



EMOTIONAL LABOR AND BURNOUT IN HYBRID WORK SETTINGS

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Abstract

The current research explored the connection of emotional labor and burnout with psychological well-being among 450 employees working in hybrid work environments in Pakistan in terms of a moderating influence of the type of work arrangement (on-site and remote work). Based on the validated self-report measures, the results showed that emotional labor was a positive predictor of burnout ($\beta = .52, p < .001$) and a negative predictor of psychological well-being ($\beta = -.41, p = .001$). The mediation analysis showed that the relationship between emotional labor and burnout was mediated in part by psychological well-being, and it is possible that emotional regulation requires the use of the psychological resources of the employees, which make them more vulnerable to burnout. Moderation analysis showed that off-site workers had a weaker relationship between emotional labor and burnout than on-site workers, which points to the buffering effect of flexible work environments. These results emphasize the significance of the organizational interventions to regulate the emotional labor, improve the well-being of the employees, and introduce culturally sensitive hybrid work policies. The paper adds to theoretical knowledge of emotional work in the context of collectivism and offers pragmatic advice on the organizational policy and employee care in Pakistan.

Keywords: Emotional labor, Burnout, Psychological well-being, Hybrid work, Pakistan, Work arrangement.

1. Introduction

Over the past years, the global work environment has seen a massive drift in terms of hybrid work system, which entails both remote and on-site employment. This shift that has been accelerated by the COVID-19 pandemic has come with new psychological issues to employees especially when it comes to emotional labor. Emotional labor is the concept where employees control and manage their emotions to satisfy organizational requirements, and in most cases, they are expected to show positive feelings and inhibit negative feelings when they are dealing with fellow workers, clients, or customers (Hochschild, 1983; Grandey, 2000).

In the hybrid work environments, employees will have different emotional needs when they are away or when they are at the workplace. Working on-site usually presupposes direct face-to-face communication, which necessitates constant emotional control enabling a professional attitude and good working relationships. Remote work, however, in addition to decreasing face-to-face interactions, may cause emotional pressure due to online communication, the lack of demarcation between professional and personal life, and isolation (Allen, Golden, and Shockley, 2015). Burnout, a syndrome that is manifested by feelings of emotional exhaustion, depersonalization, and loss of personal accomplishment can result as a result of the factors (Maslach, Schaufeli, and Leiter, 2001).



Pakistani organizational context presents some cultural and structural peculiarities which can affect the process of emotional labor and burnout. Most companies in Pakistan are authoritative, give importance to respect to authority, and demand employees to ensure harmony and compliance (Hafeez and Akbar, 2021). Together with the emergence of new hybrid models, such cultural norms can put more pressure on emotional regulation which can result in higher stress and burnout, particularly in industries like banking, education, IT, and customer service where employee-client interactions are paramount.

1.1 Problem Statement

Although emotional labor is well researched on in the traditional on-site environment, little research has explored its dynamics in a hybrid workplace environment, especially in a developing country like Pakistan. Hybrid work brings about inconsistency in the emotional regulation requirements, and it can have dissimilar impacts on the psychological health of workers and their susceptibility to burnout. These differences are essential to understand so that Pakistani organizations would be able to create the policies that would protect the mental health of the employees and sustain the high productivity and the satisfaction of the customers. Thus, this paper aims to investigate the ways that emotional labor is presented in the hybrid work environment in Pakistan and the way these requirements affect burnout and general psychological wellness.

1.2 Research Objectives

1. To compare the differences in emotional labor requirements of on-site and remote work amongst the Pakistani-based employees in the Pakistani organizations.
2. To explore the correlation of emotional labor and burnout in the hybrid working context.
3. To determine the effects of emotional labor on psychology.
4. To investigate whether the moderation effect of work arrangement type (on-site or remote) on the relationship between emotional labor and burnout exists.

1.3 Research Questions

1. What is the difference between emotional labor requirements in on-site and remote working in the hybrid environment, in Pakistan?
2. How is emotional labor connected to burnout in hybrid work set-ups among employees?
3. What is the relationship between emotional labor and psychological well-being?
4. Does emotional labor have a moderating effect with burnout in terms of the nature of work arrangement?

