

The Moderating Effect Of Psychological Capital On The Relationship Between Leader's Emotional Labour Strategies And Workplace Behaviour-Related Outcomes

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Abstract

The main purpose of this study is to investigate the moderating impact psychological capital (PsyCap) on the relationship between leaders' emotional labor strategies and workplace behavior-related outcomes. This research was conducted by collecting data from the Nurses of the Public health sector, Pakistan A self-monitored questionnaire survey was conducted and collected in 4-months from respondents. Almost 800 questionnaires were distributed to targeted respondents, 585 filled returned, 450 filled questionnaires were fit for analysis and adopted by applying a simple random sampling technique. The findings of the study revealed a positive relationship of surface acting (SA), deep level acting (DLA), and displaying genuine emotion (DGE) with organizational citizenship behavior (OCB). Likewise, the study also confirms the negative relationships of deep acting and DGE with counterproductive workplace behavior (CWB). In addition, the study findings also sanction the moderating effect of psychological capital on the relationships SA, DA, and DGE with OCB and DA and DGE with CWB. The implications of the study extensively focus on human resource practice, Nurses of the health sector of Pakistan. Theoretical opinion to the significant role of emotional labor strategies and workplace-behavior-related outcomes such as OCB and CWB underpinnings of Job-Resource Model and COR theory. The study employed a cross-sectional correlational design, Caution should also be taken when generalizing the findings of the present study made use of Nurses as respondents from the public health sector of Punjab, Pakistan which is just a fraction. Furthermore, the study employed a quota and convenient sampling techniques¹ that affect the current study's generalizability. Nevertheless, this study is one of a mono quantitative methods kind and, therefore, opens the door for further studies on the in this context and future mixed method quantitative and qualitative longitudinal studies should also be conducted in other sectors. The existing literature is comparatively quiet. This is an emerging study in the area on the relationship between different types of emotional labor strategies and workplace behavior-related outcomes under the support of conservation resource theory and job-demand resource model in the Pakistani health sector setting. The findings of this study pose much appropriate relevance to Nurses and allied health

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professions where emotional protocols are essential job errands of the health care sector of Pakistan.

Keywords: *Emotional Labour Strategies, Psychological Capital, Organisation Citizenship Behaviour, Counterproductive Workplace Behaviour, Health Sector of Pakistan .*

Introduction

Nursing profession is generally seen as a disempowered profession due to its stereotyped image and negative social prestige (Abbas, Zakar, & Fischer, 2020). However, Nurses are expected to display positive feelings and emotions together with empathy towards services clients i.e., patients even when patients/clients demonstrate undesirable emotions i.e., fury and anger (Baranik et al., 2022; Lartey et al., 2020). In this scenario, leaders' emotional labor strategies show and play a vital role to achieve organizations' desired goals organizational success (Iqbal et al. 2017; Iqbal et al., 2017; Noreen et al., 2021). Leaders' emotional labor is the feelings of leaders to express desired emotions at work that effects both individual workplace outcomes (Her et al., 2015; Nisar et al., 2018a; Nisar et al., 2018b).

Organizations should focus to manage workplace behavior challenges to make their employees more satisfied (Sahoo et al., 2023) and engaged to positive behaviour-related outcomes (Ahmed et al., 2017; Lartey et al., 2019; Mughal et al., 2017; Mughal et al., 2019). Leadership is a key element and plays a vital role in organization success (Alotaibi et al., 2020; Baharom et al., 2017). Emotional labor strategy refers to the process employees adopt to express and control their emotions or expressions at the workplace (Ahmad et al., 2019; Ahmad et al., 2023; Grandey, 2000).

Psychological capital in the kind of hope, optimism, self-efficacy, and resilience serves certain personal talents that enable the employee to cope with better workplace behaviour (Noreen et al., 2021; Tamer, 2015). Organisations should promote PsyCap to provide resources to individuals and share their supportive relationship (Biswal, Srivastava, and Alli, 2023) PsyCap is an encouraging mental state to encourages individuals to have positive workplace behavior towards the organization (Wang & Lian, 2015). Earlier, emotions in the working environment were supposed irrelevant therefore not perceived as a workplace behaviour an important phenomenon (Ahmad et al., 2019; Grandey, 2000; Mughal et al., 2017). Emotions need to be regulated according to the situation for their effective use at the workplace (Ahmad et al., 2019).

Previous research instigations shows that PsyCap is indeed and positively associated to job satisfaction (Luthans et al., 2005; Noreen et al., 2021; Tamer, 2015). However, a leader's emotional labour and workplace behavior-related outcome OCB (Tripathi et al., 2023) and CWB underpinning of PsyCap is almost ignored in Pakistani settings (Ahmed et al., 2019; Mughal et al., 2019; Noreen et al., 2021). PsyCap shows positive behavior-outcome e.g., OCB (Akhtar et al., 2017). A study by Abdullah et al., (2020) in the Malaysian context showed mediating effect between innovative workplace behavior and psychological well-being.

Contrary, emotionally exhausted individuals, perceive their work negatively and reflect negative behaviors such as CWB and intention to leave (Akhtar et al., 2017) and resources are exhausted (Abubakar et al., 2018; Akhtar et al., 2017). Consequently, the mistreated employee feels unsatisfied with losing resources and as a reaction will involve in CWB (Baharom et al., 2018; Iqbal et al., 2017, 2018). As previous studies in research investigations on leadership anticipated leaders' emotions have a significant impact on followers' attitudes and effective leadership (Alotaibi et al., 2020). However, research on emotions has less attention to investigating the psychological process that leader exercise to express their emotions at workplace (Alotaibi et al., 2020) and organizational performance (Wang & Xie, 2020).

