

# Role of Leaders' Emotional Labor toward Leader's Job Satisfaction and Emotional Exhaustion: Moderating Role of Psychological Capital

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**Abstract:** Everyone has to manage their emotions during their interactions with others; the leaders of organizations are no different. Leaders actively and continually regulate their emotional state. The crucial role of emotions in the interactional process, as well in decision-making, triggers leaders to be vigilant about their emotional labor strategies. Thus, emotional labor has become an emerging construct in the leadership domain. This study has collected data from 250 doctors working in private and public hospitals in Gujranwala. The measurement model was employed for confirmation of the validity and internal consistency of the measures. PLS-SEM was used for testing the hypotheses. The findings demonstrated that the leaders' deep acting, as well as their displays of natural emotions, are positively associated with job satisfaction and negatively associated with the leaders' emotional exhaustion. Moreover, surface acting has a significant positive relationship with the leaders' emotional exhaustion and a negative relationship with the leaders' job satisfaction. Psychological capital significantly moderated the relationship between the leaders' emotional labor strategies (surface acting and deep acting), their job satisfaction, and their emotional exhaustion. Whereas it did not moderate the relationship between the leaders' displays of genuine emotions, their job satisfaction, and their emotional exhaustion.

**Keywords:** emotional labor, surface acting, deep acting, display of genuine emotions, job satisfaction, emotional exhaustion, psychological capital.

**JEL Classification:**D23; O15; E71

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## Introduction

Leaders' emotions play a crucial role in their followers' effectiveness. Leaders' behavior is contiguous; leaders' enthusiasm is reflected by their followers. This influential process requires the regulation one's emotions, which is not an easy job. Therefore, leaders actively regulate their emotions to influence their followers during leader-follower interactions, to accomplish the desired goals. Previous research (Ashforth and Humphrey, 1993; Diefendorff and Greguras, 2009; Arlie Russell Hochschild, 1979) provides evidence that emotional labor entails a psychological process which is needed to manage the sentiments according to their organizations policy, and to serve as a guideline for a rational attitude at work. Previous studies have proposed three particular forms of emotional labor strategies (ELS), namely surface acting, deep acting, and the display of genuine emotions (Gardner, Fischer, and Hunt, 2009; Humphrey, Pollack, and Hawver, 2008). Emotional labor (EL) requires the regulation of feelings that occur as a result of deep acting and surface acting, which is modifying one's emotions or suppressing thought. The expression of a genuine emotion is distinct from the other two forms of EL (Wang, Seibert, and Boles, 2011).

From an emotional labor perspective, it can be argued that leaders manage the impression of their naturally felt emotions during their interactions with followers (Friedman and Miller-Herringer, 1991). According to Judge, Woolf, and Hurst (2009), deep actors feel happy, authentic, and enjoy satisfying work experiences so, deep actors have a positive relationship with job satisfaction; where job satisfaction refers to how strongly a person likes or dislikes his or her job. Common to the first two forms of emo-

tional labor is that both require a greater psychological effort. However, leaders might select a variety of emotions in different situations to act accordingly, and thus switch to either negative or positive emotions (Humphrey et al., 2008).

As discussed earlier, emotional labor is the regulation of emotions, thus it appears to be a significant aspect of leadership. The role of emotional labor (Gross, 1998) in the literature of leadership (Gardner et al., 2009; Humphrey et al., 2008) has emerged to be a new research area of the 21<sup>st</sup> century. Earlier research conducted in the service sector provides insights into the nature of emotional labor and emotional experiences at work, but little evidence is presented about the implications of regulating leaders' emotions on the leaders' effectiveness itself. Moreover, very few studies explored the display of genuine emotions in the context of service workers (Diefendorff, Croyle, and Gosserand, 2005). Modern-day organizational and leadership challenges require effective leadership. Therefore, this topic deserves separate attention and exploration, to discover more valuable insights concerning the effects of emotions on leaders' wellbeing. Our theoretical approach compels us to focus on analyzing the psychological process.

Empirical and theoretical work argues that leaders do regulate the expression of their emotions during social interactions (Brotheridge and Grandey, 2002; Hochschild, 1983; Humphrey et al., 2008). The increased importance of emotions in managing the effective role of leadership requires more research. Researchers analyzed the leaders' effectiveness concerning the role of emotional labor, which provides empirical evidence for further exploration. Wang (2011), analyzed the leaders' emotional labor

with regard to the attitude and performance of the followers, and the effectiveness of the leaders as well. The authors proposed that psychological capital may also moderate the association among understudy variables. Further, Torland (2013) analyzed the link between emotional labor and job satisfaction, in the context of adventure tour leaders. Also, the study considered only two strategies, but the author suggested that the inclusion of displays of genuine emotions, as an emotional labor strategy, by future research would get more useful results. Ottenbacher and Harrington (2010), argued that nowadays the organizational environment has become more competitive and dynamic, which demands serious attention be paid to the study of leaders' emotional labor strategies. Similarly, Nisar, Othman, and Kamil (2018a), based on their literature review, proposed to study a leader's emotional labor strategies with the leader's and followers' related outcomes. They also added that emotions have emerged to become a vital demand in the workplace, specifically in the service sector, due to its competitiveness. Based on empirical evidence the present research study will address the following research questions: 1) Do leaders' emotional labor strategies affect the leaders' job satisfaction and emotional exhaustion? 2) Does psychological capital significantly moderate the relationship of leaders' emotional labor strategies with leaders' job satisfaction and emotional exhaustion?

