

**CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD**



**Impact of Emotional Labor on Organization
Citizenship Behavior OCB: With Mediating
Role of Depressive Mood States and Moderating
Role of Ethical Leadership**

by

Umair Ahsan

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

2018

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This thesis is dedicated to my great father, beloved mother, my elder brother and sister, teachers and all those friends who have supported me since the beginning of this thesis. I would particularly dedicate this thesis to my supervisor Dr. Sayyed M. Mehdi Raza Naqvi for his guidance and support.



CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY
ISLAMABAD

CERTIFICATE OF APPROVAL

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States and Moderating Role of Ethical Leadership**

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Acknowledgements

The circumstances necessary for the initiation and creditable conclusion of this thesis cannot be discountenanced. This dissertation would have not been completed without any form of support. I would like to thanks to those related parties who supported me in all way to complete this project.

First of all, I thank to Almighty Allah who blessed me a lot in any difficulty throughout my life and particularly there were His immense blessings on me, without I would have never been able to complete this project.

I express my kind gratitude to my parents, especially my father **Muhammad Ahsan and my Sweet Mother** for their patience, prayers and for providing me with an opportunity to get better education. I also proudly express my feeling filled with love for my family members and friends specially **Tehseen Ahsan, Ameer Taimur Ali Khan, and Muhammad Asad**. Their persistent encouragement and support has made the differences in helping me persevere towards the completion of this journey.

I remain especially indebted to my able and diligent supervisor, **Dr. Sayyed M. Mehdi Raza Naqvi** who efficiently and thoroughly moderated this project. His guidance and advices were exceptionally challenging and inspirational that enabled me get rid of my difficulties throughout the study. He was always been there to help me whenever I needed. I will be always thankful to him for his invaluable support.

Abstract

The purpose of this study was to examine the impact of Emotional labor on Organization Citizenship Behaviors of employees working in service provision sector (call center) organizations of Pakistan. The study also investigated the mediating role of Depressive Mood States in this particular relationship. Moreover, the moderating role of Ethical Leadership between the relationship of "Depressive Mood States and Organizational Citizenship Behaviors" was also tested. Data were collected from 350 individuals through convenience sampling technique. It was hypothesized that higher levels of emotional labor would lead to lowered OCB. As per the conservation of resources (COR) theory, employees attempt to maintain their resources by limiting their extra-role behavior (OCB) to compensate the resources that are depleted in the form of depressive mood states (DMS). Therefore, the mediating effect of DMS between emotional labor and Organization Citizenship Behaviour was tested. Emotional Labor was found to have a negative and significant relationship with Organization Citizenship behaviors. The mediating role of Depressive Mood States between the relationship of Emotional labor and Organization Citizenship behaviors was also found to be significant. However, the moderating role of Ethical Leadership in the relation of Depressive Mood States and Organization Citizenship Behaviors was not established. Study implication and future research directions are discussed.

Key words: Emotional Labor, Depressive Mood States, Organization citizenship Behavior, Ethical leadership, Conservation of Resources theory.

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Chapter 1

Introduction

1.1 Background

Emotions at workplace have always been the focus of researchers' attention since long. Portraying organizationally desired emotions and hiding one's real emotions is difficult and cumbersome at times, specially, when it becomes an integral part of one's job. Individuals experience varying emotional states during work and are expected to remain positive and empathetic all the time, which requires wearing different masks in different situations. Such an activity is called emotional labor in research terms. Emotional labor has a profound effect on the output of any given organization. It covers a variety of ergonomic and purely human interactions from physical and psychological safety of the workers to the best available customer service as well as satisfaction. Research on emotional labor has suggested that the prerequisites to this line of work tends to induce a significant amount of psychological as well as physical stress. Emotional labor has been defined as the concept where employees are expected to display a range of emotions which are in stark contrast to how they feel (Hochschild, 1983).

Peaking from Hochschild's (1983) study, in the past few decades, due to a significant shift in the economy, a global interest in emotional labor has seen. A transfer from manufacturing to the ever-in-demand service industries, has now resulted in a complete restructure of field entry requirements, especially, in the developed

world. This change of requirements has been felt through greater understanding of human behavior. From ergonomic skills of factory workers to managing human behavior skills of service providers.

In his research, Hochschild (1983) presented three central characteristics which form the foundation of emotional labor. First, there is a requirement of the workers to provide appropriate facial and/or vocal contact with the target population. Second, (which resembles other marketing techniques) an emotional response is required to be evoked in the customer or a potential client by the workers. Lastly, the controlling manager or the employer is given the margin of being able to display authority over their emotional expressions of the employees.

Emotional is also said to cause harm to worker's well-being, especially, if appropriate coping mechanisms are not in place within the intrapersonal relationship of the workers as well as the work environment (Cohen & Wills, 1985; Bakker et al., 2007, 2010). This act of managing emotional labor extends onto the reestablishment of the relation with the organization (Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016). Hence, redefining the concept of emotional labor as a mechanism where emotions are regulated specifically in the workplace (Brotheridge & Lee, 2002; Grandey, 2003). To further the concept, it is said that regulating emotions requires sound psychological stability which needs to be in conjuncture with the rules of the organization (Brotheridge & Lee, 2002). Numerous literature (e.g., Cheung & Tang, 2010) collectively displays an inversely proportional relationship between emotional labor and burnout as well as Organization Citizenship Behaviour (OCB).

Gibson (1997) showed that interactions which exist in the establishment as part of the primary tasks or the service being provided are not the central causes of emotional labor. Instead, emotion is a central part to universally inherent to any organization. Therefore, OCB reflects the outcome of those behaviors which benefit the performance of the whole establishment. Previous literature (e.g., Borman & Motowidlo, 1997) presents an aggregated idea that OCB maybe classified as a set behaviors which range from working as a volunteer to performing extra work, for example, role assignments which collectively benefits the entire

organization. Therefore, giving a contextual veneer to OCB where individual tasks are a bonus to the collective outcome which benefits the organization.

Settling on a contrasting point of view, the current study proposes the idea that emotional labor physically and psychologically exhausts workers which then becomes a leading cause for depressive symptoms and reduced quality as well as quantity of performance in the workplace. This study aims to investigate the employee citizenship behavior as a reflective tool for empirically measuring the lowered outcome of work activities in relation to experience of depressive symptoms by workers due to emotional labor. Recently, Priesemuth and Taylor (2016) hypothesized that there is a fair empirical chance that a strong negative reaction may only be experienced with those employees who are constantly involved in high intensity emotional labor. This is supported by another study which found high intensity emotional labor workers to believe that organization needs to provide them with extra bonuses as a return of their OCB which results in them experiencing severe depressive symptoms (Harvey & Harris, 2010). Previous literature where depression has been used as a measuring standard shows the role played by negative moods on work performance within the capacity of the emotional labor (Conway & Briner, 2002). However, with a view to further the understanding of this concept, the present study aims to understand depressive mood states as a representation of emotional labor which impacts citizenship behavior.

Ethical leadership refers to the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships (Brown et al., 2005). Ethical leaders consistently demonstrate moral behavior in their personal and professional lives (Brown & Mitchell, 2010; Brown & Treviño, 2006; Treviño, Hartman, & Brown, 2000). Ethical leaders use their leadership position to promote ethics and to set, communicate and reinforce high ethical standards (Brown & Mitchell, 2010). The leaders' ethical behavior facilitates employees' positive identification with and loyalty to the organization, their engagement in extra-role behavior, their commitment and citizenship behavior, as well as their job satisfaction, organizational commitment and performance (Mitonga-Monga, & Cilliers, 2016).

Perceptions of ethical leadership relate to a variety of desirable work outcomes, including commitment and citizenship (Chun, Shin, Choi, & Kim, 2013; Mamman, Kamoche, & Bakuwa, 2012). They use their leadership position to promote ethics and to set, communicate and reinforce high ethical standards (Brown & Mitchell, 2010). Workers who believe their employers and/or managers treat them in a professionally fair capacity are more likely to be emotionally and cognitively attached to the establishment. This may result in the employees to further devote extra time and energy needed to practice voluntary activities (Wallace, De Chernatony, & Bui, 2013; Zeinabadi, 2010).

Ethical leadership to moderate employee psychological attachment to the organization and also their work continuation intentions (Brown & Hartman, 2003). This might be explained by the fact that when employees is facing depression or stress while performing Emotional labor but also perceive high ethical leadership qualities in Organization they might respond with high work engagement, including in helping behavior towards co-workers and advancing the organization mission. For instance, previous research findings suggest that employees with high levels of continuance commitment demonstrate a relatively higher level of conscientiousness (Philip & Lopez, 2010).

In this way, the current study attempts to examine the impact of emotional labor on employee's OCB. We propose that higher levels of emotional labor would lead to lowered OCB. As per the conservation of resources (COR) theory, employees will attempt to maintain their resources by keeping their extra-role behavior (OCB) limited to compensate the resources that are depleted in the form of depressive mood states (DMS). Therefore, we will test the mediating effect of DMS between Organization citizenship behavior and emotional labor. Moreover, the present study aims to test the moderating effect of ethical leadership between DMS and OCB which is also explained by COR.

