



Cite Us



Smiles and Struggles: Investigating the Effects of Leader Emotional Labour Strategies on Job Satisfaction and Emotional Exhaustion in the Service Industry



Javed Iqbal *

Hafiz Ahmad Ashraf †

Arooj Fatima ‡

Corresponding Author: Javed Iqbal (Visiting Lecturer, Department of Business Administration, Bahria University, Lahore Campus, Punjab, Pakistan. Email: javedlatif2016@gmail.com)

Abstract: *The main objective of this study is to examine the impact of leader emotional labour strategies on job-related outcomes, job satisfaction (JS) and emotional exhaustion (EE) and the moderating effect of perceived organizational support (POS) under the theoretical support of conservation of resource (COS) theory. The current study was carried out by gathering data from doctors working in the Public Health sector of Pakistan. A self-administered questionnaire survey was employed to gather responses. The selection process employed a simple random sampling technique. Results of the current study explicate that POS has a positive moderating effect on the relationship between leaders' emotional labour strategies and EE. At the same time, the moderated effect of POS on the relationship between leaders' emotional labour strategies and JS was not supported. The present study bridges the research gap by applying the COS theory and using POS as moderating variable to study relationships between leaders' emotional labour strategies and job-related outcomes (e.g., JS and EE).*

Key Words: Emotional Labour Strategies, Perceived Organizational Support (POS), Emotional Exhaustion (EE), Job Satisfaction (JS), Public health sector

Introduction

In today's global leadership phenomenon, a leader's emotional labour plays a vital role in achieving organisational goals (Xu & Fan, 2023). It is a crucial factor in organizational success (Iqbal et al., 2017). Leader emotional labour strategies refer to the process employees adopt to express and control their emotions or expressions at the workplace (Makudza, 2023). In organizational studies, research scholars have

identified three distinct leader emotional labour strategies: Surface Acting (SA), Deep Acting (DA), and Display of Genuine Emotions (DGE) (Noreen et al., 2021). According to Blau et al. (2012), "Emotional exhaustion is characterized by feelings of mental fatigue or of being emotionally drained".

In the present context, there is a growing emphasis on employees' emotional labour and its connection to Perceived Organizational Support

* Visiting Lecturer, Department of Business Administration, Bahria University, Lahore Campus, Punjab, Pakistan.

† Lecturer, Department of Business Administration, University of Central Punjab, Gujranwala Campus, Punjab, Pakistan.

‡ MS Management Sciences, Department of Business Administration, Bahria University, Lahore Campus, Punjab, Pakistan.

Citation: Iqbal, J., Ashraf, H. A., & Fatima, A. (2023). Smiles and Struggles: Investigating the Effects of Leader Emotional Labour Strategies on Job Satisfaction and Emotional Exhaustion in the Service Industry. *Global Social Sciences Review*, VIII(1), 564-578.

[https://doi.org/10.31703/gssr.2023\(VIII-I\).52](https://doi.org/10.31703/gssr.2023(VIII-I).52)

(POS), as highlighted by Peng et al. (2022). Several organizational researchers conducted empirical studies proving a significant association between leadership and organizational performance (Na et al., 2023). Leadership is considered a key element and vital to organizational success (Alotaibi et al., 2020). Various studies explore leadership roles concerning different dimensions (Noreen et al., 2021). However, streamlining research regarding emotional aspects of leadership concerning a leader's emotional labour needs to be addressed (Mughal et al., 2019; Noreen et al., 2021). Leaders' emotional labour at the workplace was irrelevant, therefore not perceived as a workplace important phenomenon (Ahmad et al., 2019; Mughal et al., 2017). However, emotions must be regulated according to the situation for their effective use in the workplace (Ahmad et al., 2019).

Research on emotions has less attended to investigate the leaders' exercise to breed and express their emotions (Alotaibi et al., 2020). However, prior research has yielded mixed findings concerning the impacts of emotional labour strategies on JS and EE (Islam & Chaudhary, 2022; Ahmad et al., 2023; Lartey et al., 2019). Wang (2011) found that leaders' SA is not significantly correlated with JS. In another study, Wang et al. (2011) discovered a negative connection between a leader's SA and EE while also revealing that DA and the DGE were not significantly related to a leader's JS. Similarly, a recent investigation by Ahmad et al. (2019) indicated that SA, DA, and DGE are positively associated with a leader's attitude.

POS has been acknowledged as a crucial factor influencing employee health and well-being within organizations (Lim & Moon, 2023). Existing research and theoretical discussions underline the noteworthy impact of emotional labour strategies on job-related outcomes such as EE and JS, along with the role of organizational resources and POS in acting as protective against the adverse effects of job-related outcomes. (Lartey, 2015; Noreen et al., 2021).

POS refers to the acknowledgement by an organization of an individual's needs, dedication, commitment, and loyalty (Lartey et al., 2019). This is a wide gap found during the review of leadership and organizational literature. Empirical and theoretical pieces of evidence

suggest that leaders should handle their emotions and feelings during interaction with their follower's job-related outcomes, job burnout and job satisfaction (Humphrey et al., 2008; Glaso & Einarsen, 2006). Employees' psychological resources will be depleted by exposure to job-related outcomes and JS (Noreen et al., 2021).

The implications and significance of the study extensively focus on human resource practices in the public healthcare sector of Pakistan. As for the concern of the research objectives of this study is to investigate the mediating role of POS between emotional labour strategies and job-related outcomes such as EE and JS.

Literature Review and Hypothesis Development

Conservation of Resources Theory (COR)

The basis of the theoretical framework of this study is the conservation of resource (COR) theory. This valuable framework theory speculates that to achieve important resources; stress arises whether a person loses or fails (Lim & Moon, 2023). It was argued that the COR theory revolves around the dynamics of acquiring and depleting resources. Building on COR theory's premises, it was suggested that leaders with high emotional intelligence could potentially sidestep negative emotions. This is because front-line employees might harness their skills as valuable resources to safeguard, retain, and foster essential assets (Abubakar et al., 2018).

