

The Price of Flexibility: Emotional Strain, Employee Effort, and Organizational Misalignment

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Abstract**Original Research Article**

This study examined how surface acting, or stretch acting, influenced organizational misalignment through the mediating roles of emotional strain and job fatigue. The research aimed to reveal the hidden costs of emotional labor in Indonesian mining corporations, where employees were often required to suppress authentic emotions to meet organizational demands. A quantitative survey was conducted among 291 employees from mining companies in Kalimantan. Data were collected using a five-point Likert scale and analyzed through confirmatory factor analysis and structural equation modeling. Reliability and validity were confirmed, ensuring that the measures accurately reflected constructs such as surface acting, emotional exhaustion, job fatigue, and organizational misalignment. The findings indicated that surface acting had a significant positive effect on organizational misalignment. Emotional strain and job fatigue mediated this relationship, showing that employees who consistently repressed emotions experienced higher exhaustion, reduced motivation, and greater tendencies toward absenteeism, presenteeism, and neglect of supervisory instructions. These outcomes demonstrated that unmanaged emotional labor undermined employee commitment and contributed to organizational misalignment.

Keywords: emotional strain; employee effort; organizational misalignment; surface acting; job exhausted.

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1. INTRODUCTION

The management of emotions in organizational settings has increasingly become a focal point of scholarly inquiry, particularly in industries where interpersonal interaction and performance pressure are central to daily operations. Emotional labor, defined as the regulation of feelings and expressions to meet organizational expectations (Y. H. Lee & Chelladurai, 2018), has been recognized as a critical determinant of employee attitudes, productivity, and organizational outcomes. Employees are frequently required to suppress authentic emotions and display socially acceptable behaviors, a practice commonly referred to as surface acting or stretch acting (Martínez-Íñigo & Totterdell, 2016). While such practices may temporarily sustain customer satisfaction and organizational image, they often impose hidden psychological and behavioral costs, including emotional strain, job exhaustion, and organizational misalignment.

The contemporary workplace has been reshaped by global transformations, including the post-pandemic demand for flexibility, digital coordination,

and resilience in emotionally charged contexts. Mining corporations in Indonesia, operating under volatile market conditions and complex stakeholder relationships, exemplify this challenge. Employees in these organizations are expected to maintain composure and professionalism despite frequent exposure to conflict, high workloads, and ambiguous organizational support. Such conditions create fertile ground for emotional exhaustion, burnout, and deviant workplace behaviors (Chen, Chang, & Wang, 2019; Yin, Huang, & Chen, 2019b). The phenomenon of emotional labor in mining corporations is particularly critical because the sector is often overlooked in psychological and organizational research, despite its reliance on human effort under demanding circumstances.

The research problem addressed in this study lies in the insufficient understanding of how surface acting contributes to organizational deviance through mediating mechanisms such as emotional strain and job fatigue. Although emotional labor has been extensively studied in service industries such as hospitality, healthcare, and sports (Roh, Moon, Yang, & Jung, 2016;

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van Gelderen, Konijn, & Bakker, 2017), mining corporations remain underexplored. Employees in this sector face unique pressures, including hazardous working conditions, hierarchical management structures, and intense buyer–seller interactions, yet the psychological consequences of emotional regulation in this context have not been adequately documented.

Previous studies have established that surface acting negatively affects employee well-being, leading to emotional exhaustion and reduced performance (Basuki *et al*, 2025; Yagil & Medler-Liraz, 2017). Emotional strain has been shown to drain psychological resources, while job fatigue accelerates burnout and disengagement (J. J. Li, I. A. Wong, & W. G. Kim, 2017; Lerner, Wagstaff, Thelwell, & Corbett, 2017). Furthermore, organizational deviance, manifested in absenteeism, presenteeism, and neglect of supervisory instructions, has been linked to mistreatment by supervisors and customers (Fehr, & He, 2019). Despite these insights, the literature has not sufficiently integrated these constructs into a coherent framework that explains how emotional labor translates into organizational misalignment in mining corporations.