Positive workplace behaviour is generally named as Origination Citizen Behaviour (OCB) and concerned with individual's strengths rather than weaknesses (Alotaibi et al., 2020; Carter et al., 2021; Iqbal, Ashraf, & Fatima, 2023). OCB a powerful asset in terms of diminishing the damaging effects of emotion control (Ahmad et al., 2017; Noreen et al., 2021). OCB is an optional pro-social workplace behavior of an individual which is entirely dissimilar from job requirements (Organ et al., 2006). OCB has the negative effect on emotion control (Abbas et al., 2108; Carter et al., 2021; Li, & Bao, 2020).

Contrary, counterproductive workplace behavior (CBW) refers to the act of an individual who violates the rules, policies, norms, and organization's customs (Appelbaum et al., 2007; Robinson & Bennett, 1995). Several researchers have defined CWB in different ways (El-Ghorra, & Panatik, 2023) and there is no uniform opinion or common definition on this concept. (Iqbal et al., 2017). Emotion regulation is always interesting but considered a difficult job for leaders (Nisar et al., 2108a; Nisar et al., 2108b). However, emotional labor of leader is always considered an essential part of positive organizational outcome (Bono & Vey, 2005).

The implications of the study extensively focus on human resource practices related to Nurses' workplace behavior-related outcomes who are working in the public hospitals located in, Punjab, Pakistan. This study provides insights about the workplace behavior of Nurses and focuses on the resource-based views i.e., the conservation of resources (COR) theory and job-demand resource model to explain the present research model and conduct research in the healthcare sector of Punjab Pakistan as recommended by Noreen et al., (2021).

As for the concern research objectives of this study is to investigate the direct impact of emotional labor strategies on workplace behavior-related outcomes such as OCB and CWB. Secondly, to examine the moderating effect of psychological capital between emotional labor strategies and workplace behavior-related outcomes i.e., OCB and CWB. To follow the said objectives this study, address the following research questions, what is the relationship between leaders' emotional labor and behavior-related outcomes such as OCB and CWB? How does psychological capital moderate the relationship between emotional labor strategies and behavior-related outcomes such as OCB and CWB? The next section of this paper contains the literature review of the study.

Literature Review and Hypothesis Development

Job Demand -Resource Model

The theoretical framework of moderating effect of PsyCap on the relationship between leaders' emotional labor strategies and workplace behaviour-related outcomes is explained by adopting the Bakker and Demerouti (2007 and 2014) job demand-resource model. This model assumed that the workplace atmosphere is associated with physical and psychological demands of the individual (Lartey et al. 2019). (JD-R) model suggests that working conditions can be divided into job demands and job resources. These said working conditions are linked to workplace behavioural outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). High-level demands generate a negative outcome such as CWB (Bakker, 2011; Bakker & Demerouti, 2007). This model also recognizes and acknowledges the reality of job resources e.g., organizational, personal and social resources upon which individual have a tendency to the demands at their workplace (Demerouti et al., 2001). Workplace demands of individual create a positive job attitude, if accessibility of resources and the richness of workplace job resources (Bakker & Demerouti, 2007, 2014; Lartey et al., 2019).

Conservation of Resources Theory (CRT)

In addition to job demand-resource model, the present study on moderating effect of PsyCap on the relationship between leaders' emotional labor strategies and behaviour-

related outcomes is also explained by using the conservation of resources (COR) theory as a theoretical framework. The two elementary tenets of (COR) theory are that individuals are interested to guard their current resources and acquired/get new resources (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014). CRT assumes that stress rises while individual fail to achieve vibrant resources (Hobfoll et al., 2018). Individuals strive to secure, preserve, and develop imperative and vibrant resources (Abubakar et al., 2018). In case of loss of resources, individuals face resultant emotion and psychological strain occurs as individuals feel loss, and lose power to recover resources (Akram et al., 2019). Over time, such extra exertion may direct to extend employee emotion (Akram et al., 2019; Halbesleben, 2014; Viotti et al., 2018).

Generally, emotions deplete human PsyCap and make other employees' resources limited (Hobfoll et al., 2004). Employees, who perceived PsyCap showed positive behavior-outcome e.g., OCB (Akhtar et al., 2017; Hobfoll et al., 2004). Contrary, employees, who perceive their workplace negatively, are exhausted emotionally and reflect negative behavioral outcomes e.g., CWB (Akhtar et al., 2017; Hobfoll et al., 2004).

Relationship Leaders' Emotional Labor Strategies and Workplace Behavior-related Outcome Organisation Citizenship Behaviour

OCB supports an organization on several forms of resources such as human and social resources (Noreen et al., 2021). Human resources speak about individual resources engaged in an organization whereas, social resources fellow empathy, and interpersonal relations with peers and colleagues at workplace (Ahmed et al., 2019; Ahmad et al., 2017; Iqbal, Ashraf, 2023; Mughal et al., 2017; Noreen et al., 2021).

In a competitive scenario, it is the necessity for time to study the influence of emotional labor strategies associated with leadership and organizations (Ahmed et al., 2019; Mughal et al., 2017; Noreen et al., 2021; Ottenbacher & Harrington, 2010). Organizations are paying countless consideration to manage their leaders' emotions to enhance employees' performance (Ahmed et al., 2019). By use of effective emotional labor strategies, organizations grasped the standing of emotional labor (Lartey et al., 2019). A study by Alotaibi et al., (2020) explored that a high level of emotional intelligence of employees has the positive stimulus of empowering leadership and enhanced PsyCap and empowerment. There are generally three strategies i.e., SA, deep acting, and genuine display of leader emotional labour strategies (Ahmed et al., 2019; Mughal et al., 2017; Noreen et al., 2021).