POS can result in a considerable energy drain among its recipients due to challenges in task performance within an inhospitable work environment. Emotional Exhaustion (EE) primarily diminishes an individual's Psychological Capital and concurrently restricts the resources available to other employees (Hobfoll, 1989). Employees who perceive positive Perceived Organizational Support (POS) tend to exhibit favourable behavioural outcomes, such as engaging in Organizational Citizenship Behavior (OCB) (Akhtar et al., 2017). In contrast, employees with a negative perception of their workplace often experience Emotional Exhaustion (EE), leading to unfavourable behavioural outcomes (Akhtar et al., 2017). Stress arises when their available resources diminish (Abubakar et al., 2018; Akhtar et al., 2017). Exposure to job-related stressors can lead to the depletion of

employees' psychological resources, resulting in mistreated workers feeling frustrated due to the loss of essential resources. EE can occur as a response (Mansouri *et al.*, [2022](#)).

Relationship between Leaders' Emotional Labor Strategies and Job-related Outcome Emotional Exhaustion

As literature supports this argument, effective leadership needs time to tackle the existing issues and problems of the organization. Indeed, this study aims to investigate and understand the significance of leaders' emotional labour strategies in shaping leadership effectiveness (Wang *et al.*, [2022](#); Hur *et al.*, [2015](#)). Several studies have proved that emotional labour contributes to occupational stress and Emotional Exhaustion (EE). In a study conducted by Ashraf in [2019](#), it was found that a positive workplace atmosphere positively correlates with job satisfaction. However, these research directions have undergone recent updates, revealing various effects attributed to surface and DA on EE. For instance, SA often involves a cognitive and emotional dissonance between the required display of emotions mandated by the organization and the genuine personal emotional experience (Grandey, [2000](#); Hochschild, [1983](#)).

An illustrative example is surface acting, which frequently entails a mismatch between the emotions organizations expect employees to display and their authentic emotional experiences. This discordance can lead to burnout. (Judge *et al.*, [2009](#)). An illustrative example is surface acting, which frequently entails a mismatch between the emotions organizations expect employees to display and their authentic emotional experiences. This discordance can lead to burnout (Brotheridge & Lee, [2002](#)). Judge *et al.* ([2009](#)) Indications propose that over time, engaging in DA cultivates job satisfaction, leading to a decrease in EE rather than an escalation

Previous studies enlightened that leader emotional labour involved both positive and negative features (Wharton, [1993](#); Miller *et al.*, [2007](#); Saeed *et al.*, [2023](#); Zembylas, [2004](#)). Similarly, another study reported that SA has a negative relationship with EE (Ibanez-Rafuse, [2010](#)). Study results revealed a positive association between SA and EE in service industry employees (Ahmed *et al.*, [2017](#)). Deep acting is negatively attached to EE (Hur *et al.*, [2015](#)). To

sum up the insignificant relationship between DA and EE, some researchers have also argued that DA is negatively correlated with EE (Ibanez-Rafuse, [2010](#); Johnson, [2007](#)).

H1: A negative relationship exists between a leader's emotional labour strategy and a leader's EE.

H1a: A negative relationship exists between DA and Job-related outcome EE.

H1b: A negative relationship exists between SA and Job-related outcome EE

H1c: A negative relationship exists between the DGE and the Job-related outcome EE

Relationship between Leaders' Emotional Labor Strategies and job-related outcome job satisfaction

Prior studies have delved into different dimensions of emotional labour. However, there still needs to be a gap in understanding how a leader's emotional labour strategies relate to important job-related outcomes like Job Satisfaction (JS) and Emotional Exhaustion (EE), also known as job burnout. Interestingly, this aspect has yet to be thoroughly explored in previous research within the specific context of Pakistan. Several researchers have suggested a positive and substantial correlation between DA and JS (Ozturk *et al.*, [2008](#); Sheetal, [2010](#); Idanez-Rafuse, [2010](#)). In addition, different quantitative studies examined the association between emotional labour and JS in different sectors, and these studies clearly distinguished the role of SA and DA on JS (Noreen *et al.*, [2021](#)).

Earlier research has established a consistent link between surface acting and job-related outcomes, including job dissatisfaction and EE (Kruml & Geddes, [2000](#); Richards & Gross, [2000](#); Brotheridge & Lee, [2002](#); Totterdell & Holman, [2003](#); Bono & Vey, [2005](#); Goldberg & Grandey, [2007](#); Prati *et al.*, [2009](#)). Due to surface acting, employees feel frustration and EE due to continuous emotional discord, and this result from performing emotional labour strategies (Van Dijk & Brown, [2006](#)). In addition, during surface acting, leaders try to hide unsuitable emotions which may negatively influence their cognitive evaluation regarding their JS (Judge *et al.*, [2009](#)).

Similarly, according to the social interaction model, leaders' surface acting creates unfavourable and harsh reactions from followers'

side due to which leaders feel negative job experience, and this experience influences their job evaluation (Ahmad et al., 2023; Noreen et al., 2021). Empirical findings also suggested surface acting significantly and positively associated with EE and negatively associated with JS (Mughal et al., 2019). The study conducted by Hur et al. (2015) uncovered a complex relationship between emotional labour strategies, such as SA and DA, revealing both negative and positive associations.

Although different emotional labour strategies have different relationship patterns with their job satisfaction and EE (Grandey, 2000), emotions regulation theory did not predict the association between deep acting and leader EE. The research conducted by Hur et al. in 2015 revealed that surface acting was linked to a detrimental impact, whereas deep acting exhibited a beneficial influence on JS. Furthermore, COR theory (Hobfoll, 1989) enlightened the framework by which we can understand this relationship and proposed the following hypothesis: -

- H2:** A positive relationship exists between a leader's emotional labour strategy and JS.
- H2a:** A positive relationship exists between leaders' SA and Job-related outcome JS.
- H2b:** A positive relationship exists between leaders' DA and Job-related outcome JS.
- H2c:** A positive relationship exists between leaders' DGE and Job-related outcome JS.

Moderating effect of Perceived Organizational Support on the Relationship between Leaders' Emotional Labour Strategies and Job-related outcome Emotional Exhaustion

Lartey et al.'s 2019 study highlighted the concept of the moderating effect of POS to elucidate the potential connection between emotional labour strategies employed by leaders, emotional intelligence, and job attitudes within the context of nurses and midwives in Ghana. Nevertheless, only a limited number of empirical studies encompassing emotional labour, POS, and job attitudes within a single study are accessible (Johnson & Spector, 2007). Conversely, in contrast, a positive POS intensifies the relationship between DA and job attitudes (Ajay et al., 2013). In the study by Ajay et al. (2013), it was observed that POS functions as a moderator that influences between emotional labour and

employee strain. POS moderates the connections between emotional labour and outcomes like EE and employee strain or stress (Abass et al., 2018).