The research gap therefore lies in the limited empirical evidence connecting surface acting, emotional strain, job fatigue, and organizational misalignment within the mining sector. While displaced aggression theory (Hwang & Han, 2019; Jung & Yoo, 2019) and affective commitment perspectives (Rahmi Widyanti, Basuki, 2020) provide theoretical explanations for deviant behaviors, empirical validation in mining context remains scarce. Moreover, existing studies often treat emotional exhaustion and job burnout as isolated outcomes rather than mediating mechanisms that bridge emotional labor and organizational misalignment. This lack of integration restricts the practical applicability of findings for industries where employee well-being directly influences operational sustainability.

The novelty of this study lies in its comprehensive examination of the mediating roles of emotional strain and job fatigue in the relationship between surface acting and organizational misalignment. By employing structural equation modeling and confirmatory factor analysis, the research provides robust empirical evidence that clarifies how emotional regulation practices undermine organizational alignment. Unlike prior studies that focused on hospitality or healthcare, this investigation situates emotional labor within the mining industry of Indonesia, thereby extending the scope of emotional labor research to a sector where psychological dynamics are often overlooked. (Basuki.*et.al.*,2021)

The objectives of the study were fourfold: first, to determine the role of emotional labor in shaping employee behavior in mining corporations; second, to investigate the direct impact of surface acting on

organizational divergence; third, to assess the mediating effects of emotional strain and job fatigue; and fourth, to provide practical implications for organizational leaders seeking to reduce deviance and enhance employee alignment. By addressing these objectives, the study contributes both theoretically and practically. Theoretically, it enriches the literature on emotional labor by integrating mediating mechanisms into a unified framework. Practically, it offers mining corporations actionable insights into how unmanaged emotional labor erodes employee commitment and organizational reputation.

The study responds to the growing call for research that bridges psychological well-being and organizational outcomes. Emotional labor is often treated as a personal coping mechanism, yet its organizational consequences are profound. By demonstrating that emotional strain and job fatigue mediate the relationship between surface acting and organizational deviance, this research highlights the systemic nature of emotional regulation. It shows that the costs of emotional labor extend beyond individual exhaustion to collective misalignment, thereby offering a more holistic understanding of organizational behavior.

2. REVIEW OF LITERATURE

2.1. Stretch Acting and Its Link to Emotional Exhaustion

Surface acting, often described as the deliberate suppression of genuine emotions in favor of organizationally required expressions, has been widely examined in organizational psychology (Davis, 2016; Yam *et al.*, 2016). Employees adapt their outward behaviors to align with workplace expectations, even when these behaviors contradict their internal states. Scholars have consistently highlighted the detrimental effects of such practices on both physical and psychological health (Martínez-Íñigo & Totterdell, 2016; Nauman, Raja, Haq, & Bilal, 2019). In customer-facing roles, employees are compelled to maintain composure and positivity, which often results in emotional collapse when authentic feelings are repressed (Chen *et al.*, 2019; Yagil & Medler-Liraz, 2017). Sustained suppression of emotions drains psychological resources, leading to emotional exhaustion and impaired performance (J. J. Li *et al.*, 2017; Mo & Shi, 2017). Employers who fail to provide adequate support exacerbate this strain, leaving workers vulnerable to stress and burnout (Uy, Lin, & Ilies, 2017; Santoso *et al.*, 2020; Kwon, Jang, & Lee, 2019).

2.2. Stretch Acting and Organizational Misalignment

Workplace pressure imposed by supervisors and management has been identified as a significant driver of stress and deviant behavior (Gaucher & Chebat, 2019; Walsh, 2019). When employees perceive mistreatment, they often retaliate through organizational deviance, such as absenteeism or reduced effort (Fehr *et*

al., 2019; J. Li *et al.*, 2017; Wang, 2019). Abusive supervision fosters sabotage and resentment, compelling employees to conceal their true emotions through surface acting (Fehr, Yam, He, Chiang, & Wei, 2017; S. J. Han, Bonn, & Cho, 2016). This dynamic aligns with displaced aggression theory, which posits that individuals redirect frustration toward less powerful targets when direct confrontation is impossible (Hwang & Han, 2019; Jung & Yoo, 2019). In organizational contexts, employees may respond to mistreatment by neglecting tasks or intentionally underperforming (Weiss, Razinskas, Backmann, & Hoegl, 2018). Such behaviors illustrate how surface acting, combined with workplace hostility, fosters deviance.

