

The Effect of Emotional Labour on Job Satisfaction and Organizational Commitment among Ayurveda Physicians in Sri Lanka

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Abstract

Similar to other medical specialties, Ayurvedic physicians have a distinct set of duties and responsibilities, with patient interaction playing a big role. In interpersonal interactions with patients, Ayurvedic physicians need to control their emotions. Emotional labour (EL) is the term used to describe the extreme patience and emotional control required to provide effective patient care. Previous researchers have not given adequate attention to studying the effect of EL on job satisfaction (JS) and organizational commitment (OC), of Ayurvedic physicians. This research attempts to explore the effect of EL on JS and thereby OC, particularly among Ayurveda physicians in Sri Lanka. Primary data was gathered using multistage sampling from 331 Ayurvedic physicians in Sri Lanka for a structured questionnaire. The Partial Least Squares Structural Equation Model (PLS-SEM) was utilized to analyse the data, with the support of SmartPLS software. The results revealed that EL has a positive influence on OC while EL positively affects JS. The results further confirmed that JS has a positive effect on OC. Finally, the findings demonstrated that JS plays a partially mediating function in the connection between EL and OC. These findings help the advancement of existing knowledge by providing empirical evidence in the context of Ayurvedic physicians in Sri Lanka. Healthcare administrators and policymakers should pay attention to improving emotional labour, job happiness, and organizational commitment of Ayurvedic physicians to enhance patient care efficiency.

Keywords: Ayurveda Physicians, Emotional Labour, Job Satisfaction, Organizational Commitment

INTRODUCTION

According to the World Health Organization (WHO) (2019), 88% of the world's population uses conventional medicines, primarily from herbal sources, for health care. Workers in the healthcare industry are a special group since they must expend a lot of emotional energy when interacting with patients, which has a significant impact on both their work and personal well-being (Smith & Jones, 2021). Healthcare professionals are obligated to engage in emotional labour due to their work environment (Yeh et al., 2020). Good emotional expression is necessary while treating patients, and individuals who can successfully express their emotions in client-facing roles must be able to do it in a way that conforms to social, professional, and organizational norms (Hochschild, 1983). A situation where a person feels forced to repress their feelings is called EL (Wilkinson, 2018). Emotional labour involves suppressing one's emotions, and healthcare workers use it to build and maintain relationships with patients or customers. Ideal healthcare workers possess high professionalism, solid theoretical knowledge, practical experience, and purity in thoughts, actions, and words (Vagbata, 2012). Tsai (2009) found that emotional management is strongly correlated with customer relations behaviour.

Unlike other medical methods, people expect a lot of friendliness and a strong doctor-patient relationship from an Ayurveda physician. In the Ayurvedic medical system, time is taken to talk to a patient and maintain a close relationship with the patient until the disease is cured. In Ayurveda, mental health is given the same consideration as physical health when treating patients. The medical field is an emotionally exhausting profession, which helps to promote the image of the emotionally detached doctor (Kerasidou & Horn, 2016). Kerasidou and Horn (2016) mentioned that physicians must be clinically competent as well as sympathetic toward their patients to practice medicine. In practice, physicians may find it challenging to meet both needs. The profession is dominated by the idea of the technically proficient, analytical, and emotionally cold doctor, which keeps doctors from feeling the same emotions as their patients (Kerasidou & Horn, 2016). However, to improve organizational efficiency, individuals are supposed to have positive emotional labours that allow them to influence others (Deliveli & Kiral, 2020). Kinman, Wray, and Strange (2011) revealed a substantial impact between EL and JS in their study among UK teachers. JS means how much people enjoy or love their jobs (Ali & Anwar, 2021). Munir and Rahman (2016) mentioned that it is essential to develop and maintain employee satisfaction for the benefit of both the individual and the company.

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Apasara and Arachchige (2016) found a connection between job happiness and surface acting. According to Pandey and Singh (2015), JS is negatively impacted by the deep acting level. In their 2019 study, Gulsen and Ozmen examined nurses and discovered a robust positive correlation between EL and JS. Researchers have therefore verified that EL has a significant impact on JS.

Employees' voluntary displays of EL behaviours to attain organizational goals might provide information about their commitment to the organization (Deliveli & Kiral, 2020). The force of a worker's commitment to the organization in which he or she works is demonstrated through OC (Demiray & Curabay, 2008). Suharto, Suyanto, and Hendri (2019) revealed that OC has a direct positive influence on job performance. Considering how JS affects OC, Alnajjar (1996) found that employees who were satisfied with their jobs were more committed and dedicated. Bangwal, Tiwari, and Chamola (2017); Hedayat (2018); Isfahani and Heydari (2019); Kaplan, et al. (2012); and Salem et al., (2016) revealed a positive and significant correlation between JS and OC. In the Sri Lankan context, empirical evidence related to EL, JS, and OC, particularly among Ayurvedic physicians in Sri Lanka, is still in the minority. Therefore, this study aims to explore the impact of EL on JS and OC among Ayurvedic physicians in Sri Lanka. The findings could improve healthcare organizations' workforce efficiency and service delivery. The paper presents the available body of both theoretical and empirical knowledge in the next section, then the research model and hypotheses, methodology, results, and discussion, and finally concludes with a discussion on the effectiveness of healthcare organizations.