This study makes a significant contribution to the literature in three ways: Firstly, there are several studies into emotional labor but there is a lack of consistency in their construct's conceptualization. Some studies use surface acting and deep acting as underlying dimensions for emotional labor (Nisar et al.,

2018a; Nisar, Othman, and Kamil, 2018b), and the frequency of interaction, attentiveness, the variety of emotions required, and emotional dissonance (Hayyat, Nisar, Imran, and Ikram, 2017). Whereas others have used the three-dimensional construct of emotional labor (Wu and Shie, 2017). The current study has adopted the recent three-dimensional approach to emotional labor. Secondly, according to Yoo (2016) emotional labor is most likely to be a cost rather than a benefit. Based on this argument, the present study has provided a competitive assessment of leaders' emotional labor strategies resulting in costs and benefits for the leader in the form of the leaders' job satisfaction and emotional exhaustion.

Thirdly, from the contextual perspective, most of the studies have been conducted in a European context, and researchers have attempted to study the emotional labor strategies' impact on the followers' (Nisar et al., 2018a, 2018b) or leaders' well-being (Ahmad, Nisar, Imran, Waqas, and Malik, 2019). The present study has, however, adopted a novel approach by studying the emotional labor strategies of leaders and how they impact on the leaders' job satisfaction and emotional exhaustion. Wu and Shie (2017) argued that emotional labor's outcomes must be studied further. So this is one of the few studies to explore the leaders' emotional labor strategies from a leader's perspective in Pakistan. Hence, the study contributes to the leadership domain by examining the effect of the leaders' emotional labor on the leaders' job satisfaction and emotional exhaustion. Further, this study also proposes psychological capital as a moderator between the relationship of the leaders' emotional labor, job satisfaction, and emotional exhaustion.

## Literature Review

### *Emotional Labor*

Emotional labor is a widely discussed research topic (Lee and Chelladurai, 2018; Xanthopoulou, Bakker, Oerlemans, and Koszicka, 2018). According to Morris and Feldman (1996) emotional labor is the expression of organizationally desired emotions by making planned and controlled efforts during an interpersonal transaction. Regarding emotional labor, Grandey (2000) added that employees actively regulate their emotions to ensure their emotions are as per their organization's or professional display's rules. A recent line of research (Gardner et al., 2009; Humphrey et al., 2008) attempted to instigate the construct in the literature of leadership. The researcher first introduced the perceived construct and identified that leaders perform emotional labor to exhibit sentiments and to impel the moods and motivations of their subordinates (Humphrey et al., 2008).

There are three emotional labor strategies used by recent research studies namely: surface acting, deep acting, and displays of genuine emotions (Diefendorff et al., 2005; Judge et al., 2009; Wu and Shie, 2017; Yoo, 2016). Surface acting refers to fake acting and an attempt to display professionally desired emotions without any change to the inner emotion, and is sometimes defined as "faking in bad faith." In contrast deep acting is termed "faking in good faith," deep acting requires modification of the inner emotion to induce the feeling that they wish to display (Ashforth and Humphrey, 1993). Both differ in the display rule, which is important for understanding their distinctive outcomes. It has been identified that deep acting is healthier than surface acting (Rutner and Riemenschneider, 2015).

Furthermore, surface acting and work exhaustion are positively correlated, while the other is not associated with exhaustion (Rutner and Riemenschneider, 2015). Moreover, reappraisal strategies are often conceptualized as deep acting and surface acting respectively. Displays of genuine emotions refers to expressing naturally felt emotions that abide by the organizational expectations and goals (Humphrey et al., 2008).

### *Emotional Exhaustion*

Emotional exhaustion has been considered as an important concern of academics because of its negative effect on organizations and employees (Halbesleben and Buckley, 2004). The perceived concept is defined as an individual's sentiment of being overwhelmed and exhausted, and expresses a negative job attitude and work-related behavior (Maslach and Jackson, 1981). In another study, Grandey (2000) contends that it is the depleted emotional stage at which a person is frequently impelled to manage his/her emotions. Characteristics of both the person and situation encompass an antecedent of emotional exhaustion (Halbesleben, 2006; Q. Wang, Bowling, and Eschleman, 2010).

### *Job Satisfaction*

Based on the earlier studies, the concepts of job satisfaction developed within the area of organizational behavior and remained an extensively researched topic (Ghazzaoui, 2008). Spector (1985), defines job satisfaction as an attitude that determines how strongly people like or dislike their job. There has been a debatable discussion regarding the dimensions of job satisfaction. However, there are mainly two approaches to job satisfaction. Some scholars have applied the

so-called “global” job satisfaction approach, by examining one dimension, which is the job (Furnham, 2005). Some other researchers have applied a multi-dimensional approach by considering several factors of job satisfaction (Smith and Kendall, 1969).