POS posits that employees form a comprehensive belief regarding how an organization appreciates their contributions and prioritizes their overall happiness. (Eisenberger et al., 1986). Organizations with a robust POS are perceived as exhibiting pride in their employees, providing equitable compensation, and addressing their needs attentively (Lartey, 2015).

- H3:** POS has a moderating effect on the relationship between a leader's emotional labour strategies with leaders' emotional exhaustion
- H3a:** POS has a moderating effect on the relationship between SA and leaders' EE.
- H3b:** POS has a moderating effect on the relationship between DA and leaders' EE.
- H3c:** POS moderates the relationship between the DGE and leaders' EE.

Moderating effect of Perceived Organizational Support on the relationship between Leaders' Emotional Labor Strategies and Job-related Outcome Job Satisfaction

The interaction between emotional labour strategies (SA, DA, and DGE) and their impact on EE and JS will be influenced by the presence of POS as a moderator. Consistent with the theoretical foundation and the reviewed empirical research, the current study has constructed a conceptual framework illustrating how POS moderates the connections between a leader's emotional labour strategies and job-related outcomes, namely JS and EE.

Previous research has underscored the pivotal significance and necessity of emotional labour strategies in the context of leadership (Glaser et al., 2006; Brotheridge, 2006). Therefore, it is imperative to investigate the impact of leaders' emotional labour on their well-being and attitudes (Lartey, 2015). COS theory posits that employees form a comprehensive belief regarding the organization's degree of appreciation for their contributions and its genuine concern for their welfare. (Eisenberger et al., 1986). Consequently, POS is linked to favourable outcomes, including enhanced mood and JS (Lartey et al., 2019).

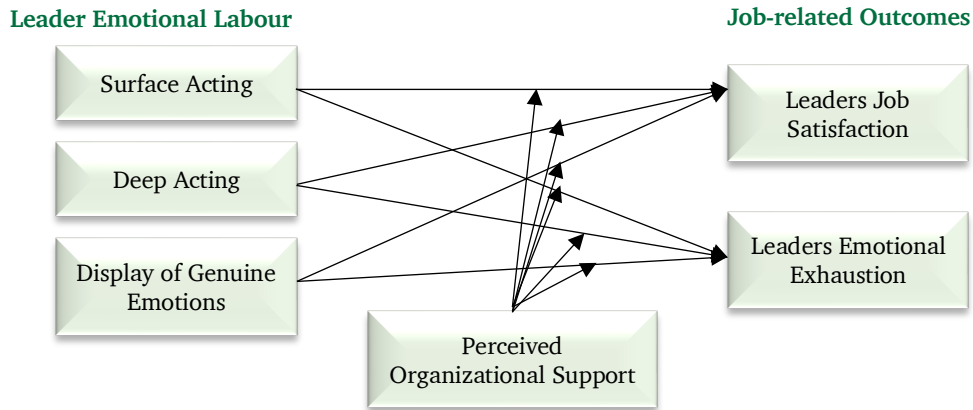
- H4:** There is a moderating effect of POS on the relationship of a leader's emotional labour strategy with a leader's job satisfaction.
- H4a:** POS has a moderating effect on the relationship between DA and leaders' JS.

- H4b:** POS has a moderating effect on the relationship between SA and leaders' JS.
- H4c:** POS's moderating effect on the relationship of DGE and leaders' JS.

Research Model

Figure 1

Research Model



Research Methodology

The current study gathers data from healthcare professionals in the Government of Punjab, Pakistan public health sector. Data collection took place over six months and involved responses from doctors as participants. A self-administered questionnaire survey was utilized to gather responses. Nearly 1000 questionnaires were distributed among the intended participants, who were doctors from the public health sector of Punjab, Pakistan. Of these, 780 completed questionnaires were returned. Out of those, 600 questionnaires were deemed suitable and were selected for analysis. The selection was carried out using a simple random sampling technique. Data was gathered from a sample of 600 doctors

working in the public health sector of Punjab, Pakistan. Self-administrated questionnaire instruments were adopted from different previous social sciences studies. Table 04 mentions all the instruments with the author's detail and items used in the current research.

Confidentiality was upheld throughout the process, and individual responses were not disclosed to the hospital or institute. Valid-filled questionnaires were used for analysis. All participants/respondents were full-time Doctors of major hospitals of the Public Health Department/sector located in Punjab and controlled by the Government of Punjab Pakistan.

Table 1

Instrument Details

Variables	Author(s)	Items
Emotional Labor- Surface Acting (IV)	(Diefendorff et al., 2005)	7
Emotional Labor-Deep Acting (IV)	(Diefendorff et al., 2005)	4
Emotional Labor- Display of Genuine Emotions (IV)	(Diefendorff et al., 2005)	3
Job-Related Outcomes-Emotional Exhaustion(EE) (DV)	(Wharton, 1993)	6
Job-Related Outcomes-Job Satisfaction(JS) (DV)	(Edwards and Rothbard, 1999)	4
Perceived Organizational Support(POS) (MV)	(Eisenberger et al., 1997)	8

Note: Independent Variable (IV). Dependent Variable (DV), Moderating Variable (MV)

Data Analysis

The data from the present study were analyzed using Smart PLS employing structural equation modelling (SEM) techniques. The data analysis process followed a two-stage procedure. First and foremost, the validity and reliability of the measures, as well as their discriminant validity, were checked to ensure that the measurement model was valid and reliable. The structural model was scrutinized in the subsequent stage to assess the path coefficients. It was noted that the data deviated from normality, leading to the application of Smart PLS. This decision was made because certain values for skewness and kurtosis surpassed the recommended thresholds for using Smart PLS (Ramayah *et al.*, 2018). Kock (2015) suggested that common method variance (CMV) should be evaluated, which was also done in this study. To evaluate potential common method bias in Smart PLS, the researchers employed the Collinearity VIF (Variance Inflation Factor) along with the regular VIF assessment. Following the guidance of Kock (2015), it was determined that the assumptions related to common method bias were not breached in this study. (See Table 2).

