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MANAGEMENT | RESEARCH ARTICLE

Explore the relationship between human resource management practices and the consequences for emotional labor of insurance agents in the Jordanian insurance industry

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Abstract: The aim of this paper is to explore the relationship between human resource management practices and the consequences for the emotional labor of insurance agents in the Jordanian insurance industry. Many work positions require employees to demonstrate enthusiastic responses to customers, partners, or directors; however, these required responses occasionally or frequently negate the actual sentiments of employees. Enthusiastic work responses may be required, particularly in administration occupations, where association with other individuals is a substantial part of the job. The sample population for this review comprised 28 insurance agencies in Jordan. Data were collected by questionnaire; the final number of usable survey forms was 193, with a response rate of 64.3%. Results show that the popularity levels of controlling enthusiastic responses are identified with a few undesired mental results, for example, push and compassion fatigue. This finding suggests plans for work positions and highlights the significance of applying appropriate procedures in hiring and training employees.

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PUBLIC INTEREST STATEMENT

A common belief exists that emotions have no place in organizations now. Indeed, they are controlled and managed by a wide range of formal and informal factors which ensure that certain emotions are expressed whereas others are suppressed. The present study provides evidence that organizations can reduce the emotional exhaustion of employees and increase their accomplishment by applying improved HRM practices. A research survey of 15 insurance agencies in Jordan was conducted. The findings from 193 employees of all 15 insurance agencies reveal that effective HR management practices should be implemented if Jordanian insurance companies wish to attract and retain a high-quality workforce. Moreover, the researchers also find that “feelings” is among the principal factors that influences the practices and work results of employees in organizations. In sum, Insurance agencies should carefully consider the manner of selecting supervisors and representatives with the objective of including emotional labor attributes among the principal requirements for future enlistment and advancement.

Subjects: Environmental Management; Environment & Business; Gender Studies - Soc Sci

Keywords: consequential emotional labor; human resource management practices; performance appraisal; competitive advantage; agency commitment; Jordan

1. Introduction

The insurance industry in Jordan was small when it started because of the considerable difficulties left behind by World War 2. During that time, insurance was not commonly used. Only marine or road transportation insurance was adopted to obtain import credits. The first increase in the number of insurance companies occurred during the 1960s. The increase witnessed in the road, and marine transportation insurance during the 1950s led to the establishment of more insurance companies. In 1965, the first insurance law was passed, and the number of players in the market continued to increase (Jordan's Competitiveness Report's, 2008–2009; The Jordanian Insurance Sector, 2016). At present, insurance companies in Jordan have developed considerably. A total of 28 insurance companies were present in 2007–2008, and they accounted for 14.1% of the gross domestic product (GDP) of Jordan in 2008. The Jordanian insurance sector has continued to increase despite the economic deterioration that occurred in Jordan after the global financial crisis. For example, Arab Spring registered a compounded annual growth of 6.2% in its gross written premiums since 2011 to earn JOD550.37 million in 2015.

An insurance industry is based on human relations. Organizations develop human management practices to cultivate the positive emotional behavior of their service agents. If service agents are emotionally stable and not suffering from stress, then they can easily convince customers to accept their products. Well-known marketing strategist Gregory Ciotti has expressed this sentiment clearly as “marketing is enthusiasm transferred to customers” (Ciotti, 2014). That is, if you are not excited about what you are doing, then your customers will not be excited either. Enthusiasm among employees can be present only when they have positive feelings about their current status in the organization. Performance appraisal, socialization practices, and rewards provided by human resource (HR hereafter) management help enhance the feeling of personal accomplishment among employees (Chen & Lin, 2009).

The insurance industry was chosen because the sector needs talented and experienced people in virtually every discipline and every skill set. HR in the field of insurance differs from the HR in other sectors because insurance industry considered as a services company and normally the success of services sectors such as insurance sector depends on the quality of human resource.

In this article, we explore the relationship between HR management practices and their consequences on the emotional state of service agents in the Jordanian insurance industry.

2. Brief history of Jordan insurance industry

During the 1940s, Jordan was a small nation with a population of less than 400,000. Its economy experienced tremendous challenges after the World War 2 because of the opening of products' bringing in process. Moreover, protection was not typically utilized during that period, except import credit protection that required marine or land transportation protection. The Ottoman Bank used to safeguard such credits through the Eagle Star Company in London for a commission of 20%. The year 1946 was the beginning of the protection market in Jordan when Ra'ouf Abu Jaber established a protection organization associated with the Egyptian Orient Insurance Company, which was set up in 1921 in Cairo with a joint Egyptian–French capital.

During the 1950s, an observable movement in the field of vehicle protection (vehicular accidents) and marine transportation occurred when Jordan was compelled to release products at the Aqaba Port, which required a solid part of vehicle transportation. Thus, for the need of giving scope in these fields, insurance agencies were established, and Jordan's Insurance Company became the main

Jordanian insurance agency. Amid that stage, it was discovered appropriate to compose the vocation to the point of high confinement rivalry that had ascended in the market and also the ineptitude of taking care of extraordinary requests by a few organizations and specialists. In this regard, the Association of Jordanian Insurance Companies was established under the administration of Record, with Ra'ouf Abu Jaber and Ilias Habaib as supervisors.