### *Psychological Capital*

The idea of psychological capital is drawn from the literature of constructive psychology (Park, Peterson, and Seligman, 2004; Seligman, 1998). Psychological capital refers to an individuals’ constructive cognitive level in succession and evolution that leads toward positive organizational behavior (Avey, Reichard, Luthans, and Mhatre, 2011). According to Luthans and Youssef (2007), psychological capital is a positive psychological state of development, in terms of capacities and resources, that encourage individuals to have a positive feeling and be motivated to some extent. It is characterized by four personal qualities, namely: hope, self-efficacy, optimism, and resilience. Self-efficacy is described as personal confidence in one’s competencies and propensity to accept a challenging job, and to mobilize cognitive resources to successfully execute a specific task (Bandura, 1997). Employees with greater self-efficacy perceive hurdles and obstacles as an opportunity to strengthen their competencies by overcoming them. Hope is defined as a positive mental state involving a willpower component, the energy to pursue goals, and the active, creative search for pathways that lead toward the achievement of a goal (Snyder, 2000). Optimism is described as a sanguine style attributed to a positive attitude of making positive references about succeeding now and in the future, and believing negative contingencies are just temporary (Seligman, 1998). It denotes an individual’s mental abil-

ity to remain calm about negative events, be hopeful about the present, and utilize positive energy to search for opportunities (Luthans, Avey, Avolio, Norman, and Combs, 2006). The last component of psychological contract, resilience, refers to the positive capacity to overcome conflict, and adversity, setback failures, and being proactive about future challenges and gaining opportunities through learning (Luthans, 2002). Collectively the four elements of positive capacity are likely to create and develop psychological capital and a reservoir of personal resources to overcome adversities, positive preferences, proactiveness, learning, and development in an organization (Roberts, 2007; Xanthopoulos et al., 2018).

### *Hypothesis Development*

#### *Emotional Labor and Job Satisfaction*

Job satisfaction has become a more important aspect for organizations as it is related to less turnover intentions and less absenteeism (Spector, 1997). This line of research purportedly seeks both the positive and negative relations between emotional labor strategies and job satisfaction. Adelman (1995) explored the positive relationship while the results of some other studies indicated a negative association between emotional labor and job satisfaction (Abraham, 1998; Morris and Feldman, 1997). Continuing with the relationship’s nature, the surface actors are significantly associated with lower job satisfaction, because a disparity of emotions tends to lead to exhaustion and distressing work experiences (Hochschild, 1983). However, leaders’ deep acting and displays of natural emotions are associated with job satisfaction, therefore; leaders expressing deep acting and genuine emotions are identified with

authenticity and job satisfaction. Additionally, meta-analysis results show a significant positive association of deep acting with job satisfaction (Wang et al., 2011). Displays of leaders' natural emotions tend to be authentic expressions of self, feelings of personal accomplishment and show a positive association with job satisfaction (Brotheridge and Grandey, 2002; Sheldon, Ryan, Rawsthorne, and Ilardi, 1997). Furthermore, an increased intentional effort is required when a leader expresses deep acting (A. A. Grandey, 2000). Based on the literature presented above it is expected that, due to emotional labor at work, a leader may not be completely satisfied with his/her job. For instance, displaying genuine emotions at work may result in higher satisfaction whereas surface acting may reduce the satisfaction. Hence, the following are the study's first hypotheses:

- H1a: *There is a significant and negative relation between surface acting and leaders' job satisfaction.*
- H1b: *Leaders' deep acting is positively associated with leaders' job satisfaction.*
- H1c: *Leader's displays of genuine emotions are positively associated with leaders' job satisfaction.*

### *Emotional Labor and Emotional Exhaustion*

Mounting evidence from the leadership literature and theories show the influence of a leader's emotional labor strategies on the followers' attitudes, job performance and many other variables, but there is few research that has explored the substantial influence of a leader's emotional labor strategies on his/her performance. In this regard, Grandey (2000) proposed that surface acting induces an exhausted emotional state in a leader, so surface acting and his/her emotional exhaustion were

positively correlated. Besides, the dissonance of emotions creates a feeling of inauthentic leadership in a surface acting leader, and quite possible this type experience a low level of job satisfaction (Judge et al., 2009). Similarly, Wang (2011) argued that leaders' surface acting is negatively correlated with emotional exhaustion. Moreover, they found that neither deep acting nor displays of genuine emotions had a significant association with leaders' job satisfaction. Furthermore, Wang et al. (2011) pointed out the positive relation between surface acting and exhaustion while deep acting was insignificant for emotional exhaustion. Previous studies explored the positive relation between surface acting and a leader's emotional exhaustion while deep acting interposed negatively (Mishra, 2013; Rathi, Bhatnagar, and Mishra, 2013). Moreover, Rathi et al. (2013) summed up that the continual use of surface acting may have a counterproductive effect on both organizations and employees. Also, the researcher disregarded the displaying of genuine emotions as a dimension of emotional labor strategies. To fill this gap the present study considers displays of genuine emotions to be the third dimension of emotional labor strategies. It is expected that, for a leader who is doing surface acting while doing his/her job, his/her emotional exhaustion will tend to be higher compared to that of a leader who is displaying genuine emotions at work. In line with the literature and research gaps, the following are the second hypotheses of the study:

- H2a: *Leaders' surface acting is significantly and positively associated with leaders' emotional exhaustion.*
- H2b: *There is a negative relation between leaders' deep acting and leaders' emotional exhaustion.*
- H2c: *Displays of genuine emotions are negatively associated with leaders' emotional exhaustion*