OCB is an imperative miracle in the informal organization (Carter et al., 2021; Organ et al., 2006). Thus, just like social capital, OCB has a profound impact on individual and organizational performance as well as individual development (Dunlop & Lee, 2004; El-Ghorra, & Panatik, 2023; Organ et al., 2006). In OCB individual engaged positive behavior that will desist from negative actions that affect the performance of the organization (El-Ghorra, & Panatik, 2023; Pradhan et al., 2016). Considering the influence of OCB on organizational performance and its functioning, it seems important to formally capture the influence of PsyCap in encouraging organizational effectiveness (Pradhan et al., 2016; Tamer, 2015). Due to SA, employees feel frustration and emotional exhaustion due to continuous emotional discord and this resulted as a result of performing emotional labor strategies (Van Dijk & Kirk-Brown, 2007; Van Dijk & Brown, 2006). In addition, during SA leaders try to hide unsuitable emotions which may have a negative influence on their cognitive evaluation regarding their job satisfaction (Judge et al., 2006). So, it's essential to investigate the impact of leaders' emotion well-being in their wellbeing and attitudes and behavior-related outcome OCB. Based on the said discussion, the following hypothesized:

H1; There is a positive relationship between leaders' emotional labour strategies and workplace behavior-related outcome i.e., OCB.

H1a: There is a positive relationship between leaders' emotional labour strategy SA and workplace behavior-related outcome i.e., OCB.

H1b: There is a positive relationship between leaders' emotional labour strategy deep acting and workplace behavior-related outcome i.e., OCB.

H1c: There is a positive relationship between leaders' emotional labour strategy genuine display emotions and workplace behavior-related outcome i.e., OCB.

Relationship Leaders' Emotional Labor Strategy and workplace Behaviour-related Outcome (Counterproductive Workplace Behaviour)

The present study is undertaken to ascertain the impact of leaders' emotional labor strategies in leadership efficiency and effectiveness (Hur et al., 2015; Pradhan et al., 2016). Several studies have proved that emotional labor is rooted in emotional exhaustion and occupation stress (Brotheridge and Grandey, 2002; Karatepe, 2011; Karatepe et al., 2009). However, recently researchers have suggested different costs of surface and deep acting on CWB (Chau et al., 2009; Hu'lsheger et al., 2010; Philipp & Schu'pbach, 2010). Previous studies proposed that SA has a negative relationship with job satisfaction (Grandey, 2000; Bono & Vey, 2005; Judge et al., 2009) and highlighted the crucial role and demand of emotional labor in leadership (Glaso et al., 2006; Brotheridge, 2006; Gardner et al., 2009).

Few researchers summed up that deep acting had a neutral effect on employees' satisfaction (Judge et al., 2009; Johnson & Spector, 2007). Whereas several other researchers proposed a positive and significant association between deep acting and job satisfaction (Ozturk et al., 2008; Sheetal, 2010; Idanez-Rafuse, 2010). A study on university teachers in Pakistan by Manzoor et al., (2015), established that PsyCap had a strong impact to control/reducing CWB. Another study on universities' staff in Pakistan by Baloch et al. (2016) also showed the substantial influence of PsyCap on CWB. PsyCap comprises four positive psychological capabilities such as optimism, hope, efficacy and resilience etc., which influence individual attitudes, behavior, and performance (Luthans et al., 2017) and positively linked with the development of individuals at workplace setting (Amornpipat, 2019; Newman et al., 2014).

Findings of the study of Shafiq et al., (2021) about the Nurses in the Pakistani context, showed that ostracism is positively related to CWB. Similarly, a study by Megeirhi et al., (2018) showed PsyCap moderated the relationship of authentic leadership between workplace incivility (Ahmad et al., 2019; Baloch et al., 2016; Newman et al., 2014). Accordingly, mistreated employees feel frustrated on losing vital resources and as a reaction will involve in CWB (Akhtar et al., 2017; Manzoor et al., 2015; Morf et al., 2017).

H2: There is a negative relationship between emotional labour strategies and workplace behavior-related outcome i.e., CWB.

H2a: There is a negative relationship between leaders' deep acting and workplace behavior-related outcome i.e., CWB.

H2b: There is a negative relationship between leaders' SA and workplace behavior-related outcome i.e., CWB.

H2c: There is a negative relationship between the genuine display of emotion and workplace behavior-related outcome i.e., CWB.

Relationship of Moderating Effect of Psychological Capital Between Emotional Labour Strategies and Workplace Behaviour-related Outcome (Organization Citizenship Behavior)

The results of the previous studies highlighted positive relationships for individuals having high PsyCap (Biswal et al., 2023) while participants with low PsyCap had no such relationship (Aderibigbe & Mjoli 2018; Ahmad et al., 2019). Based on Job-Resource Model and COR theory, PsyCap strengthened the favorable relationship of deep acting with positive behaviour outcomes (Aderibigbe & Mjoli, 2018). Another study by Soo and Ali (2016) showed that there is a negative impact of occupational stress on OCB among bankers in Malaysia. A study by Aybas and Acar (2017) showed both the mediating and moderating influence of PsyCap between human resource practices and working conditions on work engagement in Turkey. Likewise, findings of the study Wang et al., (2017) also showed PsyCap as a significant mediator between the association of work stress, work engagement, and rewards. A study of D'Souza, Irudayasamy, Usman, Andiappan, & Parayitam, (2021) in education institutions showed PsyCap moderating the relationship between emotional labour and trust.

In addition, Shaheen et al., (2016) study exposed that PsyCap significantly enhanced the observed positive relationship between organizational support and OCB, and the moderating role of PsyCap between organizational support and OCB. A study by Ahmad et al., (2019) has described that SA, deep acting, and DGE are positively associated to a leader's attitude. Whereas Wu and Shie (2017), opposed that the conservation of resources (COR) theory dealt with resource gains and losses. Based on previous studies, the present study proposed a PsyCap as a latent moderator between leader's emotions labour strategies and workplace behaviour related outcomes. In line with the literature and research gaps, the following are the hypotheses: -

H3: There is a moderating effect of PsyCap between a leader's emotional labor strategy between workplace behavior-related outcomes i.e., OCB.