2.3. Stretch Acting and Job Exhausted

The role of external factors such as customers and retailers, often perceived as “second managers,” has been emphasized in recent studies (Choi, Mohammad, & Kim, 2019; Kwon *et al.*, 2019). Their authority and behavior significantly influence employees’ emotional states. Negative interactions with these stakeholders compel employees to engage in surface acting, which over time results in emotional collision and fatigue (Yin, Huang, & Chen, 2019a). Prolonged emotional suppression increases stress levels, leading to burnout and diminished performance (Chen *et al.*, 2019; Gong, Park, & Hyun, 2020). Job fatigue, characterized by mental and physical exhaustion, emerges as a direct consequence of sustained emotional regulation (S.-S. Han, Han, & Kim, 2018; Johnson, Machowski, Holdsworth, Kern, & Zapf, 2017).

2.4. Emotional Strain and Organizational Misalignment

Organizational commitment plays a crucial role in shaping employee behavior. When organizations fail to honor promises of supportive environments, employees experience heightened stress and emotional exhaustion (J. Li *et al.*, 2017). Studies have shown that emotionally exhausted employees are more likely to engage in deviant behaviors compared to those working in supportive climates (Wang, 2019). Conversely, open and supportive workplaces foster better performance and resilience (S.-C. S. Chi & Liang, 2013). Unrealistic expectations from organizations further intensify emotional strain, leading to disengagement and deviance

(S. Lee, Kim, & Yun, 2018; Shkoler & Tziner, 2017; Walsh, 2019). Leadership behavior also plays a pivotal role, as poor leadership exacerbates emotional exhaustion and undermines job satisfaction (Haldorai, Kim, Chang, & Li, 2019).

2.5. Job Exhausted and Organizational Misalignment

Job burnout, often considered the culmination of emotional exhaustion, has been widely recognized as a determinant of organizational deviance (Pham, Brennan, & Furnell, 2019). When organizations fail to meet employee expectations, stress levels rise, leading to demotivation and disengagement (Yang & Lau, 2019). Perceptions of inadequate organizational support further diminish satisfaction, increasing the likelihood of deviant behavior (Rahmi Widyanti. and Basuki, 2020). Job satisfaction, closely linked to psychological health, directly influences performance and organizational commitment (Shkoler & Tziner, 2017). Employers who neglect employee well-being risk higher burnout rates, which in turn compromise organizational sustainability (Walsh, 2019; Pham *et al.*, 2019).

Based on this evidence, the hypothesis was formulated:

H1: Stretch acting is positively associated with employees’ emotional exhaustion.

H2: Stretch acting is positively related to organizational misalignment.

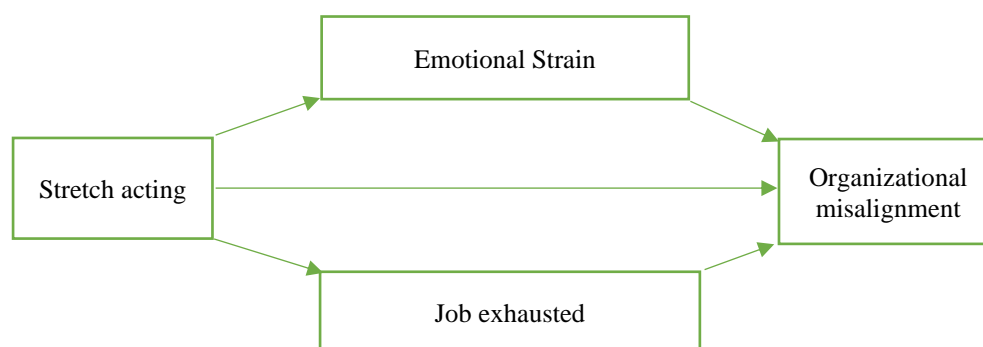
H3: Stretch acting is positively associated with job exhausted.

H4: Emotional strain is positively related to organizational misalignment.

H5: Job exhausted is positively associated with organizational misalignment.