1.2 Literature Gap

Prior studies pertaining to emotional labor have been conducted in different sectors like services industry (Leung et al., 2011), hospitality industry (Zhao, Peng & Sheard, 2013). It is evident that despite the negative implications that emotional labor has on employees' performance in organizations (Leung et al., 2011) its impact on organization citizenship behavior has yet to be examined. Furthermore, it is unknown whether ethical leadership moderates the relationship between Depressive Mood States and organization citizenship behavior (OCB). Taken together, this study enhances our understanding of how, and to what extent, workplace Emotional labor affects employee Citizenship behavior with mediating role of Depressive mood states. Some empirical research has shown that ethical leadership can increase employees' OCB behavior, such as commitment and job satisfaction, pro social behavior (Hansen et al., 2013). Hence, we take ethical leadership as moderator between DMS and organizational citizenship behavior.

1.3 Problem Statement

OCB is not only a form of job performance but also an exhibition of citizenship-related philosophies such as altruism, courtesy, conscientiousness, sportsmanship and civic virtue (Organ 1977, 1988). As research on OCB has expanded to various fields, empirical researchers have found that leadership behaviors have significant relationships with citizenship behaviors (LopezDominguez et al., 2013; Tse & Chiu, 2014). Moreover, organizational citizenship is a behavior that goes in favor of the organization and employees exhibiting such behavior are highly regarded as an asset. Among other workplace stressors, Gimlin (1996) stated that not only does emotional labor may lead to burnout but it also negatively impacts professionalism. This is further supported with evidence that emotional labor demoralizes the workers and thus results in lowered job satisfaction (Bulan, Erickson, & Wharton, 1997; Parkinson, 1991; Pugliesi & Shook, 1997). Previous literature also states that because emotional labor is exhausting, it is perceived

by the employees as work stress which is directly proportional to their depressive mood states (Pugliesi & Shook, 1997; Wharton, 1993, 1996). Further, Lu (2014), who considered the effect of ethical leadership, and Zehir et al. (2014), who addressed the effect of charismatic leadership that positively influences an organization's ethical climate, proposed similar arguments. For example, Lu (2014) said, a sound and ethical leader is understood as one who manages Human Relations with the interest of the workers in mind. Therefore, resulting in inducing the conscience of commitment towards the organization in the employees, who are thus expected to give the correct output in terms of OCB. Hence, completing a health correspondence between the employer and the employee. Therefore, we believe that emotional labor will lower the level of employee organizational citizenship behavior and attempt to establish mediation (depressive mood states) and moderation (ethical leadership) in a comprehensive model.

1.4 Research Questions

On the basis of the stated problems, the present study intends to address some questions, brief summary of the questions are as follows:

Question 1: Does emotional labor affect employee Organization Citizenship Behavior (OCB)?

Question 2: Do Depressive Mood States (DMS) mediate the relationship between Emotional labor and Organization Citizenship Behavior?

Question 3: Does Ethical leadership act as a moderator in the relationship between Depressive Mood States (DMS) and Organization Citizenship Behavior (OCB)?

1.5 Research Objectives

The overall objective of the study is to develop and test anticipated model to find out the relationship between emotional labor, Depressive mood states and Organization citizenship behaviors of employees in Front line desk service at call centers. What remains to be investigated are the specific ways in which aspects of employees' organizational citizenship behavior are influenced by perceived leadership behaviors. In addition, the Ethical leadership is added as the possible moderator for the relationship of the mentioned variables in the research model Depressive mood States and organization citizenship behaviors. The current research intends to demarcate how cautious emotional labor may translate in different jobs and their outcomes.

The specific objectives of the study are stated below:

1. To explore the relationship between Emotional labor and Organization citizenship behaviors.
2. To find out whether Depressive Mood States DMS mediate the relationship between Emotional labor an Organization Citizenship Behaviors?
3. To examine the moderating effect of Ethical leadership in the relationship between Depressive Mood States and Organization citizenship Behaviors.
4. To test empirically and establish the proposed relationships in context to Pakistan.

1.6 Significance of the Study

Theoretically, the study is significant because it takes into account the mediating effect of depressive mood states (DMS) between emotional labor and OCB. This is a unique contribution as DMS is used as a mediator based on conservation of resources (COR) theory to explain the path from emotional labor to OCB. Moreover, we introduce the moderation of ethical leadership between DMS and

OCB. This makes the study different from the previous studies. The study will also have utility for practicing managers, as they continually try hard to inculcate citizenship behavior in employees. The study will uncover the mechanism through which emotional labor affects OCB in employees. By working on reducing or altering the levels of emotional labor, varying levels of OCB can be attained. Additionally, the moderation of ethical leadership between DMS and OCB may also direct practicing managers to view the implications of ethical leadership from the angle of OCB.

1.7 Underpinning Theory

1.7.1 Conservation of Resources (CoR)

Conservation of Resource Theory (COR) was first proposed by Hobfoll (1988; 1989) as an integrative stress theory which reflects both environmental and internal processes with relatively equal measures. The main purpose of COR theory is that individuals struggle to obtain, retain, sustain, and foster those things that they value (Hobfoll, 2001). This implies that individuals employ key resources in order to implement the self-regulations, procedures of their social interactions and relationships, and to organize, act, and fit into the greater framework of organizations and culture itself (Hobfoll, 2011).

Conservation of Resource (CoR) theory proposed by Hobfoll (1989, p. 516), it is stated that “(a) the threat of a net loss of resources, (b) the net loss of resources, or (c) a lack of resource gain following the investment of resources. Both perceived and actual losses or lack of gain is envisaged as sufficient for producing stress”. Whenever an organization gives opportunities for employees for conservation of their psychological resources, the outcome will be that an employee will deal effectively with work demands and prevent an employee from negative work outcomes (Wright & Hobfoll, 2004). With a view of COR theory suggested that employees whose psychological resource pool is not that good enough, they will protect their resources by decreasing work engagement and decline their performance efforts.

It means that whenever employee facing emotional labor there will be a stressful situation for employee and he/she needs to recover his/her resources to cope up with the environment. This will ultimately affect organization citizenship behavior. Pervious literature has been focused on job outcomes as factors of the interaction between Emotional Labor and Vocational security (e.g., Grandey & Groth, 2012; Lee & Ok, 2012; Noor & Zainuddin, 2011). However, the relationship between EL and particularly appropriate performance such as OCB has not been explored. Hence, on the laid grounds, we postulate that the conservation of resources (COR) model (Hobfoll, 1989) is thus, an advantageous context to investigate the association between emotional labor and organizational citizenship behavior.

Chapter 2

Literature Review

2.1 Emotional Labor and Organizational Citizenship Behaviors

When it comes to display organizationally desired emotions it is the job responsibility of the employee to show different kind of emotions based on different kind of situations while doing work for a service industry for example Nurses are very much keen to their professional rules and also they are trained to show care and kindness in their behavior, while treating the patients according to their nature of job, let suppose a recovery agent need to be harsh and rude when he is going for recovery of bills, whereas police duty should be cool and calm and when it comes to service industry employees interacting by different ways and through different means like face to face or voice to voice. Thus it is necessary to have good quality communication while interacting with others as this is the core activity which also influences the perception of the customer about the service provider.

Emotions are moods that people have to deal with, understand, reflect on, express, and manage while performing their duties at a workplace (Thoits, 1989; Mills & Kleinman, 1988). The presented points are said to arise through social interactions, and are significantly impacted by circumstantial variables of the social setting, for example, the cultural and the interpersonal aspects (Martin, 1999). It is said that when work roles require a display of a set of emotional expressions,

employees understand this as a compulsory requirement and thus, do them for a wage. This mechanism which adheres to emotional regulation within an organizational or occupational setting as emotional labor (Hochschild, 1983). It has been further described as “the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value” (Hochschild, 1983; p.7).

Based on the impression management construct, Ashforth and Humphrey (1993) defined Emotional Labor as, “the act of displaying the suitable emotion.” This definition contrasts from Hochschild’s (1983), centrally because their explanation highlights genuine behavior rather than the supposed emotions as primary reasons of the behavior (Ashforth & Humphrey, 1993). Also when it comes to service industry, Most of the times they control the behaviour of employess by having display rules, for example showing champion attitude or putting your best effort to have good quality service while having interaction with the customers and also this is the obligatory part of the employees of the service industry. Most of the compnaies often control their employees by implementing and giving them guidelines on their body and emotionl expressions as well as maannerisms (Paules, 1991).

According to research done by (Hochschild, 1983; Ashforth & Humphrey, 1993), the concept is very clear now which is workers do emotional labor by involving three different acting mechanism commonly knowns as surface acting, deep acting, and genuine acting. Hochschild (1983) also debated that both the organizations and the customers understands the reciprocal set of hopes about the business of emotion that should be there while having interaction with service provider. The expectations arises form this encounter directly comes from societal norms, occupational norms, and organizational norms (Rafaeli & Sutton, 1989). These norms are further defined by Ekman (1973) such a s display rules which are the expectations about the expression which should required to be hidden.

