CAPITAL UNIVERSITY OF SCIENCE AND TECHNOLOGY, ISLAMABAD

Impact of Emotional Labor on Employee Wellbeing: Mediating Role of Eustress and Moderating Role of Psychological Capital

by

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Thesis is dedicated to especially my spiritual and great mentor S.M.M Raza Naqvi my beloved father & mother, my younger brother, adorable sisters, teachers, a especial friend Iram Rehman and all those friends who have supports me since the beginning of this thesis.

CERTIFICATE OF APPROVAL

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Abstract

This study was primarily conducted to understand the impact of emotional labor on employee wellbeing with mediating role of eustress and moderating role of psychological capital .The model of the present study proposes that emotional labor leads positively to employees and their wellbeing. The other purpose of the study seeks to identify whether psychological capital moderate the relationship between eustress and employee wellbeing. Data was collected from 269 personnel through convenience sampling technique, using adopted questionnaires consisting of measuring each variable on five and six point likert scales. For data analysis statistical tools such as reliability, correlation and Regression were used. Results indicate emotional labor has positive and significant relationship with employee wellbeing. The mediating role of eustress between emotional labor and employee wellbeing was not supported by results. According to results moderating role of psychological capital, between eustress and employee wellbeing gained full support. Therefore organization should use more strategies as an important buffer to reduce the negative emotions of the employees.

Keywords: Emotional Labor, Employee Wellbeing, Eustress, Psychological Capital.

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Chapter 1

Introduction

This chapter explains the relationship of emotional labor and employee wellbeing with the help of eustress which is taking as a mediator and the psychological capital play a moderating role supports in Pakistani context. This chapter elaborates the research questions, problem statement, Back ground of the study, objectives of the study and underpinning theory and significance of the study.

1.1   Background of the Study

Since the last two decades the progress and innovation of the world has been changed rapidly. Seems like in several work-related and industrial roles, peoples are constantly faced with emotionally charged encounters. Like in call centers, airlines, banking sectors, customer services, healthcare, defensive services, therapy and counseling occupations they also demanding specific emotional displays as per required their job and duties. In spite of emotionally laden job experiences, now a day the most important and observable aspects at work for both workers and the organizations are emotions. Research has only recently begun to examine these values for the sake of employees and their wellbeing (Brief & Weiss, 2002; Weiss & Cropanzano, 1996). A wide range of research and study has been conducted on the strategies which brings change in employees work attitude and behavior who worked in a challenging, emotionally encounters and stressful environment. The

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one area in which witnessing increased research attention is emotional labor. Arlie Hochschild (1983) defined the emotional labor that emotional labor is the process in which organizations manage to create the feelings of peoples as an openly and publicly observable facial and bodily display or expression according to the work related roles.

Basically, the main construct is that many organizations expected from their workforces to exhibit positive feelings as part of their work related roles. The organizations required from their workers to energetically and enthusiastically control their expressions and handled their emotions to imitate to display requirements of the organizations. It has been observed that emotional labor is very important for many establishments because it also has been shown to predict performance of employees and their well-being in a multiple challenging tasks, jobs and jobs related outcomes (Beal et al., 2006, Diefendorff & Richard 2003, Grandey, 2003, Pugh, 2001,Rupp & Spencer, 2006). Ashforth and Humphrey (1993) argued in their studies that emotional labor mainly performing in three ways. The one way is surface acting and while the other two are deep acting and the expression of genuine or simply natural felt emotions. They also demonstrated in their study that the latter two forms of emotional labor possibly will have its positive effects because the results and evidence of deep acting and naturally felt emotions indicates pretty convincingly (Ashforth & Humphrey,1993). Researchers demonstrates in their studies that in several organizations many peoples may enjoy emotional labor as part of their job duties and this may be true even for those peoples who work in professions that are categorized as being difficult or unfriendly. For example, Pakistan international airlines always trying to cheer up their passengers by organizing different festivals like Halla Gulla Masti Spring celebrations with PIA air hostess PK304 in airplane so the whole crew enjoying a lot and also entertaining their passengers. Seems like Blue, and Shaheen international airlines also celebrated different events like Eid celebrations and Defense day and many others celebrations for entertaining their employees. The employee were looked in jovial mood and also prayed together for the prosperity of their country.

Shuler & Sypher (2000) found that in 911 emergency call center many employees

may enjoys the emotional aspects of their work duties. Even though the researcher admitted that sometimes the disseminators had met with traumatic and stressful situations. But for those 911 disseminators, they founded emotional labor is a cool, jovial, thrilling, pleasing and satisfying part of their work because the emotions of employees and their performance also inherently connected with the best and most rewarding parts of the work. All over the world people are willing to go through overlong and classier educational programs because a lot of people pursue jobs that have highly emotional labor demands such as hospitals, counseling and therapy occupations, and nursing or social work. These types of organizations demand from their employee highly emotional displays. When organizations are granted more self-sufficiency and adopted positive display rules that call for the expression of positive emotions, Emotional labor might also have its positive outcomes. Current research also indicates that positive emotional display rules might improve the effectiveness of both the organization and the employees. The optimistic or positive sides of emotional labor, research opportunities are plentiful.