1.4 Hypotheses

1. H1: Emotional labor has a positive correlation with burnout in a hybrid work environment.
2. H2: Emotional labor has negative relation with psychological well-being.
3. H3: Work on-site implies greater demands of emotional labor than working remotely.
4. H4: The nature of work set-ups (on-site and remote) will moderate the relation between emotional labor and burnout whereby it will have more impact on burnout in on-site environment.

1.5 Definition of Key Variables

- **Emotional Labor:** This is a way of controlling and regulating emotions such that they meet the rules of organizational displays such as surface acting (faking emotions) and deep acting (adjusting inner feelings to the desired expressions) (Hochschild, 1983; Grandey, 2000).



- **Burnout:** A psychological condition that is caused by persistent stress at work, with emotional and depersonal feelings and decreased personal achievement (Maslach et al., 2001).
- **Psychological Well-being:** A multidimensional variable that represents the emotional well-being of employees, their contentment with life, and their feeling of personal development (Ryff, 1989).
- **Type of Work Arrangement:** How the employee works in a hybrid environment, which may or may not involve physical presence in the work place or remote (working at home or at another off-location).

1.6 Significance of the Study

The research is also important in that it fills an important gap in research on organizational psychology in Pakistan since it discusses the topics of emotional labor and burnout in hybrid workplaces. The results can guide Pakistani managers and HR practitioners regarding the emotional requirements of various working arrangements so that they could formulate specific interventions, including employee support programs, stress management programs, and workplace flexibility. Moreover, the concept of emotional labor dynamics can be helpful in terms of improving the well-being of employees, their job satisfaction and workplace productivity in the dynamic workplace environment.

In Pakistan, organizational hierarchies and collectivist cultural beliefs shape the emotion regulation in the work environment among employees (Hafeez and Akbar, 2021). Workers are usually obliged to have positive relations and be respectful to their superior and clients who can raise the demands of surface acting. Although hybrid work arrangements are flexible, they can enhance emotional strain because of blurred boundaries, diminished supervision, and support by peers. Thus, within the current research, the exploration of the problem of emotional labour and burnout is placed in the context of Pakistani culture and organizational conditions, which allows the implications of the results to be directly applied to the local work environment.

2. Literature Review

Emotional labor is a phenomenon that has elicited much interest in organizational psychology especially in areas whereby interactions between the employees and the clients, hierarchical supervision and expectations at the workplace are strong. Emotional labor is defined as the control of emotions in order to conform to rules of displaying emotions in the organization, which may in most cases require employees to control their internal feelings and external behaviors to meet professional goals (Hochschild, 1983; Grandey, 2000). When working in a hybrid mode, which incorporates remote and on-site work, the requirements of emotional labor are subtly different and depend on the character of work-related communication between employees, organizational culture, and company policy.

The organizational structure in Pakistan is mostly hierarchical and collectivist and is focused on obedience, respect, and harmonious relationship among people (Hafeez & Akbar, 2021). The employees are frequently obliged to conceal negative feelings, act positively, and have a friendly relationship with supervisors, clients, and their coworkers. This cultural norm may exacerbate the role of emotional labor especially when integrated with hybrid work practices that bring up such challenges like lack of boundaries, social support and digital fatigue (Allen, Golden, and Shockley, 2015).

This literature review focuses on the available studies in the area of emotional labor, its effects on burnout and psychological well-being, the effect of hybrid work arrangement, and the moderating effect of the work context. The review establishes gaps in the research



and specifically in the Pakistani organizational setting and provides the backdrop to the current research.

The concept of emotional labor was initially introduced by Hochschild (1983) who defined it as regulation of emotions to create emission of emotions that is desired in an organization. Emotional labor has been generally conceptualised in two options namely surface acting where employees pretend to possess certain feelings in order to conform to the expectations of the workplace and deep acting where employees strive to match internal feelings and the feelings required by the job (Grandey, 2000). Surface acting has been linked to heightened stress and mental tension whereas deep acting can result in more genuine interaction though it can still be demanding mentally.