LITERATURE REVIEW

Emotional labour

Wilkinson (2018) has defined emotional labour as a situation where an individual feels the need to suppress his or her emotions. Hochschild (1983) defines EL as "the management of feeling to create a publicly observable facial and bodily display". Additionally, he listed three traits of employment requiring emotional labour: a). Direct communication with the public, either in person or through voice (voice-to-voice), b). To elicit the same emotional experiences in another person, they must exert effort, and c). They provide the employer with some influence over the employee's emotional behaviour through supervision and training. According to Grandey (2000), EL is the process of controlling one's emotions or sentiments to avoid emotional outbursts within an organization. When an employee exhibits rule-abiding behaviour, such as smiling at clients even when they don't feel like it, they are exhibiting EL, which Robbins and Judge (2017) have called the act of an employee expressing emotions that the organization wants them to express during interpersonal transactions at work. The goal of emotional work is to actively influence, generate, or change the way that emotions are expressed throughout continuous encounters and relationships. Reinterpreting an incident or scenario (cognitive), restraining emotional outbursts (behavioural), or lowering arousal by abusing psychoactive drugs (physical) approaches to emotion regulation are all possible (Pugliesi, 1999).

Authentic acting, deep acting, and surface acting are the three stages of emotional acting (Ashforth & Humphrey,

1993; Hochschild, 1983). EL has been defined by Gabriel and Diefendorff (2015) as a dynamic self-regulation process that happens throughout interactions with clients, when employees continuously assess, modify, and communicate their emotions. There are two kinds of acting, according to Robbins and Judge (2017): surface acting and deep acting. Deep acting, surface acting, and emotional dissonance (also known as emotional deviance) are the three categories of EL. Morris and Feldman (1996) claim that the four aspects of emotional labour; frequency of acceptable emotional display, attention to needed display norms, diversity of acceptable emotions, and emotional dissonance, are the most useful for characterizing EL. In relation to this, Yang and Chang (2008) have identified the following: the emotional display rule, surface acting, deep acting, range of emotions needed, frequency and duration of interactions. Furthermore, their findings demonstrated that EL had two dimensions that are similar to Hochschild's active deep acting: emotive dissonance and emotional effort. It is significant that Diefendorff et al. (2005) discovered that when offering customer service, staff members from a variety of companies displayed real emotions. Of the three tactics for EL, expressing one's naturally occurring sentiments is the one that is used the most frequently. Ashforth and Humphrey (1993) contend that because people still need to consciously check that their displays conform to the expectations of the organization, EL has a role in spontaneous emotional expression.

Job satisfaction

According to Munir and Rahman (2016), Hoppock was the first to bring the word "job satisfaction" to public attention in 1935. According to Hoppock (1935), a person's expression of joy with their employment is the result of a combination of psychological, physiological, and environmental elements. Amin et al., (2021) mentioned that positive attitudes towards the tasks completed are reflected in job satisfaction. It will make a person feel confident and enthusiastic about every job. Ali and Anwar (2021) mentioned that satisfaction shows us how much people love or enjoy their work. Aslaniyan and Moghaddam (2013) described JS as an employee's emotional focus on work, and they also mentioned that it is an effective response to a job as a result of comparing the perceived results with those desired. In human resources, a person's sense of contentment at work that motivates them to work is known as JS. Munir and Rahman (2016) assert that JS is more significant than feelings of pleasure, happiness, or self-satisfaction. Robbins and Coulter (2016) said that "JS refers to an employee's general attitude toward his or her job" and they noticed that many managers are concerned with JS because happy workers are more inclined to come to work and perform well, and remain with the organization.

Universal and facet measures of JS have been used to measure JS. Global measurements are utilized to forecast behaviour such as resigning by focusing on general attitudes about the work (Fritzsche & Parrish, 2005). Facet measurements concentrate on JS with specific components of the job and are used to identify organizational or workforce weaknesses as well as strengths (Ironson et al., 1989). Facets may include colleague contentment, fringe benefits, workplace circumstances, salary oversight, or the amount of personal growth available at work (Spector, 1997). Employees are asked to describe how satisfied or unhappy they are with various aspects of their job activities in interviews or through questionnaires, which are used to evaluate work ethic, attitude

toward work, and JS (Taber & Alliger, 1995). Another popular metric used in JS research is the Minnesota Satisfaction Questionnaire (MSQ).

Organizational commitment

OC is measured by absenteeism and staff turnover rates, which indicate how much workers believe in and support organizational goals as well as their readiness to stay or leave the company (Dewi et al., 2021). Highly engaged employees (high commitment) tend to feel happy on the job because they need to achieve what they believe in the organization (Dewi et al., 2021). OC is an attitude that displays how well an individual appreciates and is connected to his organization and a person who is deeply dedicated will most likely regard himself or herself as a true member of the organization. Further, Devi et al. (2021) mentioned that OC is the amount of trust and acceptance of workers into company goals and interest to stay in the organization. Also, OG is described as a strong desire to stay an active member of a specific organization, a desire to perform according to the intentions of the organization and particular beliefs, and approval of organizational goals and values (Curtis & Wright, 2001). The extent to which a worker connects with a certain company and its objectives, and their desire to remain there is referred to as organizational commitment (Robbins & Coulter, 2016; Robbins & Judge, 2017). Employees who are not happy in their current positions, if they are engaged or devoted enough, are willing to make sacrifices for the company. OC demonstrates the power of a worker's commitment to the organization in which he or she works and several studies have also revealed that numerous characteristics influence OC (Demiray & Curabay, 2008). Mowday, Porter, and Steers developed a taxonomy of these characteristics and labelled them as personality traits, role and job qualities, work experience, and working environment. It also consists of at least three distinct parts that each reflect commitments needed for an organization to remain operational: (1) an obligation (Normative commitment), (2) a need (Continuance commitment), and (3) a desire (Affective commitment).

