Influences of In-group Collectivism on Job Satisfaction and Burnout in Pakistan's Public Service

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Abstract

In-group collectivism, characterized by a sense of pride, commitment, and cohesion within families or organizations, remains an area of limited exploration within the current literature. Few studies delve into how in-group collectivism influences emotional regulation and work performance, specifically among public employees who face significant emotional demands. To fill this knowledge gap, the proposed study seeks to uncover how in-group collectivism affects job satisfaction and burnout and the potential mediating role of emotional regulation strategies. As such, the study utilizes second-hand survey data among frontline public employees in Pakistan, a cultural context known for emphasizing in-group collectivism. The study results demonstrate that in-group collectivism positively impacts deep acting (a form of emotional regulation) and job satisfaction but does not significantly influence burnout. Furthermore, deep acting acts as a mediator between in-group collectivism and job satisfaction. Given the limited research on emotional labor in Pakistan, this research may add to the existing body of literature by offering insights

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from a cultural perspective. In practical terms, the study can potentially enhance public managers' recognition of cultural factors in promoting public employees' well-being and service performance.

I. Introduction

　　Pakistan exhibits a pronounced in-group collectivist culture, as evidenced by its score of 14 on the Global Individualism Index (Hofstede, 2001), even lower than that of Japan (46), China (20), Korea (18), and other countries renowned for their collectivist cultural orientations. Moreover, Pakistan's collectivist tendencies are further evident in various routine practices, characterized by a focus on emotional bonds within the in-group and the establishment of robust, cohesive structures (Hofstede, 1991, 2001; Khilji, 1999, 2001; Trompenaars & Hampden-Turner, 1999). Khilji (1999) explains that employees in Pakistan prioritize their family members or colleagues from the in-group, giving them precedence in conflicts involving external groups.

　　In collectivist societies, individuals demonstrate distinct patterns of self-expression in response to internal emotions. In contrast to individualistic cultures that promote uninhibited expression of inner emotions, in-group collectivism emphasizes significant self-restraint (Markus & Kitayama, 1991, p. 236). The management of emotions plays a crucial role in preserving group unity (Triandis, 1993, p. 177). Pakistani individuals are highly attuned to group harmony and tend to align themselves with others.

　　Numerous scholars have acknowledged the strong association between cultural attributes and emotional labor, as evidenced by studies conducted by Elfenbein and Ambady (2002), Mastracci and Hsieh (2016), Matsumoto (2006), Roseman et al. (1995), Russell (1991), and Van de Vliert (2007). Mesquita and Delvaux (2013, p. 251) assert that a significant portion of our understanding of emotional labor stems from a cultural context. Existing literature also supports that emotional labor yields different outcomes in Eastern and Western cultures. Studies carried out in Western public service settings have found that the act of restraining emotions while engaging in emotional labor is linked to heightened levels of burnout (Hsieh & Guy, 2009; Hsieh et al., 2012; Jin & Guy, 2009). However, in some Eastern countries characterized by interdependent cultures, emotional labor appears less taxing for individuals (Yang & Chen, 2021). Drawing on the example of Pakistan, Pervaiz et al. (2019) demonstrated that emotional labor among Pakistani teachers surprisingly

resulted in higher job satisfaction and did not exhibit the anticipated adverse consequences.

In light of these variations, scholars often attribute them to distinct cultural characteristics. However, scholarly research that examines how cultural attributes affect the work outcomes of individuals involved in emotional labor is lacking. More specifically, the measurement of the variable of in-group collectivism is rarely observed in the investigation of emotional labor. Concerning the fact that among nations distinguished by elevated levels of in-group collectivism, individuals may behave differently by placing greater value on cohesiveness, it is crucial to explore how such characteristics influence their job satisfaction and burnout through emotional regulation.