Surface acting can be comprised by expressing fake emotions (e.g., body gestures, facial expressions or by tone of voice) but in reality there is no emotion exist. Lets have an example of customers services representative always talk with a smily

face to the customer whatever the customer will behave in return, So it is the mandatory job of the customer services representative to express the emotions that are not actually being felt by him.

Whenever an employees feel to cope up with the required feelings that they are already thinking in their mind and in relation to that when an employee is facing difficulty to show job-required moods, then they often use their training or past experience to bring the job-required emotions. On the other hand surface acting and deep acting works with ironic expressions by what they feel and what they showed, it is always different from the inner feelings and outer expressions (Hochschild, 1983). (Kruml & Geddes, 2000a) defines an employee respond to a specific situation on the bases of his past experience. Deep acting is described as a feeling which motivates the employee in regards to remind or subdue an emotion and also job required thought, therefore one employee violently thinks about certain images which are linked with emotions (thinking to put extra hours makes you feel sad at workplace whereas to leave early from work place makes you feel happy).

Genuine acting can be defined as where employee impulsively experience and express the hand-on emotion based on the current situation. For example a bartender may show genuine acting while having interaction with its depressed customer, or when a nurse is on the duty and might see an injured patient will also going to show genuine acting based on the current situation. According to Hochschild's genuine acting is all about, feeling the emotions in reality while having interaction with the service provider, but however different scholars came up with different views for instance genuine acting is used when employee feel impulsive emotions and because of that emotion being displayed involving for less effort (Ashforth & Humphrey, 1993).

There are many consequences/outcomes regarded Emotional labor. EL exists and has significant consequences on people and organizational outcomes, starting from worker health and also psychological well-being, to customer service performance and customer satisfaction (Grandey 2006; Tsai & Huang, 2002).EL is furthermore harmful to workers' well-being if the suitable coping resources are not available to

mitigate its negative effects (Cohen & Wills, 1985; Bakker et al., 2007, 2010). The performance of EL appears to have different consequences for workers, in terms of both positive and negative with a limited number of outliers (e.g., Grandey, 2003; Totterdell & Holman, 2003). Literature shows that emotional labor is positively correlated to burnout and Organization Citizenship Behavior OCB (e.g., Cheung & Tang, 2010). Empirical studies of emotion management at the workplace stipulates a contrast which is generally made between emotional labor and the emotions induce at work (Erickson, 1997; Jones, 1997; Pugliesi & Shook, 1997; Tolich, 1993).

It is proven that EL can reduce job satisfaction (Bulan, Erickson, & Wharton, 1997; Parkinson, 1991; Pugliesi & Shook, 1997) which leads to weakening employee's work ethics (Gimlin, 1996), can be draining and stressful for the individual, EL reduces employee's voluntary commitment within an organization while at the same time it increases their psychological distress and depressive symptomology (Puglisi & Shook, 1997; Wharton, 1993, 1996; C. Wharton, 1996). To bring about changes in their workplace environment employees with very demanding jobs may magnify the connection between work stress and the problems/complaints created by this stress. The negative consequences of emotional labor are mediated, partially, by a sense of authenticity or on an opposite tangent, a dissonance is experienced between what is to be expressed and what is felt (Erickson & Wharton, 1997; Parkinson, 1991; Sutton, 1991). All these facts point towards the clear actuality that EL is a major factor in deteriorating employee's well-being and reduce their loyalty towards the organization.

Workplace behaviors can be classified into in-role and extra-role behaviors, the roles which are mandatory and must be performed, and the roles which are discretionary in nature. The former are called in-role behaviors while the later are called extra-role behaviors. It is needed by the companies to have employees who engage themselves in extra-role behaviors alongside their assigned responsibilities. the tendency organizational citizenship behavior. It was first introduced by Organ by taking into account "willingness to Co-operate," by Chester Bernard (1938) and "innovative and spontaneous behaviors," given by Daniel Katz (1964), and

coined it as OCB by defining it as (Katz, 1988a). “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.”

It is pertinent to note that by following the definition of organizational citizenship behavior it can be understood that, one is not forced to involve into extra-role behaviors and it is solely up to that employees to exhibit such behaviors. Three important elements of organizational citizenship behavior as recognized by Organ are: the behavior is extra-role, the behavior can’t be assessed or evaluated using formal performance appraisal system and that behavior is beneficial for the organization.

Such behaviors are classified into five categories namely; altruism, courtesy, sportsmanship, conscientiousness, and civic virtue. Altruism by definition are those “voluntary actions that help another person with a work problem instructing a new hire on how to use equipment, helping a coworker catch up with a backlog of work, fetching materials that a colleague needs and cannot procure on his own” (pg. 96). Courtesy as defined by Organ “subsumes all of those foresight gestures that help someone else prevent a problem-touching base with people before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work” (pg. 96). Whereas, Sportsmanship is explained as “a citizen-like posture of tolerating the inevitable inconveniences and impositions of work without whining and grievances” (pg. 96). Conscientiousness, on the otherhand, “is a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of internal maintenance” (pg. 96). Lastly, Civic Virtue is “responsible, constructive involvement in the political process of the organization, including not just expressing opinions but reading one’s mail, attending meetings, and keeping abreast of larger issues involving the organization” (pg. 96).

Various views exist on the dimensionality of organizational citizenship behavior. Organ (1997) viewed it as having the elements of courtesy, helping and conscientiousness. Likewise, Williams and Anderson (1991), viewed organizational citizenship behavior as having two types namely OCBI and OCBO. Where OCBI is directed toward specific individuals in an organization including courtesy and altruism. While OCBO constitutes of behaviors that are directed toward the organization including sportsmanship, civic virtue and conscientiousness. Similarly, Podsakoff et al. (2000) termed it merely as organizational compliance based on the view that it may be required by organizational rules and regulations.

In the beginning, organizational citizenship behavior didn't gain much attention by the researchers. Later on, researchers worked out persistently to explore the construct and its dimensions. The construct of organizational citizenship behavior has been found to be associated with pro-social behavior, contextual performance and organization spontaneity (Van Dyne, Cummings, & Parks, 1995 ; Brief & Motowidlo, 1986; George, 1990, 1991; Borman & Motowidlo, 1993, 1997; Motowidlo & Van Scotter, 1994; George & Brief, 1992; George & Jones, 1997). As per Podsakoff et al., (2000) there is a consensus of researchers about the broad areas that define organizational citizenship behavior which are given below:

- Helping Behavior
- Sportsmanship
- Organizational Loyalty
- Organizational Compliance
- Individual Initiative
- Civic Virtue
- Self Development

Helping behaviors has turned out to be the most important constituent of organizational citizenship behavior (Organ, 1988, 1990a, 1990b; Smith, Organ, & Near,

1983, George & Brief, 1992, Borman & Motowidlo, 1993, 1997; George & Jones, 1997; Graham, 1989; Van Scotter & Motowidlo, 1996; Williams & Anderson, 1991). It is thought of as willingly “helping your colleagues in their work-related problems and secondly also helping them by taking steps that can prevent work related problems for them”. Its subparts are cheerleading, altruism and peacekeeping (Organ 1988, 1990b; William & Anderson 1991). Helping behavior is further split into two parts which include voluntarily helping the colleagues and the helping other dimension as proposed by George and Brief (1992) and George and Jones (1997). The courtesy dimension of this behavior explains the prevention of problems at work for coworkers (Organ 1988, 1990b). However, the unidimensional construct can be viewed from the above dimensions (MacKenzie et al., 1993; MacKenzie, Podsakoff, & Rich, 1999; Podsakoff & MacKenzie, 1994; Podsakoff, Ahearne, & MacKenzie, 1997).

Next, Sportsmanship has been defined by Organ (1990b) as “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining.” Further conceptualization of sportsmanship is broader than this and explains a behavior when employees are cooperative and friendly in face of irritating behavior, have a positive attitude and are ready to pursue organizational interest in place of their own interest. Additionally, this has been empirically verified by the researchers as a valid construct (MacKenzie et al., 1993; MacKenzie et al., 1999; Podsakoff et al., 1996b; Podsakoff et al., 1990; Podsakoff et al., 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 1996).

The dimensions of organizational loyalty are organizational loyalty loyal boosterism. Organization loyalty as defined by Graham (1991) is “identification with and allegiance to organizational leaders and the organization as a whole, transcending the parochial interests of individuals, work groups, and departments. Representative behaviors include defending the organization against threats; contributing to its good reputation; and cooperating with others to serve the interests of the whole” (p.255). Moorman and Blakely define Loyalty boosterism as “the promotion of organizational image to outsiders” (p.130). Despite its being an important equivalent to organizational citizenship behavior, organizational loyalty has given

mixed findings regarding its' distinction from organizational citizenship behavior and further investigation is needed in this regard.