According to the findings of the recent research, emotional working is not the same regardless of the work situation. Work in the field can imply immediate contact between interlocutors and constant emotional control, and remote work implies asynchronous communication and online relationships, which establish new emotional needs that include the ability to control the tone of written words, the presence of video, and perceived responsiveness (Wang, Liu, Qian, and Parker, 2021). These disparities indicate that the hybrid work setups can create multi-dimensional emotional work demands that differ in intensity and nature that affect the psychological outcomes of employees.

Burnout is a multidimensional construct, which is described as being emotionally drained, depersonalized, and low personal achievement (Maslach, Schaufeli, and Leiter, 2001). Emotional work especially surface acting has always been associated with greater degree of burnout because of the continuous cognitive and emotional strain to control emotions (Brotheridge and Grandey, 2002). Employees who practice consistent emotional suppression or incongruent expression are victims of stress that builds up making them feel fatigued, cynical, and unable to perform their duties.

A burnout in a hybrid working environment can be of various forms. Employees that work in the office have to endure social and emotional pressure in the short-term, whereas remote workers have to endure burnout as a result of isolation, breach of work-life boundaries, and over-dependence on online communication (Tavares, 2017). The relationship between emotional labor and burnout in hybrid environments is, thus, important to learn how to design interventions that will help employees stay healthy.

Psychological well-being refers to emotional, cognitive and social aspects which include life satisfaction, emotional well-being and personal development (Ryff, 1989). The effect of emotional labor on well-being is direct because regular emotional management may cause exhaustion of psychological resources, decrease life satisfaction, and build stress (Huesheger and Schewe, 2011). On the other hand, employees the ones who can immerse themselves in deep acting or those who have the supportive working conditions can be very well regardless of having high emotional demands.

In Pakistan, where one is required to observe a set of hierarchy and collectivist culture where emphasis is made on preserving harmony and compliance, the employees might be more focused on organizational demands rather than focusing on their own emotional requirements. This cultural interaction may increase the effects of emotional work on burnout and decrease psychological health, and thus it is necessary to investigate such relationships in local hybrid work settings.

Hybrid work, which is a mixture of remote and on-site, finds more and more application in urban life in Pakistan in the corporate, educational, and service sector. Although hybrid arrangements are more flexible and autonomous, new emotional issues are



also brought up. Remote working may result in digital fatigue, loss of work-life demarcations, and lack of social support, pushing emotional control stress (Allen et al., 2015; Wang et al., 2021). In contrast, on-site work entails enduring interpersonal emotional management in staffing positions of hierarchy and client-facing roles.

The high power distance and collectivism nature of the Pakistani workplace culture imposes extra demands on the employees to be well-mannered, respectful, and to perform social duties during the professional communication (Hafeez and Akbar, 2021). Such cultural practices have an interaction with hybrid working practices, which influence the level and nature of emotional work and its impact on burnout and psychological health.

Although there is abundant research on emotional labor and burnout in the West, very little empirical studies on the same have been conducted in Pakistan and especially in the hybrid work environments. The majority of researches consider classic face-to-face environments when remote and mixed environments present more distinctive emotional issues. Also, there is little research that examines the moderating effect of the type of work arrangement (on-site or remote) on the association between emotional labor and burnout. This paper seeks to address these gaps by investigating these dynamics in Pakistani organizations, which can shed some light that is culturally and contextually distinct.

The research is based on the Conservation of Resources (COR) theory (Hobfoll, 1989) according to which individuals aim at gaining access to, maintaining, and safeguarding appreciated resources. Emotional labor especially when overdone drains on the psychological resources which results in burnout. The efficiency of hybrid work arrangements can be a loss of resources in various ways based on the working mode (on-site or remote). Using the COR theory, the research determines the effect of emotional labor on resource depletion, burnout, and its interaction with the type of work arrangement to impact psychological well-being.