During the 1960s, the Jordanian market saw an increase in the number of insurance agencies when a Middle Eastern insurance company was established with a capital of 200,000 dinars, followed by the National Insurance Sharing Company.

During the 1970s and the middle emotional labor period, the status of the industry remained as before, and the number of organizations increased to 33 agencies, offices, and branches. Among which, 23 are local, whereas the others were branches of foreign organizations. Each organization worked in a market where the volume of portions did not exceed 33 million dinars. Thus, of the monetary break in late emotional laborers and the irregular rivalry in a small market, notwithstanding the decline of protection costs beneath the specialized level, numerous insurance agencies experienced difficulties, thereby making the Insurance Practice Monitoring Act No. 30 official in 1984. Article 56 of the said Act halted the issuance of new licenses to insurance companies. Moreover, Article 6/a forced the expansion of the cash flow of insurance agencies to reach 600,000 dinars and obliged insurance agencies to correct the status of its emotional labor by combining or expanding their capital. All the aforementioned policies prompted the decrease in the aggregate number of organizations to 17 emotional labor organizations and one 1 outside organization in 1987. This situation remained constant until 1995 when Law No. 9 was promulgated. This law led to the establishment of new insurance agencies and obliged Jordanian insurance companies to increase their cash flow to 2 million dinars for organizations providing direct protection and 20 million dinars for organizations with practical experience in re-protection. About remote organizations, the law limited the increase of cash flow to 4 million dinars.

Subsequently, eight new insurance agencies entered the market, and the number of working organizations expanded to 25 local organizations and one remote organization. In 2000, the number of protection companies reached 27. In 2001, the number of insurance agencies decreased to 26 after the liquidation of 1 protection company. In 2007 and 2008, 3 insurance agencies entered the market, thereby increasing the number of insurance agencies to 29; however, toward the end of 2008, 1 organization (Darkom) pulled back from the market, thereby decreasing the number to 28 organizations, with each organization working in a moderately small market in terms of all aspects compared with other developing and developed nations, where the protection segment contributes 2.18% of the GDP support of the person of his/her salary paid on protection does not exceed 69.9 dinars (US\$98,7) annually. This rate is regarded as low and does not concur with the salary, culture, and advancement that describe the group. Moreover, the share of life protection in 2011 amounted to 9.4% of the market, whereas it was only half in leading nations. This rate particularly influences the development of funds in this specific branch of protection.

In mid-2013, the number of insurance agencies in Jordan's insurance market dropped to 25 after three agencies left the market around 2012 to 2013. The permit of one of the agencies expired in 2012. In mid-2014, the Insurance Commission issued two choices to replace two insurance agencies.

3. Emotional labor

Passionate work is characterized as the administration of feeling to make a freely facial and substantial show in the work environment. Associations have frequently settled certain show decides that distinguish, which feelings are suitable in certain work circumstances. The essential point of demonstrating a suitable enthusiastic show is frequently to impact the sentiments and responses of other individuals in a sought bearing. Call-focus specialists, for instance, ought to initiate the sentiment of Emotional Laboring agreeable and acknowledged in clients to offer the Emotional Laborer

item. The show of such required enthusiastic responses requests direction. As needs are, Zapf and Holz (2006) characterize passionate work as the enthusiastic direction to show organizationally wanted feelings by the business. The passionate responses must be shown independently of the specialist's emotions in a circumstance. The show of such enthusiastic responses is typically not unequivocally communicated in organization documentations, but rather it is regularly certainly known to the workers and given societal standards.

Hochschild proposes three primary qualities of occupations that require candidness: (1) these occupations necessitate eye-to-eye or voice-to-voice contact with the general population (Grandey, 2000), (2) they require the employee to develop passion state in another person (Udo, Guimãrães, & Igbaria, 1997), and (3) they permit a business, through preparation and supervision, to practice a level of control over the enthusiastic expressions of representatives (Zapf, 2002). Several requests to control feelings may be identified, including conditions for expressing constructive feelings, contrary feelings, sensitivity to the feelings of others, and feelings that are not felt.

Early research of Alb Emotional Labor has proposed that executing passionate work affects laborers, and the results of recent observational examinations have been debatable. The execution of passionate work appears to have different effects on laborers—both negative and positive. Such difference may be attributed to the diverse types of feelings among members of the administration (Morris & Feldman, 1997). Additional proof shows that the effects of enthusiastic work are determined by other work conditions. The influences of two types of passionate work on work stretch, work fulfillment, and mental misery, namely, self-engagement and other-centered feeling, are investigated by utilizing information from the perspectives of laborers in a large organization. Both types of passionate work have consistent negative consequences on laborers, net of work many-sided quality, control, and requests. Passionate work builds an impression of occupational stress, diminishes fulfillment, and increases trouble. An administration that exhibits a self-centered feeling exerts the most evident and negative effects. Evidence of the relationship between work conditions and passionate work remains lacking.