Another important aspect related to organizational citizenship behavior is of organizational compliance. There are multiple terms used for this construct including "generalized compliance, organizational obedience, organizational citizenship behavior towards organization and following organizational rules and procedures" (Organ, & Near 1983; Graham 1991; Williams and Anderson 1991; Bormann and Motowidlo 1993). The concept of "job dedication" by Van scooter and Motowidlo (1996) has also been reported to have similar attributes. According to William and Anderson (1991), OCB towards Organization constitute of "behaviors that benefit the organization in general (e.g., gives advance notice when unable to come to work, adheres to informal rules devised to maintain order". In summary, organizational compliance cab be defined as a behavior of following rules and regulation even when nobody is watching and such employees are classified as "good soldiers".

One more dimension of organizational citizenship behavior that has been researched extensively is of individual initiative. As per Organ (1988, 1990a, 1990b) this behavior is similar to Conscientiousness and defined it as "a pattern of going well beyond minimally required levels of attendance, punctuality, housekeeping, conserving resources, and related matters of internal maintenance". Both the terms of "personal mastery" and "individual initiative" are used to define this concept (Graham 1989; Moorman & Blakely, 1995). According to Organ (1998), its quite hard to differentiate this dimension from conscientiousness and further measurement is also difficult. going beyond the view of Organ, many researchers don't include conscientiousness as organizational citizenship behavior dimension and consider it as a distinct construct to mark the distinction between in-role and extra-role behaviors (MacKenzie, Podsakoff, & Fetter, 1991; MacKenzie et al., 1993; Motowidlo, Borman, & Schmit, 1997; Van Scotter & Motowidlo, 1996).

The dimension of civic virtue explains how an organization need to be run and how its members can work its' best interest. Organ (1988, 1990b) defines this concept as "responsible, constructive involvement in the political process of the

organization, including not just expressing opinions but reading one's mail, attending meetings, and keeping abreast of larger issues involving the organization". Civic virtue explains the ways to better govern the organization by taking the right steps and constantly scanning the environment for productive opportunities. "Organizational participation" and "protecting the organization" are also the terms used for civic virtue (Graham, 1989; George and Brief, 1992). It is also explained as involving actively in organizational affairs and taking initiatives to solve organizational problems (Law et al., 2005; Organ et al., 2006).

Self-development is the last dimension of organizational citizenship behavior that has been discussed in the literature. According to George and Brief (1992) self-development refers to "Seeking out and taking advantage of advanced training courses, keeping abreast of the latest developments in one's field and area, or even learning a new set of skills so as to expand the range of one's contributions to an organization". It includes updating the skills required to perform better in line with the changing environment which can help others working for the organization. Empirical research in the area of self-development has not brought promising results and further work is needed in this domain.

Early research on organizational citizenship behavior was focused on finding its' predictors, however afterwards researchers started on finding out its' consequences as well. Few researchers like Le-Pine, Erez and Johnson (2002) emphasize that it is more important to explain the construct deeply instead of investigating its predictors and outcomes. This is because there exist many differences upon the definition of the construct and still an agreed upon definition is missing from the literature since various researchers consider extra-role behavior and job requirements as the same thing (Morrison, 1994, Vandenberg, Lance & Taylor, 2005). The content of the organizational citizenship behavior construct is also a disputed area. Bolino, Turnley, & Niehoff (2004) excluded extra-role behaviors from the list of citizenship behaviors. On the contrary, Van Dyne, Cummings, & Mclean parks (1995) included discretionary behaviors in citizenship behaviors' list to obtain greater validity. They advocate that it is both the role and the viewpoint that explain a discretionary behavior.

A majority of organizational citizenship behavior researchers have paid attention to “good soldier syndrome” highlighting the positive effects of organizational citizenship behavior on individuals and organization. Very few researchers consider it as volunteer and self-initiated behavior. As advocated by Vigoda-Gadot (2006), it is pertinent to note that citizenship behaviors are not always volunteer but at times the result of supervisor’s hostility toward employees. This implies that it is at times a forced behavior rather than an opted one. CCB (Compulsory Citizenship Behavior) as proposed by Vigoda-Gadot (2006) is a behavior that is forced and not self-initiated. Hence, few researchers have concluded that contrary to organizational citizenship behavior, CCB can be negatively associated with job satisfaction, in-role performance and other work-related outcomes (Morisson, 1994; Turnley, Bolino, Lester, & Bloodgood, 2003; (Van Dyne & Pierce, 2004; EranVigoda-Gadot 2006).

Podsakoff et al. (2009) carried out a meta-analysis and demonstrated that all the outcomes of organizational citizenship behavior are not necessarily positive and can give a different result. Researchers generally apply the principle of reciprocity to understand citizenship behaviors i.e. if the organization treats an employee well (e.g. justice perceptions), he/she will reciprocally respond in the form of organizational citizenship behavior (Lavelle et al., 2007). Another view also exists that says that organizational citizenship behavior is demonstrated by employees’ as a proactive behavior because they want to pursue their own motives (Penner et al., 1997). Specter and Fox (2010) concluded that citizenship behaviors are not always because of employees’ willingness but because of organizational climate. Another view held by Zhang, Liao &, Zhao (2011) represents organizational citizenship behavior on a continuum and represents such behaviors on a scale which don’t constantly result the same and they identified four types of organizational citizenship behavior based on the respective degree. The four types are namely, altruistic OCB based on personality, responsible OCB based on reciprocity, responsible OCB based on reciprocity, compulsory OCB based on stress. Brotheridge and Lee, 2002 defines Emotional labor as such a kind of phenomena which includes Management of the emotions, while interacting with customers while displaying the appropriate

behavior in order to fulfill the demand of the organizational display rules. However, if the employees are not trained enough or forced to do too much emotion labor then the entire effort reduces the workload to a stressor, when employees cannot regulate their emotions (Hobfoll, 1988). Stress associated with EL is varying between person to person and also their interaction and performances involve different communication patterns. Although, early study on EL suggested it has had harmful effects on workers performance. Research has shown that the experience of emotional labor has had diverse consequences for employees ranging from both negative and positive, with only a few exemptions (e.g., Grandey, 2003; Totterdell & Holman, 2003).

Literature which has studied the association of emotional labor and OCB remains limited (Hulsheger & Schewe, 2011). Although, previous studies have shown that EL is negatively linked to burnout and OCB. Recent studies (e.g., Cheung & Tang, 2010), Emotions are a built in characteristic or that kind of phenomena which every individual faces in all their social interaction be it a personal or professional, which infers that emotional labor isn't limited to when someone is interacting while working on a task. (Gibson, 1997). OCB refers to the behaviors directed at one's own organization, which can benefit the performance of the entire organization. Organization Citizenship behavior can be categorized as objective behavior which today organizations are keen to find in their employees, because it is very beneficial for the organizations such as putting extra hour at work place, or working as volunteer in an organization or in other words performing beyond than their job responsibilities. (Borman & Motowidlo, 1997), defined OCB as Individuals involvement to organizational effectiveness by performing g extra-role outside to their domain to their main task responsibilities.

So, on the basis of all above discussion this study hypothesizes that:

H1: There is a Negative association between Emotional labor and Organization Citizenship Behavior.

2.2 Depressive Mood States (DMS) as Mediates Between the Relationship of Emotional Labor and Organization Citizenship Behavior

We have two different views on mood. Renger (1993) proposed that it is an imperfect medium to garner an employee's performance and he gestated attitude as a rather persisting idea, comparatively Terry (1995) implied that in certain conditions mood was an effective predictor of an employee's performance. An adequately stable distinction can be made among feelings and mood as suggested through research in general psychology, this differentiation is based upon passion, period and the level of detail of earlier events (Parkinson et al., 1996). Research that has distinguished between mood and emotion has consistently suggested that emotions are relatively brief but strong experiences activated by cognitive consideration of situational factors. Thus even though moods are not very strong, they are much more sustained experiences for an individual and are associated with him/her rather than the situation unlike emotions.

Research to backing this difference is based on daily experiences where intense emotions account for a relatively small percentage of mood responses (Watson & Clark, 1994). Depression (characterized by feelings of personal hopelessness, deficiency, and worthlessness), fatigue (typified by feelings of mental and physical tiredness), confusion (characterized by feelings of bewilderment and uncertainty), anger (typified by feelings which vary in intensity from mild annoyance or aggravation to fury and rage), and tension (typified by feelings such as nervousness, apprehension, worry, and anxiety) are typically highly inter linked (Watson & Clark, 1997; Watson & Tellegen, 1985; Watson et al., 1988).

According to researchers (Parker, Wilhelm, & Asghari, 1998,) depression is a state which exist in every individual and it may be a disorder. Depressive mood state can be defined that there is a mood involvement always from minor to slight, when facing negative daily routine events at work place. (e.g., Parker et al., 1998; Tepper, Duffy, Henle, & Lambert, 2006).depressive mood states are temporary

in nature in comparison to long-lasting clinical depression. On the other hand restlessness invite the depression, and inability to handle with strong daily stressor which will then seems to worsen DMS, (Bower et al. 2010) To maintain proper work ethics certain resources are needed by an individual, these resources can be their belongings, personal characteristics, conditions, or energies that hold great importance in said individual's life. An employee will fall in into a state of stress (Hobfoll & Shirom, 1993) if these resources are threatened and if the said resources are lost their stress translate further into depression (Byrne et al., 2014) or states of burnout (Lapointe et al., 2013). Furthermore, DMS, burnout, and satisfaction with health and life contribute to the overall functioning of the organization.