3. Methodology

3.1 Research Design

This research used a survey methodology, a quantitative, cross-sectional design to research the association between the emotional labor, burnout, and psychological well-being of workers in the hybrid work environment in Pakistan. Quantitative method has been selected because it would enable the investigation of the formulated relationships between variables, measure the effect sizes, and find predictive factors. The cross-sectional design presents a picture of the experiences and perceptions of the employees at one point, and this is suitable in the context of comprehending the immediate psychological effects of the emotional labor in the hybrid work arrangements (Creswell and Creswell, 2023).

3.2 Population and Sample

The target population was employees in various industries in Pakistan, namely banking, education, IT, healthcare, and customer service, where future work plans are becoming more popular. These sectors were picked to have a variety of organizational structures, hierarchical systems, and culturally specific requirements of the workplace. The participants were recruited through a purposive sampling method since those who have a minimum of one year of work experience were familiar with the organizational expectations, work related emotions, and hybrid work environments. The ultimate sample considered 450 employees that are more than adequate to apply correlation, regression, mediation, and moderation analyses (Hair, Black, Babin, and Anderson, 2022). The sample had 238 males (53%) and 212 females (47%), ages between 22 and 50 years ($M = 32.6$, $SD = 6.5$). Tenure in the organization was 1 to 22 years ($M = 7.5$, $SD = 4.3$). The educational levels were between bachelors degrees (60%), and masters degrees (40%), the participants were spread in the job



hierarchy i.e. junior staff (38%), middle level employees (45%), and management roles (17%). The sample was balanced (47 and 53 percent) between on-site and remote workers, which demonstrated the variety of hybrid working practices in Pakistani companies.

3.3 Measures / Instruments

- **Emotional Labor:** The level of emotional labor was evaluated with the scale of Emotional Labor Scale (ELS) created by Brotheridge and Lee (2003), which evaluates the surface acting and deep acting behaviors. The respondents were asked to rate the following items: I make myself appear to feel what I do not to meet my employment expectations; I make myself feel what I should feel at work on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).
- **Burnout:** Burnout was measured in Maslach Burnout Inventory (MBI) (Maslach et al., 2001) which consisted of three items: emotional exhaustion, depersonalization, and diminished personal accomplishment. Questions like I feel emotionally exhausted because of my job were measured on a scale of 7(0 = Never, 6 = Every Day).
- **Psychological Well-Being:** Workers overall psychological health, which constitutes autonomy, mastery of the environment, personal development, aspects of positive relationships, purpose in life and self-acceptance was measured using the Ryff Psychological Well-Being Scale (RPWB) (Ryff, 1989). Respondents expressed their opinion on the statements using a 6-point Likert scale (1 = Strongly Disagree, 6 = Strongly Agree).
- **Work Arrangement Type:** It was defined as the main mode of work: on-site or remote, so the participants were asked to identify their main mode of work and it served as a moderating variable in analyses.
- **Demographics:** Age, gender, education, work-organizational tenure, job level, sector and work arrangement type information were gathered to characterize the sample and manage possible confounding factors.

3.4 Data Collection Procedure

Before data were collected, the institutional review board of the university gave ethical approval. The participants were approached through the organizational emails, professional networks, and the internet. The informed consent was provided electronically and the focus was given on voluntary participation, confidentiality and the right to withdraw at any time. Questionnaires were done online via Google Forms, which made them reach out to employees in different cities of Pakistan. The data was collected in a period of six weeks, which provided sufficient sample size and representation. Screenings of responses were made in completeness, normal conditions and outliers before the analysis.

3.5 Ethical Considerations

The study was done in an ethical manner. The anonymity of the participants was ensured, and all the data were kept in secured password-protected networks accessible only to the research team. The research adhered to APA ethical standards, such as the voluntary participation, signing of consent, and data confidentiality (American Psychological Association, 2020).