This study has both theoretical and practical contributions. The existing body of research on emotional labor in Pakistan is still underexplored in scope. A notable study by Syed and Ali in 2013 probed into the emotional labor experiences of women moving into a workplace where men predominate. Following this study, there has been increased attention coincidentally concentrating on Pakistani teachers (Asrar-ul-Haq et al., 2017; Khalil et al., 2017; Pervaiz et al., 2019; Qaiser Danish et al., 2019; Saleem et al., 2022) and health professionals (Hayyat et al., 2017; Javed & Batool, 2021; Yigit & Ay, 2019). The field of research on emotional labor within government institutions remains underexplored. However, one exception is the study conducted by Azhar (2019), specifically investigating the influence of emotive intelligence and regulation strategies on work outcomes among government workers. Therefore, this study may enrich the existing literature from a cultural perspective by adopting in-group collectivism as the primary factor preceding emotional labor and its associated underlying influences. As a practical matter, this study may remind managers of the importance of cultural factors in improving the well-being of public employees who are required to deal with great emotive demands.

In the next section, the article will integrate emotional labor theory with empirical studies to develop a theoretical framework and propose hypotheses for research. Next, it will provide a comprehensive overview of the research methodology, the obtained findings, and a thorough analysis of the results. Finally,

the study will conclude by addressing limitations and proposing directions to advance knowledge in the future.

II. Literature review

A. In-group collectivism

According to Hofstede (2001, p. 225), collectivism promotes a worldview where individuals are "integrated into strong and cohesive in-groups". In collectivist cultures, group interdependence is highly emphasized (Gouveia & Ros, 2000), and the regulation of emotions often plays a critical role in maintaining communal cohesion (Triandis, 1993, p. 177). Expanding on Hofstede's examination of collectivism dimensions (2001), House and Javidan (2004, p. 12) further differentiate institutional and in-group collectivism. They define institutional collectivism as "the degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action" and the latter as "the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families". Based on the definitions, the former focuses more on resource allocation, such as this organization's performance and incentive system. As the authors were more interested in studying the impacts of in-group dynamics, such as the internal trust and loyalty between supervisors and employees, in-group collectivism was chosen as the independent variable to examine its influences on job outcomes.

B. Emotional labor and regulation strategies

The concept of emotional labor was initially addressed by Hochschild (1983, p. 7), who defined it as the regulation of emotions to produce observable displays for service users. According to Hochschild (1983), the responsibility for emotional management primarily lies with service providers. Ashforth and Humphrey (1993, p. 89) expanded on this theory by highlighting the occurrence of emotional labor in service settings, where service agents exhibit the required emotional exhibition. Likewise, Morris and Feldman (1996, p. 987) noticed the significance of

individual agency in controlling one's feelings and the influence of social contexts on employees' expressions of emotions. They described emotional labor as the "effort, planning, and control required to express organizationally desired emotions during interpersonal interactions". While scholars may offer varying definitions from multiple perspectives, they generally converge on essential elements such as "internal emotions, external behavioral displays, and internal processes" (Yang et al., 2019, p. 2).

Significantly, Hochschild (1983) pointed out two major approaches that individuals apply to manage the way they feel: "surface acting," which involves feigning or suppressing genuine emotions, and "deep acting," which entails genuinely experiencing and expressing one's true emotions in accordance with organizational expectations. The extant studies have reached a consensus that surface acting is connected to a rise in burnout levels and decreased job satisfaction (Abraham, 1998; Brotheridge & Grandey, 2002; Erickson & Wharton, 1997; Grandey, 2003; Gross & Levenson, 1997; Hochschild, 1983; Hsieh et al., 2012; Hülsheger & Schewe, 2011; Pennebaker & Beall, 1986). While as of now, scholars have yet to reach a unified conclusion about deep acting and burnout (Hülsheger & Schewe, 2011). Studies have found that deep-acting initiatives may harm the workforce's health (Grandey, 2003; Hsieh, 2014; Pandey & Singh, 2016; Cho & Song, 2017). Several empirical studies also validate the positive roles of deep acting in decreasing emotional exhaustion (Lee & Tan, 2009; Lv et al., 2012). Therefore, the roles of deep acting remain debated.