The most prominent cause that's leads people to burnout and organizational distance is DMS (Priesemuth & Taylor, 2016). DMS also leads to the breach of the psychological contract work satisfaction and organizational loyalty and OCB (Byrne & Hochwarter, 2007). Also DMS is negatively associated with, organizational commitment, organizational citizenship and organizational identification and positively associated with perception of unfaithfulness and turnover intention (Taylor, 2012). Pervious Research also shows that Depressive symptoms also been linked to job-related problem such as no show on job (Hardy, Woods, & Wall, 2003) and bad job presentation and OCB (Byrne, Alyson, et al 2014).

The people working in different Organizations tend to shake their thoughts, mood and actions in the workplace and away from it, likewise, people's thoughts, feelings, and actions affect the organizations in which they work. Some Researcher suggested that the Depressive mood states may influence the way the employee exhibits OCB. When worker do emotional labor, then EL reduces the person individual coping resources by increasing the state of depression, which also explain the importance of OCB while at work. So whenever employees is involved in Emotional labor the extra role behavior of the employee will suffer after performing Emotional labor (Priesemuth & Taylor, 2016) also suggest that employees feel more depressed who been doing high emotional labor.

Therefore, the employees who on their workplace constantly engaged in emotional

labor also feel burnout, feel a sense of entitlement that they deserve good treatment, but are more vulnerable to experience stronger depressive mood states if the appropriate treatment is not given to them by their employers (Harvey & Harris, 2010). Depression really depends on how employees cope up with and also the evaluation of the strong negative daily dispositions as a reaction to perform EL Conway and Briner (2002). So therefore, we theorize that DMS present the mechanism by which EL impact employee Citizenship behavior.

So, on the basis of above discussion this study hypothesizes that:

H2: Depressive mood States (DMS) mediates the relationship between Emotional labor and Organization Citizenship Behavior.

2.3 Ethical Leadership as Moderator between the Relationship of Depressive Mood States and Organization Citizenship Behavior

Ethical leadership states that how to show normatively appropriate conduct through personal actions and interpersonal relationships (Brown et al., 2005). Ethical leaders regularly demonstrate moral performance in their private and professional lives (Brown & Mitchell, 2010; Brown & Treviño, 2006; Treviño, Hartman, & Brown, 2000). Ethical leaders use their leadership position to promote ethics and to set, communicate and reinforce high ethical standards (Brown & Mitchell, 2010). The leaders' ethical behavior facilitates employees' positive identification with and loyalty to the organization, their engagement in extra-role behavior, their commitment and citizenship behavior, also their job fulfillment, organizational obligation and performance (Mitonga-Monga, & Cilliers, 2016). Therefore EL of top supervisors affects employee conducts by creating a ripple effect to middle-level leaders and employees (Mayer et al., 2009), and thus, the ethical dimension of top management leadership should be considered as a critical factor that affects organizational effectiveness (Treviño et al., 2003).

Multiple stakeholders also can benefit after the principled behavior of superior level managers. Corporate leaders and financiers could all practice a more believing relationship from managers who behave morally. This positive effect may be displayed in open positions of communication, subordinate stress levels, and then the fostering of a work environment that is conducive to maximizing critical performance issues (Kim & Brymer, 2011). Other studies Proposed that EL are attractive and also credible role representations and that such leadership is clearly linked with optional behaviors intended to give benefit to the organization as well as coworkers (organizational citizenship behavior OCB (Newman et al. 2014). However, for leaders interested in encouraging OCB and discouraging deviance, it is central for them to show ethical behavior in terms of discussing employees in a fair and ethical manner and role modeling expected ethical behaviors. As stated earlier, Emotional labor can also be a source of extreme exhaustion, which can thus be perceived as nerve-racking, leading on to a rise in psychological distress (Pugliesi & Shook, 1997; Wharton, 1993, 1996; Wharton, 1996). Further, Lu (2014), who considered the effect of ethical leadership, and Zehir et al. (2014), who addressed the effect of charismatic leadership that positively influences an organization's ethical climate, proposed similar arguments. For example, Lu (2014) said, schooled and ethical leaders manage workplace affairs with a focus of keeping the beneficial factor of the employees as a central stake. Henceforth, resulting in maintaining a collaborative feedback loop among the employer and extending to the organization, and the employee. Typically, because the employers' management strategy would induce a sense of commitment to the establishment where the employees engage in purely voluntary activities such as OCB.

Perceptions of ethical leadership relate to a variety of desirable work outcomes, including commitment and citizenship (Chun, Shin, Choi, & Kim, 2013; Mamman, Kamoche, & Bakuwa, 2012). They use their leadership position to promote ethics and to set, communicate and reinforce high ethical standards (Brown & Mitchell, 2010). If the organization have Managers with high Ethical standards in regards to the way they conduct Business and treat their employee fairly then it will

also affect the performance of the employee also involving them to do the extra-role behavior and also likely to be emotionally and cognitively attached to the organization. Thus, leading them to dedicate more time and energy required for extra voluntary workload (Wallace, De Chernatony, & Bui, 2013; Zeinabadi, 2010). EL to moderate employee psychological attachment to the organization and also their work continuation intentions (Brown & Hartman, 2003).

This might be explained by the fact that when employees face depression or stress while performing Emotional labor but also perceive high ethical leadership qualities in Organization they might respond with high work engagement, including in helping behavior towards co-workers and advancing the organization mission. For instance, earlier research findings suggest that employees with high levels of continuance commitment demonstrate a relatively higher level of conscientiousness (Philip & Lopez, 2010).

So, on the basis of above discussion this study hypothesizes that:

H3: Ethical leadership moderates the positive relationship between Depressive mood States and organization citizenship behavior (OCB).

2.4 Theoretical Framework

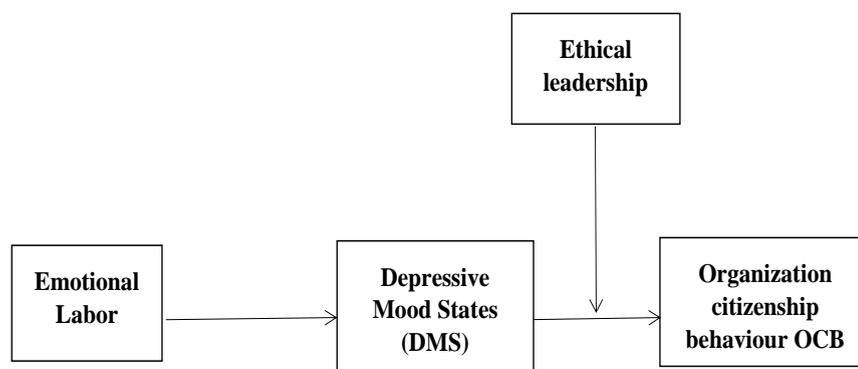


FIGURE 2.1: Theoretical Framework.

This study is going to test the impact of Emotional labor on Organization Citizenship Behaviors: Mediating role of Depressive Mood States and Moderating role

of Ethical Leadership. This study comprises of three hypotheses which are given below:

2.4.1 Research Hypotheses

H1: There is a Negative association between Emotional labor and Organization Citizenship Behavior.

H2: Depressive mood States (DMS) mediates the relationship between Emotional labor and Organization Citizenship Behavior.

H3: Ethical leadership moderates the relationship between Depressive Mood States and organization citizenship behavior (OCB), Such that OCB will be increased in the presence of Ethical leadership and vice versa.

Chapter 3

Research Methodology

3.1 Research Design

The current study investigates the impact of Emotional labor on Organization Citizenship behaviors (OCB) of employees in the work setting of Pakistani service providing (call center) organizations. It also studies the presence of the possibility of a mechanism, i.e. Depressive mood states through which an employee engages in such events that will suffer when workers feel depressed once performing Emotional labor. Such that those harmful responses are likely felt more severely by persons who involves in performing high EL. The study also focuses on the moderating effect of Ethical leadership that moderates the relationship between DMS and OCB.

3.2 Type of Study

This is cross-sectional and quantitative research. Data were gathered in one time frame (May 2017 - June 2017) from employees of service providing (call center) organizations via structured questionnaires.

3.3 Study Setting and Researcher Interference

Service providing (call center) employees were accessed at their offices to fill the questionnaire at their regular working hours. The study took place in non-contrived settings implying that the responses were obtained from the employees in natural work settings. Hence it was a field study (a non-contrived setting with minimal researcher interference). There was no such research interference that actually affected the findings of this study. In this way researcher's interference was minimal since it was a study based on a survey and the experimental design was not adopted.

3.4 Population and Sampling

3.4.1 Population

The current population of interest in this study comprised of the call center employees from Private sector from Islamabad and Rawalpindi.