According to Losada and Heaphy (2004) positive or optimistic emotions are very beneficial because positive emotion have a tendency to widen ones thinking for taking action, while negative emotion tapers ones action repertoire. When information is hypothetically stressful or challenging to ones self-views positive emotional displays may also leads to improve information-seeking and cumulative the inspiration or creativity of employees and correlated with greater organizational goal achievements (Bindl et al 2012, Fredrickson and Joiner 2002, Aspin wall and Brunhart, 1996).The most important or significant gains in problem-solving performance is positive emotion because it has been shown to produce fundamental changes in how individuals frames or approaches a situation. In spite of negative emotion, its focus on only particular bits of information and on the self and as a result they do not effectively integrate and extend knowledge (Nes and Segerstrom 2006, Ashby, Isen, & Turken 1999).

In the late 1970s and early 80s flight attendants had a desirable or glamorous image because many people regard being one as a dream job (Hochschild, 1983). Being a flight attendant it is not a bad job after all because some airlines have a

good reputation as places to work. For example, South west Airlines reports that in every job opening they receive 50 to 100 applicants and it is also well-known for being an exciting, jovial and fun place to work (Parker, 2008).Seems like in Pakistan airlines they also reported that every opening job they also received 1000 or more than applications for flight attendants. Affective event theory explains that affective work behaviors of employees are influenced by their emotions and moods. The theory proposed the linkages between emotions, mental states and cognitions of employees with the reactions of employees to events that happen in their work setting that influence their job satisfaction, organization commitment and work performance (Weiss & Cropanzano, 1996).

The attitude and behavior of employees is the outcome of emotions or feelings. In previous literature it has been analyzed that human being always keep positive opinion about their historical events and trying to remained happy about them. The feeling of good or bad intrinsically connected with different event which is simply known as happiness and it create a sense of pleasure and keep positive state of mind amongst employees during working atmosphere and employees want this state of happiness within the organization and side by side the organization (Warr 2006, Part 1984).In an organization employee has to face two types of feelings either feelings of good or feelings of bad. And it has critically examined that these kinds of feelings indirectly effected the development and progress of employees (Locke 1969).

Now employee wellbeing has become an important area for the researcher to finding out the reality to create balance between the consequences of employees reaction about their happy and unhappy feelings on their wellbeings and the satisfaction level of their cognition (e.g. Schimmack et al. 2002).For the progress of an organization and their survival now employee wellbeing has become an important topic in research field of organizational behavioral and for those journals which are interrelated with organizational behavior. On the other side the western scholars from human relation department had tried to search the results of employee wellbeing in the circumstances in which it fluctuates the stress that how it can be gained without keeping the negative effect amongst employees skills and their

ability. In previous research it has been observed, that which type of perceptional events are directly affect the individuals perceptional wellbeing (Sonnentag&Ilies,2011,Xanthopoulou, Bakker,&Ilies,2012).

In present era employee wellbeing has become an essential part for people to do work and working environment is also affectionate the employees and their wellbeing and their level of satisfaction. The working environment is different from the domestic environment, so in practically the concept of employee wellbeing is different from the general human wellbeing. As a result in previous history, it is recognized that consensus has not been made about the definition of employee wellbeing due to conceptual differences amongst scholars (Page and Vella-Brodrick, 2009).In various organization different terms regarding employee wellbeing have been used, as sometimes it was pronounced as psychological wellbeing or subjective wellbeing. Subjective wellbeing has also being used as job satisfaction and it has been analyzed to assess the employee wellbeing within the organization. To checking out the degree of wellbeing by using different proxies rather than employee wellbeing and measure the mental health of employees (Page and Vella-Brodrick, 2009).

Theoretically psychological wellbeing and subjective wellbeing are two main variables used in proposed model of employee wellbeing. These two terms set the criteria for employee wellbeing listed to check out the physical and mental satisfaction of employees. Occupational stress often has detrimental effects on both employees health and work outcomes and companies performance and costs. (Gabriel, Diefendorff, & Erickson, 2011; Ganser & Rosen, 2013; Meier, Gross, Spector, & Semmer 2013, Podsak off, LePine, & LePine, 2007) However, the negative consequences of stress is only half a picture, the positive psychology approach shows that positive stress experiences may have its favorable consequences, such as wellbeing, work satisfaction, and organizational commitment (Cavanaugh, Boswell, Roehling, & Boudreau, 2000; Sonnentag, Mojza, Demerouti, & Bakker, 2012, Scheck, Kinicki & Davy, 1997). According to Schwarzer & Knoll (2003) the positive stress, referred to as eustress, and give emphasis to the productive activation and vital energy.

Positive psychological capital illustrates that positive states of mind which is necessary and essential for the development, in an organizational environment (Luthans, Youssef, & Avolio, 2007), which have been approved and observed in the resent studies. Theoretically Positive Psychological Capital or simply Psy Cap has been well defined and acknowledged that, it (Luthans, 2002; Luthans & Youssef, 2004; Luthans, Youssef, & Avolio, 2007) is comprised by four optimistic resources which are hope , resilience , optimism and self-efficacy (Luthans, Avolio, Avey, & Norman, 2007) and it has been defined, as a second order construct, when all these elements are being comprised. Second order construct reveals the mutual or combine variance in the first four order constructs, as relating to hope, resilience, optimism and self-efficacy. The complete and through definition of the Psy Cap states that it is development of positive psychological state of mind which is specialized and specified by having self-efficacy or confidence to take initiatives, and to do efforts to face challenges and to gain success, to get positive attachment or be optimistic to get success in dynamic present and in futures environment by keeping sight of past deficiencies , to move forth towards goals in the shadow of calamities and enhance the skill to redirect the path to achieve the final goals or to keep hope in uncertain environment and to be sustainable in adversity and to be bounce back to attain success or be resilience or to recover quickly from toughness and hardship to come back to present situations (Luthans, Youssef, & Avolio, 2007).

