study conducted by (Wen et al., 2019) highlighted that social support and avoidant coping tend to increase stress in China rather than reduce it. Choi et al. (2019), concluded that social support and avoidant coping are both effective coping strategies in their study conducted in South Korea. Charoensukmongkol (2013), stated that Mindfulness mediation is when an employee observes an exercise of calmness by observing either his/her breathing and or walking step as a way of controlling stressful or negative emotions, and also stated that employees who adopt this coping strategy tend to focus more on problem-solving steps to cope with stress and enjoy more job satisfaction. Furthermore, Choi et al. (2019), stated that job stress in employees is a sign that the employees are about to experience burnout, and that to moderate or control this burnout, organizations should have a training and development program for their employees to teach them some coping strategies that will help them manage the job stress effectively. These coping strategies can be social support, direct action, avoidant coping, meditations, etc. considering the study focuses solely on Mindfulness meditation as a coping strategy as a moderator for his study, the following hypothesis was considered.

H4 → Mindful meditation moderates the effect of job stress on burnout

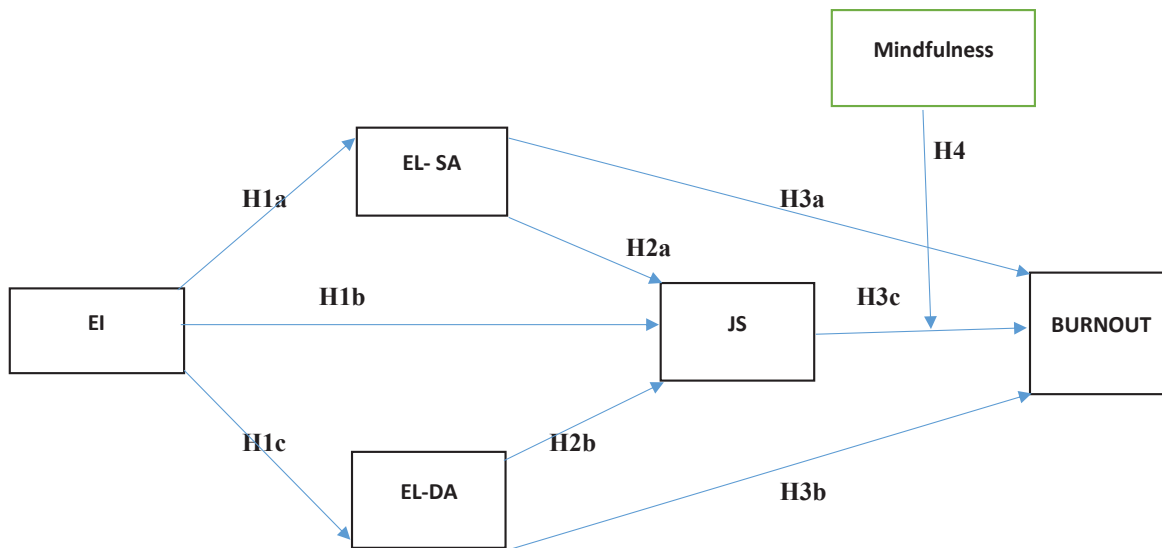Tantamount to erstwhile discussions on extant literature, given below is the heuristic model for the study:

Figure 1 Research model.

EI: Emotional Intelligence; **EL-SA**: Emotional labor- Surface acting; **EL-DA**: Emotional labor- Deep acting; **JS**: Job stress

2.3 Theoretical Framework

In human resources management and social science in general, there are different theories propounded by different scholars in the field of general management and human resources supporting ideas about emotions. These theories sometimes may not explain or give an accurate understanding of the concept under study, but they can serve as a basis or foundation upon which a concept is built. This is because they give a rationale for the interpretation of a concept or an ideology.