## *Moderating Role of Psychological Capital*

Previous studies demonstrated mixed results regarding the relationship between emotional labor strategies' impacts on job satisfaction and emotional exhaustion. According to Wang (2011), leaders' surface acting is insignificantly related to job satisfaction. In another study, Wang et al. (2011) reported a negative correlation between the surface acting of a leader and emotional exhaustion. This study also revealed that deep acting and displays of genuine emotions are not significantly related to a leader's job satisfaction. Similarly, a recent study (Ahmad et al., 2019) has reported that surface acting, deep acting, and displays of genuine emotions are positively related to a leader's attitude. Wu and Shie (2017), contended that the Conservation of Resources (COR) theory dealt with resource gains and losses, and following the arguments of the conservation of resources theory, if an individual is emotionally intelligent he/she can avoid negative emotions, as frontline employees may use their own abilities as resources. Furthermore, Cheung, Tang, and Tang (2011) pointed out that psychological capital moderates the relationship among emotional labor and burnout, as well as job satisfaction. In addition the results highlighted a more positive relation for individuals with high psychological capital while participants with low psychological capital had no such association. Based upon these findings, psychological capital reinforced the favorable relation of deep acting with job satisfaction. The perceived construct promoted a strong positive relation of surface acting with job satisfaction. Furthermore, they argued that psychological capital had a weaker moderating effect on emotional related outcomes containing emotional exhaustion. The results

of the above study are generally in agreement with previous studies representing the different dimensions of psychological capital conducted in the cultural setting of Chinese employees (Siu et al., 2009) and also of Western employees (Luthans and Youssef, 2007). Researchers used a convenient sampling of school teachers. Moreover, it is important to consider the nature of resources while testing the moderating effect. Similarly by looking at the nature of the psychological capital's construct, it can be argued that it can moderate the relationship between a leader's emotional labor, job satisfaction, and emotional exhaustion. Based on the previous studies mixed results and a study by Cheung et al. (2011), the present study used psychological capital as a potential moderator. In line with the literature and research gaps, the following are the third hypotheses of this study:

- H3a: *Psychological capital moderates the association between leaders' surface acting and leaders' job satisfaction.*
- H3b: *Psychological capital moderates the relation between leaders' deep acting and leaders' job satisfaction.*
- H3c: *Psychological capital moderates the relation between leaders' displays of natural emotions and leaders' job satisfaction.*
- H4a: *Psychological capital moderates the relation between leaders' surface acting and leaders' emotional exhaustion.*
- H4b: *Psychological capital moderates the relation between leaders' deep acting and leaders' emotional exhaustion.*
- H4c: *Psychological capital moderates the relation between leaders' displays of genuine emotions and leaders' emotional exhaustion*

### Theoretical Model and Hypotheses

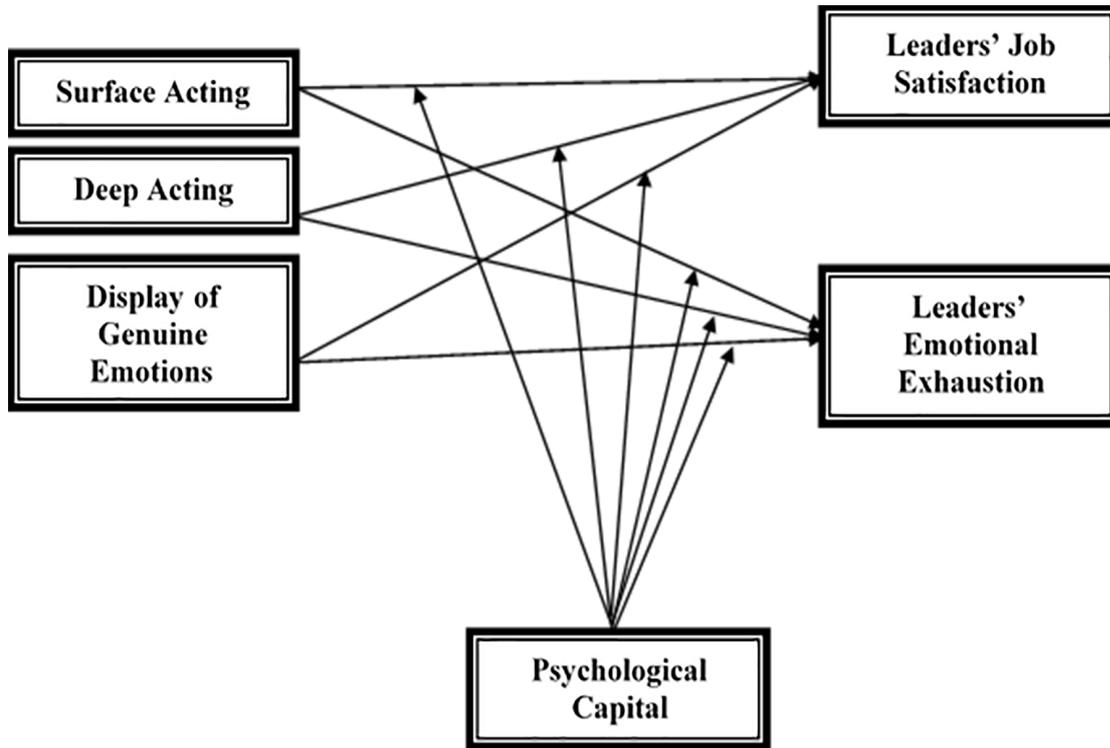


Figure 1: Research model.

## Research Methodology

The study attempts to explore the relationship between leaders' emotional labor strategies, leaders' job satisfaction, and leader's emotional exhaustion while psychological capital plays a moderating role. This section provides descriptions and justifications of the methods and measures that were used in the study; the study is descriptive and quantitative.