4. Measurements of emotional labor

Morris and Feldman (1996) have also contributed to the conceptualization of passionate work. They characterize passionate work as “the exertion, arrangement, and control expected to express organizationally craved feeling amid interpersonal exchanges” (Morris & Feldman, 1996). The emotional labor impression of passionate work varies from Hochschild's postulation and is opposed to centering the administration of feeling (Hochschild, 1983a); these authors rather “concentrate on expressive conduct since it is proper expressive conduct that is organizationally craved” (Morris & Feldman, 1996). “The level of arrangement, control, and expertise” that is required in associations to express suitable feelings is considerably important to them (Morris & Feldman, 1996; as cited in Lewig & Dollard, 2003). Thus, Morris and Feldman (1996) conceptualize the building of work feelings along four measurements. The recurrence of suitable passionate expressions, mindfulness to required expression rules, the assortment of feelings to be expressed, and enthusiastic disharmony.

5. Outcomes of emotional labor

Although passionate work can provide financial advantages to both the organization and the individual, such as self-adequacy and viable undertaking, it can also have negative effects on the physical and psychological well-being of the representatives.

Staw, Sutton, and Pelled (1994) emphasize that representatives with positive feelings will be more effective in associations than workers with negative feelings. Ashforth and Humphrey (1993) Suggest that expression of positive feelings is related to increased errand viability. They explain that consistency with show rules encourages assignment adequacy if the feelings demonstrated by specialist co-op is the feeling is claimed to be earnest to a specific degree (Ashforth & Humphrey, 1993; Feldman, 1984; Rafaeli & Sutton, 1989). Suggest that enthusiastic work can increase the self-viability of representatives and augment individual prosperity by satisfying errand necessities and

assignment adequacy. In a similar emotional labor, they have noted that “by satisfying social desires, passionate work makes communications more unsurprising and abstains from humiliating interpersonal issues that may, in one way or another, disturb associations” (Ashforth & Humphrey, 1993; Rafaeli & Sutton, 1987) finds that the positive feelings of administration representatives lead to prompt deals or return of clients, and can be beneficial to the organization through informal.

Also, Ashforth and Humphrey (1993) contend that enthusiastic work may encourage self-expression because of the specific level of self-governance in sanctioning show principles. They argue that a part of “true self” is anticipated by the operators of an organization at any rate. For example, Jackall (1978) exhibits how bank employees change organization-guided tenets to suit their emotional labor styles (cited in Ashforth & Humphrey, 1993). Therefore, such practice may encourage self-expression. The demonstration of positive feelings of administration representatives also influences results that are conspicuous to the part tenant, such as monetary, mental, and physical development (Rafaeli & Sutton, 1987). Staw et al. (1994) find that workers who express positive feelings are more valued, and receive higher evaluation scores and better pay than those who express negative feeling. Moreover, Côté and Morgan (2002) maintain that positive feelings can increase work fulfillment because administration representatives who express such feelings are considered amiable, charming, and agreeable by other people (Staw et al., 1994). Furthermore, these backings associations given that administration representatives are in a better position to exert control over requesting clients (Mishra & Koehler, 2006).

Passionate work is a double-edged sword (Ashforth & Humphrey, 1993). Most reviews have attempted to reflect the negative effects of passionate work, which are all taxing on the mental and physical developments of individuals, and eventually, influence hierarchical requirements. The more employees fake their emotional expressions at work, the more they distance themselves from customers and treat them as objects. Surface acting, or faking emotional expressions at work, is related to feeling exhausted and detached (Brotheridge & Grandey, 2002).

6. Theoretical framework and proposed model

The concept of enthusiastic knowledge (also referred to as emotional labor) has become increasingly well-known in the current focused world. Emotional Labor has become a trendy expression for over two decades, and organizations are turning to emotional labor as a solution for uplifting the state of mind and practices of emotional labor representatives. Researchers tend to recognize emotional labor as a key factor in realizing worker responsibility, consumer loyalty, and money-related rewards.

In this manner, insight is no longer considered unidimensional, i.e. focusing on subjective capacities, but instead, knowledge has been recognized for what it actually is; a multidimensional framework that incorporates different types of knowledge, e.g. social and passionate insights, has been built. Goleman (1996), Sternberg and Lubart (1999), Martin and Bennett (1996) agree that, in spite of the importance of scholarly insight, enthusiastic knowledge is significantly more imperative, with some strongly affirming that 80% percent of work achievement is ascribed to emotional labor.