2.6. Conceptual Framework

Synthesizing the literature, the study framework integrates stretch acting, emotional strain, job exhausted, and organizational misalignment. The model posits that surface acting directly influences organizational misalignment, while emotional strain and job fatigue serve as mediating mechanisms. This framework provides a comprehensive lens for examining the hidden costs of emotional labor in mining corporations, offering both theoretical advancement and practical relevance (See Figure 1.)



3. RESEARCH METHOD

This study employed a quantitative research design to examine the relationship between surface acting, emotional strain, job exhausted, and organizational misalignment. Following the recommendations of Malhotra and Birks (2007), a self-administered online survey was adopted to minimize social desirability bias and ensure confidentiality in responses. The survey targeted employees working in mining corporations across Kalimantan, Indonesia. Out of 400 distributed questionnaires, 291 valid responses were obtained, representing the final sample size for analysis.

All constructs were measured using established scales validated in prior studies. Responses were recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), a format widely recognized for its reliability in capturing attitudinal data. All measurement items demonstrated strong factor loadings above 0.70 and average variance extracted (AVE) values exceeding 0.50, confirming their reliability and validity.

The data analysis followed a structured approach to ensure robustness and accuracy. Preliminary analyses were conducted using SPSS to examine frequency distributions, descriptive statistics, and reliability tests. These steps ensured that the dataset was free from outliers and met the assumptions of normality. Reliability was confirmed through Cronbach's alpha values, which exceeded the recommended threshold of 0.70, thereby validating internal consistency.

Subsequently, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were performed using AMOS. CFA was employed to assess the measurement model, examining the correlation between latent constructs and observed indicators. The goodness-of-fit indices, including CMIN/DF, GFI, IFI, CFI, and RMSEA, all met the recommended thresholds (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017), confirming the adequacy of the measurement model. SEM was then applied to test the hypothesized relationships among variables, providing regression coefficients and significance levels for direct and mediated effects.

Validity and Reliability Considerations

The study emphasized both convergent and discriminant validity. Convergent validity was established through high factor loadings and composite

reliability (CR) values exceeding 0.90, while discriminant validity was confirmed by ensuring that the square root of AVE for each construct was greater than its correlations with other constructs. These results indicated that the measures were distinct yet conceptually related, thereby supporting the integrity of the analytical framework.

Ethical Considerations

Ethical standards were upheld throughout the research process. Participation was voluntary, and respondents were assured of anonymity and confidentiality. The online survey format minimized interviewer bias and allowed participants to respond freely to sensitive questions related to emotional strain, burnout, and deviance.

4. RESULT AND DISCUSSION

4.1. Demographic Details

The demographic profile of respondents provided an essential foundation for interpreting the study's findings. A total of 291 valid responses were analyzed, representing employees from mining corporations in Kalimantan. The sample consisted of 156 male and 135 female participants, reflecting a relatively balanced gender distribution. Educational attainment varied, with 32 respondents holding undergraduate degrees, 130 with postgraduate qualifications, 103 with master's degrees, and 32 with other forms of education. Age distribution was diverse: 69 respondents were between 21–30 years, 88 between 31–40 years, 74 between 41–50 years, and 47 above 50 years. This diversity in demographic characteristics strengthened the representativeness of the sample and enhanced the generalizability of the results, consistent with recommendations for survey-based organizational research.

4.2. Factor Loading and Convergent Validity

Confirmatory factor analysis (CFA) was employed to assess the measurement properties of the constructs. Table 2 illustrates that all factor loadings exceeded the recommended threshold of 0.70, confirming the reliability of the indicators (Hair Jr *et al.*, 2017). Composite reliability (CR) values were consistently above 0.90, while average variance extracted (AVE) values surpassed 0.50, thereby establishing convergent validity. These results indicated that the items effectively captured the intended latent constructs, ensuring that the measures were both internally consistent and conceptually coherent.