In regards to this study, some theories were considered in understanding the relationship between EI, El, JS, and burnout. Conservation of Resources (COR) theory is a major theory anchoring the connection with the present study, was being espoused by Choi et al. (2019), which states that every employee pursues in protecting and conserving his/her resource and presumes any negative influence as a threat. In this regard, the mental, physical and emotional energy of such an employee is the energy the individual seeks to protect, which will, in turn, engage the employee in emotional labor as he/she seeks to protect his/her collective energy. Another theory that was adopted was the Emotional theory of Rationality (ETOR) (Garcés & Finkel, 2019). This theory suggests that emotions are the integral part of humans that allows the brain to function at its highest and best possible level. This further explains why individuals as employees will seek to conserve their emotional energy as explained in the COR theory.

3. METHODOLOGY

Participants and Measures

The study participants constituted a total of 2801 medical personnel from some private hospitals within six states in Nigeria, which were recorded to have the highest number of hospitals or medical centers within the nation. Ten private hospitals were randomly selected from each state, after which, five (5) staff were randomly selected to give a total of three hundred. Afterward, the sample size determined was doubled, to resolve the non-response problem, while reducing the sampling error (Hair et al. 2010). Finally, out of 600 surveys distributed within 4 months (February-May, 2021), 338 questionnaires were valid for the study, implying a 56.3% response rate.

A well-structured survey was designed in obtaining responses as adopted from the extant literature. Emotional labor was operationalized using a dimensional context from diverse previous studies conducted by Brotheridge & Grandey (2002), with three items each for surface acting and deep acting. Meanwhile, emotional intelligence was measured using five items from the study conducted by Chin-Shan & Szu-Yu (2016). Mindful meditation as a coping strategy was measured with three items from a study conducted by Irene, Therese, and Junvie (2019), while job stress was measured with three items (Jin, Sun, Jiang, Wang & Wen, 2017). Finally, burnout was measured using five items (Hu &Chen, 2010). Hence, a 5-point Likert scale was adopted to elicit responses.

Data Analysis

The analytical procedure deployed in this study comprises both Descriptive and Inferential statistics. SPSS was utilized in describing the sample population frame, in terms of frequencies and percentages, while correlation analysis was run to ascertain the nature of the relationship between variables, and the proposed structural model was subjected to strings of tests; psychometric and multi-collinearity, with confirmation by the Partial Least Square Structural Equation Modeling (PLS-SEM) using Smart PLS 3.0 version. Hence, significance level and their path coefficients were examined using the bootstrapping method.

4. RESULTS AND DISCUSSION

4.1 Findings

Descriptive statistics explored on respondents shows respondents' appropriateness for the study. The sample comprises three hundred and thirty-eight (338) workers from federal hospitals in Nigeria. Out of this sample, there were 66.6% females and 33.4% males in this sample. The average age of respondents was 36%, the majority falling within 30-39 years, while the least age fell within the range of 50 years and above. Respondent's educational qualification profile depicts 60.9% possessing a graduate degree, while the least response (9.2%) accounted for postgraduate studies. Meanwhile, the designation revealed that the majority interviewed were nurses, while an equal proportion (15.4%) came from Physicians and Therapists, and the least was for medical assistants. Hence, the demographic profile is presented below;

Correlational Analysis

The intercorrelations among the latent and observed variables; burnout, emotional intelligence, job stress, and emotional labour are shown in Table 2. Explicitly, UOE is positively connected to emotional labour (deep acting r = 0.30; surface acting r = 0.28, p < .01) and job stress (r = 0.21, p < .01), with a moderate and low correlation respectively. A moderate and positive relationship was found between SA (r = 0.36, p < .01), job stress (r = 0.38, p < .01) and burnout, while DA had a positive, but low correlation with burnout (r = 0.29, p < .01). Also, deep acting (r = 0.71, p .01), and surface acting (r = 0.69, p .01) are strongly and significantly connected to job stress.

Table 1 Distribution based on respondents' demographic profile.