HYPOTHESES

Emotional labour and organizational commitment

Fernando and De Alwis (2022) exposed a positive relationship between EL and OC. According to the findings of Deliveli and Kiral (2020) on teachers at the University of Turkey and, Yagci and Avcikurt (2020) on the instructors, discovered that emotional labour had a positive and significant influence on OC. Cho et al. (2013) discovered that EL is positively connected with affective commitment among retail sales personnel in South Korea. The research done by Oranika et al., (2020) on secondary school teachers in Nigeria and Kim and Yang (2018) on workers of IT companies in Seoul and Gyeonggi-do, South Korea found deep acting positively predicted continuance commitment. Giderler et al. (2016) found that surface behaviour and normative and continuance commitment are positively correlated, and that deep behaviour has a significant correlation with normative commitment. Overall, the evidence suggests that the two factors have a favourable positive association. Then, the study predicts emotional labour has a positive influence on the OC of Ayurveda physicians in Sri Lanka.

H1: The emotional labour of Ayurveda physicians in Sri Lanka has a positive influence on organizational commitment

Emotional Labor and Job Satisfaction: research done by Cho et al. (2013) on retail sales staff in South Korea, (Yang & Guy, 2015), Fernando and De Alwis (2022) on physiotherapists, Lee (2018) on South Korean public service employees, Hsieh et al. (2012) on public service workers discovered that emotional labour is positively connected with JS. A positive connection has been found between EL and JS in many research (Jin & Guy, 2009). According to a study conducted on public officials in South Korea, individuals who engage in emotional labour report higher levels of job satisfaction when their emotional intelligence is higher (Lee, 2020). Some researchers have considered emotional labour as a one-dimensional concept and discovered that it is favourably linked with job satisfaction in the case of hotel employees (Chu et al., 2012), while Cho et al., (2013) also discovered a favourable association with retail personnel. The majority of the research points to a favourable correlation between the two factors. Therefore, the study assumes that EL positively affects Ayurvedic doctors' JS.

H2: Emotional labour has a positive influence on the job satisfaction of Ayurveda physicians in Sri Lanka

Job Satisfaction and Organizational Commitment: Research conducted by Tsai et al. (2010) with employees in the hospitality industry in Taipei City, Taiwan; Top and Gider (2013) with nurses and medical secretaries in three hospitals in Turkey; Isfahani and Heydari (2019) in hospitals in Iran; and Mehdizadeh et al. (2013) among nurses, found JS and OC to be positively influenced. The study conducted by Kaplan et al. (2012) on hospital personnel in Turkey found a favourable correlation between JS and both affective commitment and OC. A study conducted on hospital management and staff at Isfahan University Hospitals found that JS and OC were positively correlated and that personnel who were content with their jobs also had greater levels of OC (Mosadeghrad & Ferdosi, 2013). Additionally, a number of studies conducted by Iranian employees and visiting lecturers (Hedayat et al., 2018) discovered a strong correlation between JS and OC (Eslami & Gharakhani, 2012). As a whole, the above evidence implied that the two elements have a positive relationship. Therefore, the study hypothesizes that JS positively influences the OC of Ayurveda physicians.

H3: Job satisfaction positively affect the organizational commitment of Ayurveda physicians in Sri Lanka

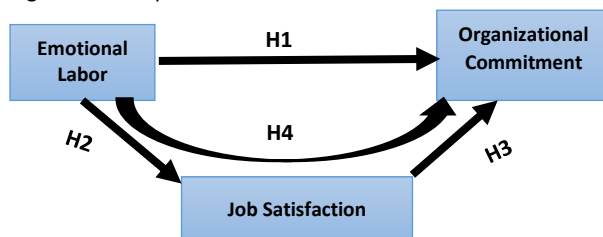
The Mediating Role of Job Satisfaction: In a nationwide survey of teachers, JS acted as a mediator in the association between EL and affective commitment (Mahoney et al., 2011). Fernando and De Alwis (2022) discovered that among physiotherapists, work satisfaction acted as a moderator between EL and OC. Hofmann and Stokburger-Sauer (2017) discovered that employee JS acts as a mediator in the link between emotional dissonance and OC. Chen et al. (2011) found that JS acts as a mediator in the link between deep acting and surface acting and work performance. Nursing staff at Taiwan's teaching hospitals can effectively use JS to mediate deep acting and OC (Yang & Chang, 2008). Consequently, the data points to a mediation role for JS between OC and emotional labour. Therefore, the study hypothesizes

that the relationship between EL and the OC of Ayurvedic physicians is mediated by job satisfaction.

H4: Job satisfaction plays a mediating role in the relationship between emotional labor and organizational commitment of Ayurveda physicians in Sri Lanka

The conceptual framework of the study is shown in Figure 1. The inspiration for the project came from a desire to find out more about how EL affects OC and JS. Moreover, it was proposed that the relationship between EL and OC would be mediated by JS. According to the figure, OC is the dependent variable, and EL is the independent variable. JS is thought to be the mediating variable.