### Population and Sample Size

Data were collected from doctors practicing in Gujranwala. According to the Pakistan Medical Association Gujranwala (2017), there were 447 registered doctors. As the population of the study is finite, then Yamane (1973) formula was used (Sarmah and

Hazarika, 2012) to determine the minimum sample size. According to the formula, the sample size for the present study should be 212 at  $\pm 5\%$ . Below is the formula we used:

$$n = \frac{N}{1 + N(e)^2}$$

In this formula  $n$  = Sample size;  $N$  = Total population;  $e$  = Precision level

$$n = \frac{447}{1 + 447(.05)^2}$$

So as per the calculation of the formula, the sample size is 212. However, the sample size was increased by 100% as a previous study suggested that it can be increased to ensure that the required number of responses are obtained (Tan, 2010). Therefore, the sample size of the present study was 424 respondents. The current sample size of the

study is adequate as it meets the other sampling techniques as well. For instance, according to Kotrlik and Higgins (2001), the sample size should be at least 20% of the whole population. Similarly, for the structural equation model, 200 to 400 respondents is a big enough sample size (Oke, Ogunsam, and Ogunlana, 2012). According to Joe F Hair, Ringle, and Sarstedt (2011), 100 is the minimum sample size when there are five or fewer constructs in the model.

### Questionnaire and Measures

A survey method was used to check the relationship between all variables. A questionnaire was used during the survey to collect data from the respondents, which consisted of two sections. Section 1 contained questions regarding the respondents' distinctive profiles, such as their gender, age, education, nature of employment, and experience. The second section consisted of the questions related to the variables.

All the variables in the study have been operationalized from a reliable and previously validated scale. The following are the details of the measures adopted. *Leaders' Emotional Labor* contained three dimensions. The first dimension was surface acting, which was measured using a seven-item scale and

the second was deep acting, measured using a four-item scale. To measure the leaders' displays of genuine emotions an eight-item scale was adopted (Diefendorff et al., 2005). *Leaders' Job Satisfaction* was measured by a four-item scale (Edwards and Rothbard, 1999). *Leaders' Emotional Exhaustion* was measured by a six-item scale (Wharton, 1993). *Psychological Capital* was measured by using a six-item scale related to self-efficacy dimension validated by (Luthans & Youssef (2007) .

The authors employed PLS-SEM for the data's analysis by using Smart PLS 3; as the purpose of the study was to examine the relationship between the variables rather than developing a new theory. Notably, PLS-SEM is regarded as a beneficial tool when structural equation modeling is employed to explain the relationship between variables (J. Hair, Hult, Ringle, and Sarstedt, 2016) as it offers a flexible approach to model building (Ringle, Wende, and Will, 2005). Additionally, PLS-SEM is used for small sample sizes and complex models (Hair et al., 2016) thus, this study used this technique to avoid data normality issues.

### Results

Before proceeding toward the hypotheses testing, the measurement model was as-

**Table 1:** Demographic Profile of Respondents

Characteristics	Frequency	Percentage
<i>Gender</i>		
Male	150	60.0
Female	100	40.0
<b>Total</b>	<b>250</b>	<b>100.0</b>
<i>Age</i>		
25-30	27	10.8
31-35	97	38.8
36-40	103	41.2
40+	23	9.2
<b>Total</b>	<b>250</b>	<b>100.0</b>

<i>Organization Tenure</i>		
1-5 years	20	8
6-10 years	80	32
11-15 years	120	48
16 and above years	30	12
<b>Total</b>	<b>250</b>	<b>100.0</b>

**Table 2:** Confirmatory Factor Analysis

Constructs	Items	Loadings	Alpa	CR	AVE
Surface Acting	SA1	0.888	0.931	0.945	0.741
	SA2	0.89			
	SA3	0.832			
	SA4	0.799			
	SA5	0.865			
	SA6	0.886			
Deep Acting	DA1	0.716	0.646	0.807	0.583
	DA2	0.812			
	DA4	0.76			
Display of Genuine Emotions	DGE2	0.79	0.845	0.883	0.525
	DGE3	0.803			
	DGE4	0.724			
	DGE5	0.469			
	DGE6	0.748			
	DGE7	0.778			
	DGE8	0.707			
	Psychological Capital	PC1			
PC4		0.75			
PC5		0.738			
PC7		0.588			
Leaders Job Satisfaction	LJS1	0.796	0.84	0.893	0.676
	LJS2	0.831			
	LJS3	0.84			
	LJS4	0.822			
Leaders Emotional Exhaustion	LEE1	0.798	0.849	0.898	0.689
	LEE2	0.835			
	LEE3	0.85			
	LEE4	0.836			

essed by performing a confirmatory factor analysis. This confirmatory factor analysis provides the factor loadings for every single item measuring the variables. All of the factor loadings in Table 2 are greater than 0.5 which

is the minimum value required to retain an item (Hair, Black, Babin, and Anderson, 2010; Hair, Hult, Ringle, and Sarstedt, 2014). Notably, the majority of the loadings are greater than the ideal value of 0.7.