Variables	Categories	Freq (n = 338)	Percentages
Gender	Male	113	33.4
	Female	225	66.6
Age	Below 30 years	70	20.7
	30–39 years	141	41.7
	40–49 years	98	29.0
	50 years & above	29	8.6
Education	High School	101	29.9
	Graduate	206	60.9
	Postgraduate	31	9.2
Designation	Physician	52	15.4
	Nurse	197	58.3
	Therapist	52	15.4
	Medical Assistants	37	10.9

Source: Author's survey and computation, 2021.

Table 2 Observed and latent variable correlation.

Variables	Mean	SD	BURN	DA	UOE	JS	MM	SA
Burnout	3.340	1.003	1	0.29**	0.45**	0.38**	0.03**	0.36**
Deep Acting	3.644	1.087		1	0.30**	0.71**	-0.00	0.77**
Emotional Intelligence (UOE)	3.567	0.835			1	0.21**	-0.03	0.28**
Job Stress	3.607	1.186				1	0.02	0.69**
Mindfulness Meditation	3.581	1.258					1	-0.02
Surface Acting	3.419	0.979						1

*Note. ** Correlation is significant at the .01 level, two-tailed; SD = Standard Deviation.*

Test of Hypotheses

The two-stage model of the Partial Least Squares (PLS) technique suggested by Andersen and Gerbing (1988), was used to assess both the structural model and the measurement model. The measurement model was tested using convergent validity. Hence, it measures the degree to which several items in an instrument assessing a single idea agree. Factor loading, average variance extracted (AVE), and composite reliability (CR), were all examined to determine the convergent validity. As suggested by Igbaria et al. (1995) and Lin & Wang (2012), all the items recorded outer loadings above 0.5 and for composite reliability and its sister metrics (Cronbach's alpha and rho A), all constructs

Table 3 Measurement Model.

Latent Variables	Convergent validity		Internal consistency				Discriminant Validity
	Indicators	Loadings(λ)	CA	rho_A	CR	AVE	F-L
EMOTIONAL LABOUR							
Surface Acting (SA)			0.808	0.811	0.886	0.722	*0.850*
SA1	I resist expressing my true feelings	0.849***					
SA2	I pretend to have emotions I don't have	0.856***					
SA3	I hide my true feelings about a situation	0.843***					
Deep Acting (DA)			0.819	0.820	0.892	0.735	*0.857*
DA1	I make an effort to feel the emotions that I need to display to others	0.870***					
DA2	I try to experience the emotions that I must show	0.874***					
DA3	I try to feel the emotions I have to show as part of my job	0.827***					
EMOTIONAL INTELLIGENCE			0.878	0.891	0.910	0.669	*0.818*
UOE1	I always encourage myself to try my best	0.817***					
UOE2	I am a self-motivated person	0.784***					
UOE3	I always set goals for myself and try my best to achieve them	0.827***					
UOE4	I can always calm down quickly when I'm angry	0.827***					
UOE5	I seek out activities that make me happy	0.833***					
JOB STRESS (JS)			0.862	0.862	0.906	0.708	*0.841*
JS1	There are a lot of aspects of my job that makes me upset	0.818***					
JS2	When I'm at work, I often feel tense and uptight	0.823***					
JS3	I am usually under a lot of pressure when I am at work	0.856***					
JS4	A lot of time my job makes me very frustrated or angry	0.867***					
MINDFUL MEDITATION (MM)			0.912	0.806	0.931	0.817	*0.904*
MM1	How much value of mindfulness meditation do you see for yourself?	0.948***					
MM2	How much do you feel this experience has enhanced your learning abilities?	0.845***					
MM3	How likely are you to continue practicing mindfulness meditation?	0.917***					
BURNOUT (BURN)			0.827	0.835	0.884	0.657	*0.810*
BURN1	I feel I treat some residents as if they were impersonal objects	0.775***					
BURN2	I've become more callous towards people ever since I took this job	0.842***					
BURN3	I worry that this job is hardening me emotionally	0.800***					
BURN4	I don't care what happens to some recipients	0.823***					

Source: Author's Computation, 2021.
Notes: **CA** = Cronbach's Alpha, **CR** = Composite Reliability, **rho** = rho_A reliability indices, **AVE** = Average Variance Extracted, **(F-L)** = *Italicized* values are the square root of AVE.