Figure 1: Conceptual framework



Source: Developed by author; field survey, 2023

METHODOLOGY

The research paradigm of this study is positivism because three well-developed theoretical concepts have been used to conduct this empirical study. The study attempts to test the efficacy of the practical implementation of theoretical concepts by Ayurveda physicians in Sri Lanka, therefore, the research approach is deductive. In the purest version of positivism, the principal purpose of the research is to examine the explanatory or causal links between variables (Park et al., 2020). Therefore, this study is a cause-and-effect study. Based on all these, the study employs a quantitative approach to test hypothetical relationships. The unit of analysis of this study is Ayurveda physicians in Sri Lanka. Approximately, Sri Lanka has 2413 Ayurveda physicians. Out of this, 331 Ayurveda physicians were selected using the sample size determination formula highlighted by Krejcie & Morgan (1970). In this research, the sampling technique was the multi-stage. First, the sample was calculated as a percentage of the total and the number of physicians representing each province was decided. Then, physicians from respective provinces were randomly selected from the existing hospitals in that province as shown in Table 1. Finally, a random sampling method was used to choose the sample. A structured questionnaire was used to gather data.

Table 1: The sample

Province	Population (total number of physicians)	The sample
Central	338	46
Eastern	205	28
North Central	136	19
Northern	232	32
North Western	260	36

Western	644	88
Sabaragamuwa	185	25
Southern	262	36
Uva	151	21
Total	2413	331

Source: Developed by author, 2023

A slightly modified version of Yang et al.'s scale (2019) was used to measure EL. Emotion termination, expression of inherently felt emotions, deep acting, and surface acting are its four dimensions. 16 items that were used by Diefendorff et al. (2005), Brotheridge & Lee (2003), Cukur (2009), and Naring et al. (2007) were used to quantify surface acting. Deep acting was measured using nine questions, as used by Cukur (2009), Diefendorff et al. (2005), Naring et al. (2007), and Yin et al. (2019). Expression of naturally felt emotions allows employees to experience what is intended to be communicated without having to create feelings (Grandey, 2000). This dimension was measured by 3 items and emotional termination also was measured by 3 items (Yang et al., 2019). Emotional termination is when the employee actively alters their opinions without emotional expression or inner sensations, notably while dealing with customer issues (Yang et al., 2019). The Spector (1985) job satisfaction questionnaire was used to gauge employee satisfaction. 36 items on a scale were used to measure it. The notion of organizational commitment was derived from the organizational commitment questionnaire developed by Allen and Meyer (1990). The questionnaire had 24 items that were divided into three categories: normative commitment, affective commitment, and continuity commitment. For each of the three variables in this study, a seven-point Likert scale with anchors ranging from 1 (strongly disagree) to 7 (strongly agree) was employed. One score was assigned to strongly disagree, two to moderately disagree, three to slightly disagree, four to neither agree nor disagree, five to slightly agree, six to moderately agree, and seven to strongly agree. Partial Least Square Structural Equation Modelling (PLS-SEM) was used to test the hypotheses. The first, and second-order analyses were assessed to measure independent variables. Reliability was measured using indicator reliability and internal consistency reliability. Convergent and discriminant validity were used to assess the validity. Fitting the second-order analysis, or final model, is considered appropriate if there is satisfactory validity and reliability. It is also examined utilizing the validity and reliability of the latent variables and indicators. Additionally, multicollinearity, path coefficient importance, coefficients of determination, R square, effect size, and predictive relevance were assessed by the hypothesis testing, in the inner model.

RESULTS

The majority (181) of the sample of 331 respondents were medical officers, making up 51% of the total. They were followed by 135 community medical officers (38%), 37 medical officers (10.4%), one medical superintendent (0.3%), and one consultant (0.3%). A total of 355 people made up the sample, and 59.2% of them were under the age of 30. The following group, comprising 33% of the sample, was aged 40 to 49. Whereas 0.6% of the population was over 60 years old, and 7.3% were between 50 and 59.

Table 2 demonstrates that the outer loading values that are obtained exceed the minimum value of 0.7 required by the threshold requirement. On the other hand, as the outer

loadings are over 1.96 at a 95% confidence level, indicating that all indicator reliability was satisfied by the constructs under first-order analysis, the T-test claims that the factor loadings were statistically significant. Table 2 additionally demonstrates that the ratings for internal consistency and dependability for both Composite dependability (CR) and

Cronbach's alpha (Cro. α) is greater than 0.7. Table 2 also revealed that the dependent variable's first-order constructs had convergent validity because all values were more than 0.5 Average Variant Extracted (AVE) needs to be equal to or greater than 0.5).