C. Job outcomes

Like cognitive labor, emotional labor presents a dual nature, yielding both beneficial and unfavorable outcomes (Choi & Guy, 2021). In the discussion of emotional labor, two variables were frequently chosen to predict work outcomes: job satisfaction and burnout.

Job satisfaction, originally proposed by Hoppock (1935), serves as an indicator of job outcomes. It encompasses employees' subjective responses to work situations, including physical and psychological elements, and emphasizes

their contentment with environmental factors (Hoppock, 1935, p. 10). These years, the emotional dimensions of performance at work have garnered increasing attention (Guy et al., 2019, p. 39). Scholars have highlighted the significance of job satisfaction in interpreting emotional work, emphasizing the alignment involving workers and the workplace (Hsieh et al., 2012). In the research conducted by Guy and colleagues (2019), job satisfaction is conceptualized as the result of various work-related factors, both internal and external to the organization. It comprises feelings of satisfaction and accomplishment from the work environment (Guy et al., 2019, p. 609).

The term "burnout," coined by the American psychologist Freudenberger in 1974, denotes physical and mental energy depletion when individuals face intense work-related stress. The World Health Organization defines burnout as a "vital exhaustion" that can affect anyone (Hsieh, 2014, p. 381). Maslach (1976) further classified burnout into three dimensions, which are still extensively used today: depersonalization, low personal fulfillment, and emotional exhaustion. Depersonalization is a lack of interpersonal connection, particularly in service settings. Low personal fulfillment relates to not deriving meaningful encounters at work (Maslach, 1976). Emotional exhaustion, described as the "primary dimension of job-induced burnout," pertains to individuals' response to overwhelming work intensity (Hsieh, 2014, p. 382). Guy et al. (2019, p. 605) recognized emotional exhaustion as the major indicator of burnout, characterized by a sense of being "used up" and accompanied by depressive symptoms, leading to reduced work efficiency.

D. The relationship between in-group collectivism, deep acting, job satisfaction, and burnout

There are several studies, though not many, that provide support for our hypothesis. In collectivist cultures, employees are encouraged to strive for common interests rather than individual interests (Hofstede, 2001). Particularly for in-group collectivism featuring trust and cohesiveness (House & Javidan, 2004), within such contexts, employees may encounter fewer conflicts between the organization and their values, thus passionately engaging in the assigned work (Kim et al., 2013). In

other words, as Lee et al. (2019) state, when employees in collectivist cultures may regard performing emotional labor as their responsibility, they are more inclined to internalize the prescribed emotions, thus genuinely expressing their feelings through deep acting. Therefore, Hypothesis 1 is proposed:

Hypothesis 1: There is a statistically significant positive relationship between in-group collectivism and deep acting.

Likewise, when employees are immersed in in-group collectivism with the predominance of harmony, they are more motivated to support the collective goals of their groups rather than their personal gains, thereby increasing their engagement and self-fulfillment (Moorman & Blakely, 1995). A meta-analysis of 175 major studies also concludes that collectivist cultures are less likely to suffer negative consequences (Humphrey, 2021). More specifically, Guy et al. (2008) emphasize that public employees involved in supportive group cultures are more inclined to increase engagement with their work and show greater frequencies of energetic expressions, which is the opposite of burnout. In line with the empirical evidence, because in-group collectivism promotes membership and emotional commitment (Hofstede, 2001), Pakistani employees tend to feel more connected to the group, gain more motivation to perform their tasks and obtain higher job satisfaction and lower burnout. Taken together, Hypothesis 2 and 3 are proposed:

Hypothesis 2: There is a statistically significant positive relationship between in-group collectivism and job satisfaction.

Hypothesis 3: There is a statistically significant negative relationship between in-group collectivism and burnout.