Table 4 Discriminant validity (Heterotrait-Monotrait Ratio criterion).

Variables	BURN	DA	UOE	JS	MM	SA
Burnout						
Deep Acting	0.349					
Emotional Intelligence	0.526	0.343				
Job Stress	0.444	0.840	0.235			
Mindfulness Meditation	0.042	0.029	0.045	0.031		
Surface Acting	0.422	0.842	0.319	0.817	0.058	

Source: Author's Computation, 2021.

return values greater than the 0.70 thresholds, which affirm that the item-construct structure in the measurement model has converged. Convergent validity is maintained, as demonstrated in prior investigations by all of the AVE values being over the 0.5 criteria (Olaleye et al., 2021a; 2021b, 2020; Fornell & Larcker, 1981). The findings are shown in Table 3 below:

Discriminant Validity

Discriminant validity, inter-construct correlation values, and the square root of AVEs for each construct were determined using Fornell-Larcker's approach (1981). Meanwhile, in table 3, the square root of all AVE is shown, while the inter-construct correlation is shown in table 2. Since the square root of AVE is larger than the inter-construct correlation of each construct, the measurement model is deemed acceptable. Criticisms of Fornell-(1981) Larcker's criteria, which is used to determine discriminant validity, have recently been made (Henseler et al., 2015). As an alternative, a Monte-Carlo simulation was used to demonstrate the superiority of the Heterotrait-Monotrait (HTMT) correlation ratio over the Fornell-(1981) Larcker's method. It is shown in Table 4 that utilizing the Heterotrait-Monotrait (HTMT) ratio to determine discriminant validity, the two-threshold proposed by Kline (2005) and Gold et al. Overall, HTMT values for all items fell below limits of less than 0.90, demonstrating a prevalence of discriminant validity among those constructs included in the model.

Structural Model

In addition to the measurement model, the structural model was evaluated in this study. Causation constructs in an instrument are often tested using the structural model uses bootstrapping of 5000 re-sampling procedures to estimate the path coefficient and the R-squared, as well as other statistics such as t-statistics, P-value, and f^2.

Direct and Indirect effects

Using the predictor variable's direct effects on the outcome variables, researchers discovered that emotional intelligence have a positive impact on emotional labour; surface acting (H_{1a}: $\beta = 0.279$, t = 5.378, $p < 0.05$); deep acting (H_{1b}: $\beta = 0.298$, t = 5.802, $p < 0.05$), but insignificant direct effect on job stress (H_{1c}: $\beta = -0.017$, t = 0.646, $p > 0.05$).

Meanwhile, the indirect effect of emotional labor (surfaced acting and deep acting) on the relationship between emotional intelligence and job stress is said to be significant. (H_{2a}: $\beta = 0.098$, t = 3.857, $p < 0.05$; H_{2b}: $\beta = 0.131$, t = 4.753, $p < 0.05$). Hence, support is found for the hypothesized indirect path contained between EI and EI . According to Hypothesis 3, SA mediates the relationships of emotional intelligence and burnout, while deep acting and job stress could not play a mediating role between emotional intelligence and burnout. Thus, H_{3b} and H_{3c} are rejected.

Interaction Effect (Moderation)

Mindful meditation (MM) indirectly moderates the direct effect of job stress on burnout was significant but negatively ($\beta = -0.113$, t = 2.045, $p < 0.05$). Furthermore, the moderation effect of MM is illustrated in figure 4, which shows a graph, showing how mindful meditation moderates the course. For each of these three MM values (-1 SD, mean, and +1 SD), the blue, red, and green lines show how MM affects the path. It becomes ostensible that high levels of MM involvement dampen the positive effect of job stress on burnout, while low levels of MM involvement strengthen the effect of job stress on burnout.