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	CR	AVE
OM1				.658	0.946	0.717
OM2				.733		
OM3				.796		
OM4				.834		
OM5				.799		

OM6				.811		
OM7				.804		
JE1	.833				0.966	0.757
JE2	.859					
JE3	.869					
JE4	.873					
JE5	.876					
JE6	.879					
JE7	.821					
JE8	.819					
JE9	.824					
ES1		.775			0.951	0.737
ES2		.764				
ES3		.779				
ES4		.861				
ES5		.860				
ES6		.846				
ES7		.844				
SA1			.768		0.946	0.716
SA2			.804			
SA3			.866			
SA4			.814			
SA5			.736			
SA6			.876			
SA7			.822			

4.3. Discriminant Validity

Discriminant validity was assessed to confirm that the constructs were distinct from one another. As presented in Table 3, the square root of AVE for each construct was greater than its correlations with other constructs, thereby satisfying the Fornell–Larcker

criterion (Hair Jr *et al.*, 2017). This demonstrated that while the constructs were related, they measured unique dimensions of emotional labor and organizational deviance. The establishment of discriminant validity reinforced the robustness of the measurement model and minimized concerns of multicollinearity.

Table 3: Discriminant Validity

	EE	OD	JF	SA
ES	0.858			
OM	0.638	0.847		
JE	0.395	0.520	0.870	
SA	0.600	0.547	0.443	0.846

Confirmatory Factors Analysis and KMO

These results collectively demonstrated that the measurement model was statistically sound and provided

a strong basis for testing the structural relationships among variables.

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.757	0.812	0.935	0.935	0.076	0.925

4.4. SEM

Structural equation modeling was applied to test the hypothesized relationships. Table 5 presents the regression coefficients and significance levels. The direct effect of surface acting on organizational deviance was significant ($\beta = 0.164$, $p < 0.05$), supporting Hypothesis 1. Emotional exhaustion mediated the relationship between surface acting and organizational deviance ($\beta = 0.398$, $p < 0.001$), confirming Hypothesis 2. Similarly, job fatigue served as a significant mediator ($\beta = 0.287$, p

< 0.001), validating Hypothesis 3. These findings aligned with prior studies that identified emotional exhaustion and burnout as critical pathways linking emotional labor to deviant workplace behaviors (J. J. Li *et al.*, 2017; Pham, Brennan, & Furnell, 2019).

The SEM results highlighted that organizational deviance increased substantially when employees engaged in surface acting, particularly when emotional exhaustion and job fatigue were present. Specifically,

organizational deviance was predicted to change by 16.4% with a one-unit increase in surface acting, while the mediating roles of emotional exhaustion and job fatigue accounted for 39.8% and 28.7% of the variance,

respectively. These findings underscored the importance of considering mediating mechanisms in understanding the broader consequences of emotional labor.