Table 2: Analysis of the first-order constructs

	T Stat	Load -ings	Cro. α	CR	AVE
1. Emotional Labour					
LV 1.1 Surface Acting			0.840	0.882	0.555
I show feelings to customers that are different from what I feel inside	28.858	0.757			
I fake the emotions I show when dealing with patients	23.849	0.738			
Pretend to have emotions that I don't really have	32.760	0.757			
Hide my true feelings about a situation	25.688	0.731			
I try to control my feelings to have emotions I need to display from my job" When one of your co-workers making rude jokes about you	24.452	0.744			
I try to control my feelings to have emotions I need to display from my job" When figuring out your patients did not follow the treatment protocol that you think very important	27.684	0.742			
LV 1.2 Deep Acting			0.891	0.913	0.567
Make an effort to actually feel the emotions I need to display toward others	24.384	0.727			
Work at conjuring up the feelings I need to show to patients	28.655	0.749			
Work at developing the feelings inside of me that I need to show to patients	34.012	0.770			
I try to put an effort to actually feel the emotion I need to display" When getting very bad news from your family before the duty time	30.252	0.750			
I try to put an effort to actually feel the emotion I need to display" When You did not find very funny most of the jokes that your co-workers do	27.585	0.752			
I try to put an effort to feel the emotion I need to display" When You need to do a lecture that you don't like very much about a not very interesting subject	30.571	0.767			
I try to put an effort to feel the emotion I need to display" When Your supervisor generally makes negative and hurting comments	27.218	0.743			
I try to put an effort to feel the emotion I need to display" When discussing frequently with patients about their diseases	26.708	0.763			
LV 1.3 Expression of naturally felt emotions			0.845	0.906	0.763
The emotions I express to customers are genuine	30.758	0.827			
The emotions I show customers come naturally	82.298	0.902			
The emotions I show customers match what I spontaneously feel	53.904	0.891			
LV 1.4 Emotion termination			0.789	0.877	0.703
When there is disagreement with the customer, I will serve according to the customer's requirements without any emotional change	34.859	0.816			
When customers disapprove of my service, I will choose silence	55.446	0.854			
Feel helpless when customers ask too much or are unable to meet them temporarily	48.551	0.845			
2. Job Satisfaction					
LV 2.1 Pay			0.859	0.905	0.704
I feel I am being paid a fair amount for the work I do	37.705	0.817			
Raises are too many	30.167	0.792			
I feel appreciated by the organization when I think about what they pay me.	56.958	0.880			
I feel satisfied with my chances for salary increases	52.670	0.865			

LV 2.2 Promotion			0.878	0.916	0.733
There are really many chances for promotion in my job	37.247	0.827			
Those who do well on the job stand a fair chance of being promoted	46.272	0.879			
People get ahead as fast here as they do in other places	41.140	0.839			
I am satisfied with my chances for promotion	56.249	0.878			
LV 2.3 Supervision			0.914	0.940	0.795
My supervisor is quite competent in doing his/her job	47.059	0.869			
My supervisor is fair to me	67.291	0.904			
My supervisor shows more interest in the feelings of subordinates	56.537	0.885			
3.3.d I like my supervisor	85.686	0.909			
LV 2.4 Benefits			0.773	0.856	0.601
I am satisfied with the benefits I receive	43.854	0.829			
The benefits we receive are as good as most other organizations offer	44.179	0.836			
The benefits package we have is equitable	35.320	0.796			
There are benefits that we should have	15.093	0.619			
LV 2.5 Contingent rewards			0.813	0.877	0.641
When I do a good job, I receive the recognition for it that I should receive	43.622	0.821			
I feel that the work I do is appreciated	41.777	0.836			
There are many rewards for those who work here	28.443	0.779			
I feel my efforts are rewarded the way they should be	26.346	0.764			
LV 2.6 Operational procedures			0.804	0.872	0.630
Many of our rules and procedures make doing a good job easy	43.142	0.809			
My efforts to do a good job are seldom blocked by red tape	39.262	0.813			
I have less work to do at work	26.515	0.745			
I have less paperwork	37.577	0.806			
LV 2.7 Co-workers			0.796	0.866	0.618
I like the people I work with	46.413	0.815			
I find I have to work easy at my job than I should because of the competence of the people I work with	37.983	0.807			
I enjoy my co-workers	24.202	0.767			
There is no bickering and fighting at work	24.081	0.754			
LV 2.8 Nature of work			0.861	0.915	0.782
I feel my job is meaningful	59.843	0.883			
I feel a sense of pride in doing my job	64.313	0.897			
My job is enjoyable	53.467	0.873			
LV 2.9 Communication			0.898	0.929	0.766
Communications seem good within this organization	43.009	0.844			
The goals of this organization are clear to me	60.676	0.886			
I feel that I know what is going on with the organization	78.685	0.899			
Work assignments are often fully explained	54.267	0.872			
3. Organization Commitment					
LV 3.1 Affective Commitment			0.868	0.905	0.657
To work for this company for the remainder of my career would make me very happy.	42.922	0.822			
I think I could easily become as devoted to another organization as I am to this one since it holds a lot of personal significance for me.	39.115	0.831			
I enjoy talking about my organization with individuals outside of it.	53.732	0.870			
I truly feel that the challenges facing this organization are my own.	28.983	0.786			
LV 3.2 Continuance Commitment			0.736	0.834	0.558
At this point, I feel that sticking with my organization is more necessary than desirable because I don't feel like I have many other options.	22.547	0.722			
The lack of viable options would be one of the few significant effects of quitting this organization.	24.705	0.766			

The lack of viable options would be one of the few significant effects of quitting this organization.	25.443	0.777
One of the main reasons I stay on staff is that I would have to make a lot of personal sacrifices to leave; the perks I receive from this company may not be comparable to those of another.	20.547	0.721
LV 3.3 Normative Commitment		0.772 0.854 0.595
I believe that too many people these days switch jobs too frequently.	23.215	0.728
I was raised to believe in the importance of sticking with one organization, which is one of the main reasons I still work there.	28.809	0.781
I also feel obligated to the organization since I think loyalty is crucial.	39.474	0.821
Things used to be better when individuals spent the majority of their careers with a single company.	25.286	0.752

Source: Field survey, 2023

As seen in Table 3, the absence of inter-construct correlation values greater than the square root of the AVE satisfied a prerequisite for the discriminant validity of the first-order constructs.