3.6 Data Analysis

Analysis of data was done through SPSS 28. Demographic variables and constructs of the study were computed in terms of descriptive statistics (means, standard deviations, frequencies, and percentages). Cronbachs alpha were used as reliability analyses, and the result of 70 was acceptable (Nunnally and Bernstein, 1994). Inferential tests involved Pearson correlation coefficients to test a relationship between emotional labor, burnout, and

psychological well-being. The direct impacts of emotional labour on burnout and psychological well-being were tested by using multiple regression analyses. The mediation analysis was performed with the help of PROCESS macro (Model 4) to examine the possibility of psychological well-being as the mediator of the burnout impact of emotional labor (Hayes, 2022). Moderation analysis was performed to evaluate the relationship of the work arrangement type (on-site and remote) with emotional labor and burnout when interaction terms were used in regression equations.

4. Results

4.1 Descriptive Statistics and Demographics

The research gathered feedback of 450 hybrid workers in Pakistan. There were 238 males (53 percent) and 212 females (47percent) in the sample. The age of the employees was between 22 and 50 ($M = 32.6$, $SD = 6.5$). Tenure in the organization was 1-22 years ($M = 7.5$, $SD = 4.3$). The respondents were spread across industries: banking (25), education (20), IT (20), healthcare (15) and customer service (20). Speaking of work organization, 47% ($n = 212$) of employees are on-site and 53% ($n = 238$) are remote.

Table 1

Descriptive Statistics of Study Variables (N = 450)

Variable	Mean	SD	Min	Max	Cronbach's α
Emotional Labor	3.42	0.62	1.8	4.8	.87
Surface Acting	3.35	0.68	1.5	5.0	.85
Deep Acting	3.50	0.61	1.7	5.0	.83
Burnout	3.10	0.71	1.4	5.8	.89
Psychological Well-Being	3.60	0.59	2.0	5.7	.86

The descriptive statistics reveal the moderate level of emotional labor and burnout where the employees are somewhat more psychologically well implying that despite the emotional load of hybrid work arrangements, employees have a degree of resilience. Scales reliability was established through the internal consistency of all scales which was acceptable ($\geq .83$).

Table 2

Pearson Correlations (N = 450)

Variable	1	2	3	4
1. Emotional Labor	1	1	1	1
2. Burnout	.52**	1	1	1
3. Psychological Well-Being	-.41**	-.56**	1	1
4. Work Arrangement (0=On-site, 1=Remote)	-.21**	-.12*	.18**	1

Note: * $p < .05$, ** $p < .01$

Emotional labor was also found to have a positive relationship with burnout ($r = .52$, $p < .01$), as previous studies have demonstrated (Brotheridge and Grandey, 2002; Maslach et al., 2001). Employees who took more surface and deep acting reported that they were more emotionally exhausted. Psychological well-being was also found to be negatively associated



with emotional labor ($r = -.41, p < .01$), as Hueslheger and Schewe (2011) found, which is not surprising because high emotional regulation requires compromises. Emotional labor had negative correlation with the work arrangement ($r = -.21, p < .01$) which indicated a slightly disadvantageous emotion labor requirement in remote employees than employees at the premises.

Table 3

Regression Predicting Burnout from Emotional Labor

Predictor	B	SE	β	t	p
Emotional Labor	0.71	0.05	.52	11.32	<.001

$R^2 = .27, F(1,448) = 128.14, p < .001$

Burnout was greatly predicted by emotional labor, 27% of the variance was accounted ($0.52, p < .001$). This is in line with the previous research that has suggested that sustained emotional management has exhausted psychological resources resulting in burnout (Maslach et al., 2001; Grandey, 2000).

Table 4

Regression Predicting Psychological Well-Being from Emotional Labor

Predictor	B	SE	β	t	p
Emotional Labor	-0.49	0.06	-.41	-8.76	<.001

$R^2 = .17, F(1,448) = 76.73, p < .001$

Emotional labor had a negative relationship with psychological well-being ($= -.41, p < .001$) indicating that greater emotional workload leads to reduced mental health and satisfaction of employees, as other sources indicate about the issue of hybrid work (Allen et al., 2015; Wang et al., 2021).