Research has identified and acknowledged the relationship between Psy cap and employee wellbeing and its impact on followership, as has been (Jensen & Luthans, 2006) analyzed that the relationship between the entrepreneur, Psy Cap and among ones authentic leadership z(Avey, Avolio, & Luthans, 2011) declared that the Psy Cap of leaders has positive effects on the Psy Cap of the employee and their wellbeing (Norman, Avolio, & Luthans, 2010). The following definitions of each aspects of the Psy Cap are consulted or adopted for overall Psy Cap analysis is to study the derived or specified hypothesis. Hope is defined as optimistic inspiration state that is based on any intrinsic actions to get the sense of success in all circumstance, shows or through the light in darkness, encouragement to get

energy to achieve goals, and show the pathway to follow to reach to goals (Snyder, Irving, & Anderson, 1991).

Optimism reveals positive psychology in term of both for getting positive future aspiration and longing of development and to overcome on negative happenings as in external environment as well as in internal (Carver & Scheier, 2002) , for short time and be positive in specific negative or go beyond of expected situations (Seligman, 1998) . Efficacy means (Bandura, 1997), ones own belief and confidence about ones abilities to activate and organize the self-motivation, intellectual resources and to perform those courses of actions with self-confidence, which are essential to execute a specific task with- in a given or specified context (Stajkovic & Luthans, 1998b). Resilience is the capacity which gives stamina and the courage to come to the situation or in scene after facing opposition, adversity, difficulties, failures and conflicts, gives positivity to move forward and to achieve success, in other sense its a positive intrinsic will power to boost the courage (Luthans, 2002).

At work places where people feel virtuous or good they achieve high performance and have high levels of well-being and the healthy work exists there. Organization must increase the capability of employees and given the importance to their wellbeing at work as well as to develop it. Hope, efficacy, optimism and resilience are basically the core construct of Psychological capital which includes the cognitive nature of positive psychological resources. Researcher defining the hope as a helpful motivational state based on an interactively derivative sense of successful intervention which helps individual to direct and plan the agency goal and provided a pathway to meet with these tasks (Snyder; Irving & Anderson 1991). According to Stajkovic& Luthans (1998) efficacy are beliefs that provided individuals to confidence about their capabilities to summoning the enthusiasm. Perceptive resources of individuals successfully desired to achieve a particular charge within a given framework and it is also based on social cognitive or perceptive theory of Banduras (Bandura 1986, 1997).

Optimism is define as when individual makes an attributions and uses the expounding styles in responses to work events .The optimist trying to evaluate the occurring events of the present and the past and disparately being oriented toward

the future. Researcher also stated that in a positive way an optimistic always trying to pointed out the positive events of internal outcomes and stable all his efforts or causes to follow the task. While the way in which the negative outcomes are recognized by particularly insecure exterior events that might be that inevitable (Seligman, 1998) In resilience individuals summoning up all their capabilities to bounce back or rebound the particular situations when they faced with unsatisfactory outcomes, obstacle or in case of failure or in optimistic events (Luthans, 2002). Basically resilience is the concept of adaptability and mostly its facing with adversity (Block & Kremen, 1996; Mastenet al., 1985).The positive psychological sources combine these four components into psychological capital to substitute perceptive valuations of the accessibility of resources as displays in individuals inclusive assessment of wellness.

1.2   Gap Analysis

Previous empirical research focusing more on the destructive aspect of emotional labor while the future come it more bright and sunny with regarding the positive research opportunities of emotional labor and a positive or a good stress is recognized as Eustress which involves an optimistic, intellectual evaluation and thought-provoking stressor (Selye, 1980). An organization needs to promote effective positive displays rules by allowing employees appropriate self-sufficiency and concentrating on optimistic emotional rules. Organizational positive emotional displays are particularly communicable to their employees. In work place organization also needs to use Eustress tactics to motivate their employees and Psychological capital to create a positive and affective climate makes to perform the emotional labor easier for employees. When emotional labor appropriately performed and managed it can improve the well-being of employee and their mental satisfaction, job satisfaction and overall organizational effectiveness. To study the relation between emotional labor and employee wellbeing Pakistan international and private Airlines is selected which is the least studied sector in this type of research.

1.3 Problem Statement

The analysis and evaluation of impact of emotional labor strategies on employees wellbeing with the mediating role of eustress and moderating roles of psychological capital is the intention of this research. Employees wellbeing has always been a fact of life in modern worksites which has positive and negative influence on employees mental or physical condition as well as on organizations wellbeing. The mediating mechanism through which emotional labor strategies positively affect employee wellbeing is rarely studied in the literature .Moreover the moderating role of psychological capital can help to reduce emotional depletion employees on work. Current study is going to address the optimistic or bright side of emotional labor.

1.4 Research Questions

In order to solve above mentioned problem statement current study aim to response to these questions in order to examine effective results. Brief summary of the questions are as follows;

Question 1: What is the relationship between emotional labor and employee wellbeing?

Question 2: Does eustress mediates the relationship between emotional labor and employees wellbeing?

Question 3: How does the psychological capital moderates the relationship between eustress and employee wellbeing?