Table 3: Discriminant validity of first-order constructs

	LV1.1	LV1.2	LV1.3	LV1.4	LV2.1	LV2.2	LV2.3	LV2.4	LV2.5	LV2.6	LV2.7	LV2.8	LV2.9	LV3.1	LV3.2	LV3.3
LV1.1	.744															
LV1.2	.614	.753														
LV1.3	.536	.674	.873													
LV1.4	.602	.702	.672	.838												
LV2.1	.434	.428	.407	.438	.839											
LV2.2	.478	.423	.405	.449	.658	.856										
LV2.3	.543	.564	.534	.556	.441	.510	.892									
LV2.4	.602	.569	.528	.558	.552	.539	.534	.775								
LV2.5	.555	.555	.502	.580	.545	.561	.544	.729	.801							
LV2.6	.554	.576	.548	.523	.557	.531	.567	.797	.687	.794						
LV2.7	.482	.557	.556	.559	.401	.363	.558	.471	.464	.489	.786					
LV2.8	.386	.492	.466	.480	.326	.321	.426	.433	.398	.437	.692	.884				
LV3.9	.496	.516	.497	.485	.391	.415	.529	.487	.499	.509	.641	.494	.875			
LV3.1	.608	.686	.638	.639	.491	.538	.648	.628	.626	.625	.621	.502	.633	.811		
LV3.2	.587	.667	.577	.596	.407	.403	.573	.520	.497	.507	.544	.452	.495	.599	.747	
LV3.3	.619	.624	.626	.615	.494	.495	.590	.688	.631	.651	.571	.450	.531	.718	.573	.771

Source: Field survey, 2023

Table 4 shows how the scores of the latent variables of the first-order constructs were used to produce the second-order level constructs. The second-order level was subjected to the same validity and reliability tests as the first-order level. Thus, the fifteen latent variables—four second-order independent variables (EL), eight under the mediating variable (JS), and three under the dependent variable (OC)—were assessed collectively for indicator reliability. Table 4 illustrates that all of the path coefficients of the standardized

factor loadings were greater than the 0.7 threshold. However, it was evident that all of the t-statistics were significant at a 95% confidence level because they were all over 1.96. Additionally, Table 4 demonstrated that Cronbach's alpha was greater than the required value of 0.7 and that the composite reliability exceeded the recommended threshold of 0.7. Furthermore, the computed results showed that the AVE for the second-order construct's convergent validity was more than 0.5.

Table 4: Analysis of the second-order constructs

	T Stat	Loadings	Cro.α	CR	AVE
2. Emotional Labour			0.874	0.914	0.826
2.1 Surface Acting	28.937	0.807			
2.2 Deep Acting	62.983	0.881			
2.3 Expression of naturally felt emotions	47.166	0.844			
2.4 Emotion termination	57.061	0.874			
3. Job Satisfaction			0.902	0.921	0.795
3.1 Pay	25.514	0.719			
3.2 Promotion	24.508	0.725			
3.3 Supervision	28.956	0.766			
3.4 Benefits	48.773	0.837			
3.5 Contingent rewards	46.078	0.821			
3.6 Operational procedures	52.079	0.841			
3.7 Co-workers	23.531	0.718			
3.9 Communication	25.941	0.728			
4. Organization Commitment			0.836	0.902	0.754
4.1 Affective Commitment	74.558	0.897			
4.2 Continuance Commitment	37.284	0.821			
4.3 Normative Commitment	68.753	0.884			

Source: Field survey, 2023.

After calculating the discriminant validity of the second-order constructs, Table 5 revealed that all inter-construct correlation values were less than the square root of AVE, indicating that the second-order constructs satisfied the discriminant validity criteria.

Table 5: Discriminant validity of the second-order constructs

	Emo- tional Labour	Job Satis- faction	Organiza- tion Com- mitment
Emotional Labor	0.909		
Job Satisfaction	0.789	0.891	
Organization Commitment	0.843	0.843	0.868

Source: Field survey, 2023

When the independent variables have a high degree of correlation, multicollinearity occurs. With the help of the VIF value, this study evaluated the structural model's multicollinearity. The results suggest that no problems with multicollinearity were found among the variables when the VIF value was under the suggested threshold value of 5, indicating that there was no issue with the variables' multicollinearity.

The importance of the hypothesized correlations was evaluated in the second stage of the structural model evaluation. The PLS technique was used as a first stage in the evaluation of the path coefficients. Each path coefficient's statistical significance was calculated using the t-values. The essential t-value for a two-tailed test was established to be 1.96 at a significance level of 0.05 (Hair Jr., et al., 2014). Therefore, all the hypotheses that are accepted based on the t value are shown in Table 6.