E. Deep acting as the mediator

Deep acting is defined as "faking in good faith" (Rafaeli & Sutton, 1987, p. 32), which involves attempts to change feelings to satisfy organizational display requirements (Grandey, 2003). In previous studies, deep acting has proved to reduce burnout in collectivist cultures (Mastracci & Adams, 2019). However, its

mediating roles between in-group collectivism and job satisfaction and burnout have been left unexplained. As outlined in the Conservation of Resources Theory (COR) (Hobfoll, 1989), since there is a limited amount of an individual's resources, individuals experience elevated levels of stress when they encounter the loss of resources (Baumeister et al., 2018). In this case, when deep acting can reconcile employees' experienced and expressed emotions by genuinely portraying the emotions required for the job tasks (Hochschild, 1983), such attempts can be viewed as "pumping up" by achieving emotional congruence (Brotheridge & Lee, 2003, p. 366), compensating for reducing resources. Following the logic of the COR, we reason that when in-group collectivist cultures surround employees, they may align more with the collective goals, engage in deep-acting initiatives, and encounter less consumption of emotional resources, leading to improved job satisfaction and less burnout. Founded on the theoretical underpinnings, Hypotheses 4 and 5 are put forward.

Hypothesis 4: The relationship between in-group collectivism and job satisfaction is mediated by deep acting.

Hypothesis 5: The relationship between in-group collectivism and burnout is mediated by deep acting.

The research framework is built as follows:

Figure 1
Research Framework
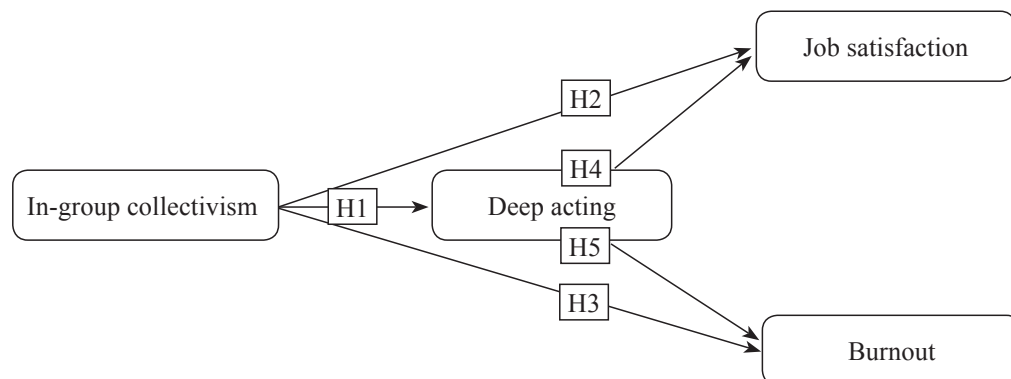
Source: Complied by the authors.

III. Methods

A. Data sampling

This study utilized the second-hand survey data gathered from government employees in Lahore, Pakistan, from August to November 2015 by Azhar (2019), included in *The Palgrave Handbook of Global Perspectives on Emotional Labor in Public Service* by Guy et al. (2019). When conducting the survey, research associates were hired and compensated to distribute and collect the surveys. The sample was designed to be comprehensive by including participants from various branches of the government. Convenience sampling was employed to select participants involved in customer services and interacted extensively with citizens within public organizations. In line with Roberts-Lombard (2002), convenience sampling is not a statistically reliable strategy that selects readily available respondents. Although convenience sampling may not provide an ideal representation, it is commonly used in organizational research, as previous studies have confirmed (Bryman, 1989). The respondents in this study maintained positions in public colleges, public law enforcement, the military, technical institutions at the national and provincial levels, and various frontline roles. The sample encompassed 22 public organizations in Lahore, the most densely populated city, which holds a significant economic and strategic position for the authorities, according to the Lahore Development Authority. A total of 500 questionnaires were given out, and 398 were returned, yielding a response rate of 79.6%.