Additionally, Table 2 also shows the values for composite reliability and average variance extracted (AVE), which determine the

emotions, psychological capital, leaders' job satisfaction, and leaders' emotional exhaustion are 0.945, 0.807, 0.883, 0.813, 0.893, and

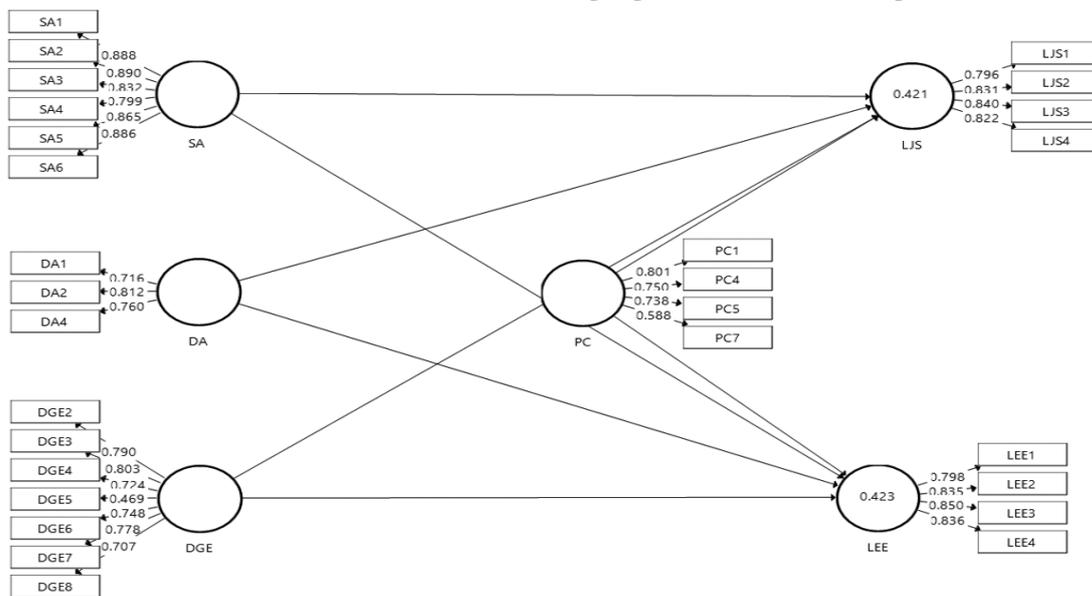
**Table 3:** Heterotrait-Monotrait Correlation Ratio (HTMT) (Discriminant Validity)

	DA	DGE	LEE	LJS	PC	SA
DA						
DGE	0.401					
LEE	0.299	0.677				
LJS	0.298	0.69	0.737			
PC	0.116	0.183	0.229	0.23		
SA	0.103	0.282	0.451	0.436	0.271	

convergent validity of the measures. It is recommended that the average variance extract should be greater than 0.5, or at least equal to 0.5, to establish convergent validity. As per the findings reported in Table 2, all of the AVE values for the variables, namely; surface acting, deep acting, displays of genuine emo-

0.898 respectively. All of the CR values for the variables are greater than 0.8 which affirms that there is no issue with the composite reliability. Figure 2 shows the results for the CFA.

Henseler, Ringle, and Sarstedt (2015) proposed a new technique for discriminant



**Figure 2:** Confirmatory Factor Analysis

tions, psychological capital, leaders' job satisfaction, and leaders' emotional exhaustion are 0.741, 0.583, 0.525, 0.524, 0.676 and 0.689 respectively. Further, the values of composite reliability (CR) for the variables, namely; surface acting, deep acting, displays of genuine

validity's measurement. They contended that the Fornell-Larcker criterion can predict the discriminant validity of the variables, whereas it is unable to reveal the absence of discriminant validity in comparison to HTMT. Hence, the present study used HTMT for the

**Table 4:** Structural Equation Modeling

H	Relationships	Beta	S.E	t value	P value	Decision
H1	SA -> LJS	-0.279	0.037	7.644	0	Supported
H2	SA -> LEE	0.301	0.036	8.32	0	Supported
H3	DA -> LJS	0.063	0.028	2.28	0.012	Supported
H4	DA -> LEE	-0.069	0.027	2.511	0.006	Supported
H5	DGE -> LJS	0.482	0.038	12.678	0	Supported
H6	DGE -> LEE	-0.462	0.037	12.456	0	Supported

prediction of discriminant reliability. As per the criterion, all the values for HTMT should be less than 0.85. Table 3 shows that all the values of HTMT are less than 0.85. Thus, it establishes the discriminant validity.

Figure 3 and Table 4 show the results regarding the structural equation modeling. It is obvious from the table that the surface acting, deep acting, and displays of genuine emotions are significantly associated with both the leaders' emotional exhaustion and

the emotional exhaustion, which is valued at -0.069 and -0.462 respectively. Similarly, deep acting and displays of genuine emotions positively predicted the leaders' job satisfaction, valued at 0.063 and 0.482 respectively. Interestingly in both cases the display of genuine emotions emerged to be a stronger predictor of emotional exhaustion and job satisfaction as compared to deep acting. All of the results are significant and support the hypotheses of the study.

**Table 5:** Specific Indirect Effects

H	Relationships	Beta	S.E	t value	P value	Decision
H7	SA*PC -> LJS	0.073	0.036	2.059	0.02	Supported
H8	SA*PC. -> LEE	0.074	0.035	2.137	0.017	Supported
H9	DA*PC -> LJS	0.067	0.022	3.074	0.001	Supported
H10	DA*PC. -> LEE	0.066	0.022	2.962	0.002	Supported
H11	DGE*PC -> LJS	0.017	0.034	0.504	0.307	Not Supported
H12	DGE*PC. -> LEE	0.018	0.033	0.559	0.288	Not Supported

job satisfaction. As per the findings reported in Table 4, surface acting positively predicted emotional exhaustion and negatively predicted job satisfaction, valued at 0.301 and -0.279 respectively.