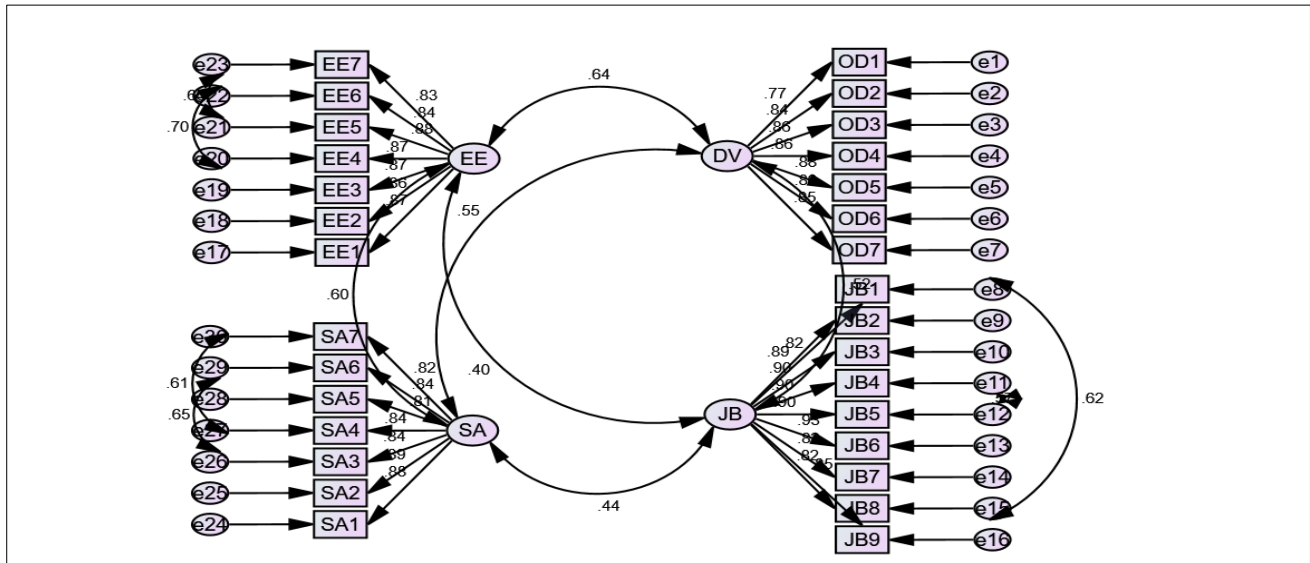


Figure 1: CFA

Table 5: Structural Equation Modeling

Hypothesis	B-Value	SE	P-Value	Decision
SA→OM	.164	.055	.003	Accepted
SA→ES→OM	.398	.049	.000	Accepted
SA→JE→OM	.287	.046	.000	Accepted

5. DISCUSSION

The findings of this study provide critical insights into the hidden costs of emotional labor in mining corporations, specifically the role of surface acting in shaping organizational misalignment through emotional exhaustion and job fatigue. The title *The Price of Flexibility: Emotional Strain, Employee Effort, and Organizational Misalignment* reflects the central theme that the flexibility demanded of employees in regulating emotions is not without consequences. The empirical evidence from structural equation modeling confirmed that surface acting directly increased organizational deviance and indirectly amplified misalignment through the mediating roles of emotional exhaustion and job fatigue. These results highlight the paradox of emotional labor: while intended to sustain organizational image and customer satisfaction, it simultaneously erodes employee well-being and organizational alignment.

The research problem addressed in this study was the insufficient understanding of how emotional regulation practices, particularly surface acting, contribute to deviant workplace behaviors in mining corporations. Previous literature has extensively examined emotional labor in service industries such as hospitality, healthcare, and sports (van Gelderen, Konijn, & Bakker, 2017), yet mining corporations remain

underexplored. Employees in this sector face unique pressures, including hazardous working conditions, hierarchical management structures, and intense buyer-seller interactions, which create fertile ground for emotional strain. The findings of this study confirm that these pressures manifest in organizational deviance, thereby filling a critical research gap by situating emotional labor within the mining industry of Indonesia.

The novelty of this research lies in its comprehensive integration of emotional exhaustion and job fatigue as mediating mechanisms between surface acting and organizational deviance. While prior studies have treated emotional exhaustion and burnout as isolated outcomes (Yagil & Medler-Liraz, 2017), this study demonstrates that they are not merely consequences but active pathways through which emotional labor translates into organizational misalignment. The SEM results showed that emotional exhaustion accounted for 39.8% of the variance in organizational deviance, while job fatigue explained 28.7%. These findings underscore the systemic nature of emotional regulation, revealing that the costs of emotional labor extend beyond individual exhaustion to collective organizational dysfunction.

The findings of this study confirm this theoretical proposition, showing that surface acting,

when combined with emotional exhaustion, fosters organizational misalignment. Similarly, affective commitment perspectives emphasize that organizations failing to honor promises of supportive environments increase employee stress and disengagement (Neves & Champion, 2015). The results of this study align with this perspective, demonstrating that emotional exhaustion mediates the relationship between surface acting and organizational misalignment.

The objectives of this study were to determine the role of emotional labor in shaping employee behavior, to investigate the direct impact of surface acting on organizational divergence, to assess the mediating effects of emotional strain and job fatigue, and to provide practical implications for organizational leaders. Each of these objectives was achieved through rigorous empirical analysis. The direct effect of surface acting on organizational misalignment was significant ($\beta = 0.164$, $p < 0.05$), confirming that employees who consistently suppress emotions are more likely to engage in deviant behaviors. The mediating effects of emotional exhaustion ($\beta = 0.398$, $p < 0.001$) and job fatigue ($\beta = 0.287$, $p < 0.001$) further validated the hypotheses, demonstrating that emotional strain and burnout are critical pathways linking emotional labor to organizational misalignment.