H3a: There is the moderating effect of PsyCap on the relationship between leaders' SA and workplace behavior-related outcome i.e., OCB.

H3b: There is moderating of PsyCap moderates the relation between leaders' deep acting and workplace behavior-related outcome i.e., OCB.

H3c: There is the moderating effect of PsyCap between leaders' displays of natural emotions and workplace behavior-related outcome i.e., OCB.

Relationship Moderating Effect of Psychological Capital between Leader's Emotion Labour Strategies and Behavior-related Outcome (Counterproductive Workplace Behaviour)

The emerging concept of PsyCap advances the discipline of positive behavior and provided by Luthans and Youssef (2007) in organizational studies (Ahmad et al., 2019; Luthans and Youssef, 2007; Luthans et al., 2007; Nisar et al., 2108). Psychological capital emphasizes grooming the individual psychological elements (e.g., hope optimism, self-efficacy and resilience (Luthans & Youssef, 2007). Psychological Capital is an organization workplace behaviour social construct that is empirically and conceptually supported (Butt and Yazadani, 2021; Luthans & Youssef, 2007; Raza, 2024). Several studies have examined the individual-level outcomes of PsyCap (e.g., individual attitude, behavior) and performance (Amunkete, 2015; Avey et al., 2010; Tamer, 2015; Wang and Lian, 2015).

It is the optimistic state of a person's related to attitudes, behaviors and performance, and (Alessandri et al., 2018; Butt and Yazdani 2021; Yildiz, 2019). Megeirhi et al. (2018)

study in the hospitality sector in Jordan indicated team psychology capital moderated the association of authentic leadership with workplace incivility. A study by Woo and Kim, (2020) revealed a link between compassion competence and workplace incivility, and PsyCap that had a moderating impact on this influence on CWB in the Korean context. Findings of another study by Manzoor et al., (2015) provided empirical evidence that PsyCap helps to control CWB in universities in Pakistan.

A study of Nolzen (2018) findings exposed that PsyCap had a moderating effect on the relationship between individual stress and workplace incivility. Based on the PsyCap's construct, it can be assumed that it can moderate the relationship between a leader's emotional labor strategies and behaviour-related outcome such as CWB.

H4: There is a moderating effect of PsyCap between leader's emotional labor strategy between workplace behaviour-related leaders' outcome i.e., counterproductive workplace behaviour.

H4a: There is Moderating effect of PsyCap and on the relationship between Leaders' emotional labor strategy SA and workplace behaviour-related outcomes i.e., counterproductive workplace behaviour

H4b: There is Moderating effect of PsyCap on the relationship between Leaders emotional labour strategy SA and workplace behaviour related outcome i.e., counterproductive workplace behaviour.

H4c: There is Moderating effect of PsyCap and on the relationship between Leader's emotional labour strategy DGE and workplace behaviour-related outcome i.e., counterproductive workplace behaviour.