Additionally, the results also revealed a significant influence of deep acting on emotional exhaustion and job satisfaction. Similarly, the display of genuine emotions is also found to be significantly associated with emotional exhaustion and job satisfaction. Notably, both the deep acting and the display of genuine emotions negatively predicted

The above Table 5 identifies that psychological capital significantly moderates the relationship of surface acting and leaders' emotional exhaustion since the interaction term is significant. It establishes that psychological capital strengthens the influence of surface acting on leaders' emotional exhaustion. Further, the results also identify psychological capital as a significant moderator between the relationship of deep acting and leaders' emotional exhaustion, as the interaction term is significant. Finally, the results also do not support psychological capital's moderation between the association of dis-

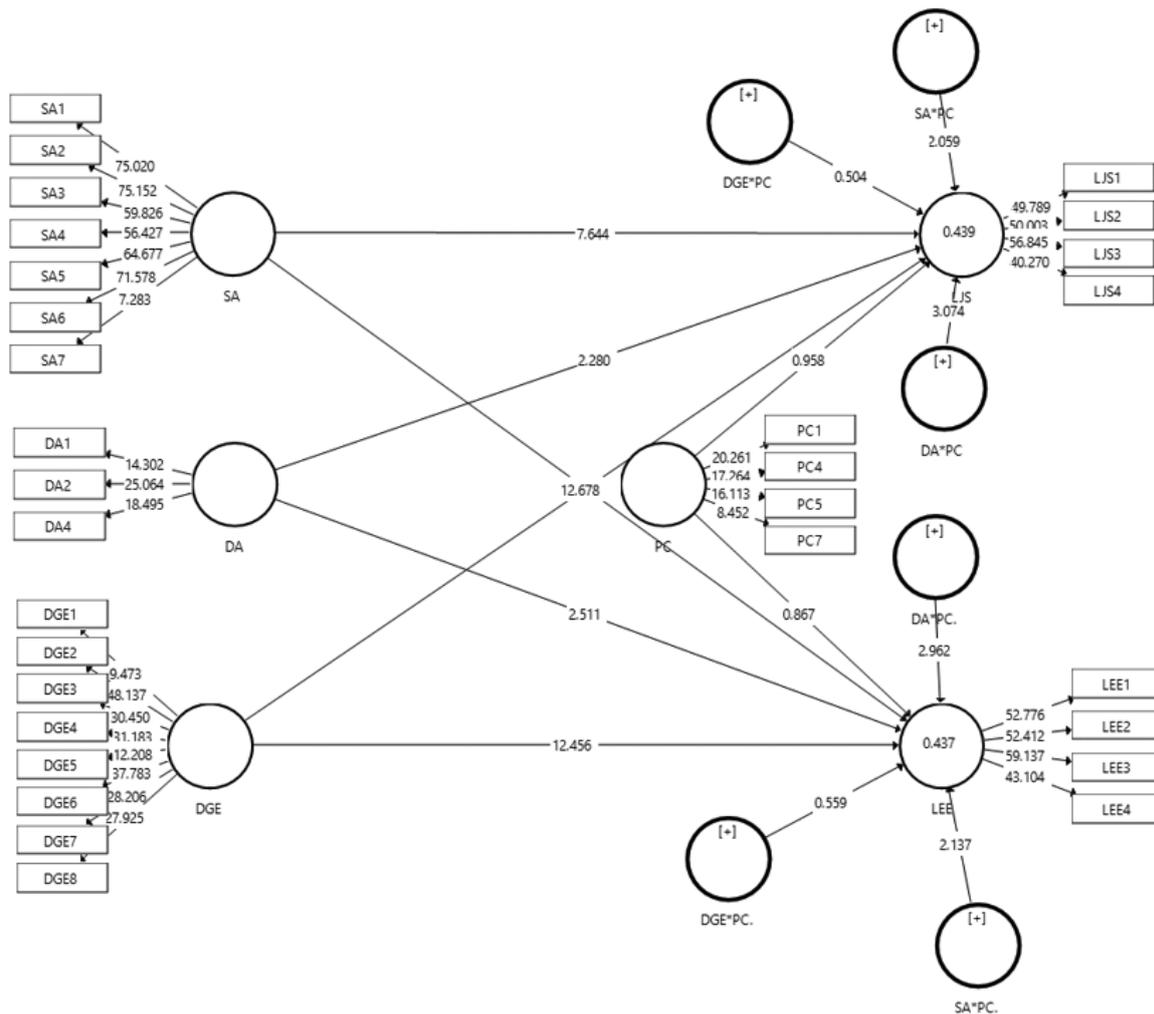


Figure 3: Structural Equation Modeling

plays of genuine emotions and leaders' emotional exhaustion, as the interaction term is insignificant. Likewise, psychological capital did not find any statistical support as a moderator between the display of genuine emotions and leaders' job satisfaction.

## Discussion

The present descriptive and quantitative study goes beyond the previous studies into the leadership domain by focusing on the influence of the leaders' emotional labor on the leaders' effectiveness. The cross-sectional study analyzed the leaders' emotional labor

strategies, namely surface acting, deep acting, and displays of natural emotions that leaders use during their interactional processes with their followers, and the impact they have on the leaders' job satisfaction and emotional exhaustion. Additionally, a questionnaire was used to obtain responses from doctors practicing in public and private hospitals. The study's results supported the hypotheses. For instance, it was hypothesized that surface acting influences both the leader's job satisfaction and emotional exhaustion. The results of the study also confirmed that when a leader engages in surface acting he/she may not be satisfied with his/her job, but ultimately he/

she will be emotionally exhausted, and that greater surface acting results in greater emotional exhaustion. Thus hypotheses H1a and H2a are accepted. Additionally, these findings are consistent with the previous studies' findings, which also state that inauthentic emotions (surface acting) at the workplace dampen job satisfaction (Bhave and Glomb, 2016; Costakis, Gruhlke, and Su, 2020).