Table 6: Hypotheses testing

Hypothesis	Path coeffi- cients	T sta- tistics	P val- ues	Deci- sion
H1: Emotional La- bour -> Job Satis- faction	0.78	32.89	0.00	Ac- cepted
H2: Emotional La- bour -> Organiza- tion Commitment	0.47	11.39	0.00	Ac- cepted
H3: Job Satisfaction -> Organization Commitment	0.47	11.81	0.00	Ac- cepted

Source: Field survey, 2023

The study evaluated the mediating role of JS. Table 7 demonstrates that JS has a substantial mediating influence on the link between the two variables. The calculations revealed that JS has a partial mediation influence between EL and OC. The JS R² was 0.622. The R² for OC was 0.795, and EL explains 62.2% of the variance in JS. The model demonstrates that the impact of the predictive variables is significant.

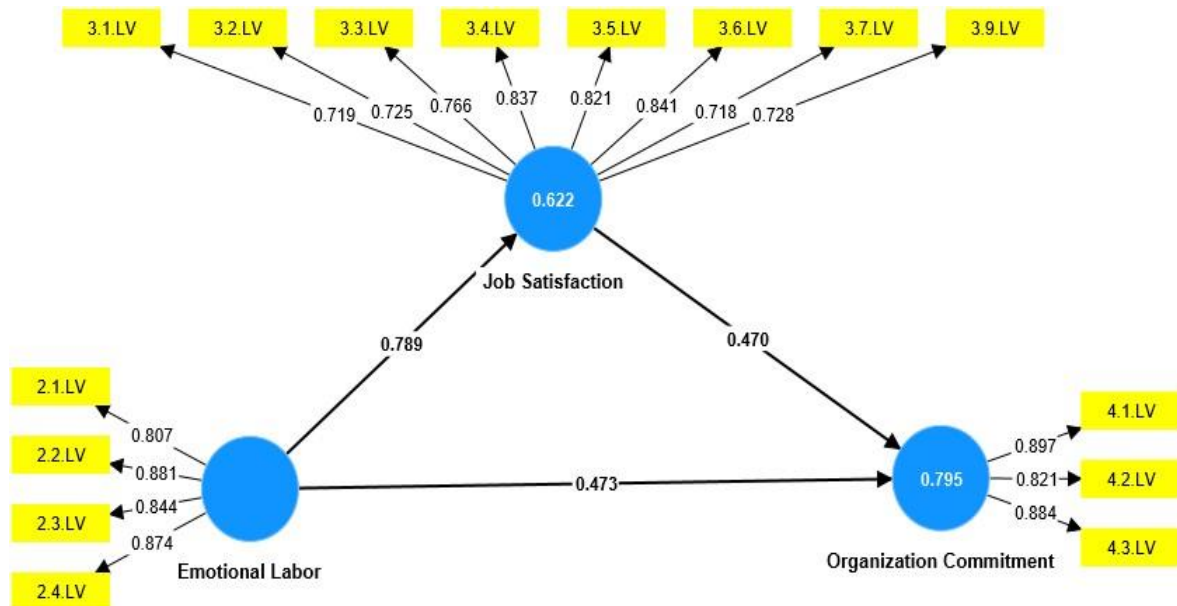
In summary, all of the hypotheses are accepted regarding the study findings displayed in Figure 2.

Table 7: The mediating role of job satisfaction

Hypothesis	Path coefficients	T statistics	P values	Decision
H4: Emotional Labour -> Job Satisfaction -> Organization Commitment	0.371	10.820	0.000	Partial Mediating

Source: field survey, 2023.

Figure 2: The path coefficients



Source: Field survey, 2023

DISCUSSION

The current study looked specifically at how EL affected OC and JS among Ayurvedic practitioners in Sri Lanka. The findings showed that among Ayurvedic doctors, EL positively impacts OC. Thus, Hypothesis 1 is statistically significant at a 99% confidential level (path coefficient = 0.473 and t-value = 11.395). Surface acting, deep acting, expressing naturally felt emotions, and emotional termination were all assessed separately for a deeper comprehension of how emotional labour affects OC. These results are consistent with the results of Sezen-Gultekin, et al., (2021) done on teachers working in the Sakarya province of Turkey, Akin (2021) done on teachers from a province in Turkey's central Black Sea area who teach in elementary, middle, and high schools and research done on physiotherapists in Sri Lanka (Fernando & De Alwis, 2022). Their research revealed a strong and favourable link between organizational commitment and emotional labour. Research on Animators (Yagci & Avcikurt, 2020) revealed a positive relationship. As more and more Ayurveda doctors learn how to control their emotions or express the emotions that are required to draw customers and are based on the expectations of the organization, it will become clear why there is such a favourable association between emotional labour and organizational commitment.

The second specific objective of the study was to identify the influence of EL on JS among Ayurveda physicians. To do this, Hypothesis 2 was created. The results show that an increase of 1 unit in EL will increase JS by 0.789 (path coefficient =

0.789 and t-value = 32.893). The statistical analysis presented in Table 5 above shows that EL positively and significantly affects JS. Consequently, the second goal was achieved. Similar findings have been made by several researchers. Research on a sample group of foreign capital bank managers at all levels in Turkey indicates that EL has a positive effect on the phenomenon of JS (Camli et al., 2022). According to Dar (2023), the JS of personnel of a top-tier Balochistani telecommunications business is promoted by EL. According to Hochschild (1983), doctors are often taught to express caring, trustworthy care for their patients. It should be highlighted that doctors interact with patients directly, attempt to influence their emotional states, and do not always have an emotional supervisor on hand. Instead, they manage their EL by taking customer expectations and informal professional norms into account. The findings of all the aforementioned prior studies provide additional justification for the favourable association between EL and JS discovered in this study.