Measurement Model Assessment

To assess the reliability and validity of the measurement model, several key statistical measures were computed and analyzed. These

included Cronbach's alpha, composite reliability (CR), average variance extracted (AVE), and factor loadings. The constructs' rho_A values were higher than the recommended value of 0.7, indicating that they were all reliable. AVE should be higher than 0.5, and CR should be greater than 0.7 in order to achieve the desired reliability of the measurement model (Ramayah *et al.*, 2018). The values obtained, as shown in Figure 2 and Table 2, indicate that they are higher than the recommended values. In line with the guidelines provided by Ramayah *et al.* (2018), an examination of the test's discriminant validity was carried out.

The values achieved for discriminant validity, as displayed in Table 3, indicate that the obtained values align with the guidelines outlined by Hair *et al.* (2013) Sarstedt and Cheah (2019) recommended utilizing the heterotrait–monotrait (HTMT) method to evaluate the discriminant validity of constructs. According to their guidance, when the obtained discriminant validity values approach one, it signifies potential issues within the model. Ramayah *et al.* (2018) proposed a value of not more than .85 as an acceptable range of values. More liberal threshold values of not more than .90 (Sarstedt & Cheah, 2019). The values presented in Table 3 for HTMT ratios demonstrate that the values lie within the suggested range of 0.85 to 0.90.

Table 2

Measurement Model

Construct	Items	Loadings	rho_A	CR	AVE	VIF
Deep Acting	DA1	0.889	0.921	0.941	0.800	2.742
	DA2	0.890				
	DA3	0.864				
	DA4	0.785				
Surface Acting	SA1	0.684	0.884	0.924	0.754	3.184
	SA2	0.743				
	SA3	0.708				
	SA4	0.788				
	SA5	0.778				
	SA6	0.798				
	SA7	0.686				
Display of Genuine Emotions	DGE1	0.789	0.800	0.882	0.713	2.186
	DGE2	0.847				
	DGE3	0.894				
Perceived Organizational Support	POS1	0.996	0.915	0.941	0.755	1.589
	POS2	0.833				
	POS3	0.914				

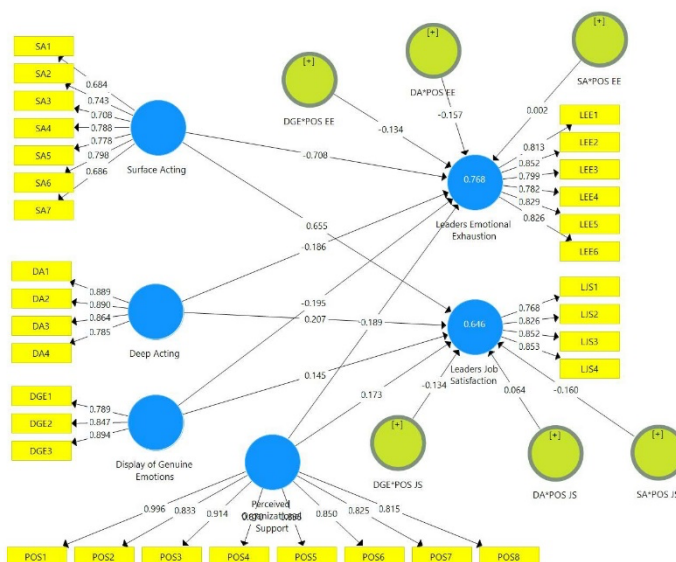
Construct	Items	Loadings	rho_A	CR	AVE	VIF
Leaders Emotional Exhaustion	POS4	0.870	0.9	0.923	0.668	2.663
	POS5	0.835				
	POS6	0.850				
	POS7	0.825				
	POS8	0.815				
	LEE1	0.812				
	LEE2	0.850				
	LEE3	0.799				
Leaders Job Satisfaction	LEE4	0.784	0.845	0.895	0.681	3.102
	LEE5	0.830				
	LEE6	0.827				
	LJS1	0.766				
	LJS2	0.827				
	LJS3	0.852				
	LJS4	0.853				

Table 3
HTMT Criterion for Assessing Discriminant Validity

	Deep Acting	DGE	LEE	LJS	POS	Surface Acting
Deep Acting						
DGE	0.815					
LEE	0.715	0.716				
LJS	0.613	0.652	0.819			
POS	0.103	0.153	0.17	0.16		
Surface Acting	0.646	0.67	0.758	0.8	0.201	

Note: DGE= Display of Genuine Emotions, LEE=Leaders Emotional Exhaustion, LJS= Leaders Job Satisfaction, POS= Perceived Organizational Support

Figure 2
Measurement Model



Structural Model Assessment

As suggested by Ramayah et al. (2018), the evaluation of the structural model employed a bootstrap with 5,000 samples, as adopted in this study. R2, beta, and t values were calculated in accordance with Cohen's recommendations. A model with R2 values greater than 0.26 indicates a good model. R2 values obtained for leaders' emotional exhaustion and job satisfaction are all within acceptable ranges: Leaders' Emotional Exhaustion = 0.768; Leaders' Job Satisfaction = .646. The structural model presents the path coefficients of the inner model, as depicted in Table 4 and Figure 3. According to the findings, deep acting ($\beta = -0.186$, t-value = 2.831, p-value < 0.05), surface acting ($\beta = -0.708$, t-value = 14.646, p-value < 0.05), and display of genuine emotions ($\beta = -0.195$, t-value = 2.368, p-value < 0.05) negatively and significantly influences leaders' emotional exhaustion, supporting hypothesis 1(a), 1(b) and 1(c). Similarly, deep acting ($\beta = 0.207$, t-value = 2.091, p-value < 0.05), surface acting ($\beta = 0.655$, t-value = 13.37, p-value < 0.05), and display of genuine emotions ($\beta = 0.145$, t-value = 2.795, p-value < 0.05) positively and significantly influence leaders' JS, giving credence to hypothesis 2(a), 2(b) and 2(c).