B. Measurement scale

Regarding validity, the measurement scales for the four key variables were chosen based on prior validated scales. The measurement scale of in-group collectivism derives from House and Javidan (2004). A sample item is "In this organization, group managers take pride in the individual accomplishments of group members." The measurement scale of deep acting is taken from Hsieh et al. (2012) and Diefendorff et al. (2005). A sample item is "I try to actually experience the emotions that I must show to clients/customers." The measurement scale of

job satisfaction is chosen from prior research conducted by Guy and Lee (2015). An example of the selected items is "I feel satisfied with my supervisor." The measurement scale of burnout is also selected from Guy and Lee (2015). A sample item is "I leave work feeling emotionally exhausted." Each item in the questionnaire was rated on a seven-point Likert-type scale, ranging from "strongly disagree" (1) to "strongly agree" (7).

IV. Data analysis

The collected data underwent processing using SPSS 26 software. After the removal of outliers, a total of 385 survey responses remained for analysis. The descriptive statistics are presented in Table 1.

Table 1
Descriptive Statistics: Pakistan (N=385)

Items	Categories	N	Percent (%)
Gender	Female	265	70.11
(Missing=7)	Male	113	29.89
	Less than 30	131	35.41
Age	30-39	106	28.65
(Missing=15)	40-49	70	18.92
	50-59	52	14.05
	60 or more	11	2.97
	Less than high school	5	1.66
	High school graduate	10	3.32
	Some college	6	1.99
	2-year associate degree	6	1.99
Education	College graduate	32	10.63
(Missing=84)	Some graduate school	19	6.31
	Master's degree	183	60.8
	Law degree (J.D., LL.B.)	14	4.65
	Doctorate degree (Ph.D., M.D., Ed.D., etc.)	22	7.31
	Other (please specify)	4	1.33

Source: Complied by the authors.

According to the data presented in Table 1, a significant proportion of the respondents were females, accounting for 70.11% of the total. Regarding age distribution, the majority of participants (35.41%) were below the age of 30, followed by the next two largest age groups, which were between 30 and 39 (28.65%) and between 40 and 49 (18.92%). In terms of educational background, the most frequently reported was a Master's degree, comprising 60.8% of the respondents, followed by college degrees, which accounted for 10.63% of the sample. These demographic characteristics were consistent with previous research that indicated a high presence of educated females in Pakistan's public institutions (Faisal, 2010).

Table 2
Reliability Analysis (N=385)

	Mean	SD	Item	Cronbach's α
In-group collectivism	4.451	1.632	In this organization, group managers take pride in the individual accomplishments of group members. In this organization, group managers take pride in the individual accomplishments of group members. I think this organization shows loyalty toward its employees.	0.800
Deep acting	4.516	1.807	I try to actually experience the emotions that I must show to clients/customers. I work hard to actually feel the emotions that I need to show to clients/customers. I work at developing the feelings inside of me that I need to show to clients/customers.	0.858
Job satisfaction	4.828	1.554	My job provides career development and promotion opportunities. I feel I am being paid a fair amount for the work I do. I feel satisfied with my supervisor. Overall, I am satisfied with my job.	0.830
Burnout	4.218	1.634	I leave work feeling tired and run down. I leave work feeling emotionally exhausted. I feel "used up" at the end of the workday.	0.742

Source: Complied by the authors.

Table 3

Validity Analysis (N=385)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.799
Bartlett's Test of Sphericity	Approx. Chi-Square	2096.195
	df	78
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.087	31.437	31.437	4.087	31.437	31.437	2.741	21.088	21.088
2	2.486	19.121	50.558	2.486	19.121	50.558	2.399	18.454	39.543
3	1.672	12.860	63.419	1.672	12.860	63.419	2.146	16.507	56.049
4	1.045	8.036	71.455	1.045	8.036	71.455	2.003	15.406	71.455

Rotated Component Matrix

Scale	Item	1	2	3	4
In-group collectivism	In this organization, group managers take pride in the individual accomplishments of group members.			.783	
	In this organization, group managers take pride in the individual accomplishments of group members.			.822	
	I think this organization shows loyalty toward its employees.			.786	
Deep acting	I try to actually experience the emotions that I must show to clients/customers.		.852		
	I work hard to actually feel the emotions that I need to show to clients/customers.		.884		
	I work at developing the feelings inside of me that I need to show to clients/customers.		.874		
Job Satisfaction	My job provides career development and promotion opportunities.	.733			
	I feel I am being paid a fair amount for the work I do.	.808			
	I feel satisfied with my supervisor.	.730			
	Overall, I am satisfied with my job.	.835			
Burnout	I leave work feeling tired and run down.				.836
	I leave work feeling emotionally exhausted.				.817
	I feel "used up" at the end of the workday.				.760

Note. Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Source: Complied by the authors.