To achieve the third specific objective, to ascertain how OC is impacted by JS among Ayurveda physicians, hypothesis 3 was formed. There was enough statistical support to demonstrate that JS had a positive and significant effect on OC. An increase of 1 unit in JS will increase OC by 0.47 (path coefficient = 0.47 and t-value = 11.819). Hence the third hypothesis was also accepted. There is much research done on nurses to find a link between OC and JS similar to the result. The research done on the nurses from several public hospitals in Riyadh city (Al-Aameri, 2000), on the nursing students in a medical university in China (Wu & Norman, 2006), in

three hospitals in Turkey, on the nurses and medical secretaries (Top & Gider, 2013) and on the nursing staff of a teaching hospital in Taiwan (Yang & Chang, 2008), found that JS positively affects OC. Mosadeghrad and Ferdosi (2013) did a study among hospital employees and managers in Iran's public hospitals and revealed a positive link between Job Satisfaction and Organizational Commitment. Bangwal et al., (2017) in research done with three Indian companies, Isfahani and Heydari (2019) in Hospitals in Iran, and Hedayat et al., (2018) with visiting lecturers of Payam Nour University of Iran also found a positive significant relationship between OC and JS.

The fourth hypothesis was created to accomplish the fourth specific objective of the study. The mediating effect of job satisfaction was tested (path coefficient = 0.371 and t-value = 10.82). The results show that there was a partial mediating effect. Hence the hypothesis was accepted. This result is similar to the research done by Abraham (1999) on customer service representatives in the South-eastern United States' telecommunications, entertainment, food service, and clothes retail sectors and also to the research done on physiotherapists in Sri Lanka (Fernando & De Alwis, 2022). Hofmann and Stokburger-Sauer (2017) found that JS plays a mediating role in the associations between EL and OC among employees in the hospitality sector, as well as between positive emotion expression and OC. Among the nursing staff at Teaching hospitals in Taiwan, work satisfaction can successfully act as a mediator between deep acting and OC (Yang & Chang, 2008).

CONCLUSION

The study attempted to examine the effects of EL on JS and OC among Ayurveda physicians. In this research, JS was hypothesized to mediate the association between EL and OC. Four hypotheses were developed and investigated in this study. The findings provide empirical evidence that EL among Ayurvedic physicians positively impacts OC, with all hypotheses being statistically accepted. Moreover, JS positively impacts EL, and OC positively influences JS. Ultimately, the findings supported the notion that JS acts as a moderator in the association between EL and the OC of Sri Lankan Ayurvedic physicians.

This study significantly advances the existing knowledge of healthcare management by filling in theoretical, methodological, and empirical gaps in the literature regarding emotional labour, job satisfaction, and organizational commitment. There was no cohesive single theory to explain the interaction of these variables in the prior research in this field. This study fills this theoretical vacuum by creating an integrative framework that incorporates these three factors and empirically examines their interactions. A notable contextual gap in the literature was the limited empirical investigation of all four dimensions of emotional labour within a single study. Furthermore, few prior studies have examined the role that JS plays as a mediating effect between EL and OC. This study closes these gaps by assessing the mediating effect of job satisfaction in addition to measuring all four aspects of EL. This study fills a contextual gap by focusing on the influence of JS on the connection between EL and OC of Ayurvedic physicians in Sri Lanka. Moreover, the bulk of research that has been done on EL, JS, and OC has been concentrated on occupations like teaching and nursing. Re-

search in the medical area was conspicuously lacking, particularly about Ayurvedic physicians in Sri Lanka. With its fresh perspectives and factual data on Ayurvedic doctors in Sri Lanka, this study closes this empirical gap. The study's methods and conclusions provide a fresh perspective on the dynamics of EL, JS, and OC in the healthcare industry, enhancing scholarly discussion and possibly influencing practice.

The following proposals are given to enhance the noble profession and raise the current standard to a level consistent with that of the world. In areas like pay, promotion, and rewards, management should implement methods and policies to raise the degree of JS. Ayurvedic physicians' financial and non-financial benefits should be updated and adjusted in line with the inflationary trends that are outpacing them. Ayurvedic physicians should be motivated to learn how to connect emotionally with patients. In training programs, Ayurveda medical teaching institutes should provide a deeper grasp of these emotional needs and various EL techniques. Training would guide how to use EL tactics in a balanced manner. The improvement of EL will have two benefits, one for OC and the other for JS, given that EL is proven to have a favourable impact on both JS and OC. As a result, the healthcare administration may elect to frequently check the EL process to ensure that staff members are not being exhausted by frustrated patients. Perhaps most importantly, top leaders and managers should regularly assess the organization, JS, and the nature of employees' EL, and they should take the necessary action to make improvements or develop an existing work.

Future research should have a comprehensive view of doing a thorough investigation into this topic in Sri Lanka with the participation of all medical workers, including nurses, attendants, Ayurveda therapists, etc. which might lead to important suggestions for managing health care effectively. Furthermore, given the cultural impact, further research may replicate this study, in particular, looking at samples from diverse nations and professions might broaden the conclusions. Future research might concentrate on determining if a variety of personal traits have an impact on employees' EL. A better knowledge and description of OC and JS is also required. To delve deeply into the issue of JS and OC, a replication of this study in other contexts with factors like empowerment and leadership style, turnover, and retention, could be taken into consideration in future findings. The customer's perspective of emotional work may also be the subject of future research.

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