Research Model

Leader Emotional Labour Strategies Outcomes

Workplace Behaviour-related

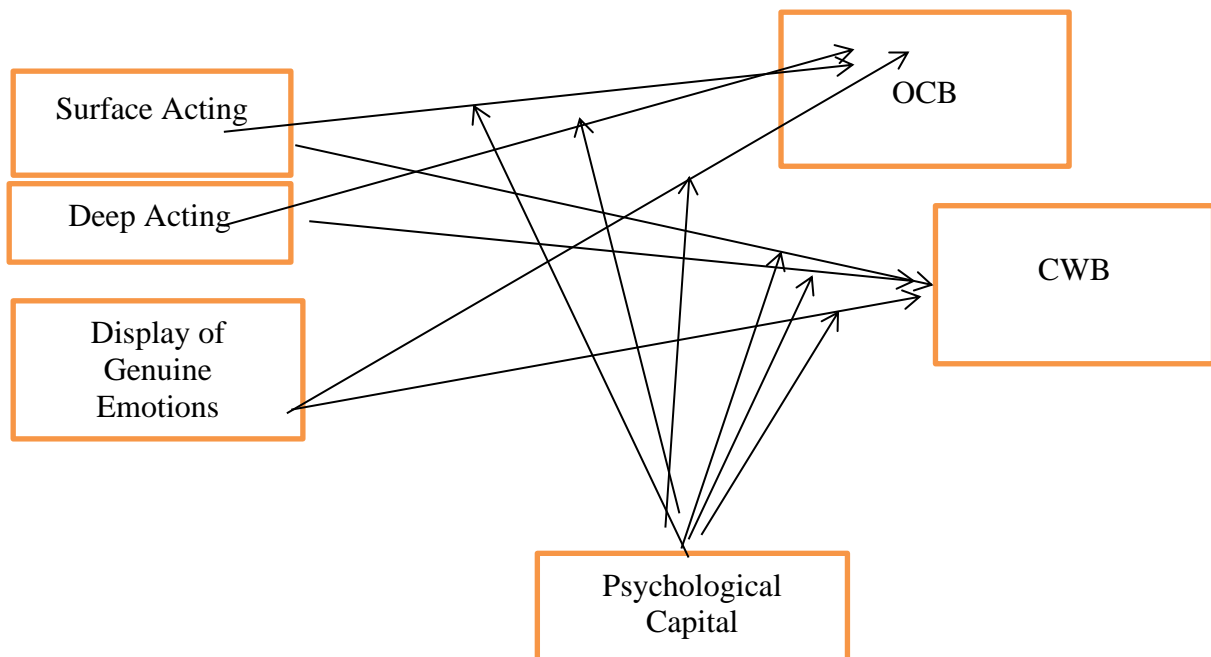


Figure-1**Research Design /Methodology/ Data Collection**

Measures and Data Collection: Section I: control variable (demographic information) gender, age, nature of job (permanent or contract), education and experience. Section II: (Independent variable) Emotional labor strategies were tested by the Emotional Labor Scale introduced by Diefendorff et al., (2005). Seven items scale was used to measure SA (e.g., “I put on an act in order to deal with customers in an appropriate way” and “I fake a good mood when interacting with customers”), and four items were used to measure deep acting (e.g., “I try to actually experience the emotion that must show to customers” and “I work hard to feel the emotion that I need a show to customers”), and three items were used to measure the expression of naturally felt emotion (e.g., “The emotion that I express to customers is genuine” and “The emotion that I show to customers comes naturally”). This scale showed satisfactory internal consistency (values ranged from .75 to .91).

Section III: Dependent Variables (OCB&CWB), In order to measure dependent variable i.e., OCBs, 20-items scale developed by Fox and Spector (2007) was adopted and scale of Lee and Allen (2002) was adapted, sample item comprises; “Take action to protect the organization from potential problems” and Counterproductive workplace behaviour. 32 items CWB scale adopted from Bennett & Robinson (2000). "Development of a measure of workplace deviance. Section IV Moderating variable; PsyCap was measured by a 24-items scale designed by Luthans et al. (2007). PsyCap contained four dimensions and each is assessed by 6 items and sample items include “I feel confident analyzing a long-term problem to find a solution” (efficacy), “If I should find myself in a jam at work, I could think of many ways to get out of it” (hope), “I can get through difficult times at work because I’ve experienced difficulty before” (resilience), and “I’m optimistic about what will happen to me in the future as it pertains to work” (optimism). All scales measured at 5-Likert scale (1 strongly disagreed to 5 strongly agreed).

Collection of Data: Self-administrated questionnaire instrument was adopted from diverse previous studies of social and management sciences. Questionnaire items were categorized Likert scale from 1 to 5 (“strongly disagree to strongly agree”). All participants were full-time Nurses of the public sector Health Department of Government the Punjab Pakistan. Almost 850 questionnaires were distributed to targeted respondents, 585 filled returned, 450 filled questionnaires were fit for analysis and adopted by applying a simple random purposive sampling technique. All participants were full-time Nurses of the public sector of the Punjab Pakistan.

Data Analysis: To evaluate the linkages in the conceptual and theoretical framework, analyzed and employed structural equation modelling (SEM) through Smart PLS 3.2, which was implemented in Smart PLS. Because Smart PLS uses the variance-based SEM technique, which is less sensitive to sample size as compared to other systems that use covariance-based SEM approaches, such as AMOS (Hair et al., 2017), we chose it as the platform for our investigation. As second-order constructs, in this work, the constructs of PC, OCB, and CWB have been conceptualized as higher-order constructs: Moreover, the first- and second-order reliability and validity components were checked and assessed prior to evaluating the hypothesized associations (Hair et al., 2017).

Measurement Model Assessment

The research model has two dependent variables namely OCB and CWB having R2 0.31,0.21 and Q2 0.25,0.21 respectively, thus establish the goodness of model. Moreover, Table 1 shows the construct reliability and validity values for each of the first- and second-order constructs, as well as the reliability and validity values for the whole construct (Sarstedt et al., 2017). The reliability measures rho_A for each of the constructs, as well as

the Composite Reliability (CR) measure, are all greater than the required value of 0.7 (Hair et al., 2017). Furthermore, the average variance extracted (AVE) for each construct is higher than the recommended value of 0.5 (Hair et al., 2017). As a result, the scale satisfies the requirements for reliability and validity.

Table 1: Measurement Model

Construct	Items	Loadings	rho_A	CR	AVE	VIF
Surface Acting	SA1	0.687	0.863	0.883	0.523	1.511
	SA2	0.696				
	SA3	0.733				
	SA4	0.774				
	SA5	0.802				
	SA6	0.816				
	SA7	0.808				
Deep Acting	DA1	0.875	0.880	0.917	0.735	2.729
	DA2	0.876				
	DA3	0.867				
	DA4	0.810				
Display of Genuine Emotions	DGE1	0.811	0.800	0.883	0.715	2.776
	DGE2	0.851				
	DGE3	0.873				
Efficacy	Eff1	0.800	0.868	0.901	0.603	
	Eff2	0.787				
	Eff3	0.770				
	Eff4	0.767				
	Eff5	0.749				
	Eff6	0.784				
Hope	Hp1	0.723	0.843	0.884	0.561	
	Hp2	0.720				
	Hp3	0.750				
	Hp4	0.787				
	Hp5	0.768				
	Hp6	0.744				
Resilience	Res1	0.787	0.829	0.874	0.537	
	Res2	0.706				
	Res3	0.757				
	Res4	0.683				
	Res5	0.768				
	Res6	0.689				