The beginnings of emotional labor can be traced back to the concept of social knowledge (Trivellas, Gerogiannis and Svarna, 2013), which is characterized as the capacity of an individual to thrive and manage in socially different settings (Earley & Ang, 2003). In his hypothesis on numerous insights, (Gardner, Bond, Christian, & Sigal, 1983) records interpersonal and intrapersonal insights that are firmly identified with social knowledge; however, Gardner has not expressly used the term “emotional labor.” Nevertheless, his thoughts on interpersonal and intrapersonal insights have paved the way for the introduction of emotional labor.

Despite the manner in which the term “emotional labor” was formally presented by analysts (Salovey & Mayer, 1990), the prevalence of the idea should be credited to Daniel Goleman in his popular work “Emotional Intelligence.” He tests the authenticity of survey insight as merely

subjective. He also clarifies the estimation of enthusiastic insight as a basic solution to achieve associations with his notable saying: “At the point when individuals can rest easy, they work getting it done” (Goleman, Boyatzis, & McKee, 2002). Goleman then starts a discussion in the newer fields of brain science, sociology, and authoritative conduct. Some scholars even argue that “there may be no development in the sociologies that have delivered more contention as of late” (McCleskey, 2014).

Since the presentation of emotional labor, endeavors to conceptualize the term have been conducted by numerous analysts. However, agreement among researchers about a clear definition of emotional labor has not yet been reached. Nevertheless, it can be considered an arrangement of capacities that empowers a person to produce, through emotional labor, express, comprehend, and assess his/her specific feelings and those of others to guide him/her in thinking and performing activities (Van Sickle et al., 2004). Various models and appraisal instruments have been developed to quantify emotional labor and examine its relationships with business-related practices, states of mind, and results. Among the most prominent models, the Passionate Competency Inventory (ECI), which was developed by Boyatzis, Murphy, and Wheeler (2000) by (refining Goldman’s 1998) passionate knowledge from five measurements (mindfulness, self-control, inspiration, compassion, and social aptitudes) to four (mindfulness, self-administration, social mindfulness, and relationship administration) to capture the full extent of enthusiastic skills (Lam & O’Higgins, 2012). In light of the previous assertion, ECI is subsequently referred to as emotional labor in this review. Regardless of the overall prevalence of emotional labor in the literature, numerous recent reviews have failed to further analyze the effects of emotional labor. The current review connects with answer these reasons for living. Many reviews related to emotional labor have been conducted in a few developing nations (Alawneh, 2013a). The present review can become an integral factor for evaluating the effect of the enthusiastic insight of a manager (emotional labor) on the work outcome of occupational fulfillment, hierarchical duty, and client benefit conduct of employees in the protection business in Jordan.

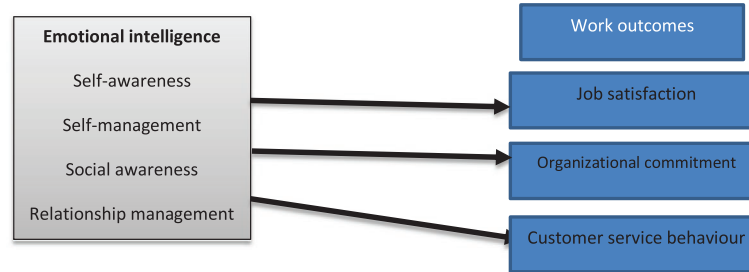
Although emotional labor encompasses all sectors and businesses, it is likely more prevalent in the administration department, where emotional labor thrives with each successive administration experience. Jordan is an administration arranged nation with the administration area speaking to 67% of the country’s total national output GDP where benefit organizations involve over 70% of all recorded organizations in stock trades (Alawneh., 2013b), Jordan can be considered an ideal developing nation to explore emotional labor.

Over several decades, empirical studies have demonstrated positive correlations between job satisfaction and the commitment exhibited by organizations (Yusuf, 2000). Furthermore, job satisfaction and the commitment exhibited by organizations are among the antecedents that our research has proven necessary to develop customer service behavior in various organizations (Lanjananda & Patterson, 2009; Lee et al., 2006).

Several studies have been dedicated to and have started to investigate the relationship between emotional intelligence and work outcomes. For example, Van Sickle et al. (2004) finds a significant relation between self-awareness/social awareness and coach performance when exploring the performance of softball coaches. Among the findings of this researcher, only relationship management is significantly related to overall performance. Van Sickle also concludes that only the self-awareness cluster presents a significant relationship to job satisfaction. Similarly (Burrs, 2004) conducts a study among 83 mid-level managers from the electronic publishing industry to examine the relationship between emotional competence (measured via ECI) and follower commitment.

Although many recent studies on emotional labor have emphasized the potential link between emotional labor and customer satisfaction (Cartwright & Pappas, 2008), a conclusion that emotional recognition, empathy, and emotion control and management are the key skills that can create a positive organizational climate for service has not yet been drawn (Slaski & Cartwright, 2002).

Figure 1. The research model.



Evidently, the effect of the emotional labor of a manager on the customer service behavior of employees has remained an unexplored territory in research.