　　To guarantee the reliability and validity of the scale before validating the hypotheses, the reliability test was conducted to examine Cronbach's Alpha coefficient for each variable. Table 2 showed that all four dimensions exhibited values exceeding 0.7, indicating their reliability.

　　Validity analysis was conducted using exploratory factor analysis. The initial assessment of the data's suitability for factor analysis revealed a Kaiser-Meyer-Olkin (KMO) value of 0.799, which proved that the data was acceptable for information extraction and factor analysis. Furthermore, the analysis identified four common factors that accounted for a cumulative contribution rate of 71.455%, explaining a significant portion of the total variances. The examination of the Rotated Component Matrix demonstrated satisfactory alignment between the four common factors and their associated items, as evidenced by load values exceeding 0.5. This conformity with the expected dimension divisions supported the validity of the factor structure.

Table 4

Correlation Analysis (N=385)

	In-Group collectivism	Deep acting	Job satisfaction	Burnout
In-Group collectivism	1			
Deep acting	0.265**	1		
Job satisfaction	0.523**	0.207**	1	
Burnout	0.007	0.092	-0.213**	1

Notes. $* p < 0.05$, $** p < 0.01$, $*** p < 0.001$.

Source: Complied by the authors.

　　The Pearson correlation coefficients used in correlation analysis are displayed in Table 4. The findings showed a positive relationship between in-group collectivism and deep acting (r (385) = 0.265, $p < 0.01$) and job satisfaction (r (385) = 0.523, $p < 0.01$). In addition, there was a significant positive relationship between deep acting and job satisfaction (r (385) = 0.207, $p < 0.01$) and a significant negative relationship between job satisfaction and burnout (r (385) = -0.213, $p < 0.01$).

Table 5

Path Analysis (N=385)

Path			Estimate	S.E.	C.R.	P
In-group collectivism	→	Deep acting	.291	.055	5.304	***
In-group collectivism	→	Job satisfaction	.489	.0421	11.612	***
In-group collectivism	→	Burnout	-.035	.0524	-.676	.499
Deep acting	→	Job satisfaction	.085	.0378	2.256	**
Deep acting	→	Burnout	.0623	.047	1.328	.184

Notes. * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

Source: Complied by the authors.

This study employed the path analysis technique to examine Hypotheses 1, 2, and 3. Path analysis, which extends the capabilities of multiple regression analysis, estimates the strength and relevance of the causal connections between the variables (Kim, 2020). For years, it has been extensively applied in multiple disciplines, particularly for emotional labor (Guy et al., 2019; Kim, 2020; Mahoney et al., 2011; Yanchus et al., 2010). Meanwhile, to avoid interference with causality, the demographic variables in this case, such as gender, age, and working experiences, were controlled in the model. The findings revealed that the measurement model demonstrated a favorable fit with the collected data (GFI = 0.999, CFI = 0.971, TLI = 0.854, RMSEA = 0.073) and no convergent and discriminant validity issues.

As presented in Table 5, the results indicated that in-group collectivism was significantly associated with both deep acting ($β = 0.291$, $p < 0.001$) and job satisfaction ($β = 0.489$, $p < 0.001$). The positive path coefficients above zero proved that in-group collectivism positively influenced both deep acting and job satisfaction. Hence, Hypotheses 1 and 2 received support from the data. On the other hand, the path between in-group collectivism and burnout ($β = -0.035$, $p = 0.499$) did not demonstrate statistical significance. Therefore, Hypothesis 3 was not supported by the findings.