					0.50
	Opt1	0.889	0.756	0.850	1
	Opt2	0.712			
Optimism	Opt3	0.849			
	Opt4	0.784			
	Opt5	0.768			
	Opt6	0.625			
					0.50
	OCBO1	0.748	0.737	0.819	8
	OCBO2	0.741			
	OCBO3	0.813			
OCBO	OCBO4	0.791			
	OCBO5	0.605			
	OCBO6	0.683			
	OCBO7	0.746			
					0.53
	OCBI1	0.692	0.796	0.844	2
	OCBI2	0.708			
	OCBI3	0.673			
	OCBI4	0.716			
	OCBI5	0.702			
OCBI	OCBI6	0.602			
	OCBI7	0.717			
	OCBI8	0.793			
	OCBI9	0.701			
	OCBI10	0.695			
	OCBI11	0.642			
	OCBI12	0.751			
					0.50
	ICWB1	0.725	0.758	0.750	1
	ICWB2	0.775			
	ICWB3	0.720			
Interpersonal CWB	ICWB4	0.705			
	ICWB5	0.601			
	ICWB6	0.733			
	ICWB7	0.686			
	ICWB8	0.756			
					0.54
	OCWB1	0.817	0.878	0.904	4
	OCWB2	0.813			
	OCWB3	0.805			
Organizational CWB	OCWB4	0.784			
	OCWB5	0.787			
	OCWB6	0.628			
	OCWB7	0.634			
	OCWB8	0.691			

Psychological Capital*	Efficacy	0.799	0.796	0.830	0.53	1.04
	Hope	0.718			1	8
	Resilience	0.731				
	Optimism	0.721				
OCB*	OCBO	0.750	0.816	0.851	0.54	6
	OCBI	0.884				
CWB*	Interpersonal CWB	0.772	0.776	0.769	0.57	3
	Organizational CWB	0.906				

***Higher Order Construct**

Apart from achieving construct reliability and convergent validity, the scale must also demonstrate discriminant validity (Sarstedt et al., 2017). The HTMT criterion was used to determine whether or not a test was discriminant valid. According to the HTMT criterion, the ratio of HTMT of each construct should be smaller than 0.85 in order for the constructs to be considered discriminant valid, which they are. In this investigation, each variable has an HTMT ratio of less than 0.85, as indicated in Table 2. As a result, discriminant validity has been established.

Table 2: HTMT Criterion for Assessing Discriminant Validity

	CW B	Deep Actin g	Display of Genuin e Emotio ns	OC B	Psychologic al Capital	Surfac e Acting
CWB						
Deep Acting	0.25					
Display of Genuine Emotions	0.32	0.74				
OCB	0.31	0.19	0.179			
Psychological Capital	0.33	0.197	0.168	0.43		
Surface Acting	0.21	0.646	0.67	0.26	0.16	