This study hypothesized the moderating effect of POS on the direct relationships of the

study. Following the suggestion of Sarstedt and Cheah (2019), In the study, PLS product indicators were employed for conducting the moderating analysis with a bootstrap of 5,500 samples. To measure the moderating effect, an interaction construct was incorporated into the Smart PLS analysis. This was done by multiplying the moderating variable (i.e., POS) and all independent variables of the study separately to create the interaction construct on both dependent variables. The path coefficients in the results (in Figure 3 and Table 4) display the moderating effects, revealing a significant influence of POS on the relationships involving DA ($\beta = -0.157$, t-value = 2.558, p-value < 0.05) and display of genuine emotions ($\beta = -0.134$, t-value = 2.517, p-value < 0.05) with leaders' EE. Thus, Hypotheses 3a and 3c are supported. Similarly, POS has a significant moderation on the relationship of SA ($\beta = 0.160$, t-value = 2.594, p-value < 0.05) and display of genuine emotions ($\beta = 0.134$, t-value = 2.382, p-value < 0.05) with leaders' job satisfaction and thus Hypothesis 4b and 4c are supported. However, no evidence of moderation on found on the connection of surface acting with leaders' EE ($\beta = 0.002$, t-value = 0.023) and deep acting with leaders' job satisfaction ($\beta = 0.064$, t-value = 0.870). Therefore, the findings do not support Hypothesis 3b and 4a.

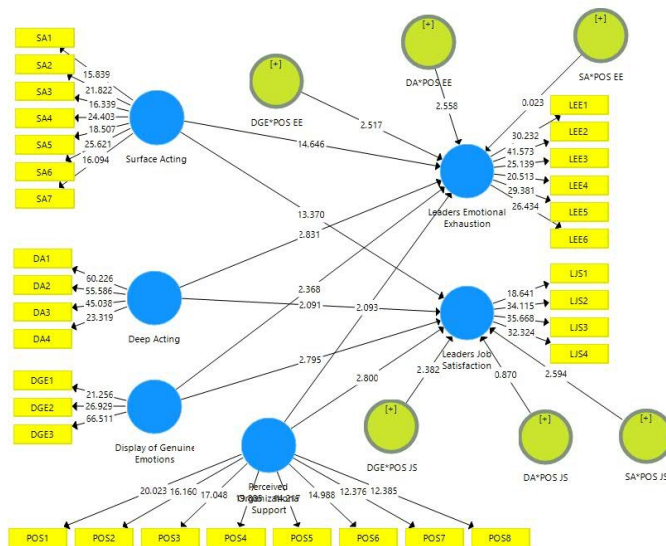
Table 4

Hypotheses Testing

Relationships	Path Coeff.	STDEV	T Values	P Values	CI ^{BCa} Low	CI ^{BCa} High	Decision
DA -> LEE	-0.186	0.066	2.831	0.005	-0.348	-0.083	Supported
DA-> LJS	0.207	0.081	2.091	0.037	0.174	0.344	Supported
SA-> LEE	-0.708	0.049	14.646	0.000	-0.886	-0.439	Supported
SA -> LJS	0.655	0.052	13.37	0.000	0.475	0.759	Supported
DGE -> LEE	-0.195	0.067	2.368	0.018	-0.296	-0.012	Supported
DGE -> LJS	0.145	0.078	2.795	0.005	0.051	0.255	Supported
DA*POS EE -> LEE	-0.157	0.065	2.558	0.011	-0.223	-0.085	Supported
DA*POS JS -> LJS	0.064	0.068	0.870	0.385	-0.058	0.119	Not-Supported
SA*POS EE -> LEE	0.002	0.076	0.023	0.981	-0.035	0.289	Not-Supported
SA*POS JS -> LJS	0.160	0.061	2.594	0.010	0.078	0.290	Supported
DGE*POS EE -> LEE	-0.134	0.059	2.517	0.012	-0.149	-0.077	Supported
DGE*POS JS -> LJS	0.134	0.079	2.382	0.018	0.085	0.218	Supported

Note: DA= Deep Acting, SA= Surface Acting, DGE= Display of Genuine Emotions, LEE=Leaders Emotional Exhaustion, LJS= Leaders Job Satisfaction, POS= Perceived Organizational Support

Figure 3
Structural Model



Discussion

The central aim of this study was to explore how leaders' use of emotional labour tactics, which encompass SA, DA, and EE, influences their dedication to the organization and loyalty. This inquiry also delved into the intermediary role of POS and its impact on job-related outcomes like JS and EE. The outcomes revealed that SA negatively correlated with leaders' dispositions, specifically in terms of their organizational commitment and loyalty. Alternatively, DA demonstrated a prominent and positive connection with leaders' attitudes. These outcomes align with earlier research conducted by Diefendorff et al. (2005), and Ghalandari et al. (2012). The findings from Lartey et al.'s 2019 study unveiled that the emotional labour strategy of SA was negatively linked to JS among leaders. In contrast, DA did not correlate significantly with either facet of job satisfaction. The moderating influence of POS displayed a significant connection between SA and JS. Furthermore, POS was found to moderate the connection between DA and organizational commitment, although not with JS.

In the comprehensive study conducted by Lartey (2019), which combined quantitative and qualitative approaches, a sample of 342 nurses

from the health sector in Ghana was involved. The quantitative findings indicated that SA and EE significantly predicted job attitudes. However, deep acting did not demonstrate a noteworthy correlation with job attitudes.

The current study's findings partially corroborate the findings of the study by Peng et al., 2022 in China showing that POS was positively associated with the emotional labour strategy of Nurses, which was in turn linked with high values.

Implications of the Study

Theoretical Implications

This study supports the previous theoretical framework. These findings align with existing literature on emotional labour within the workplace, contributing to the evolving understanding of leaders' emotional labour strategies as an emerging dimension. This study supports the literature on emotional labour in leadership by examining how leaders' emotional labour impacts leadership effectiveness. This study makes a notable contribution to the leadership literature by delving into the moderating effect of POS in the relationships between leaders' emotional labour, and job-related outcomes like EE and JS. The study

empirically examines the dramaturgical aspect of POS, shedding light on its role in moderating the relationships between leaders' emotional labour and job-related outcomes, specifically JS and EE.

This study also holds substantial importance in the literature about followers' motivation and leaders' emotional behaviour. It adds value by offering a more focused exploration of leaders' psychological processes to manage their emotions and feelings while engaging with followers. In doing so, this study enhances our understanding and clarifies previous research on leaders' emotions. Researchers examined the relationship of emotional labour with employees' engagement, so it will also contribute effectively to followers' motivation by examining the direct relationship between leaders' emotional labour and followers' emotional engagement. Prior studies on emotional labour focused on the intrapersonal impact of emotional labour (Wang *et al.*, 2019). It will also explain the different types of emotional labour like SA, DA and DGE. The study will explain the role of different emotional labour strategies and their influence on perceived leadership, employees' emotional engagement and followers' attitudes.