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Sullivan and Feinn (2012), however, urge that the substantive significance (f^2) commonly referred to as the effect size, be reported in addition to the beta coefficient, statistical significance (p-value) and variance explained (R^2). Using Cohen's (1988) threshold of 0.02, 0.15, and 0.35 as a standard, they also advocate interpreting the amplitude of effects of small, medium, and large in magnitude, respectively. However, except for the EI path with a medium magnitude (value of F^2 is greater than 0.15 but below 0.35), all reported effect sizes were of small magnitude, falling below the 0.15 threshold.

Table 5 Path Analysis Result.

Relationship	*Model fit indices*		*NFI = 0.809*		*SRMR = 0.055*		X² = 849.050
Hypotheses	*β*	**Std. Error**	**t-value**	**p-value**	**F²**	**R²**	**Decision**
Direct Effects							
H1a: EI	0.279	0.052	5.378	0.000**	0.084	0.078	Supported
H1b: EI	0.298	0.051	5.802	0.000**	0.097	0.089	Supported
H1c: EI	-0.017	0.037	0.460	0.646	0.001	0.548	Not Supported
Indirect Effects							
H2a: EI	0.098	0.025	3.857	0.000**	0.112	0.548	Supported
H2b: EI	0.131	0.028	4.753	0.000**	0.171	0.548	Supported
H3a: EI	0.062	0.029	2.169	0.031**	0.022	0.179	Supported
H3b: EI	-0.020	0.025	0.828	0.408	0.002	0.179	Not Supported
H3c: EI	-0.004	0.009	0.469	0.639	0.038	0.179	Not Supported
Moderation Effect							
H4: MOD*JS	-0.113	0.055	2.045	0.041**	-	0.179	Supported

Source: Author's Computation, 2021.