1.5 Research Objectives

Overall research objective of the study is to develop, and test an anticipated model to find out the relationship between emotional labor, eustress and employee wellbeing. Additionally moderating role of psychological capital between eustress

and employee wellbeing will also be studied. The main objectives of this study are given below:

- To find out the relationship between emotional labor and employee wellbeing.

- To find out the mediating role of eustress between emotional labor and employee wellbeing.

- To find out the moderating role of psychological capital between eustress and employee wellbeing.

1.6   Significance of the Study

The investigation of psychological capital as a moderator in relationship between eustress and employee wellbeing with mediating role of eustress in emotional labor strategies is the main purpose of the research. First, this work is theoretically significant as eustress has rarely been used as mediating mechanism between emotional labor and its consequences. Current study contributes significantly in the existing literature by analysing the relationship between emotional labor and employee wellbeing through different mediation paths. Emotional labor and employee wellbeing has not been discussed before and it does not fill the gap entirely stated in the prior research because of focus on these variables especially in contextual way. Hence, the mediator that is included in this study makes it novel as it will help to explore the relationship between these variables and will make the accurate linkage. Hence, eustress as mediator is included to create the novelty in current study as it will assist to intensify the connection between these variables and will from the linkages accurate.

Second, this research focuses on employees wellbeing caused by interacting with customers and employees Airlines sector of Pakistan. It is the first attempt to inquire the role of emotional labor in Airlines sector of Pakistan. In Pakistani context, the prior studies in the domain of emotional labor and its association with employee wellbeing in Airlines sector is comparatively small in contrast to

international studies, so current study would be the insertion to the prior studies. Third, the decision to include this outcome (employee, s wellbeing) has not only important in the field of management but also in the field of organizational behavior, social and applied psychology. Emotional labor leads to stress and both are consider as negative behavior for an organization but this study leads emotional labor and stress as a positive form of eustress a good stress and psychological capital which leads to positive affective climate enhancing the employees wellbeing. Fourth, this study has significance for managers as well as organization. Managers help organization in achieving organizational goals, utilizing resources. Establishing organization and reducing cost. Employees are resources for an organization. Managers should pay more attention to employees compensation better training interventions to reduce emotional labor of employees. Managers should recruit employees who can easily change or manage their emotions to reduce financial loss.

1.7 Supporting Theory

There are different theoretical perspective that have been presented by researchers which are used internationally to underpin the studies of emotional labor and eustress like conservation resources theory, and social exchange theory, but eustress theory and the theory of affective event can cover all the variables of the present study.

1.7.1 Eustress Theory

Selye introduced the concepts of eustress in 1976.Eustress theory giving us connection between emotional labor and eustress because some degree of stress cause the good stress and this eustress cause the emotional labor. Theory of eustress also providing us the road map for some of our research variables because it has been observing that work-related stress frequently has detrimental effects on both employees mental health, work and companies performance and costs (Podsakoff,

LePine, & LePine, 2007).Eustress causes the emotional labor and its outcomes as employee wellbeing. The eustress theory has shown us that the productive activation and vital energy of positive stress may entail its satisfactory outcomes such as happiness, work related satisfaction, organizational obligation (Schwarzer & Knoll, 2003).

1.7.2 Affective Event Theory

Affective event theory giving us detailed connection between work events and emotional reactions. It also provides us a road map for upcoming research. In affective event theory researcher sketching a precise link between work events, actions and emotional responses. In 1996, Weiss and Cropanzano designated the existing literature on evaluation theories of emotion and suggesting that these theories offered direction for the progressions of involvement. Weiss and Cropanzano also proposed that the way in which personality of the individuals enters into the picture is influencing by the reactions to events. Evidently, a very crucial objective of affective event theory was to encourage the researchers to think about events as proximal causes of emotions and other work miracles. Affective event theory giving the future researchers to a great attention to events, clarification of events, structure and their informational values. Because the affective event theory logically focused on work events, even a hasty reading of the theory and it would make the clear idea both job related and non-job related events can activate emotional states at work and therefore have work consequences. Affective event theory explains that affective work behaviors of employees are influenced by their emotions and moods. The theory proposed the linkages between emotions, mental states and cognitions of employees with the reactions of employees to events that happen in their work setting that influence their job satisfaction, organization commitment and work performance (Weiss & Cropanzano,1996).

The attitude and behavior of employees is the outcome of emotions or feelings. Here this theory support this study in such a way that employee has to display emotions which are required by job which put impacts on the attitude and behavior of an employee. Employees behavior changes toward quitting intentions

because of exhibiting fake emotions when interacting with customers on workplace. Under the scenario of Emotional labor that affective work behaviors of employees are influenced by their emotions and moods .These emotions can be positive or negative according to work environment. In work events daily hassles create intentions to quitting and causing stress and affected employees well beings. Emotional labor leads to stress and both are consider as negative behavior for an organization but this study leads emotional labor and stress as a positive form of eustress a good stress. On work places where organization demands high level of performance employees are trying to putting the necessary effort to succeed at challenging targets and having confidence to take on and making a positive attribution about succeeding now and in future. Hope as a helpful motivational state based on an interactively derivative sense of successful intervention which helps individual to direct and plan the agency goal and provided a pathway to meet with these tasks (Snyder; Irving & Anderson 1991).. With the help of resilience employees can overcome or bouncing back problems and adversity to attain the success. With the help of these psychological resources high levels of performance attain to success and it will enhance the employees wellbeing (Luthans, Youssef, & Avolio, 2007).