Practical Implication

This study holds notable practical implications from a managerial standpoint. Leaders can effectively achieve their desired objectives and influence their followers by cultivating a positive mindset and adopting adaptable emotional regulation strategies.

Additionally, this study emphasizes the importance of leaders' obligations in implementing effective emotional regulation strategies. It underscores the notion that leaders can harness emotional labour strategies positively influence their followers. Organizations can arrange emotional competencies training to polish the leaders' DA skills (Grandey, 2003; Brotheridge, 2006).

Limitations & Future Directions

Like numerous other research endeavours, the

findings of the current study require careful interpretation within the context due to limitations inherent in the employed research design. The current study utilized a cross-sectional, inherently correlational design, making establishing causal relationships between the variables under investigation challenging. Secondly, caution should be exercised when generalizing the study's outcomes to health professionals, given that the study focused exclusively on doctors, representing only a specific segment of the health sector. Future research should include various healthcare professionals such as professors, registrars, consultants, nurses, and allied health staff to enhance the diversity of the sample.

Thirdly, the study focused solely on emotional intelligence as one aspect of emotions, neglecting other dimensions of emotions management that could play pivotal roles in shaping individual behaviours. Lastly, the study concentrated solely on employees, disregarding the dynamic leader-follower relationship.

Furthermore, studies should be conducted across various cultures, countries, and sectors, incorporating diverse respondents, to understand better the intricate relationships among emotional labour strategies, perception of organizational support, and job-related outcomes.

Conclusion

This study investigated how leaders' emotional labour strategies, including SA, DA, and DGE impact their attitudes towards JS and EE. The findings indicated that doctors' emotional labour strategies significantly influence shaping their JS. The healthcare sector is regarded as a noble profession, carrying profound emotional connections. Nevertheless, in the present scenario, some educators in the public health sector prioritize personal gains over the core values of this profession. Consequently, various emotional strategies and approaches are employed within the teaching realm.

References

- Abbas, Z., Aisha, K. And Iqbal, J. (2018). Impact of Job Burnout on Organisational Commitment of Universities in Lahore, Pakistan. *Minhaj journal of economics and organization science*, 1(1), 84-99. <https://www.mul.edu.pk/crd/assets/downloads/06-Impact-of-Job-Burnout-on-Organizational-Commitment-of-Universities-in-Lahore-Pakistan-by-Zeeshan-Abbas-Aisha-Kanwan-and-Javed-Iqbal.pdf>
- Abubakar, A. M., Karadal, H., Bayighomog, S. W., & Merdan, E. (2018). Workplace injuries, safety climate and behaviors: application of an artificial neural network. *International Journal of Occupational Safety and Ergonomics*, 26(4), 651–661. <https://doi.org/10.1080/10803548.2018.1454635>
- Adelmann, P. K. (1995). Emotional labor as a potential source of job stress. *Organizational Risk Factors for Job Stress.*, 371–381. <https://doi.org/10.1037/10173-023>
- Ahmad, S., Ashraf, H. A., Iqbal, J., Munir, W., Iqbal, Y., & Ali, U. (2023). Silenced by despotic leadership: investigating the mediating effect of job tensions and moderating influence of psyche on employee silence. *Russian Law Journal*, 11(1), 173-193. <https://www.russianlawjournal.org/index.php/journal/article/view/2704>
- Ahmad, S., Islam, T., D'Cruz, P., & Noronha, E. (2022). Caring for those in your charge: the role of servant leadership and compassion in managing bullying in the workplace. *International Journal of Conflict Management*, 34(1), 125–149. <https://doi.org/10.1108/ijcma-05-2022-0098>
- Ahmad, S., Nisar, Q. A., Imran, A., Waqas, M., & Malik, S. (2019). Linking leader's emotional labour strategies with leader's attitude: an effective approach towards leadership. *Middle East J. Of Management*, 6(2), 139–153. <https://doi.org/10.1504/mejm.2019.097813>
- Ahmad-Mughal, S., Nisar, Q., Othman, N., Akmal, B., & Kamil, M. (2017). Do Emotional Intelligence & Organizational Politics Influence the Employee Work Behaviors and Attitudes? Mediating Role of Political Skill. *Jurnal Pengurusan*, 51, 273–283. <https://doi.org/10.17576/pengurusan-2018-51-23>
- Akhtar, W., Ghufuran, H., Husnain, M., & Shahid, A. (2017). The effect of emotional intelligence on employee's job performance: the moderating role of perceived organizational support. *Journal of Accounting & Marketing*, 6(3), 2-8. <https://doi.org/10.4172/2168-9601.1000243>
- Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement? *Leadership & Organization Development Journal*, 41(8), 971–991. <https://doi.org/10.1108/loj-07-2020-0313>
- Ashraf, M. A. (2019). The mediating role of work atmosphere in the relationship between supervisor cooperation, career growth and job satisfaction. *Journal of Workplace Learning*, 31(2), 78–94. <https://doi.org/10.1108/jwl-12-2017-0113>
- Baeriswyl, S., Krause, A., & Schwaninger, A. (2016). Emotional Exhaustion and Job Satisfaction in Airport Security Officers – Work–Family Conflict as Mediator in the Job Demands–Resources Model. *Frontiers in Psychology*, 7, 1–13. <https://doi.org/10.3389/fpsyg.2016.00663>
- Bai, N., Yan, Z., & Othman, R. (2023). The moderating effect of perceived organizational support: The impact of psychological capital and bidirectional work-family nexuses on psychological wellbeing in tourism. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1064632>
- Blau, G., Bentley, M. A., & Eggerichs-Purcell, J. (2012). Testing the impact of emotional labor on work exhaustion for three distinct emergency medical service (EMS) samples. *Career Development International*, 17(7), 626–645. <https://doi.org/10.1108/13620431211283788>