Accordingly, the current research uses the ECI scale to measure the effect of the emotional intelligence of a manager on the work outcomes, namely, job satisfaction, organizational commitment, and customer service behavior, of an employee. After a thorough literature review, the resultant research framework is presented in Figure 1.

7. Methodology

The main aim of this paper is to explore the relationship between HR management practices and their consequences on the emotional state of service agents in the Jordanian insurance industry. A Questionnaire was adopted from previous studies and distributed among the sample. The sample population for this review comprised 28 insurance agencies in Jordan. The researchers approached each organization with the objective of obtaining the consent of the emotional laborers to participate in the review. A total of 15 organizations agreed to participate, whereas 13 declined. The units of examination for the research are senior workers, junior workers, and managers. A basic random sampling system was utilized to select respondents from each insurance agency. A total of 300 surveys were disseminated manually. A few respondents completed the forms in our presence, whereas the majority of the respondents promised to complete the survey forms within a few days. Finally, we collected 202 forms. However, nine forms were deemed unusable and excluded from further investigation. The final number of usable survey forms was 193, with a response rate of 64.3%.

8. Hypotheses of the study

8.1. In light of the past writing audit and hypothetical foundation, the accompanying hypotheses will be tended to:

- H0.1: There is no measurably critical relationship between a manager's enthusiastic knowledge and an employee's work results of (occupation fulfillment, hierarchical responsibility, and client benefit practices).
- H0.1.1: There is no factually noteworthy relationship between a manager's passionate insight and an employee's work fulfillment.
- H0.1.1.1: There is no factually noteworthy relationship between mindfulness and employment fulfillment.
- H0.1.1.2: There is no factually critical relationship between self- management and occupation fulfillment.
- H0.1.1.3: There is no factually critical relationship between social mindfulness and occupation fulfillment.
- H0.1.1.4: There is no factually critical relationship between relationship management and occupation fulfillment.
- H0.1.2: There is no factually critical relationship between a manager's enthusiastic insight and an employee's hierarchical responsibility.

- H0.1.2.1: There is no factually critical relationship between mindfulness and hierarchical duty.
- H0.1.2.2: There is no measurably noteworthy relationship between self- management and hierarchical duty.
- H0.1.2.3: There is no measurably noteworthy relationship between social mindfulness and hierarchical duty.
- H0.1.2.4: There is no measurably noteworthy relationship between relationship management and hierarchical duty.
- H0.1.3: There is no measurably noteworthy relationship between a manager's enthusiastic knowledge and an employee's client benefit practices.
- H0.1.3.1: There is no measurably noteworthy relationship between mindfulness and client benefit practices.
- H0.1.3.2: There is no measurably huge relationship between self-management and client benefit practices.
- H0.1.3.3: There is no measurably noteworthy relationship between social mindfulness and client benefit practices.
- H0.1.3.4: There is no measurably noteworthy relationship between relationship management and client benefit.

9. Measurement analysis

The estimation scales used for this review recorded emotional labor from the literature. As stated in the writing audit section, the ECI scale created by Boyatzis et al. (2000) was selected to gauge emotional labor measures. ECI has been widely utilized and demonstrated to exhibit high accuracy and stable quality. Moreover, it exhibits fancied levels of concurrent legitimacy in various investigations (Goleman et al., 2002). A total of 72 questions were utilized to measure the four dimensions of emotional labor. Items were referred to using a five-point Likert scale: 1 for "strongly disagree," 2 for "disagree," 3 for "neutral," 4 for "agree," and 5 for "strongly agree" to show the level of enthusiastic knowledge of the respondents.

For work results, we refer to emotional labor with a three-item estimation scale created by Cammann, Fichman, Jenkins, and Klesh (1983) to measure work fulfillment. To quantify hierarchical duty, a six-item scale created by Meyer and Allen (1993) was used. Furthermore, to quantify the client benefit practices of employees, we adopted a 10-item estimation scale from (Lee et al., 2006). Correspondingly, a five-point Likert scale with 1 = unequivocally differ 5 = firmly concur was utilized.

Although the estimation scales used in this part of the review were tested by a few analysts for accuracy and stable quality, these scales were recommended to be retested because of social- and industry-related differences (Abdullah, 2013; Abdullah, Obeidat, & Aqqad, 2014). We utilized central part consider investigation to survey the build legitimacy. We guaranteed that all items within each estimation scale were 1D, with a component stacking higher than 0.40 and an emotional labor value higher than 1 (Al-Abdallah, Abdallah, & Hamdan, 2014). A total of 30 emotional labor were question things. Among the aggregate number of emotional laborism, nine items did not satisfy our criteria and were excluded from further investigation. This finding confirms the necessity to retest the adopted estimation scales in the experimental reviews. Cronbach's α coefficient was used to assess the stable quality of the estimation scales. Six scales out of seven met the prescribed general guideline standard of $\alpha \geq 0.70$, thereby suggesting solid interior consistency (Nunnally, 1978).