Table 5

Mediation Analysis (Bootstrap 5000 samples)

Path	B	SE	t	95% CI
Emotional Labor → Psychological Well-Being	-0.49	0.06	-8.76	[-0.61, -0.37]
Psychological Well-Being → Burnout	-0.58	0.05	-11.12	[-0.68, -0.48]
Indirect Effect	0.28	0.04	—	[0.21, 0.36]

Psychological well-being moderated the effect between emotional labor and burnout partially. It implies that, though emotional labor has a direct effect on burnout, some of this effect operates via its adverse effect on well-being. This result is consistent with COR theory (Hobfoll, 1989) which states that emotional resource drain with high labor demands is a source of burnout.



Table 6
Moderation Effect of Work Arrangement

Predictor	B	SE	β	t	p
Emotional Labor	0.69	0.05	.50	10.88	<.001
Work Arrangement	-0.21	0.09	-.12	-2.33	.021
Emotional Labor \times Work Arrangement	-0.17	0.07	-.10	-2.43	.016

The interaction term was nearly significant ($= -.10, p = .016$), which is the relationship between emotional labor and burnout is not strong among remote employees compared to on-site employees. This result is consistent with the findings of descriptive information and correlations, emphasizing that remote employment minimize immediate emotional needs, which protect against burnout. It also supports the evidence that physical distance between direct contact with the client reduces the surface acting requirements (Wang et al., 2021; Tavares, 2017).

The findings of the research demonstrate that the Pakistani workers in hybrid work environments have moderate emotional labor and burnout, and relatively higher psychological well-being. Correlation analyses showed that emotional labor had a significant positive relationship with burnout and a significant negative relationship with psychological well-being which also confirmed that, the higher the emotional regulation demands the greater the psychological strain and the lower the overall well-being (Brotheridge and Grandey, 2002; Hulsheger and Schewe, 2011; Maslach et al., 2001). Regression analysis also showed that emotional labor was a good predictor of burnout ($b = .52, p = .001$) and psychological well-being ($b = -.41, p = .001$) with 27 percent and 17 percent of variance respectively. Mediation analysis indicated that psychological well-being partially mediates emotional labor and burnout relationship implying that emotional labor consumes the psychological resources of the employees and consequently, leads to burnout (Hobfoll, 1989). Moreover, a moderation analysis revealed the fact that the type of work arrangement (on-site vs. remote) significantly mediated the association between emotional labor and burnout ($= -.10, p = .016$), which means that the level of burnout in remote workers was a little lower because their emotional labor requirements were less intense than among on-site workers (Allen, Golden, and Shockley, 2015; Wang, Liu, Qian, and Parker, 2021; Tavares, 2017). Comprehensively, the results indicate the intricate interrelationship between emotional labor, well-being, burnout, and hybrid work arrangements within the Pakistani organizational settings and validate the existence of both direct and indirect relationships and the role of flexible work arrangements protection.

5. Discussion

The current paper has explored how emotional labor, burnout and psychological well-being are associated with hybrid work environments in Pakistan and whether the relationship between these variables and work arrangement type (on-site vs. remote) is moderated or not. The research used a cross-sectional study design and included a sample of 450 employees in various industries, such as banking, education, IT sector, healthcare sector, and customer service. The results give very useful information on the involved intricate interaction of



emotional regulation, workplace stress, and well-being in a hybrid work environment, with both direct and indirect routes.

5.1 Emotional Labor and Burnout

In line with the previous studies (Brotheridge and Grandey, 2002; Maslach et al., 2001), the findings showed that emotional labor and burnout had a significant positive relationship. In the group of employees who dealt with emotional labor especially surface acting, a greater extent of emotional exhaustion and depersonalization was reported. The results are consistent with the Conservation of Resources (COR) theory (Hobfoll, 1989) that suggests that ongoing loss of resources (which in this case is emotional resources) will result in stress and burnout. Emotional labor is increased in the Pakistani organization setting due to hierarchies and collectivist values. Even working remotely, workers are likely to be expected to stay in a cordial relationship, externalize negative feelings, and express good affect towards their superiors, customers, and fellow workers. This cultural aspect increases the risk of burnout, especially to the on-site employees who are subjected to face-to-face interpersonal pressures.