3.4.2 Sample and Procedures

The study was actually based on convenience sampling due to time restrictions. Employees were reached through personal contacts. All the questionnaires were self-administered and there were not even one variable that could be filled by supervisor, all the questionnaires were filled by employees.

Questionnaires were distributed with an introductory note that described the aim of the study and its relevance, and also promised that their replies would be held strictly private and would only be used for the current research objectives.

Completed surveys were collected by the researcher himself. The data were collected at one time (June 2017 - November 2017) from call center employees. No major events took place during the data collection period. During data collection researcher follow up with the filling up the questionnaires after a week's time from

respective offices, besides this act data collection took so much time approximately above one month. At this time 350 questionnaires were distributed and received 267 responses, but only 250 usable, so, the usable response rate was 71.71%.

3.5 Instrumentation

The data will be collected through adopted questionnaires from different sources. The nature of the items included in the questionnaire is such that all of them i.e., Emotional labor, Depressive mood States, organization citizenship and Ethical leadership has to be filled by the employees. Questionnaires also consist of four demographic variables which include information regarding the respondent Gender, Age, Qualification, and Experience.

3.5.1 Emotional Labor

Emotional Labor would be measured with the six items, developed by Brotheridge and Lee(1998). Sample items are “Resist expressing your true feelings.” and “Make an effort to actually feel the emotions that you needed to display to others.” All items were measured using a five-point Likert scale ranging from 1 “never” to 5 “always.”

3.5.2 Ethical Leadership

Ethical Leadership would be measured with the ten items, developed by Brown, Trevio, and Harrison (2005). Sample items are “Conducts his/her personal life in an ethical manner” and “Defines success not just by results but also the way that they are obtained”. All items were measured using a seven-point Likert scale ranging from 1 “highly unlikely” to 5 “highly likely”.

3.5.3 Depressive Mood States (DMS)

DMS (Radloff, 1977). The scale consists of 20 items and asks respondents to rate testimonials based on how way often they feel on a regular basis. Questionnaire includes items like, “I am bothered by things that usually don’t bother me” and “I feel sad.” Responses were measured on a 5-point Likert-type scale where 1 scored as never and 5 scored as daily.

3.5.4 Organization Citizenship Behaviors (OCB)

Organization citizenship Behaviors would be measured with the nine items, developed by Williams and Anderson (1991). Sample items are “Helps other who have been absent.” and “Helps others who have heavy work-loads” All items were measured using a seven-point Likert scale ranging from 1 “strongly disagree” to 5 “strongly agree.”

3.6 Control Variables

Before controlling the control variables One-Way ANOVA test was run in this study to check whether there is impact of demographics (age, gender, qualification and experience) on other variable or not. If the results show the significant correlation of demographics with the dependent variable, then the demographics must be controlled during analyses, but if they’re non-significant correlation occurs, there is no need to control it. In this study gender ($p = .374$), age ($p = .084$), qualification ($p = .326$) and experience ($p = .314$) has non-significant correlation with Organization Citizenship behavior. So, on the basis of these values of demographics, none of these variables will be controlled for further statistical analyses later. The details of control variables are given in tabulated forms are given below:

TABLE 3.1: One Way-ANOVA for Gender on Organization Citizenship Behaviour.

Organization Citizenship Behaviors_MEAN					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.326	2	.163	0.986	.374
Within Groups	40.883	250	.166		
Total	41.210	250			

TABLE 3.2: One Way-ANOVA for Experience on Organization Citizenship Behaviour.

Organization Citizenship Behaviors_MEAN					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.168	1	.168	1.018	.314
Within Groups	41.041	248	.165		
Total	41.210	249			

TABLE 3.3: One Way-ANOVA for Age on Organization Citizenship Behaviour.

Organization Citizenship Behaviors_MEAN					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.495	1	.495	3.016	.084
Within Groups	40.715	248	.164		
Total	41.210	249			

TABLE 3.4: One Way-ANOVA for Qualification on Organization Citizenship Behaviour.

Organization Citizenship Behaviors_MEAN					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.160	1	.160	.968	.326
Within Groups	41.050	248	.166		
Total	41.210	249			

3.7 Data Analysis Tools

Statistical Program for Social Sciences (SPSS) version 20 was used to execute all the statistical tests. Preacher and Hayes (2008) mediation and moderation method process was used to carry out the mediation and moderation analyses.

TABLE 3.5: Variable Names, Sources, No. of Items & Reliabilities.

Variable	Source	No. of Items	Reliability
Emotional Labor	Brotheridge and Lee (1998)	05	0.87
Depressive Mood States	Radloff, (1977)	20	0.83
Ethical Leadership	Brown Tervino and Harrison (2005)	07	0.88
Organization Citizenship Behavior	Williams and Anderson (1991)	05	0.75

3.8 Sample Characteristics

Out of 250 respondents male respondents were 219 with 87.6% and female were 31 with 12.4%. While age of respondents was divided into different categories like: age between 20-30 were 219 with 85.6%, 31-40 were 36 with 14.4%, 41-50 were 0 with and last but not the least 51 and above respondents were 0. Now looking to the qualifications of these respondents. Participants have different educational backgrounds like: 175 respondents (70%) have a Bachelor degree, 39 respondents (15.6%) have a Inter. While working in different they (the respondents) have some job experience (in years), which is categorized in 1-5, 6-10, 11-15 years or above. Respondents have 1-5 years of experience were 194 with 77.6%, 6-10 years of experience were 19 with 7.6%, 11-15 years of experience were 1 with 0.4%. All the tabulated data of all the above mentioned details are given in the tables below:

TABLE 3.6: Gender.

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Male	219	87.6	87.6	87.6
	Female	31	12.4	12.4	100.0
	Total	250	100.0	100.0	

TABLE 3.7: Age.

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	20-30	214	85.6	85.6	85.6
	31-40	36	14.4	14.4	100.0
	Total	250	100.0	100.0	

TABLE 3.8: Total Qualification.

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Inter	48	19.2	19.2	19.2
	Bachelors	202	80.8	80.8	100.0
	Total	250	100.0	100.0	

TABLE 3.9: Experience (Years).

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	1-5 years	224	89.6	89.6	89.6
	6-10 years	25	10.0	10.0	99.6
	11-15 years	1	.4	.4	100.0
	Total	250	100.0	100.0	

Chapter 4

Data Analyses and Results

4.1 Descriptive Statistics

The purpose of tabulating the descriptive statistics of study variables is to have a clear picture of how each variable is behaving. In other words, it shows that whether or not the data turns out to be as expected by the researcher. Table 4.1 shows the mean, minimum and maximum values for each variable alongside their standard deviation. The mean value shows the average point in each observation. The lowest observation in the data is represented by the minimum value, while the highest observation is represented by the maximum value. The standard deviation shows how dispersed are the observed values from the mean value.

In the current study, the mean value for emotional labor, depressive mood states, organizational citizenship behavior and ethical leadership were 2.26, 2.67, 2.35 and 2.5 respectively. The minimum value for each scale variable was 1, while the maximum value was 4 except for that of ethical leadership which turned out to be 5. The value of standard deviation was 0.700, 0.832, 0.684 and 0.674 for emotional labor, depressive mood stated, organizational citizenship behavior and ethical leadership respectively.

TABLE 4.1: Descriptive Statistics.

Variable	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Gender	250	1	2	-	-
Age	250	1	4	-	-
Qualification	250	2	4	-	-
Experience	250	1	5	-	-
Emotional Labor	237	1	4	2.26	0.700
Depressive Mood State	237	1	4	2.67	0.832
Organization Citizenship Behaviors	237	1	4	2.35	0.684
Ethical Leadership	237	1	5	2.85	0.674

4.2 Correlation Analysis

Correlation analysis was carried out to see the extent to which study variables were associated with each other. This analysis is performed in order to understand variables' association with each other alongside the direction of such association. The value of correlation ranges from -1.00 to +1.00. When two variables have a correlation value of 1 between each other, this shows that they are perfectly correlated with each other. A correlation value greater than 0.7 represents strong correlation, which cautions the researcher before moving for further analysis.

According to Table 4.2, emotional labor was positively correlated with depressive mood states ($r = 0.22$, $p < 0.01$), ethical leadership ($r = 0.10$, $p > 0.01$) and negatively correlated with organizational citizenship behavior ($r = -0.28$, $p < 0.01$). Depressive mood states were negatively correlated with ethical leadership ($r = -0.006$, $p > 0.01$) and organizational citizenship behavior ($r = -0.24$, $p < 0.01$). Ethical leadership was found to positively correlate with organizational citizenship behavior ($r = 0.07$, $p < 0.01$). No value of correlation was greater than 0.7, which shows that the data had no issue of multicollinearity.

TABLE 4.2: Means, Standard Deviations and Correlations.