The broader implications of these findings are significant for organizational sustainability. Emotional strain and job fatigue are not merely individual experiences but collective phenomena that shape organizational culture. When employees consistently engage in surface acting, they risk developing cynicism, disengagement, and resistance to organizational goals. This misalignment undermines trust between employees and management, erodes organizational reputation, and diminishes long-term sustainability. Mining corporations, which rely heavily on coordinated effort and resilience, are particularly vulnerable to these dynamics. The findings therefore emphasize the need for organizations to recognize the destructive potential of unmanaged emotional labor and to invest in supportive environments that reduce burnout and strengthen employee alignment.

The study also contributes to the growing call for research that bridges psychological well-being and organizational outcomes. Emotional labor is often treated as a personal coping mechanism, yet its organizational consequences are profound. By demonstrating that emotional exhaustion and job fatigue mediate the relationship between surface acting and organizational deviance, this research highlights the systemic nature of emotional regulation. It shows that the costs of emotional labor extend beyond individual exhaustion to collective misalignment, thereby offering a more holistic understanding of organizational behavior.

The findings confirm that the price of flexibility in emotional labor is organizational divergence. The evidence demonstrates that surface acting directly increases deviance and indirectly amplifies misalignment through emotional exhaustion and job fatigue. These results fill a critical research gap by situating emotional labor within the mining industry of Indonesia, extend the literature by integrating mediating mechanisms into a unified framework, and provide practical implications for organizational leaders seeking to foster supportive environments. By linking empirical findings to theoretical perspectives such as displaced aggression theory and affective commitment, the study offers a comprehensive understanding of how emotional regulation practices undermine organizational alignment.

6. CONCLUSION

This study has provided a comprehensive examination of the hidden costs of emotional labor in Indonesian mining corporations, focusing on the role of surface acting in shaping organizational misalignment through emotional exhaustion and job fatigue. The findings confirmed that surface acting directly contributes to organizational deviance and indirectly amplifies misalignment when mediated by emotional strain and fatigue. Employees who consistently suppress authentic emotions were found to experience higher levels of exhaustion, diminished motivation, and increased tendencies toward absenteeism, presenteeism, and neglect of supervisory instructions. These outcomes highlight the paradox of emotional labor: while intended to sustain organizational image and customer satisfaction, it simultaneously undermines employee well-being and organizational sustainability.

By situating emotional labor within the mining industry, this research addressed a significant gap in the literature, extending the scope of emotional labor studies beyond service sectors such as hospitality and healthcare. The integration of emotional exhaustion and job fatigue as mediating mechanisms represents the novelty of this study, offering a more holistic framework for understanding how emotional regulation practices translate into organizational divergence. The theoretical support from displaced aggression theory and affective commitment perspectives further reinforced the empirical findings, demonstrating that unmanaged emotional strain fosters deviant behaviors and weakens organizational alignment.

The implications of these findings are both theoretical and practical. Theoretically, the study enriches the discourse on emotional labor by clarifying the pathways through which surface acting undermines organizational commitment. Practically, it emphasizes the urgent need for mining corporations to develop supportive environments that reduce burnout, strengthen employee alignment, and safeguard organizational reputation. Recognizing the destructive potential of

unmanaged emotional labor is essential for leaders seeking to balance the demands of flexibility with the sustainability of employee well-being and organizational performance.

Limitations

This study has provided a comprehensive examination of the hidden costs of emotional labor in Indonesian mining corporations, focusing on the role of surface acting in shaping organizational misalignment through emotional exhaustion and job fatigue. The findings confirmed that surface acting directly contributes to organizational deviance and indirectly amplifies misalignment when mediated by emotional strain and fatigue. Employees who consistently suppress authentic emotions were found to experience higher levels of exhaustion, diminished motivation, and increased tendencies toward absenteeism, presenteeism, and neglect of supervisory instructions. These outcomes highlight the paradox of emotional labor: while intended to sustain organizational image and customer satisfaction, it simultaneously undermines employee well-being and organizational sustainability.

Despite these limitations, the study contributes significantly to the literature by situating emotional labor within the mining industry and highlighting the mediating roles of emotional exhaustion and job fatigue. Recognizing these constraints provides a foundation for future investigations to refine the theoretical framework and extend the practical implications of emotional labor research.

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