The α coefficient for the occupational fulfillment scale was 0.611. This α level is acceptable for recently created scales and existing scales used for another culture (Churchill & Peter, 1984; Nunnally, 1978). Lastly, we registered the norm of passionate knowledge measurements to speak to enthusiastic insight general scale. Accuracy and stable quality examination were also performed for the

Table 1. Summary of statistics of study variables

Variables	Mean	Standard deviation	No. of items	Cronbach's alpha	(Eigen value)	(% of variance)	Skewness
1. Self-awareness	3.50	0.769	7	0.887	4.245	60.63%	-0.797
2. Self-management	3.52	0.602	9	0.888	4.920	54.55%	-0.022
3. Social awareness	3.48	0.654	8	0.879	4.374	54.68%	-0.175
4. Relationship management	3.48	0.666	11	0.992	6.244	56.76%	-0.399
5. Emotional intelligence	3.49	0.593	4	0.900	3.116	77.88%	-0.336
6. Job satisfaction	3.19	0.652	4	0.611	1.865	46.82%	-0.103
7. Organizational commitment	3.11	0.743	3	0.792	2.147	71.55%	0.067
8. Customer service behaviors	3.77	0.608	6	0.890	3.993	65.54%	-0.135

emotional labor general scale as detailed in Table 1. We also calculated the skewness values for each development, which were between -0.797 and 0.067, thereby showing that our information was normally disseminated. Table 1 provides an outline of the insights of our builds.

10. Analysis and results

We expected to use various relapse examinations to test our assumptions. We tested the presumptions identified with relapse examination regarding ordinariness, linearity, free blunder terms, and homoscedasticity, and each assumption was proven. Subsequently, we checked our information for multicollinearity. This issue is significant in various relapse examinations that are performed when autonomous factors are highly related.

Multicollinearity makes distinguishing the effect of each free factor difficult because of inability to isolate the requirements of individual factors (Hair, Anderson, Tatham, & Black, 2006). We surveyed multicollinearity using vicariate relationship and the variance inflation factor (VIF). The relationship lattice in Table 2 shows that the autonomous factors are closely related (0.604–0.786). Hair et al. (2006) proposes that even low relationships of 0.30 can lead to multicollinearity. VIF measures the effect of collinearity among free factors in numerous relapses. We checked the VIF estimations, and they extended within the vicinity of 2.133 and 3.352.

Allison (1982) states that VIF values higher than 2.5 indicate the presence of multicollinearity. Accordingly, we chose to avoid numerous relapses, and instead, conducted basic relapse investigation to guarantee that our outcomes were not influenced by multicollinearity.

Table 2. Correlations among independent variables

Variables	1	2	3	4
1. Self-awareness	1			
2. Self-management	0.643***	1		
3. Social awareness	0.604**	0.778**	1	
4. Relationship management	0.699**	0.715**	0.786**	1

** $p < 0.01$.

*** $p < 0.001$.

We began theoretical testing with H0.1.1, which showed that manager enthusiastic knowledge was not related to employee work fulfillment. We utilized five different relapse models to test the hypothesis. In the first four models, we inputted one measurement at the season of enthusiastic insight measurements. In the fifth model, we inputted the passionate insight general scale. The results in Table 3 demonstrate that all enthusiastic insight measurements, as well as the passionate knowledge general scale, were definitely and significantly related to employment fulfillment ($p < 0.01$ for all the models). In this regard, the invalid hypothesis H0.1.1 and its sub-theories were rejected.

Afterward, we tested hypothesis H0.1.2, which indicated that manager passionate knowledge was not related to employee hierarchical duty. Similar to the previous hypothesis, we used five discrete relapse models. The results in Table 4 demonstrate that all enthusiastic insight measurements and the passionate knowledge general scale were definitely and significantly related to employee authoritative responsibility ($p < 0.01$ for all the models). In this regard, the invalid hypothesis H0.1.2 and its sub-theories were rejected.

Lastly, we tested hypothesis H0.1.3, which indicated that manager enthusiastic insight was not related to employee client benefit practices. Similar to the previous hypotheses, we utilized five different relapse models. The results in Table 5 show that all enthusiastic insight measurements and passionate knowledge are significantly related to employee client benefit practices ($p < 0.01$ for all the models). In this regard, the invalid hypothesis H0.1.3 and its sub-theories were rejected.

Table 3. A simple regression of individual Emotional labor practices on job satisfaction

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	2.026*	1.687*	1.831*	2.069*	1.541*
Self-awareness	0.394*				
Self-management		0.396*			
Social awareness			0.394*		
Relationship management				0.331*	
Emotional intelligence					0.430*
R^2	0.155	0.157	0.155	0.110	0.815
Adj. R^2	0.151	0.152	0.151	0.105	0.181
F	35.159*	35.498*	35.100*	25.543*	43.433*

* $p \leq 0.001$.