- Bono, J., & Vey, M. A. (2005). *Toward understanding emotional management at work: A quantitative review of emotional labor research*. Semantic Scholar. <https://doi.org/10.4324/9781410611895-23>
- Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67–94. <https://doi.org/10.1111/j.1748-8583.2005.tb00154.x>
- Brotheridge, C. M. (2006). A review of emotional labour and its nomological network: practical and research implications. *Ergonomia*, 28(4), 295–309. <https://www.infona.pl/resource/bwmeta1.element.agro-8f4dea3d-3fac-4b31-849b-a0649a15f7ed>
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 7(1), 57–67. <https://doi.org/10.1037/1076-8998.7.1.57>
- CÔTÉ, S. (2005). A Social Interaction Model of the Effects of Emotion Regulation on Work Strain. *Academy of Management Review*, 30(3), 509–530. <https://doi.org/10.5465/amr.2005.17293692>
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2), 339–357. <https://doi.org/10.1016/j.jvb.2004.02.001>
- Edwards, J. R., & Rothbard, N. P. (1999). Work and Family Stress and Well-Being: An Examination of Person-Environment Fit in the Work and Family Domains. *Organizational Behavior and Human Decision Processes*, 77(2), 85–129. <https://doi.org/10.1006/obhd.1998.2813>
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71(3), 500–507. <https://doi.org/10.1037/0021-9010.71.3.500>
- Gardner, W. L., Fischer, D., & Hunt, J. G. (Jerry). (2009). Emotional labor and leadership: A threat to authenticity? *The Leadership Quarterly*, 20(3), 466–482. <https://doi.org/10.1016/j.leaqua.2009.03.011>
- Ghalandari, K., & Jogh, M. G. G. (2012). The Effect of Emotional Labor Strategies (Surface Acting and Deep Acting) on Job Satisfaction and Job Burnout in Iranian Organizations: The Role of Emotional Intelligence. *Interdisciplinary Journal of Research in Business*, 1(12), 24–31.
- Glasø, L., & Einarsen, S. (2006). Experienced affects in leader–subordinate relationships. *Scandinavian Journal of Management*, 22(1), 49–73. <https://doi.org/10.1016/j.scaman.2005.09.003>
- Glaso, L., Ekerholt, K., Barman, S., & Einarsen, S. (2006). The instrumentality of emotion in leader-subordinate relationships. *International Journal of Work Organisation and Emotion*, 1(3), 255–276. <https://doi.org/10.1504/ijwoe.2006.010791>
- Goldberg, L. S., & Grandey, A. A. (2007). Display rules versus display autonomy: Emotion regulation, emotional exhaustion, and task performance in a call center simulation. *Journal of Occupational Health Psychology*, 12(3), 301–318. <https://doi.org/10.1037/1076-8998.12.3.301>
- Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95–110. <https://doi.org/10.1037/1076-8998.5.1.95>
- Grandey, A. A. (2003). When “The Show Must Go On”: Surface Acting and Deep Acting as Determinants of Emotional Exhaustion and Peer-Rated Service Delivery. *Academy of Management Journal*, 46(1), 86–96. <https://doi.org/10.2307/30040678>
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance. *Long Range Planning*, 46(1-2), 1–12. <https://doi.org/10.1016/j.lrp.2013.01.001>
- Haver, A., Akerjordet, K., & Furunes, T. (2013). Emotion regulation and its implications for leadership: An integrative review and future research agenda. *Journal of Leadership & Organizational Studies*, 20(3), 287–303.

- <https://doi.org/10.1177/1548051813485438>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037//0003-066x.44.3.513>
- Hochschild AR. (1983). *The Managed Heart: Commercialization of Human Feeling*, University of California Press, Berkeley, CA.
- Hökkä, P., Vähäsantanen, K., Paloniemi, S., Herranen, S., & Eteläpelto, A. (2019). Emotions in leaders' enactment of professional agency. *Journal of Workplace Learning*, 31(2), 143–165. <https://doi.org/10.1108/jwl-07-2018-0086>
- Humphrey, R. H., Pollack, J. M., & Hawver, T. (2008). Leading with emotional labor. *Journal of Managerial Psychology*, 23(2), 151–168. <https://doi.org/10.1108/02683940810850790>
- Hur, W., Won Moon, T., & Jun, J. (2013). The role of perceived organizational support on emotional labor in the airline industry. *International Journal of Contemporary Hospitality Management*, 25(1), 105–123. <https://doi.org/10.1108/0959611311290246>
- Hur, W.-M., Han, S.-J., Yoo, J.-J., & Moon, T. W. (2015). The moderating role of perceived organizational support on the relationship between emotional labor and job-related outcomes. *Management Decision*, 53(3), 605–624. <https://doi.org/10.1108/md-07-2013-0379>
- Hur, W.-M., Moon, T.-W., & Jung, Y. S. (2015). Customer response to employee emotional labor: the structural relationship between emotional labor, job satisfaction, and customer satisfaction. *Journal of Services Marketing*, 29(1), 71–80. <https://doi.org/10.1108/jsm-07-2013-0161>
- Ibanez-Rafuse, C. (2010). *'Hiring Smiling Faces: The Moderating Role of Emotional Intelligence When Performing Emotional Labor among a Sample of Flight Attendants'*, PhD thesis, Capella University, MN.
- Islam, T., & Chaudhary, A. (2022). Impact of workplace bullying on knowledge hiding: The mediating role of emotional exhaustion and moderating role of workplace friendship. *Kybernetes*. <https://doi.org/10.1108/k-06-2022-0842>
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2013). Perceived organizational support as a moderator in the relationship between organisational stressors and organizational citizenship behaviors. *International Journal of Organizational Analysis*, 21(3), 313–334. <https://doi.org/10.1108/ijoa-mar-2012-0574>
- Johnson, H.-A. M., & Spector, P. E. (2007). Service with a smile: Do emotional intelligence, gender, and autonomy moderate the emotional labor process? *Journal of Occupational Health Psychology*, 12(4), 319–333. <https://doi.org/10.1037/1076-8998.12.4.319>
- JUDGE, T. A., WOOLF, E. F., & HURST, C. (2009). IS EMOTIONAL LABOR MORE DIFFICULT FOR SOME THAN FOR OTHERS? A MULTILEVEL, EXPERIENCE-SAMPLING STUDY. *Personnel Psychology*, 62(1), 57–88. <https://doi.org/10.1111/j.1744-6570.2008.01129.x>
- Kock, N. (2015). Common Method Bias in PLS-SEM. *International Journal of E-Collaboration*, 11(4), 1–10. <https://doi.org/10.4018/ijec.2015100101>
- Kruml, S. M., & Geddes, D. (2000). Exploring the Dimensions of Emotional Labor. *Management Communication Quarterly*, 14(1), 8–49. <https://doi.org/10.1177/0893318900141002>
- Lartey, J. K. S., Amponsah-Tawiah, K., & Osafo, J. (2019). The moderating effect of perceived organizational support in the relationship between emotional labour and job attitudes: A study among health professionals. *Nursing Open*, 6(3), 990–997. <https://doi.org/10.1002/nop2.295>
- Lartey, J.K.S (2015). *Emotional Labour and Emotional Intelligence as Predictors of Job Attitudes: The Moderating Role of Perceived Organisational Support*. MPhil Thesis University of Ghana. <http://ugspace.ug.edu.gh/handle/123456789/26554>
- Lim, J., & Moon, K.-K. (2023). Exploring the Effect of Emotional Labor on Turnover Intention and the Moderating Role of