Note: OCB= OCB, CWB= Counter-productive Work Behavior

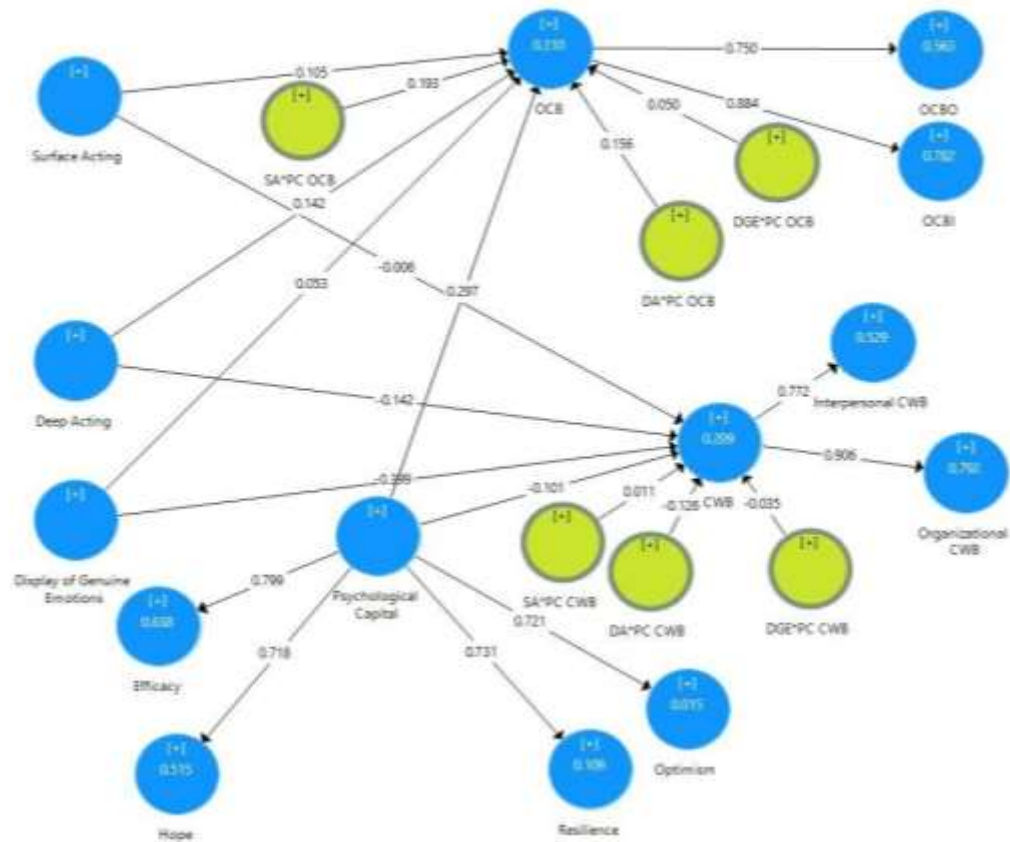


Figure 2: Measurement Model

Structural Model Assessment

This study employed bootstrapping to produce path estimates and their associated values (t-value, p-value), as well as their respective confidence intervals (Ali et al., 2018). Various relationships in the conceptual model have direct and moderating effects, as well as t-values, p-values, and confidence intervals were presented in Table 4. As per the results of the study, a positive correlation between SA ($\beta = 0.105$, t-value = 2.752, p-value < 0.05), DA ($\beta = 0.142$, t-value = 2.251, p-value < 0.05) and DGE ($\beta = 0.054$, t-value = 1.976, p-value < 0.05) with OCB was found significant, hence H1a, H1b and H1c is accepted. Likewise, the negative relationships of DA ($\beta = -0.150$, t-value = 2.892, p-value < 0.05) and DGE ($\beta = -0.400$, t-value = 2.504, p-value < 0.05) with CWB was also discovered to be significant. Hence, H2b and H2c were accepted. In addition, the moderation of PsyCap between the relationships of SA ($\beta = 0.193$, t-value = 2.060, p-value < 0.05), DA ($\beta = 0.156$, t-value = 2.435, p-value < 0.05) and DGE ($\beta = 0.050$, t-value = 1.970, p-value < 0.05) with OCB and DA ($\beta = -0.126$, t-value = 2.811, p-value < 0.05) and DGE ($\beta = -0.035$, t-value = 1.971, p-value < 0.05) with CWB was also significant. Thus, hypotheses H3a, H3b, H3c, H4b, and H4c were supported. However, the direct effect of SA ($\beta = -0.005$, t-value = 0.038) on CWB and moderation of PsyCap on the relationship between SA ($\beta = 0.011$, t-value = 0.077) and CWB were found insignificant. Hence, hypothesis H2a and H4a were not supported by the findings of the study.

Table 3: Hypotheses Testing

Relationships	Path Coef f.	STD EV	T Value s	P Value s	CI^{BCa} Low	CI^{BC} a High	Decision
SA -> OCB	0.105	0.054	2.752	0.006	0.024	0.319	Supported
DA -> OCB	0.142	0.063	2.251	0.025	0.078	0.326	Supported
DGE -> OCB	0.054	0.065	1.976	0.048	0.044	0.198	Supported
SA -> CWB	-0.005	0.073	0.038	0.969	-0.392	0.155	Not-Supported
DA -> CWB	-0.150	0.068	2.892	0.004	-0.250	-0.044	Supported
DGE -> CWB	-0.400	0.056	2.504	0.013	-0.683	-0.092	Supported
SA*PC OCB -> OCB	0.193	0.068	2.060	0.040	0.105	0.587	Supported
DA*PC OCB -> OCB	0.156	0.063	2.435	0.015	0.090	0.317	Supported
DGE*PC OCB -> OCB	0.050	0.109	1.970	0.049	0.024	0.180	Supported
SA*PC CWB -> CWB	0.011	0.086	0.077	0.939	-0.173	0.154	Not-Supported
DA*PC CWB -> CWB	-0.126	0.049	2.811	0.005	-0.210	-0.043	Supported
DGE*PC CWB -> CWB	-0.035	0.065	1.971	0.049	-0.145	-0.025	Supported

Note: DA= Deep Acting, SA= Surface Acting, DGE= Display of Genuine Emotions, OCB= OCB, CWB= Counter-productive Work Behavior, PC= PsyCap