	Variables	Mean	S.D	1	2	3	4
1	EML ¹	2.26	0.700	1			
2	DMS ²	2.85	0.674	0.22**	1		
3	ETL ³	2.67	0.832	0.10	-0.006	1	
4	OCB ⁴	2.35	0.684	-0.28**	-0.24**	0.07	1

$n = 250$, ** $p < 0.01$

1 = Emotional Labor, 2 = Depressive Mood States, 3 = Ethical Leadership, 4 = Organization Citizenship Behaviour

4.3 Regression Analysis

TABLE 4.3: Mediation of DMS between emotional labor and OCB.

Effect of IV on M		Effect of M on DV		Direct effect of IV on DV in presence of M		Total effect of IV on DV		Bootstrap results of for Indirect Effects	
B	T	B	T	B	t	B	T	LL	UL
0.14	3.65	-0.34	-3.16	-0.26	-3.91	-0.31	-4.66	-0.09	-0.01
								95% CI	95% CI

$n = 250$, ** $P < .01$

(IV = Emotional labor, M = DMS and DV = OCB).

H2 foresees Depressive Mood States a possible mediator between the relationships of Emotional labor on Organization Citizenship behaviours. Table 4.3, it can be detected that the unplanned effect of Emotional Labor on Organization Citizenship Behaviour through Depressive Mood States has the high and lesser limits of -0.01 and -0.09 and 0 is not existent in the 95% confidence interval. So on the basis of that we can conclude that Depressive Mood States mediates the Emotional Labor on Organization Citizenship Behaviour relationship and our following hypothesis is therefore accepted.

TABLE 4.4: Moderation Analysis for Ethical Leadership between Depressive Mood States and Organization Citizenship Behaviour.

Effect of IV on Med		Effect of Mod on Med		Effect of IV \times Mod on Med		Bootstrap results Indirect Effects	
B	T	B	T	B	t	LL 95% CI	UL 95% CI
-0.76	-1.15	-0.78	-1.41	0.20	1.37	-0.09	0.51

$n = 250$

(IV = Emotional labor, Med = DMS and Mod = Ethical leadership).

Hypothesis 3 of the study predicts that Ethical Leadership moderates the relationship between Depressive Mood States and Organization Citizenship Behaviour. It can be observed that interaction term of “Depressive Mood States” effect on the relationship of “Depressive Mood States and organization Citizenship Behaviour” has the higher and lesser restrictions of -0.09 and 0.51 and zero is existing in the 95% confidence interval, so on the basis of that we conclude that Ethical Leadership does not moderates Depressive mood States and organization Citizenship Behaviour relationship. Hence it fully supports the rejection of 3rd hypothesis.

TABLE 4.5: Hypotheses Results.

H1: There is a Negative association between Emotional labor and Organization Citizenship Behaviours (OCBs). **(Supported)**

H2: Depressive Mood States mediates the relationship between Emotional labor and Organization Citizenship Behaviour(OCBs). **(Supported)**

H3: Ethical leadership moderates the relationship between depressive mood states (DMS) and OCB such that the relationship is strengthened when ethical leadership is high and it is weakened when Ethical Leadership is low. **(Not Supported)**

Chapter 5

Discussion, Theoretical and Practical Implications, Limitations, Recommendations and Conclusion

5.1 Discussion

The purpose of the current chapter is to examine the results of the study, which were reported earlier in the previous chapter. It will also try to elaborate and explain the results and the relations with previous studies and emphasize on the results which are consistent with other studies and also those results which are not consistent with previous studies.

5.1.1 Discussion On Research Question 1

The first research question the study addressed was:

Q1: Whether or not emotional labor affects employee Organization citizenship Behavior OCB?

While the subsequent hypothesis we formulated was:

H1: There is a negative relationship between Emotional labor and Organization Citizenship Behavior.

The hypothesis was developed based on the existing literature. Nonetheless, there are diverse findings in regards to a link of EL and its consequences. For the Companies, EL has a substantial level of potential benefits, such as an enhanced customer service, client retention and increased sales. For the workers, literature shows that the effects of Emotion labor may be positive and/or negative, although, a number of studies have exhibited no empirical effect (e.g., Zerbe, 2000). For example, Zapf et.al. (1999) exhibited that obligation to express confident emotions was related with feelings to both personal achievement and emotional fatigue. Similarly, Schaubroeck and Jones (2000) studied that the ability to exhibit positive emotions was also associated with signs of ill health. Therefore, EL has been found to display positive as well as negative relationship with employee outcomes, which turned out to be the basic motivational factor to carry out the study.

Based on the above arguments and detailed discussion presented in the literature review section, we hypothesized that emotional labor is negatively associated with organizational citizenship behavior. The hypothesis turned out to be true with the current sample. The acceptance of this hypothesis represents that emotional labor has negative consequences as far as organizational citizenship behavior is concerned. Specifically, call center personnel who were the sample of this study, represent a special category of employees who are directly involved in customer service activities and hence are bound to do emotional labor. So for the proper management of these situations and shelter themselves from abuse or unfriendly treatment, employees are frequently encouraged to overturn their true moods and emotionally separate themselves from intimidating or difficult customers (Frenkel et al., 1998; Hochschild, 1979). Still, this splitting between what workers might feel towards their customers and what they are expected to display may prove difficult to resolve and may cause considerable Stress (Wharton, 1993).

Therefore, the validation of the hypothesis that emotional labor is negatively associated with organizational citizenship behavior is consistent with the research

which supports the negative consequences of emotional labor. For example, employees are often monitored for service quality there is normally greater pressure placed on productivity and their good service quality as well. In call centers there are constant efforts to increase the number of calls taken per employee and reduce both customer call time and wrap-up time (Taylor, 1998; Taylor and Bain, 1999). These contradictory but asymmetrical pressures both create role conflict for employees and impede their ability to provide high quality service (Knights and McCabe, 1998). They can also lead to emotional exhaustion and negative organizational citizenship behavior (Jackson et al., 1986). In this way, the present study contributes towards establishment of the empirical validation of the fact that emotional labor has negative consequences with regards to organizational citizenship behavior.

5.1.2 Discussion on Research Question 2

The second research question the study addressed was:

Q2: Whether Depressive Mood States (DMS) mediate the relationship between Emotional labor and Organization Citizenship Behavior?

While the subsequent hypothesis we formulated was:

H2: Depressive mood States (DMS) mediate the relationship between Emotional labor and Organization Citizenship Behavior.

We developed the hypothesis based on the premise of conservation of resources theory (COR), which carries that individual resources are limited. Conservation of Resource Theory (COR) is an integrative stress theory which reflects both environmental and internal processes with relatively equal measures. The main purpose of COR theory is that individuals struggle to obtain, retain, sustain, and foster those things that they value (Hobfoll, 2001). This implies that individuals employ key resources in order to implement the self-regulations procedures of their social interactions and relationships, and to organize, act, and fit into the greater framework of organizations and culture itself (Hobfoll, 2011).

It means that whenever employee face emotional labor there will be a stressful situation for employee and he/she needs to recover his/her resources to cope up with the environment. This will ultimately affect organization citizenship behavior. On the same footings, we hypothesized that when involved in emotional labor, employees will be having a feeling of depression in the form of depressive mood states (DMS) which shows the depletion of psychological resources. In line with COR, when faced with resource depletion, employees will attempt to conserve their resources and will keep themselves away from organizational citizenship behavior. The acceptance of the hypothesis is supported by COR and adds to the body of knowledge based on the theory.

The results show that DMS mediate the relationship between emotional labor and organizational citizenship behavior, which is in line with the premise of COR. Here, we can infer that while being involved in emotional labor, the first line staff of call center will be facing depressive mood states. This state of depression will trigger a feeling of decrease in psychological resources to cope with other issues at hand. In this way, to conserve the available resources, the employees will be less involved in citizenship behaviors which are discretionary and volunteer behaviors and are not required as part of the formal job duties of the incumbent.

5.1.3 Discussion on Research Question 3

The third research question the study addressed was

Q3: Does Ethical leadership plays a role of moderator on the relationship of Depressive Mood States (DMS) and Organization Citizenship Behavior (OCB)?

While the subsequent hypothesis we formulated was:

H3: Ethical leadership moderates the positive relationship between Depressive Mood States (DMS) and organization citizenship behavior (OCB).

We developed the hypothesis based on the idea that the employees in the call center industry who need to frequently display organizationally-desired emotions (emotional labor) will be more likely to experience depressive mood states. Call

center employees works in an environment where face-to-face or voice-to-voice interactions with customers, clients, or the public constitute a major part of the work. Subsequently, their likelihood to experience depressive mood states gets increased, which may result in decreasing levels of organizational citizenship behavior as per the COR theory. Especially when it comes to service industry an employee interacting with each other by different way's through different means like face to face or voice to voice. So it is necessary to have good quality communication while interacting with customers as this is the core activity which also influences the perception of the customer about the service provider. Manager and employees need to control and manage employee's behavior by providing or implementing training and development program for the employees so that they are perform better at their workplace.