- Perceived Organizational Support: Evidence from Korean Firefighters. *International Journal of Environmental Research and Public Health*, 20(5), 4379–4379. <https://doi.org/10.3390/ijerph20054379>
- Makudza, F. (2022). Service with a Smile: The Differential Effects of Emotional Labor on Boundary Spanners in the Banking Industry. *Services Marketing Quarterly*, 44(1), 1–15. <https://doi.org/10.1080/15332969.2022.2127521>
- Mansouri, H., Pyun, D. Y., Md Husin, M., Gholami Torkesaluye, S., & Rouzfarakh, A. (2022). The Influences of Authentic Leadership, Meaningful Work, and Perceived Organizational Support on Psychological Well-Being of Employees in Sport Organizations. *Journal of Global Sport Management*, 7, 1–24. <https://doi.org/10.1080/24704067.2022.2155981>
- Miller, K. I., Considine, J., & Garner, J. (2007). “Let Me Tell You About My Job”: Exploring the Terrain of Emotion in the Workplace. *Management Communication Quarterly*, 20(3), 231–260. <https://doi.org/10.1177/0893318906293589>
- Noreen, S., Nisar, Q. A., Haider, S., & Yean, T. F. (2021). Role of Leaders’ Emotional Labor toward Leader’s Job Satisfaction and Emotional Exhaustion: Moderating Role of Psychological Capital. *Gadjah Mada International Journal of Business*, 23(1), 36–54. <https://doi.org/10.22146/gamaijb.53996>
- Ozturk, A., Tolga, Y., Senol, V., and Günay, O. (2008). The Evaluation of Burnout Levels of Healthcare Executives Works in Kayseri Province. *Erciyes Medical Journal*, 30(2), 92–99.
- Peng, C., Chen, Y., Zeng, T., Wu, M., Yuan, M., & Zhang, K. (2022). Relationship between perceived organizational support and professional values of nurses: mediating effect of emotional labor. *BMC Nursing*, 21(1). <https://doi.org/10.1186/s12912-022-00927-w>
- Prati, L. M., Yongmei Liu, Perrewé, P. L., & Ferris, G. R. (2009). Emotional Intelligence as Moderator of the Surface Acting—Strain Relationship. *Journal of Leadership & Organizational Studies*, 15(4), 368–380. <https://doi.org/10.1177/1548051808328518>
- Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018). *Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0: An updated guide and practical guide to statistical analysis (2nd ed.)*. Kuala Lumpur, Malaysia: Pearson.
- Richards, J. M., & Gross, J. J. (2000). Emotion regulation and memory: The cognitive costs of keeping one’s cool. *Journal of Personality and Social Psychology*, 79(3), 410–424. <https://doi.org/10.1037/0022-3514.79.3.410>
- Saeed, S., Hassan, I., Dastgeer, G., & Iqbal, T. (2021). The route to well-being at workplace: examining the role of job insecurity and its antecedents. *European Journal of Management and Business Economics*, 32(1), 47–72. <https://doi.org/10.1108/ejmbe-02-2020-0025>
- Sarstedt, M., & Cheah, J.-H. (2019). Partial least squares structural equation modeling using SmartPLS: a software review. *Journal of Marketing Analytics*, 7(3), 196–202. <https://doi.org/10.1057/s41270-019-00058-3>
- Seibert, S. E., Wang, G., & Courtright, S. H. (2011). Antecedents and consequences of psychological and team empowerment in organizations: A meta-analytic review. *Journal of Applied Psychology*, 96(5), 981–1003. <https://doi.org/10.1037/a0022676>
- Sheetal, S. (2010). *Individual Level Predictors of Emotional Labor Strategies and Their Differential Outcomes over Time: Role of Leader Behavior*, PhD thesis, University of Maryland, MD.
- Tamer, I. (2015). The Effect of Positive Psychological Capital on Emotional Labor. *International Journal of Research in Business and Social Science* (2147-4478), 4(2), 20–34. <https://doi.org/10.20525/ijrbs.v4i2.23>
- Totterdell, P., & Holman, D. (2003). Emotion regulation in customer service roles: Testing a model of emotional labor. *Journal of Occupational Health Psychology*, 8(1), 55–

73. <https://doi.org/10.1037/1076-8998.8.1.55>
- Van Dijk, P. A., & Kirk Brown, A. (2006). Emotional labour and negative job outcomes: An evaluation of the mediating role of emotional dissonance. *Journal of Management & Organization*, 12(2), 101–115.
<https://doi.org/10.5172/jmo.2006.12.2.101>
- Van Dijk, P. A., & Kirk, A. (2007). Being Somebody Else: Emotional Labour and Emotional Dissonance in the Context of the Service Experience at a Heritage Tourism Site. *Journal of Hospitality and Tourism Management*, 14(2), 157–169.
<https://doi.org/10.1375/jhtm.14.2.157>
- Wang, I-An., Lin, S.-Y., Chen, Y.-S., & Wu, S.-T. (2021). the influences of abusive supervision on job satisfaction and mental health: the path through emotional labor. *Personnel Review*, 51(2), 823–838.
<https://doi.org/10.1108/pr-11-2018-0465>
- WHARTON, A. S. (1993). The Affective Consequences of Service Work. *Work and Occupations*, 20(2), 205–232.
<https://doi.org/10.1177/0730888493020002004>
- Xu, Y., & Fan, L. (2023). Emotional labor and job satisfaction among nurses: The mediating effect of nurse–patient relationship. *Frontiers in Psychology*, 14.
<https://doi.org/10.3389/fpsyg.2023.1094358>
- Zembylas, M. (2004). Emotion metaphors and emotional labor in science teaching. *Science Education*, 88(3), 301–324.
<https://doi.org/10.1002/sce.10116>