5.2 Psychological Well-Being and Emotional Labor

The research also established that there was a significant negative association between emotional work and psychological welfare as was found in Hueschege and Schewe (2011). It was found that higher emotional labor requirements were related to low scores in autonomy, personal development, good relations, and meaning in life. These points out those employees might be in agreement with the rules governing organizational displays but the internal emotional cost will affect their general mental health. Remarkably, this relationship was moderated by hybrid work arrangements. Psychological well-being was also slightly higher among remote workers than among on-site workers, the authors attribute this fact to less immediate social and hierarchical stress, greater flexibility in schedules, and less exposure to surface acting demands (Allen, Golden, and Shockley, 2015; Wang et al., 2021). The findings have highlighted how work design and flexible structure are vital in maintaining employee welfare in Pakistan.

- **The mediation of psychological well-being is provided:** The relationship between emotional labor and burnout was mediated by psychological well-being according to the mediation analysis. Emotional labor becomes the direct cause of burnout but also the indirect cause as it decreases the psychological resources of the employees. These results support the idea of COR theory when emotional regulation is believed to drain important psychological resources, and in cases where such resources are exhausted, burnout is bound to take place (Hobfoll, 1989). This is a mediation pathway that has indicated one of the key mechanisms by which the policies and organizational support of work as hybrids can have an effect on employee outcomes. The interventions that can help organizations to mitigate burnout include improving psychological well-being by administering interventions that include counseling, emotional support programs, and emotional intelligence training.
- **The moderation of Work Arrangement:** The type of work arrangement had a significant mediating role in the relationship between emotional labor and burnout. In particular, remote employees had an inferior relationship between emotional labor and burnout in comparison to physical employees. This is in line with the descriptive and correlation data that reveal that remote work decreases the need to exhibit emotions immediately and enables employees to have greater control over their surroundings (Tavares, 2017). This observation has significant cultural consequences to Pakistan



where in-person hierarchical pressures are high. With the option of hybrid or remote work, it is possible to reduce emotional load on a daily basis, especially in areas where interpersonal pressures are high, and productivity is not decreased.

5.3 Theoretical Implications

1. **Extended COR Theory:** The results build on Conservation of Resources (COR) theory (Hobfoll, 1989) by showing that hybrid work practices mediate the role of environmental flexibility in addressing the negative impact of emotional work on burnout.
2. **Cross- Cultural validation:** This research proves the theories of emotional labor and burnout in a non-western, collectivist environment, where hierarchical and cultural norms play a moderate role in attenuating emotional needs.
3. **Theory Hybrid Work theoretically:** The research adds to the new body of literature on the subject of hybrid work, demonstrating that remote working conditions can alter the degree of emotional labor and its psychological effects.

5.4 Practical Implications

1. **Organizational Policies:** In Pakistan, organizations may introduce flexible hybrid working policies to limit the emission of over-emotional work especially in jobs that require contact with clients or authority.
2. **Employee Training:** Emotional intelligence and deep acting strategy programs are able to enable the employees to deal with emotional labor without incurring extreme burnout.
3. **Mental Health Support:** CBTs can be integrated to improve the psychological resources of employees through counseling, stress management workshops, and well-being interventions, which will help minimize burnout.
4. **Cultural Sensitivity:** Managers are to be trained on how to strike a balance between the hierarchical expectations and autonomy among employees, especially in the collectivist working environments where emotional compliance is management enforced.

5.5 Limitations and Future directions.

1. **Cross-sectional design:** Causes inferences cannot be made; longitudinal designs should be taken into consideration in future studies to track the changes.
2. **Self-report scales:** Risk of bias in response; peer ratings or physiological indicators of stress can be used in future studies.
3. **Sector representation:** Although varied, some sectors are likely to have special emotional labor requirements that were not well represented. It is possible that a further expansion into rural or less structured organizations would give a wider perspective.
4. **Cultural specificity:** Findings can be applicable in the context of Pakistan; it is possible to expand the generalizability by replicating the results in other collectivistic societies.

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