Additionally, this can be viewed from the angle that when employees face depression or stress while performing emotional labor but also perceive high ethical leadership qualities in organization they might respond with high work engagement, including in helping behavior towards co-workers and advancing the organization mission. For instance, previous research findings suggest that employees with high levels of continuance commitment demonstrate a relatively higher level of conscientiousness (Philip & Lopez, 2010). Hence we expected the moderation of ethical leadership between DMS and organizational citizenship behavior. However, the analysis reveals that ethical leadership doesn't moderate the relationship between depressive mood states and organizational citizenship behavior. This may be explained as under.

Though ethical leadership represents a condition where employees are encouraged to follow moral standards and be committed to ethical values, it may not necessarily help employees encounter depression effectively. Specifically, call center employees may face depression at the very moment when interacting with a client. In that case, ethical leadership may be of less value to help employee manage and cope with their depression. Additionally the results that ethical leadership doesn't moderate the relationship between DMS and organizational citizenship behavior signals the possible presence of other variables as moderators. Other important

influences related to employee personality may play their role in the said relationship. For example, an employee high on psychological capital (psycap) and who is optimistic and hopeful may still display organizational citizenship behavior despite experiencing depressive mood states. Similarly, employee cynicism may act as a moderator between the said relationships. Therefore, incorporating employee personality traits can be incorporated in the model for further explanation of the relationships and their dynamics.

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

There are many theoretical implications of the current study, which are discussed below:

Firstly, the current study introduced depressive mood states as a mediator between emotional labor and organizational citizenship behavior. Depressive mood state was tested to see the mechanism of how emotional labor affects organizational citizenship behavior of an employee. In the current study, depressive mood was taken as a state of employees that shows that when employees experience emotional labor, the outcome will be reduced organizational citizenship behavior. Secondly, the study also tested ethical leadership as a moderator between emotional labor and organizational citizenship behavior. Ethical leadership was tested to see its effects on organizational citizenship behavior of call center employees. The result was found insignificant. Thirdly, the study also provides help to understand the effects of emotional labor on organizational citizenship behavior thorough the path of DMS for those who are working with call center organizations in Pakistan.

Fourthly, the study provides support for the Conservation of Resources (COR) theory that an employee who are involved in emotional labor will end into a stress and it will ultimately deplete his/her psychological resources. The ultimate task of an employee is to conserve their psychological resources to deal with job tasks, but when this situation comes then it is very difficult to deal simultaneously with

stressful situations and day to day job tasks. The result will be in form of depressive mood states and resultantly reduced organizational citizenship behavior. Finally, the study also describes the importance of culture. As the findings of the study suggested that there is one hypothesis rejected. Previously ethical leadership mostly tested in other cultures, which is a totally different culture as compare to other, the results are totally different which shows the impact and importance of culture. Future researchers are advised to investigate the same study using longitudinal study and are also advised to focus on a comparative study of private and public-sector organizations to give us more in-depth details that which sector employees. The researchers should also test other possible moderators such as personality traits like psychological capital.

5.2.2 Practical Implications

The present study has certain practical implications which might provide some help for the organizations in Pakistan. It can be noticed that emotional labor is a valid concern and really small attention is given to this issue. The study provides significant results that emotional labor will lead to reduced levels of organizational citizenship behavior. There are certain suggestions for organizations. In considering the practical implications of our findings, we note that managers should carefully examine the situations when employees are involved in emotional labor. So by untying the actual manners and the perception of it, managers can exactly identify the reasons of EL in the workplace and develop a tailored employee-support platform to help them to cope with it.

In practical terms, our findings show that workplace ostracism is costly for employees and organizations because employees who encounter high levels of emotional labor are likely to have high levels of depressive mood states and are more prone to reduced organizational citizenship behavior. In addition to the general approach to managing emotional labor, the findings of the study indicate that ethical leadership does not play a vital role in the relationship of depressive mood states and organizational citizenship behavior.

An important finding of the current study was that emotional labor as a probable cause to organizational citizenship behavior of employees.

5.3 Limitations

The current study tried to eliminate all the problems, but still there are some limitations that must be avoided in the future.

Firstly, that sampling and data collection was done through cross sectional method due to time and resource constraints. In a cross sectional study data were collected from the respondents at one specific point of time. Thus, the sample size was small and might not represent all the employees' population of Pakistan, because the sample was not comprehensive and results might change if sample size gets increased.

Secondly, the data sampling technique used for the study was convenience sampling due to time and resource constraints. In convenience sampling respondents are chosen who are convenient for the researcher.

Thirdly, the study focused on just Private sector organizations (Call Center) for data collection, but it might also affect the results of this study. Because working conditions and support for employees are different in many sectors such as private sector.

5.4 Conclusion

To conclude, broadly the study was an attempt to understand the relationship of emotional efforts of employee at workplace with the discretionary and voluntary behaviors that are beneficial to the organization. The constructs used in the study pertaining to emotional effort was emotional labor, while volunteer behavior was taken as organizational citizenship behavior. The path from emotional labor to organizational citizenship behavior was explained by depressive mood states, while the moderator of ethical leadership between DMS and OCB was not established.

Here, we can infer that emotional labor is a significant predictor of organizational citizenship behavior, implying that higher levels of emotional labor are responsible for decrease in organizational citizenship behavior. Similarly, the outcome i.e., organizational citizenship behavior is attained through depressive mood states of employees. Therefore, managers are advised to monitor the levels of employees' emotional labor and need to keep it a level where negative outcomes are minimal.

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Appendix

Questionnaire

Dear Participant,

I am a student of MS (HR) at Capital University of Science & Technology, Islamabad. I am conducting a research on **Impact of Emotional labor on Organization citizenship Behavior OCB: with mediating role of Depressive Mood States and moderating role of Ethical Leadership**. You can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes.

Sincerely,

Umair Ahsan

S.D.A = Strongly disagree, D.A = Disagree, N = Neutral, A = Agree,
S.A = Strongly Agree

		S.D.A	D.A	N	A	S.A
Section A: Emotional Labor						
1	Resist expressing your true feelings.	1	2	3	4	5
2	Pretend to have emotions that you didn't really have.	1	2	3	4	5
3	Hide your true feelings about a situation.	1	2	3	4	5
4	Make an effort to actually feel the emotions that you needed to display to others.	1	2	3	4	5
5	Try to actually experience the emotions that you must show.	1	2	3	4	5
6	Really try to feel the emotions you have to show as part of your job.	1	2	3	4	5
Section B: Depressive Moods States						
1	I was bothered by things that usually don't bother me.	1	2	3	4	5
2	I did not feel like eating; my appetite was poor.	1	2	3	4	5
3	I felt that I could not shake off the blues even with the help of my family or friends.	1	2	3	4	5
4	I felt that I was just as good as other people.	1	2	3	4	5
5	I had trouble keeping my mind on what I was doing.	1	2	3	4	5
6	I felt depressed.	1	2	3	4	5
7	I felt that everything I did was an effort.	1	2	3	4	5
8	I felt hopeful about the future.	1	2	3	4	5
9	I thought my life had been a failure.	1	2	3	4	5
10	I felt fearful.	1	2	3	4	5
11	My sleep was restless.	1	2	3	4	5
12	I was happy.	1	2	3	4	5

13	I talked less than usual.	1	2	3	4	5
14	I felt lonely.	1	2	3	4	5
15	People were unfriendly.	1	2	3	4	5
16	I enjoyed life.	1	2	3	4	5
17	I had crying spells.	1	2	3	4	5
18	I felt sad.	1	2	3	4	5
19	I felt that people dislike me.	1	2	3	4	5
20	I could not get "going".	1	2	3	4	5
Section C: Organizational Citizenship Behaviors						
1	Helps other who have been absent.	1	2	3	4	5
2	Helps others who have heavy work-loads.	1	2	3	4	5
3	Assists supervisor with his/her work (when not asked).	1	2	3	4	5
4	Takes time to listen to co-workers' problems and worries.	1	2	3	4	5
5	Goes out of way to help new employees.	1	2	3	4	5
6	Takes a personal interest in other employees.	1	2	3	4	5
7	Attendance at work is above the norm.	1	2	3	4	5
8	Gives advance notice when unable to come to work.	1	2	3	4	5
9	Takes undeserved work breaks. (R)	1	2	3	4	5
Section D: Ethical Leadership						
1	Conducts his/her personal life in an ethical manner.	1	2	3	4	5
2	Defines success not just by results but also the way that they are obtained.	1	2	3	4	5
3	Listens to what employees have to say.	1	2	3	4	5
4	Disciplines employees who violate ethical standards.	1	2	3	4	5
5	Makes fair and balanced decisions.	1	2	3	4	5

6	Can be trusted.	1	2	3	4	5
7	Discusses business ethics or values with employees.	1	2	3	4	5
8	Sets an example of how to do things the right way in terms of ethics.	1	2	3	4	5
9	Has the best interests of employees in mind	1	2	3	4	5
10	When making decisions, asks “what is the right thing to do?”	1	2	3	4	5

Personal Information

Please provide following information.

Gender: (1) Male (2) Female

Age: (1) 20-30 (2) 31-40 (3) 41-50 (4) 51 and above

Qualification: (1) Inter (2) Bachelor (3) Master

Experience (1) 1-5 years (2) 6-10 years (3) 11-15 years