Table 6

Mediating Effects Analysis (N=385)

Path	Estimate	Boot SE	z	95%BootCI	Test results
In-group collectivism- Deep acting-Job satisfaction	0.025	0.012	2.076	0.001 - 0.048	Significant
In-group collectivism- Deep acting-Burnout	0.018	0.014	1.288	-0.009 - 0.046	Not significant

Source: Complied by the authors.

The mediating effect was assessed using the bootstrap method. Table 6 showed that deep acting served as a mediator between in-group collectivism and job satisfaction (95% BootCI: 0.001 - 0.048). However, deep acting did not mediate the relationship between in-group collectivism and burnout (95% BootCI: -0.009 - 0.046). Consequently, Hypothesis 4 was supported, while Hypothesis 5 was not.

Table 7

Hypothesis and Results

Hypothesis 1	There is a statistically significant positive relationship between in-group collectivism and deep acting.	supported
Hypothesis 2	There is a statistically significant positive relationship between in-group collectivism and job satisfaction.	supported
Hypothesis 3	There is a statistically significant negative relationship between in-group collectivism and burnout.	Not supported
Hypothesis 4	The relationship between in-group collectivism and job satisfaction is mediated by deep acting.	supported
Hypothesis 5	The relationship between in-group collectivism and burnout is mediated by deep acting.	Not supported

Source: Compiled by the authors.

V. Discussions

This study utilizes quantitative methods to assess the impacts of in-group collectivism on deep acting and its subsequent influence on work outcomes while examining the mediating role of deep acting among public service workers in Pakistan. Five hypotheses are formulated to address these research objectives, and the findings support three of them.

First, the finding indicates that in-group collectivism enhances the deep acting of public employees in Pakistan engaged in emotional labor, which aligns with Lee et al. (2019). Generally, this result can be attributed to the congruence between collective and individual goals in collectivist cultures. In such a situation, individuals perceive themselves as part of the group (Saks & Ashforth, 1997), pursuing its goals as if they were their own (Cable & DeRue, 2002). As such, they attempt to modify their emotions more actively and internalize the prescribed emotions through deep acting. Meanwhile, the study confirms that in-group collectivism increases employee job satisfaction, consistent with previous literature that collective culture is crucial for fostering working engagement and enthusiasm (Guy et al., 2008). Collectivist orientation signifies that employees care about group harmony and endorse the well-being of group members in the workplace (Clugston et al., 2000; Triandis & Gelfand, 1998). The increasing interpersonal relationships may create a strong sense of solidarity (Cable & DeRue, 2002) and willingness to allocate the positive energy generated by their favorable work environment and take actions that benefit their coworkers (De Clercq et al., 2019), resulting in greater work enthusiasm and job satisfaction (Lee et al., 2019).

The second finding is that, surprisingly, in-group collectivism does not diminish public employees' burnout, in contrast to Kilinç and Yener's (2021) findings. In our hypothesis, it is expected that as public employees with a collectivist culture can feel great trust, loyalty, and recognition within the organizations, they may seek the support of the organization when in need, thereby lowering the impacts of stressors and deterring prolonged stress and burnout (Kilinç & Yener, 2021). Possibly, statistically insignificant results, in this case, can be explained by the fact that employees who receive support from the collective culture may also be

under powerful group control in organizations where individuals are inevitably influenced by other people's decisions, leading to a certain amount of stress for them (Farzianpour et al., 2016). Given the distinguished cultural characteristics in Pakistan scoring high in both collectivism and power distance index (Hofstede, 2001), Pakistani public employees may still suffer from the conservative top-down administrative management, which may potentially explain the lack of significant impact of in-group collectivism on burnout.