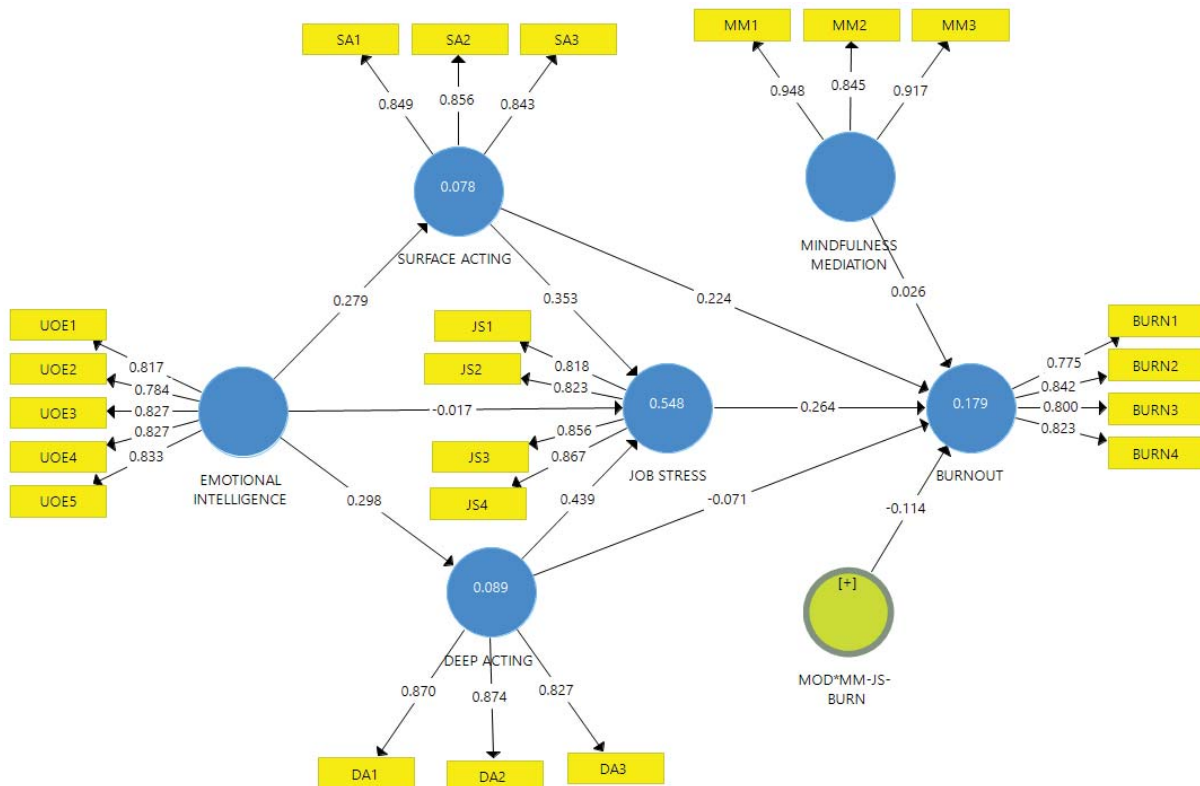***p < 0.05 (based on two-tailed test). **Significant at the p < 0.10 level (two-tailed).
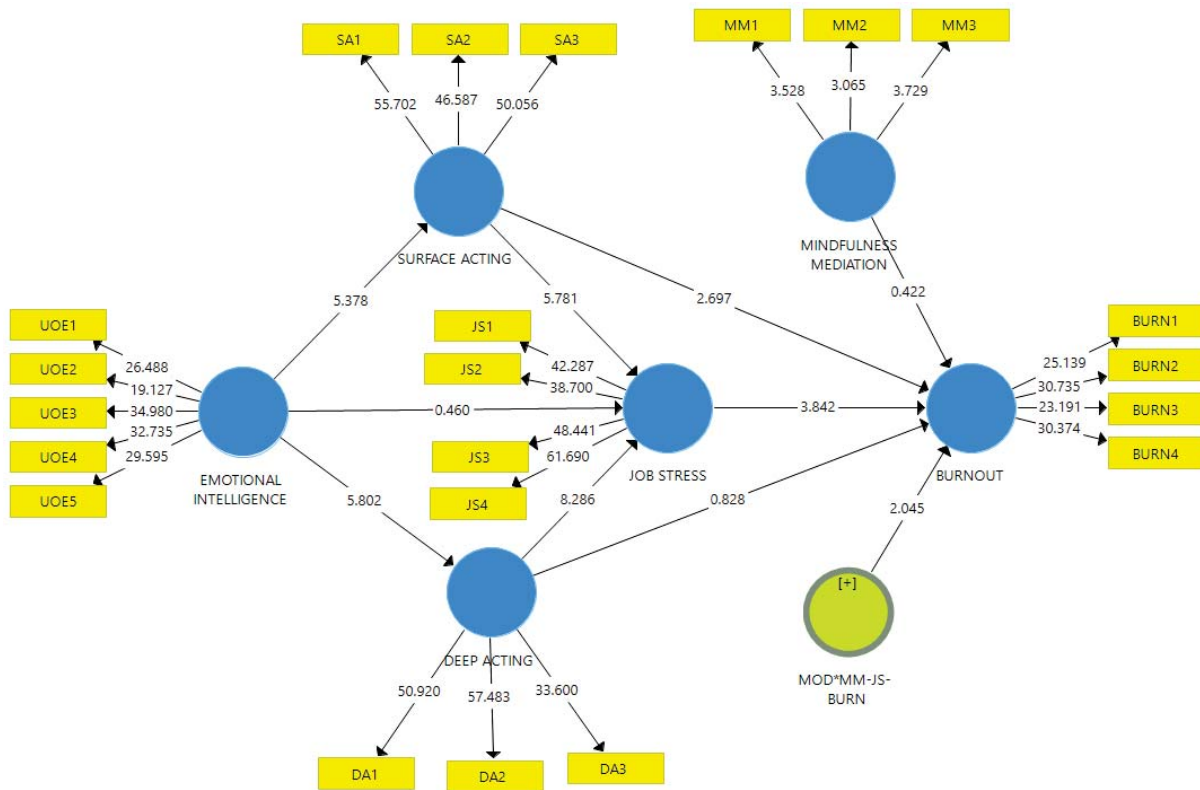