Table 4. Simple regression of individual emotional labor practices on organizational commitment

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	2.195*	1.674*	1.625*	1.984*	1.543*
Self-awareness	0.272*				
Self-management		0.332*			
Social awareness			0.377*		
Relationship management				0.292*	
Emotional intelligence					0.359*
R^2	0.074	0.110	0.142	0.085	0.129
Adj. R^2	0.069	0.105	0.138	0.080	0.124
F	15.306*	23.620*	31.726*	17.752*	28.230*

* $p \leq 0.01$.

Table 5. Final regression of individual emotional labor practices on employee client benefit practices

Variables	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	2.309***	1.662***	1.492***	1.567***	1.548***
Self awareness	0.152***				
Self management		0.311***			
Social awareness			0.348***		
Relationship management				0.195***	
Emotional intelligence					0.267***
R ²	0.055	0.083	0.132	0.074	0.113
Adj. R ²	0.045	0.098	0.114	0.068	0.103
F	11.206***	18.756***	26.541***	13.954***	23.105***

*** $p \leq 0.001$.

11. Discussion of the findings

A general belief exists that emotions have no place in current rational and task-oriented work environments. In fact, emotions and their expressions are controlled and managed in organizations by a wide range of formal and informal factors (known as display rules), which ensure that certain emotions are expressed whereas others are suppressed. Our study provides evidence that organizations can reduce the emotional exhaustion of employees and increase their accomplishment by applying improved HRM practices. The concept of emotional labor, i.e. the regulation of feelings and expressions for organizational purposes, has received considerable attention since it was identified by sociologist, Hochschild in (1983b). Organizations working with specific, emotion-oriented recruitment and selection, socialization and training, performance appraisal, and reward systems will be more capable of setting and maintaining expectations, as well as helping employees and their organizations, achieve their goals. The human resource function has come a long way since personnel administration progressively gained credibility on value-creating activities. The role and importance of emotional labor in the insurance industry have been elucidated in this study. The study has also argued that effective HR management practices should be implemented if Jordanian insurance companies wish to attract and retain a high-quality workforce. The management should create conditions for a satisfying and less stressful work environment for employees. The human resource department can train new employees to develop emotional work skills by using behavior modification techniques to promote, maintain, and if necessary, alter behavior and reduce the risk of emotional exhaustion. A uniform attitude demonstrated by employees will enable efficient execution of tasks, provide high-quality services, and maintain regular clients, which will result in the increased turnover, increased number of regular satisfied clients, and better corporate reputation.

Our findings are predictable given the results of several previous reviews that have found a positive relationship between emotional labor, what is along with a few measurements of work results (Adeoyo & Torubelli, 2011; Gülerüz, Güney, Aydın, & Aşan, 2008; Salami, 2008; Sy, Tram, & O'Hara, 2006). The outcomes also reinforce the findings of previous researchers that representatives who are managed by their supervisors with emotional labor tend to exhibit better than expected inspirational demeanors and endeavors. These findings exhibit that feelings are among the principal factors that influence the practices and work results of employees in organizations. In a period characterized by the increased focus on quality and efficient upgrades, the crucial contribution of emotional labor to motivating the states of mind of employees should not be neglected. The current highly aggressive environment requires directors in developing nations to change the emotional labor conventional practice of threatening workers, given the high unemployment rate and a shortage of available jobs, to a practice that makes a feeling of having a place for workers. Emotional Labor is the perfect solution for empowering supervisors to motivate workers and drive them to feel fulfilled and revived. This is as per full of feeling occasion's hypothesis, which suggests that enthusiastic

encounters at the work-put influences the short- and long-term states of mind and practices of employees.

Emotional labor should not be limited to directors. Relationships among employees play a major part in producing and diffusing a situation that improves work fulfillment and duty. Representatives with high levels of emotional labor are not only expected to control and modify their emotional labor feelings, but also those of their emotional labor associates. Such representatives are typically happier with emotional labor employers because they are more adept at evaluating, controlling, and guiding their emotional labor feelings compared with those with lower overall emotional labor (Trivellas et al., 2013). Benefit associations face the actual test of maintaining existing clients attracting new ones. Clients nowadays are unpredictable with complicated prerequisites and necessities. The results of the present review exhibit that emotional labor influences client benefit conduct. Representatives with high levels of emotional labor are more capable of controlling and adjusting emotional labor intrapersonal and interpersonal feelings, as well as anticipating the enthusiastic response of clients. In this manner, emotional labor is more receptive to various client moods, whims, and practices.

12. Implications of the study

The next question is how and why are these findings essential to the Jordanian insurance sector, particularly insurance agents? Many countries have adopted a relationship marketing approach to promote long-term relationships with customers and strengthen social, financial, and emotional bonds with customers, in a manner that increases switching cost and allows companies to charge a premium for their brand name. In Jordan, the customer relationship is considered transactional rather than a long-term partnership. Consequently, the cost of acquiring customers is high, whereas switching cost is relatively low. Jordan insurance companies have a minimum marketing approach regarding promoting long-term relationships with customers. Therefore, the time has come to implement the concept of emotional labor training by HR.