1.8   Operational Definitions of Variables

1.8.1   Emotional Labor

Hoschchild (1983) defines the emotional labor as that Emotional labor demands an effort from employees to manage their inner and outer emotional displays or change their inner and outer feelings for the sake of organizational effectiveness. Progressive or positive emotions always leads to boosted up creativity and information-seeking even when information is hypothetically challenging or distressing for employees it is also interconnected with accomplishment of organizational goal and its effectiveness (Aspin wall, Brunhart 1996, Fredrickson and Joiner 2002, Bindl et al. 2012).

1.8.2 Employee Wellbeing

Warr (2006) defines that Employee well-being is basically an enjoyable, optimistic emotional form which is resulting from the assessment of employees work and their work experiences. According to the existing literature, a pleasurable or good feelings or feelings of bad well-being ranges from a multi-construct such as containing objective list, preference satisfaction and mental states.

1.8.3 Eustress

According to Selye (1980) a positive or good strain is known as a Eustress and it contains a positive cognitive evaluation and challenging of the stressor. The procedure in which employees or workers responding confidently to a strain as well as the positive outcome of this process is called a eustress (OSullivan 2011).

1.8.4 Psychological capital

Four conversant positive psychological capital resources are defined as hope, optimism, efficacy, and resilience. These four cognitive resources enable people to attain organizational objectives successfully. Firstly, hope is an optimistic motivational state that helps individuals to making a sense to create a successful pathway to meet with target settings. Secondly, Efficacy beliefs are individuals belief or self-confidence that helping to activate the motivation in individuals and enhance their efficiency. These courses of action executing a specific task successfully within a given time and circumstance. Thirdly, in optimisms the individuals making an attributions and uses the explanatory styles in response to events oriented and making an effort for assessment of the present or past and only just occurring events oriented towards the future. Fourthly, resilience is the ability of individuals to bouncing back or rebounding the particular situation when facing with a disappointing outcomes or failure or even positive events. Particularly resilience is the concept of adaptability when faced with adversity. (Luthans 2002; Snyder, Irving, & Anderson, 1991; Stajkovic & Luthans, 1998; Seligman, 1998; Block & Kremen, 1996; Mastenet al, 1985).

Chapter 2

Literature Review

Literature review not only provide guidance for the whole research but it also acts as a stepping stone to build arguments for proposed hypothesis to develop theoretical framework. The present chapter explains the earlier contributions that has been made by the different researchers in this field.

2.1   Emotional Labor

It has been observing that many organizations like retail shops, hotels, restaurants, cruise ships, airlines and also tour companys demands from employees to commercialize their feelings by requiring them to display emotions as part of their job and duties. Various researchers in the past focused on dark side of emotional labor but little work has been done on bright side of this domain. According to Oxford English dictionary (2012) the word emotional means Arousing or characterized by intense feelings (of a person) having feelings that are openly excited and openly displayed. For example he was a strongly emotional young man. While labor means work hard; make a great effort. In 1983,Hochschild defines, Emotional labor as emotional labor demands an effort on the part of employees to manage their emotional display roles or change their inner feelings according to attain organizational effectiveness. There are two methods of performing emotional labor. People do not try to feel the expression and the emotions which they want to

express in surface acting, in surface acting people just put on their faces the coun-terfeit smile or they just carry the emotional display, in which their actual feelings do not reflect .on the other hand in deep acting peoples try to express the feelings and the emotions which they feel should be expressed, which the collaborates with the others feelings and the emotions. So, as resultantly they try to realize and get the experience of realistic feelings and practically participate in contemplation and try to adopt practices which enhances these feelings and emotions.

Deep acting focusing on the antecedents of emotions and trying to make those to create math between the subjective feelings and in their expressed emotions. On the other hand the surface acting keeps the attentions on emotional responses and for the development of the analyzed kinds irrespective emotions of the subjective employees (Hochschild, 1983; Grandey, 2000). For example, when feelings of a person openly excited or displays employees commercialize their feelings as part of their job duties because when the feelings relating information becomes distress-ful or create a challengeable position then employees self-views relating to their positive emotions will lead to them by increasing their creativity and desire to increase information and it is also align with greater goal attainment (Fredrickson and Joiner 2002; Aspin wall and Brunhart 1996; Bindl et al, 2012).Ashby, Isen, and Turken (1999) has also defined in their research about the optimistic emotions and their display can affect the basic and the fundamental aspects of any orga-nization changes and they can works as an leading ways to gain the development advantages by overcoming the problems which are being created by the deficiency of performance, on other hand negative emotions just focuses on the little bits of information and relating to one own self and the individual do not take effectively part in the matters of organizations as well as to increase its knowledge (Nes & Segerstrom 2006).