Third, this study confirms that deep acting mediates the association between in-group collectivism and job satisfaction. Individuals who perform emotional labor will self-regulate their emotions to adhere to the organizations' expectations (Hochschild, 1983; Rafaeli & Sutton, 1987; Wharton, 1993). As we draw from the findings, in-group collectivism, characterized by internal bonding with trust and loyalty, makes public employees more willing to internalize organizational expectations through deep acting consciously. Accordingly, they will achieve higher job satisfaction due to stronger group commitment and self-belonging. However, this study fails to posit that deep acting mediates the relationship between in-group collectivism and burnout, as neither in-group collectivism nor deep acting affects burnout, as shown in Table 5. Grounded on the above analysis, the reason for insignificance may be the presence of high power distance or other institutional factors in Pakistani public organizations, hindering the collective culture and deep acting to play the desirable roles as they should.

VI. Conclusion

This study's primary theoretical advancement resides in presenting a novel cultural lens through which to investigate emotional labor. The study considers culture, specifically emphasizing in-group collectivist culture, as an antecedent and analyzes its influence on emotion regulation strategies and work performance. This cultural perspective is posited to offer enhanced explanatory capacity in elucidating emotional labor regulation and work outcomes in countries and regions where collectivist culture is presently predominant. Simultaneously, given the limited research on emotional labor in Pakistan, particularly concerning public service

organizations, this study enriches current empirical research in this domain. This study has the potential to yield two practical implications for public managers in Pakistan who are committed to improving the delivery of public services to citizens. First, it is crucial to recognize the potential value of in-group collectivism on emotionally engaged public employees. Managers can regularly enhance group cohesiveness by engaging in internal communication or team-building activities. In particular, supervisors should give more recognition from performance appraisals and more support in daily management to enhance employees' belonging to the organization, thereby promoting the effectiveness of their genuine expressions and work performance. In addition, public managers need to manage employees' emotional regulation appropriately, given the mediating effects of deep acting. Their responsibility should be to assist employees in understanding the organization's display rules through job training and psychological counseling to facilitate their emotional regulation and genuine expression, thus preventing emotional labor-related negative effects.

This study, of course, is subject to certain limitations. Primarily, the research may not reflect the most up-to-date information, as it utilized the sample data gathered in 2015. Another limitation inherent in this study pertains to the method employed for sample selection, namely convenience sampling, which was chosen due to practical constraints such as limited accessibility. Consequently, there exists a potential risk that the resulting sample may be inadequately representative, thereby compromising the accurate interpretation of the obtained results. It is recommended that future research endeavors incorporate more rigorous sampling methods to encompass a greater diversity of participants and validate and expand upon the current findings. Third, as the data are all from a self-reported survey, this article may still risk common source bias despite the exploratory factor analysis recognizing four factors with eigenvalues exceeding 1, and the highest one elucidates less than 50% of the total variances. Fourth, it will be beneficial to conduct in-depth cross-analysis investigations to explore differences or similarities based on demographic information, such as position levels and departments or agencies. In future research, the other dimension of collectivism, institutional collectivism, can be further explored to discuss and compare its role with in-group collectivism on job outcomes.

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群體內集體主義對巴基斯坦公共服務領域工作滿意度和職業倦怠的影響

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摘要

團體內集體主義，以家庭或組織中的自豪感、忠誠度和凝聚力爲顯著特點，是當前知識體系中未被充分探索的領域之一。很少有研究調查它對於情緒調節以及工作表現的影響，特別是對於那些面臨巨大情緒需求的公務員。爲了塡補這一空白，本文致力探究群體內集體主義如何影響工作滿意度和情緒耗竭，以及情緒調節策略的仲介效應。爲了達到研究目的，本研究選取以群體內集體主義文化背景著稱的巴基斯坦，基於一線公務員的二手調查數據進行分析。結果表明，群體內集體主義對深度扮演和工作滿意度有積極影響，但對工作倦怠沒有顯示出顯著性。同時，深度扮演在群體內集體主義和工作滿意度之間起仲介作用。由於到目前爲止，對於巴基斯坦情緒勞動研究還很少，因而本研究可以從文化的角度豐富現有文獻。現實層面看，本研究有可能有助於公共管理者認識到文化因素對提高公務員福祉和服務績效的重要作用。

關鍵詞：團體內集體主義、情感勞動、深度扮演、工作滿意度、職業倦怠

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