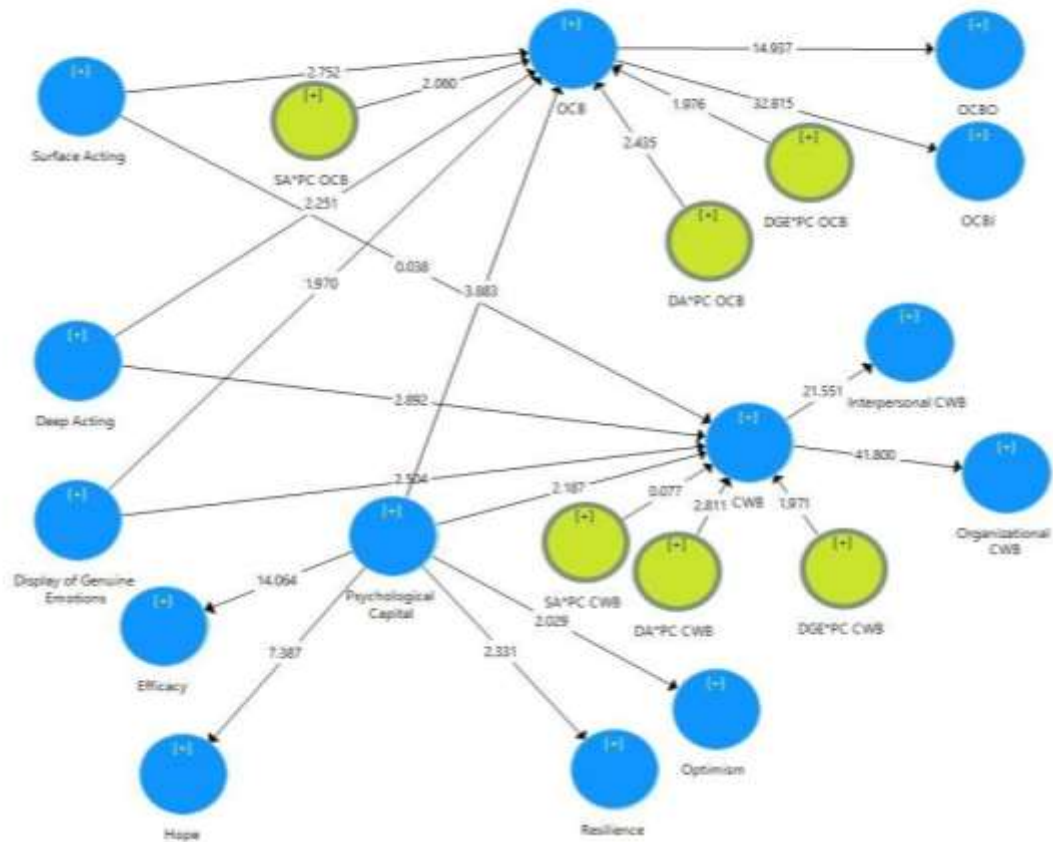


Figure 3: Structural Model

Discussion

The objective of this study was to examine the moderating effect of PsyCap on the relationship between leaders’ emotional labour strategies such as SA, deep acting and express of genuine emotions and workplace behavior-related outcomes such as OCB and CWB. Findings of the study revealed that SA is negatively related with leaders’ emotion strategies such as deep acting has a significant and positive relationship with OCB. This has occurred due to the fact that fake emotions have a negative impact on the workplace. The current study focuses workplace behaviour of Nurses working in health sector of Pakistan, this factor supports the general fact that Nursing is a caring and truthful profession and artificial emotions could never influence loyalty and commitment enhancement, though their negative linkage. On the other hand, the positive impact of deep emotions on loyalty and commitment supported by job satisfaction has been because of the genuine acceptance and need in the teaching profession. Findings of the study also supposed that leaders’ emotional labor strategies are also partially mediate the relationship between leaders’ emotional labor strategies and their positive workplace behavior outcomes. These findings are corroborated by previous studies (Diefendorff et al., 2005; Ghalandari et al., 2012; Hur et al., 2015). These findings are also aligned with emotions regulation theory as it proved that nurses’ emotional labour strategies influence their behaviour as mentioned in emotions regulation theory (Grandey, 2000; Gross, 1998). Findings from this study also have theoretical and practical contributions in area of leadership. To applying the job demand-resources model, and conservation resource theory shows significant moderating effect of PsyCap in the association between emotional labour strategies and workplace behavior-related outcomes. It shows the significance of organizational resources in mitigating the

negative costs of emotion on behaviour-related outcomes. Hence, health organizations, especially HR practices, should be more willing to initiate and implement policies that elicit concerns for employee well-being and value their contributions. Similarly, Nursing education and practice should also pay attention to equipping students and professionals in terms of how best to handle the emotional demands of the profession as this has been also found to have bearing on their workplace behaviour related outcomes. In health sector continuous professional training programs are organized for Nurses and Doctors and should also include the modules on how to handle emotional labour and regulate their emotions. This study has showed the impact and need for emotional regulation in professional health practice. Moreover, overall emotional regulation skills of Nurses overall have emotional regulation skills have costs on workplace behaviour related outcome behaviour, and have consequences on job and attitudes, and behaviour. A study by Yang and Chang (2008) exposed that there is no association between SA and job satisfaction but significantly linked with organizational commitment. Oppositely, deep acting had a significant association with job satisfaction but no significant relationship with organizational commitment. Another study by Bogdan et al., (2010) revealed a strong positive relationship between deep acting and SA on the one hand, and all the dimensions of job burnout on the other hand suggesting emotional labour gives birth to negative work attitudes and behaviour related outcomes. Consistent with these findings, Cheung and Cheung (2013) in their study among teachers pointed out that while emotional dissonance (synonymous to SA) related positively with all dimensions of job burnout, however, there was a negative relationship between emotional dissonance and OCB. Cossette and Hess (2015) also showed a similar linkage between three strategies of emotional labour (naturally felt emotions, emotional suppression and reappraisal) and work-related attitudes.

Limitation and Future Directions

This study has fulfilled and addresses its objectives and replied of research the questions and the inquire about questions, in any case, there keep on certain limitation that can be tended to by the longer-term analysts. Therefore, in future the researcher scholars can be outlined as blended and longitudinal to watch the changes within the workplace behavior of the respondents. Scholars can include other factors as mediators or mediators and extend the measurements and other variables like mental adaptability, to upgrade the understanding of the part of PsyCap as an arbitrator within the show demonstrate. In future, researchers and analysts can explore the show relationship by considering the authority fashion as arbiter. The comes about can address more important discoveries by applying other strategies to assess leaders' enthusiastic labor. Future researchers may consider the resource-based see for clarifying the display research's system, such as the preservation of assets hypothesis. Moreover, this study about gives bits of knowledge almost the Nurses' behavior; hence, it is prescribed to induce other healthcare experts onboard as well when conducting the inquire about. Whereas this study has a few profitable qualities, it too included few confinements that suggest promising future headings. Data was collected from one source that can wrinkle issue of common strategy fluctuation. the information was accumulated from medical attendants open wellbeing division of Pakistan. By the by, this may diminish outside legitimacy. This consider moreover disregarded the statistic characteristics and relevant variables that play the noteworthy part to shape employees' demeanors, in this manner future ponders ought to concentrate on socioeconomics and relevant and social components in their considers. It fair centered on the one perspective of feelings i.e., enthusiastic insights and overlooked the other viewpoint of feelings administration that can play a critical part to shape person behaviors. Moreover, this study disregarded the statistic characteristics and relevant components that play the noteworthy part to shape Nurses as employees' states of mind, hence, future considers ought to concentrate on socioeconomics and relevant and social variables in their consideration. It fair centered on the one viewpoint of feelings i.e., passionate insights and

overlooked the other perspective of feelings administration that can play a critical part to shape person behaviors.

This study about as it were centered on Nurses as workers and overlooked the leader-follower relationship. Future researchers can investigate and extend our investigations and study investigate other intervening and directing factors which will clarify the affiliation between the variables. This study was conducted on Nurses from Pakistani health sector organizational culture, advance research about ought to be conducted in other societies, nations or culture segments and with variety of respondents to get better results it the variable relationship.

Conclusion

As the objective of this study was to examine the role of leaders' emotional labour strategies towards their workplace behaviour related-outcome by concentrating on the moderating role of PsyCap . The findings of the present study concluded that Nurses emotional labour strategies play vital role to influence workplace behaviour outcome. Nursing has been considered a very sacred profession in society considering deep emotional attachments. This has resulted in different emotional strategies and tactics being utilized in nursing profession that can express their feelings and emotions to motivate and emotionally engage to their followers.

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