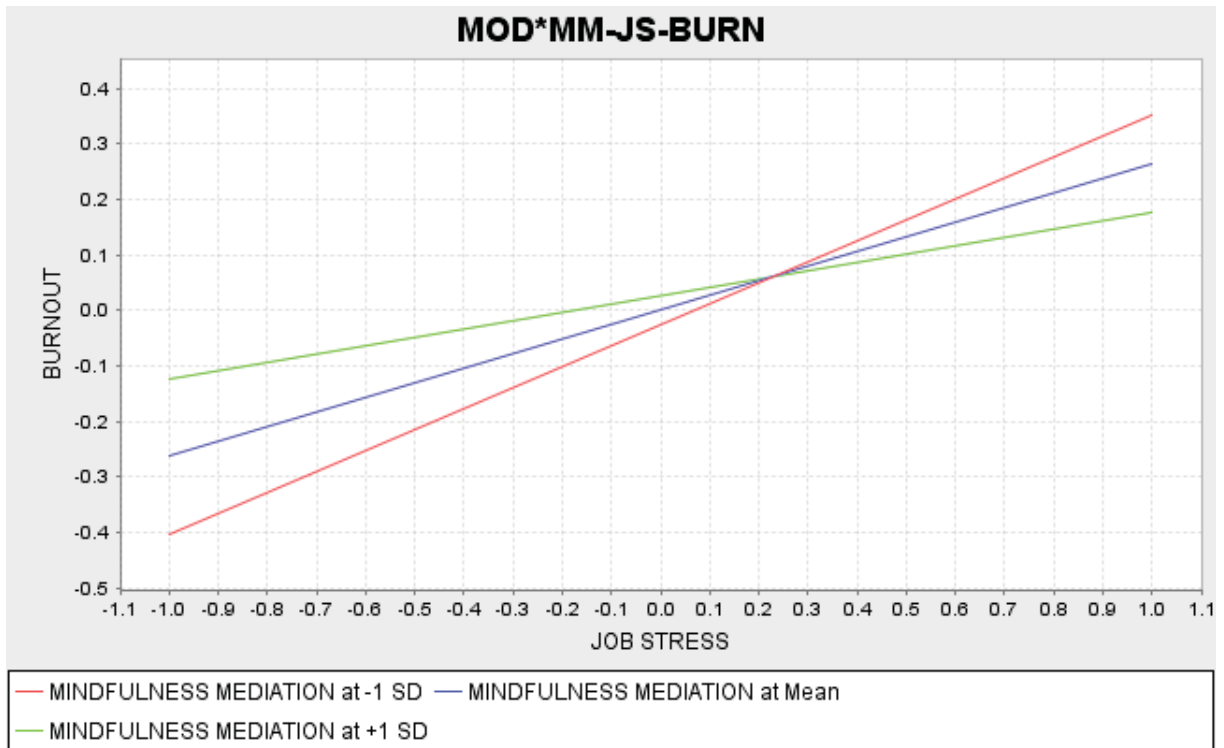*Figure 2* Path Analysis.

Figure 3 T-statistics.

Figure 4 Moderating Effect of Mindfulness Meditation on the JS → BURN.

Finally, although not absolutely required to be reported in PLS-SEM, the model fit assessment was conducted, with the NFI (0.809), close to 1, and the SRMR value of 0.055, which falls below the threshold of 0.08, Hair Jr. et al. (2017), beneath which model fit is established. Thus, we can confirm that the model used in studying the underlying construct fits the data.

4.2 Discussion

The works of previous scholars have established the different relationships between EI-EL, EI-BO, EI-EL-BO, EI-EL-JS-BO, EI-EL-JS-BO with the moderation of Avoidant coping, Active coping, and social support as moderation variables. With all these previous studies focusing on restaurants or hotel settings. However, no previous study used Mindfulness meditations as a moderation variable and also with no consideration to the health sector. Therefore, this study focuses on the mediation of EL and JS on EI and BO with the moderation effect of Mindfulness mediation on the health sector using Nigerian hospitals as a case study.