The study also hypothesized that deep acting significantly influences job satisfaction and emotional exhaustion. As per the results, deep acting was found to positively influence job satisfaction, thus, hypothesis H1b is accepted. Deep acting focuses on behaving when required as per the situations (Grandey and Sayre, 2019) and it is regarded as the healthier emotional labor strategy (Costakis et al., 2020). Employees involved in deep acting tend to have greater job satisfaction (Brotheridge and Grandey, 2002). Additionally, it was hypothesized that deep acting negatively influences emotional exhaustion. The results also revealed the negative relationship between deep acting and emotional exhaustion. Thus, hypothesis H2b is accepted. These findings are consistent with those from previous studies (Brotheridge and Grandey, 2002; Grandey, Foo, Groth, and Goodwin, 2012) which stated that deep acting results in less burnout; emotional exhaustion is a form of burnout (Hastings, Horne, and Mitchell, 2004). Additionally, the display of genuine emotions was expected to influence both leaders' job satisfaction and emotional exhaustion. As per the results of the study, displays of genuine emotions were found to positively and negatively influence leaders' job satisfaction and emotional exhaustion, respectively. Thus, hypotheses H1c and H2c are accepted and these findings are also consistent with the previous studies (Cheung et al., 2011).

Psychological capital was hypothesized as a moderator between the relationships of emotional labor, leaders' job satisfaction, and emotional exhaustion. As per the findings, psychological capital is a significant moderator between surface acting, leaders' job satisfaction, and emotional exhaustion. Psychological capital was found to strengthen the influence of surface acting and leaders' job satisfaction more strongly, compared to leaders' emotional exhaustion. Likewise, psychological capital was also found to strengthen the relationship between deep acting and leaders' job satisfaction, but the magnitude of the strengthening is greater compared to that for emotional exhaustion. These findings are consistent with the previous studies (Cheung et al., 2011; Peng et al., 2019). Surprisingly, psychological capital was found not to moderate the relationships of displays of genuine emotions, leaders' job satisfaction, and emotional exhaustion. It may be due to the fact that when individuals are not stressed then the resources (Personal resources such as energy, time and knowledge etc.) positive impact will be limited (Rahmatika and Parahyanti, 2018). Since leaders display their genuine emotions it can be implied they are satisfied with their jobs. It is stated that psychological capital resources are not needed by the respondents as they are not stressed.

Overall, psychological capital facilitated the hypothesized relationships and these results are in the line with results of earlier studies (Cheung et al., 2011). In the main the present findings are similar to the previous studies that described naturally-felt emotions as being associated with job satisfaction (Brotheridge and Grandey, 2002; Sheldon et al., 1997). Moreover, the study also demonstrated that the surface acting of leaders was associated with exhaustion and the respondents reported this relation as being a strong

one. Thus, the current study affirms that surface acting holds a negative attitude toward job satisfaction, and the lack of the desired organizational outcomes induces feelings of being overused and exhausted. The present result was consistent with a recent study's finding (Hur, Rhee, and Ahn, 2016). The present study results revealed that emotional labor strategies contribute toward lower job satisfaction and emotional exhaustion. Thus, there is a need to carry out emotional regulation training for leaders, so they can learn how to better manage their emotions at work, and ultimately reduce the emotional exhaustion among them.

## Conclusion

The overall findings reported deep acting as well as displaying natural emotions both have a significant positive correlation with a leader's job satisfaction. Thus, these results provide a sense that leaders enjoy positive work outcomes and feelings of personal accomplishment through the expression of their naturally-felt emotions. Additionally, the essential finding of the current study shows that enhanced psychological capital supports the association between leaders' emotional labor and job satisfaction. Additionally, the expression of a leader's emotional state through surface acting induces the feeling of being suppressed and exhausted, which leads to individual behavior (Absenteeism etc.) and negative feelings about job-related outcomes. Moreover, the current study has potentially made a valuable contribution to the literature concerning leaders' emotional labor. The findings demonstrate an understanding about top management in which emotional labor strategies positively influence the desired organizational goals. Deep acting and displays of genuine emotions provoke a satisfying

work environment. Additionally, satisfied leaders' can utilize their cognitive resources more often to motivate their subordinates. The research has implications for organizations to facilitate their leaders with activities to reduce their frequent use of surface acting and to train and engage in brain games to reduce their stress. Thus, an organization can integrate the appropriate emotions into effective leadership to meet the organizational challenges and workplace realities.

## Limitation and Future Directions

The study has accomplished its objectives and answered the questions, however, there remain certain limitations that can be addressed by future research. Therefore, future research could be designed as longitudinal to observe the changes in the behavior of the respondents. Researchers can add other variables as moderators, or can extend the dimensions and other factors like psychological flexibility, to enhance the understanding of the role of psychological capital as a moderator in the present model. In the future, researchers can investigate the present relationship by considering the leadership style as a mediator. The results can address more valuable findings by applying other methods to estimate leaders' emotional labor. Future studies may consider the resource-based view for explaining the present research's framework, such as the conservation of resources theory. Additionally, the study provides insights about the doctors' behavior; therefore, it is recommended to get other healthcare professionals onboard as well when conducting the research.

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