A rule to display the emotions, encourages the display of the greetings and the gestures among the employees, as the emotions has its independent and the direct effect to indulge in social activities by creating the targeted social interactions in the social gatherings or events. So it is revealed in this type of social integrations, that social integration indicates the specific form of correlative discernment and

harmony that creates more social links (Turner &Stets 2006; Lawler and Yoon 1998). As in hospital patients want the kindness as well as sympathy in behaviors from the nurses, same things the individuals want from the funeral home from the others. There are large number of organization which requires from their employees a specific display of emotions as a core part of their duties as in customer services the main duty of the employees is fulfill the customer needs as per ones demand by offering their products as well as services and satisfy the customer satisfaction and get their contentment and optimistic aptitude for the development of the organization. In organizations different events related emotional rules are established, as in customer service it is mandatory to express the energetic aptitude, enthusiasm and serving to the customers with a warm smile and hide their negative emotions to achieve the organization objectives and goals (Hochschild, 1983; Pugh, 2001; Diefendorff, Erickson, Grandey, & Dahling, 2011; Grandey, Fisk, Mattila, Jansen, & Sideman, 2005; Grandey, Fisk, & Steiner, 2005). To get the authentic and strong implication benefits of the emotional labor theory, this is very important to establish a link between the attitude of the employees with the outcome which are being created by the regulation of the emotional styles as plan to leave the job, job satisfaction and organizational commitment.

Various emotional retain strategies can be used while keeping the various kinds organizational backgrounds so, the emotional regulation styles dynamically can be used by the employees who are directly dealings the customers, so the employees would be able to regulate their emotions according to the requirements of the organizational goals, and also to attain the goals for that specific emotional styles and to attain emotional regulation styles can be used in a dynamic way for different emotion regulation strategies in different contexts of emotional organizational attitudes. (Goodwin, Groth, & Frenkel, 2011; Hlsheger & Schewe, 2011). To get required goals it is necessary for the employees to regulate their emotions and feelings as per requirement of the situations and the need of the job, and to obtain this, different emotional relating strategies can be used to regulate their emotions according to the requirement, in other words it can be said that the that employees must perform the activities which are relating to emotional labor.

It would be impulsive feeling that they express their emotions in such a way, which are naturally are not being exist in their own personality (Cossette & Hess, 2012; Diefendorff, Croyle, & Gosserand, 2005). To analyses the relation between employees and in their emotions relating styles, a few researchers had expressed that deep acting and the surface acting can be controlled by the employees, they can deal as dynamic and as well as active control, and a specific efforts by the employees can be made to performs as according to the requirement of the organization display rules (Martinez-Inigo et al., 2007). It has been observed in previous research that whenever any organization give more power to the employees, and focus on to display the positive aptitude, and required the positive expression by the employees, so emotional labor may also will result in the form of positive outcomes. It has been analyzed in the recent studies that strategies relating to emotional labor can improve organizational effectiveness and welfare of their employees as well. There is a large contribution in the previous research has been done relating to the bright side of the emotional labor.

2.2   Employee Wellbeing

Employee wellbeing is a unique term and no one can define it precisely but everyone can understand the meaning of it (Lyubomirs, 2001).Since the ancient time all the mankinds have pursuing well-being. Part (1984) and Warr (2006) stated that according to the available literature, well-being simply defines as pleasant feelings or unpleasant realization about the different emotional level of satisfaction, mental states of employees, developmental objective and goals of individuals. Previous studies have revealed this that the subjective wellbeing and the cognitive well beings give importance to both as one how to keep balance in good and bad situations as well as while maintaining their satisfaction level (Schimmack et al. 2002).Ryan and Deci (2001) found two types of philosophical perspectives about well-being, happiness-oriented (hedonism) and potential power (eudemonism). The first happiness oriented considered wellbeing as a subject of happiness and on the other side

the second potential power consider it as individuals own power (self-achievement etc.).

Through the last few decades it took great attention by the scholars and managers (Danna & Griffin, 1999; Robertson & Cooper, 2010). Rexford B. Hersey argued that the productive employees have long been a question of interest for organizational practitioners and scientists similar (Hoppock, 1935; Pennock, 1930). The employees who are satisfied with their job duties have high job performance. And the people who are not satisfied have less productivity (Hersey,1932; Spector, 1997).Today job has great importance for peoples, and it influence on their well-being. There is difference between normal life and workplace situations, thus, there is also difference between employee well-being and general well-being. The overall employee well-being is presented by subjective well-being and for the well being of psychology. Eudemonism is that state of philosophical root of psychological well-being that emphasizes on the positive side or feelings of the relating to psychological aims which also leads to fulfill the requirement of personal potentials. Ryff, (1989) and Ryff & Keyes, (1995) proposed a six dimensional model of Psychological well-being; personal growth, purpose in life, environment mastery, self-acceptance positive relations with others and autonomy. It has been suggested and argued by many researchers that employee well-being should be analyzed by the both side relating to the jobs development as well as which are not related to health or psychological relating development status (Page, VellaBrodrick, 2009). In recent research employee well- being has been appraised in the fields to get quality life of the employees at work place by improving their psychological status in the positive dimension (Siegrist et al., 2006) and on the other hand side the complete wellbeing of the employees can be obtained by improving the aspects of the employee exhaustion and improving their level of satisfactions. (Vanhala & Tuomi, 2006). Ilies et al. (2007) it has been also suggested that the said that situational and individual factors in the conceptualization of Employee Well-Being and advance division it into non-work related and work-related groups.

The researchers found that to measure the employee wellbeing it not enough to take employees health and work but also investigates their life/family satisfaction

and relationship (Siegrist et al., 2006; Vanhala & Tuomi, 2006).According to Lu, et. al., (2006) employee well-being into family satisfaction, work satisfaction, positive emotions, and life satisfaction, while the other scholars considered employee well-being as negative emotions on workplace (Diener & Ryan, 2011; Diener & Seligman, 2002).Basically employee wellbeing having a deep meaning under its root as some researchers stated that employee wellbeing is not enough to take employees health and work but also link with employees life, family satisfaction and relationship. Employees psychological and physical experiences also related with employees wellbeing.