Following the research work done by (Choi et al., 2019) on the mediation role JS plays between EL and Burnout, this study also showed the mediation role JS plays between EI, EL, and Burnout. As evidenced from the result, the effect of EI on Burnout is mediated by JS and also a sequential mediation of SA-JS and DA-JS, revealing that EL does not have a direct mediating effect between EI and Burnout without the sequential support of JS. This implies that without the effect of JS, both SA and DA do not result in burnout for the medical staff even though EI may impact a resulting SA and DA on the staff. This means over-exhibition of EI will result in EL i.e., both SA and DA but not Burnout, and a prolonged EL that transfers into JS can lead to Burnout among medical personnel.

In consideration of the previous study by (Choi et al., 2019) who took into consideration three different coping strategies to alleviate the effect of JS on burnout, i.e. they considered Direct Action, Active and Seeking social support. However, this study only focused on the moderation role of Mindfulness meditation on JS and Burnout as was supported by the works of (Zollars et al., 2019) as part of the strategies, medical staff employ to conserve their energy, as explained by the Conservation of resources theory (Choi et al., 2019). The results showed that when the staff used a high level of MM, it helps in moderating the effect of JS on burnout, contrarily, if they apply it at a lower level, it strengthens and increases the effect of JS on burnout.

5. CONCLUSION

The present study remains high cognizance as it explores various connections between EI, EL, JS, and Burnout and also tried to understand the moderation role MM plays in managing JS, of not resulting in burnout among healthcare medical personnel in an African setting like Nigeria. This will serve as a basis upon which scholars can investigate this phenomenon not only in Asian or European or American countries, but in an African setting, and previously studied focused in the hospitality industry, but with now focusing on health care setting; gaining a wide range of area for further research.

Practical and Managerial Implications

From the findings above, the researchers suggested some practical steps for the health care practitioners. Because health care work has a lot of emotional demand on the employees, managers need to bring up programs that will train employees on how to adopt and utilize various coping strategies in alleviating JS, not only MM but also other coping mechanisms that will help them cope with the high emotional, mental and physical demand of the job.

Secondly, managers need to ensure in-house interviews and reviews are conducted to understand the EI levels of their employees and to assign tasks that will be at a manageable level for such employees that are prone to JS. This is because especially as the lives of the patients are at stake and an exhausted employee is a danger to a patient. Thirdly, managers can support employees by encouraging them to have time for self-development on EI and also medical schools need to integrate the teaching of EI skills to students studying to be professionals in any medical field. Fourthly, managers should do well to monitor and observe employees who are exhibiting signs of JS and also advise employees to always speak up when they are experiencing JS so that immediate intervention can be made, as JS is a sign the employee will soon experience burnout which will impact negatively on the lives of patients, lastly, managers should also design rotations that will not be over tasking on the staff as that can help moderate the rate at which the employees will experience JS and or Burnout.

Limitations and Suggestions for Future Research

Despite all contributions from this study, limits such as a small number of hospitals were being sampled in Nigeria, therefore, the cultural factor and the limited data from the few hospitals may have an impact on the conclusion, and focus can also be made on replicating the study in other sectors or country or continent. Secondly, the research only focused on MM as the only coping strategy, therefore, future studies can be done integrating other forms of coping strategies like religious coping strategy, especially considering Nigeria is a religious country. This will further broaden the generalizability of the study. Further studies can investigate questions like how does EI affect EL? How can health care employees manage EL and the resulting JS? How effectively can they use MM so as not to underuse it and increase their chances of burnout? With these questions answered, contributions will emanate not only to the African healthcare sector but extend to other parts of the world. Lastly, the study is a cross-sectional design, with variables measured purely with a survey, future studies may broaden findings with a longitudinal study on a causal effect among variables for a long-range period of observation.

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