A few insurance companies have effectively considered the concept of emotional labor. An article listed the Jordan Insurance Company (JIC) as one of top 20 companies to work for in Jordan. Companies were judged based on staff turnover; pay scale; benefits (health, family, time off); office environment (work and social atmosphere); opportunity for growth; market credibility/reputation; communication with departments; physical workplace; employee training and skills development; and community involvement. The specific reason cited for the inclusion of JIC is as follows: "Maintaining the vitality of the work climate where employees feel the importance of trust and teamwork is key." The company further appreciates the positive relationship between happy employees and the bottom line.

By the parameters by which the companies were judged and the specific reason for JIC's inclusion, a clear correlation is demonstrated with emotion-focused HRM practices that consider recruitment and selection, socialization and training, performance appraisal, and reward systems.

As mentioned in the Introduction section, companies should further develop the awareness and marketing to increase current market penetration and density. Cooperation among companies should be considered in this respect. When a relationship marketing approach is adopted, long-term relationships with customers will be promoted, and social, financial, and emotional bonds with customers will be strengthened. This scenario is particularly true in financial services, and specifically in the insurance industry. However, specific emotion-focused HRM management practices have been demonstrated to be important not only in promoting and maintaining appropriate behavior but also in reducing the risk of emotional exhaustion. For any business, the retention of skilled employees helps with the recruitment and training of new staff members, builds a sense of continuity within the organization, and reduces overhead. However, with the Jordanian economy already having experienced a turbulent period with the financial crisis in 2008, followed by the Arab Spring, a dampening effect on the regional economy as a whole, and on Jordan specifically, is expected. Jordan is

predicted to enter another period of uncertainty (Jordinvest, Jordan Investment Trust P.L.C, 2016), and thus, HRM techniques and practices that can reduce emotional labor among employees will make a substantive difference to organizations. The insurance sector plays a key role in securing individuals and businesses, as well as their endeavors. Without an efficient, effective, and strong insurance sector, the economy will lack an important element to achieve stable growth over a long period. Although the insurance industry has a knowledgeable workforce, the majority of its members require specialized aptitude, thereby implying that organizations that wish to flourish should establish practices that can help them keep learned, experienced, and talented staff members by reducing the danger of enthusiastic weariness and expanding the feeling of individual achievement. Consequently, the establishment and maintenance of standards for recruitment and selection, socialization and training, reward systems (Mumby & Putnam, 1992), and performance appraisal (VanMaanen & Kunda, 1989) will be simpler and more effective. This conclusion is upheld not just by the inclusion of JIC as one of the best working environments in Jordan, but also by their piece of the pie which is second just Arab Orient Insurance (Jordan Insurance Federation, Insurance in Jordan Business Report, 2016 Midyear).

13. Directions for future research

Studies are expected to examine the effect of emotional labor on the work results of employees in other administrative ventures and assembly organizations. In addition, the immediate and indirect relationship between emotional labor and different types of progress must be examined in developed and developing nations. Lastly, we recommend expanding the research area to include companies who have refused to participate in the current survey.

14. Conclusion

In this study, we explored the effect of manager passionate insight (regarding mindfulness, self-administration, social mindfulness, and relationship administration) on employee work results (regarding work fulfillment, hierarchical duty, and client benefit conduct) in the protection industry in Jordan. The findings presented in the previous sections demonstrate that all emotional labor measurements emphatically influence the three work results considered in this review. For example, research on a developing Middle Eastern nation, such as Jordan, is an endeavor to expand the concept of enthusiastic insight and shed light on the idea of emotional labor in an underdeveloped nation. Furthermore, most studies on enthusiastic insight in a working environment have focused on its commitment to administration practices (George, 2000) instead of its effect on a representative populace and the work results of emotional laborers. The few studies that have analyzed the effect of emotional labor on behavioral and attitudinal results are limited to its use as an instrument for work force arrangement and improvement (Davar & Singh, 2014; Sy et al., 2006). In this regard, the current examination contributes to the literature by focusing on the commitment of emotional labor to forming the states of mind and work results of employees, which is a subject where research remains lacking (Law, Pelgrum, & Plomp, 2008).

Overall, benefit associations should carefully consider the manner of selecting supervisors and representatives with the objective of including emotional labor attributes among the principal requirements for future enlistment and advancement. Emotional labor should be regarded by administration associations as a vital instrument for workforce arrangement, preparation, and advancement. Moreover, worker fulfillment, duty, and client benefit conduct are relied upon to encourage the reception of imaginative procedures, such as the client esteem technique and the driven client system. However, observational reviews are required in the administration business to affirm the aforementioned normal relationship. The limitation of our review is our selection of the protection business. Despite the fact that the choice of only one industry strengthened our focus and the procedure for information accumulation, it limits the generalizability of the results to other industrial ventures. Moreover, we have to remove some of the questions adopted from the ECI scale, with the specific goal of developing substantial and dependable measures for emotional labor. Although we have utilized the model in modern social settings, its transferability remains dubious.

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