2.3 Eustress

McGowan et. al., (2006) has described the stress as it lies between environment and the persons relating to that environment, which is assessed endangering situation for the wellbeing of the individuals. But this stress is half a picture of stress because the last few decades, the managers know that with the high standers employees perform also at high level and containing a positive and good cognitive challenging and appraisal of the stressers.In 1980, Selye defines the other form of stress Eustress a positive or a good stress (Selye, 1980) and it contains a good cognitive challenging and appraisal of the stressor. OSullivan (2011) also argued that eustress is the positive outcome of work also responding positively to stress. Human resource development professionals took great care about the strategies to stop negative stress (Sur & Ng, 2014, Morris, Messal, & Meriac, 2013, Gilbreath & Montesino, 2006; Russ-Eft, 2001, Morris, 2008). But it is difficult to find out the strategies, which create developmental expectations for employees to make distress. Positive stress is the psychological motivation that present in stressful organizations events (Quick, Wright, Adkins, Nelson, & Quick, 2013, Quick, Quick, Nelson, & Hurrell, 1997). For example, in university, the stress should be positive when student are working hard to complete assignment but the completion of assignment is called eustress.

In past research it has been indicated that eustress relating to education shows a positive psychological mindset to express the stressors relating to education educational stressors which leads to development challenge .While assessments of challenge can have a positive impact on employee well-being engagement and satisfaction and a negative impact on burnout (Scheck et. al., 1997,Crawford et al., 2010, Cavanaugh et al., 2000,BenZur & Michael, 2007). Positive climate at job place for employee wellbeing indicating the impact as job commitment and satisfaction and it is the sign of job involvement (Brown & Leigh, 1996, Carr et al., 2003; Hershberger,et al., 1994)

2.4   Psychological Capital

Psychological capital is the term which has been found in detail in many fields like sociology, investment and economics, show those drives which develop the concept of positive psychology, study or research relating to positive psychology had been started few years back, a famous researchers and a famous psychologist Martin Seligman has challenged those feelings and the situations which cause the dysfunctional aptitude during the working process by applying the positive psychological values. Importantly positive psychology focuses and gives importance to the strengths and skills of individuals rather than flaws, pathology and ailment. It has been explored by (Seligman, 2002) about Authentic Happiness in his book about the presence or absence of psychological capital in our emotions. It has been found by the author that when employees are normally remaining busy at work place, it means that they are going to use or invest our positive psychology for organization as well as for our own future development. At the organization workplace, this process can be recapitulated for personal and organizational goals position. This study perceives that psychological capital based on social and human capital that consists on who you are rather than who or what you know. Stajkovic (2003) refer four types of positives psychological capacities which are hope, confidence, resilience and optimism in his four factor of motivation. Stajkovic and Luthans (1998) has defined that the self-efficacy as their belief

about the individuals, It has been stated in the Albert Bandura theory that to implement and to execute a specific task in the context of the certain organization individual self-efficacy is needed as individual belief about their expertise to bring in actions their cognitive skills, to activate their motivation and encourage himself to express the positive relationship relating activities to link with the work related performances. In previous studies Bandura (1997) has done the research about, that how one can increase the level of confidence on workplace and has explained that the confidence depends on the hope level and it is an important aspect of cognition to establish the positive psychological capital contribution. It has been described by the Snyder et al. (1991) that there are two basic objectives of a positive motivational spirits, the first one is to encourage the energy level to attain the goal and the other phase tell that how to attain the goal. The power of hope generates a new life of encouragement and the motivations and its pathway proves as a powerful input to build and activate psychological capital capacities than the other aspects. A number of researches have been done in past which predicate that hope has an optimistic effect in academics as well as in athletic performance. Seligman (1998) it has been observed by the previous research that when individuals has shown optimism attitude at the workplace so due to that high level of performance output has been seen at the Metropolitan Life Insurance Company. Flexibility in the performance has attained the importance place of attention in HRM research. In start it was rare to find the flexibility among the employees but today according to Masten (2001), it can be seen and observed in everyday life of the individuals as per the requirement of change in the working environment and due to the normative human resources and to promote the implication relating to express the competence and the use of human capital relating to individual as well as society related concerns. It has been argued by Coutu (2002) and has been analyzed in the previous literature that the profile of the powerful people is being reminded or get eternal live because the reality of their expression and actions and second thing is this that they have strong beliefs. Most work has been done to show relating to surface acting to control the stress in the organization as surface acting is being majorly helpful to do the attempt to use the resilience

by the leaders to guide their employees in that way that the overall organization and their associates can handle the stress in a positive way to bounce back from the hard times. It has been analyzed by the theories in management science as well as by the general research that the se of confidence level internal skills of the individuals can be enhanced in such a way that the required performance results can be obtained by generating the positive psychological capital, due to the surface acting confidence can be deflated and disabled, because negative expression and the comment can be negatively affect the confidence and positive psychological of individuals. But when individuals remained professional, get complete information before expressing emotions and taking actions then this leads to develop the employee wellbeing.

2.5 Emotional Labor and Employee Wellbeing

Emotional labor is a topic which took great importance through last few decades by service academies because of employees psychological and physical well-being to their job performance and job satisfaction (Morris and Feldman, 1997; Hur et al., 2015; Brotheridge & Lee, 2003). The world economy has been grown from production orientation to service orientation. With this job requirement is increased by face to face interaction. The organizations health is depends on interactions so, some positive ways of interaction have been developed for the surety of transaction between the employees and customers, that it has been done perfectly and developed the organization according to the requirement of the customers. The term emotional labor first used by Hochschild (1983). He considered that the employees who used emotional labor at the job to satisfy customers, they are like stage artistes who perform for entertainment. Employees can make their expressing according to the customer demand. Emotion regulation strategies are found in the literature to influence the worker wellbeing (Ashforth & Humphrey,1993). Surface acting means the expression of the that superficial normative emotions which do not take care that what is actually needed in the change of emotional labor and

development of those characteristics which are required for the wellbeing of the employees.

On the other side in deep acting it is being tried to change and develop emotions relating to feelings to align both things as the expression of the behaviors in the working environment and as well as and the internal experience of the employees regarding employees wellbeing. Gosserand & Diefendorff (2005) it has been argued that these type of the strategies are being acted upon so that the positive emotions can be expressed to obey the rules calmly. It has analyzed that both the deep acting and the surface acting can be controlled by the employees, and they are able to do effort in this regard for the organizational display (Martinez et al., 2007). It can said about the strategy relating to authentic regulation that it can be observed in the natural emotions (Martinez-Inigo et al., 2007, Diefendorff et al., 2005). In previous research it has been discussed that there are three relating strategies about independent constructs (Cossette & Hess, 2012, Martinez-Inigo et al., 2007, Diefendorffet al., 2005). And according to desire of the employees any relevant strategy can be adopted (Sutton, 2004). Grandey (2000) it has been analyzed in previous research that the surface acting can be said, is normally happened due to the reaction of any event or may be a reaction to an event and deep acting is happened due to the more continuous happenings. It has been observing that employees who directly face the customers and trying to satisfy them that they again came back (Pugh, 2001). There are a large number of evidence to support these notions, but, there are also a sufficient researches, which indicates that emotional labor doesnt provide negative results. In fact, there is also some proofs of positive effects on emotional labor, which increase increased self-esteem, self-efficacy, and job satisfaction (Totter dell & Holman, Diefendorff & Richard, 2003; Morris & Feldman, 1997; 2003, Ashforth & Humphrey, 1993). Abraham (1998) stated in his studies in which he found that the job, which work is being enjoyed by the employees, practically serves as to enhance the job satisfaction level among the emotional labor force.

It has been also argued by the previous researchers that if employee has the characteristics as the optimistic approach, pressure handling, self-control, emotional

intelligence, then how just emotional labor can affect the work related affairs of individual (Grandey, 2000). It is the demands of Emotional labor that an effort by the employees to manage their emotional expression in order to facilitate task efficiently (Hochschild, 1983). According to the previous research literature, employee well -being means the feelings of good or bad sense(Warr 2006) of aptitude due to the level of organizational satisfaction, which is produced (Parfit 1984). A positive emotional feeling which is basically caused by the appraisal of individual jobs related experience and by their job exposures is called the employee wellbeing (Locke 1969). In the last some decades employee well-being remained famous among scholars as well as in managers in the research point of view (Robertson & Cooper, 2010; Danna & Griffin, 1999). The employees who satisfy with their job have good job performance, while who are not satisfied or not happy whit their job have low performance (Hersey,1932; Spector, 1997). It plays a vital role for employee wellbeing. This study found that employee wellbeing includes three basic components: life, psychological and work needs in both life and work aspects. The present study suggests that employee wellbeing not only comprises the emotions of the employees but as well as their thinking about their own life and satisfaction level of their work but also talk about their psychological experiences relating affairs about their work and their wellbeing by doing this. So, the concept of employee wellbeing is to include life wellbeing, Psychological wellbeing and work wellbeing. Employee wellbeing in organizations has received great attention because a positive emotional state always resulting from the appraisal of ones job or job experiences. If employees use any one of the emotional labor strategy according to their desire and work related requirements with the help of these strategies peoples can cope up with stressful situation.Based on the above literature and further abstraction the first hypothesis is stated below;

H_1 : There is a positive relationship between emotional labor and employee wellbeing.

2.6 Eustress as Mediator Between Emotional Labor and Employee Wellbeing

Emotional labor is significantly connected with employees on regular basis who are in service profession (Grandey, 2000). Emotional labor is used to create a favorable atmosphere and outcomes which needs during the work site (Hochschild, 1983, Ashfort & Humphrey, 1993).For example, the thing which is common in flight orderlies, bank representatives, attendants, client administrations and cops that they did not show their true feelings because they act according to the situation as required by their job duties. According to dark side of emotional labor many researchers indicates that emotional labor is harmful for workers well-beings. It makes stress to manage emotions while work place (Grandey, 2000). It is understood by the manager that the employee performance increases at high level with high standards performance. It has potential to create harmful psychological symptoms and physical. There are number of costs which are associated with bad workplace stress like productivity, turnover, absenteeism, legal, medical etc. (Sikora; Beaty; & Forward, 2004).So the main focus of future research is to create a significant relationship between employee wellbeing and emotional labor through the mechanism of eustress (Tschan, Rochat, & Zapf, 2005, Kammeyer-Mueller et al., 2012, Hlsheger & Schewe, 2011).

It has been defined by the McGowan et al. (2006) that the stress means is the relationship between the individual and in the environment in which ones survive that encourage a person to face challenge or face changes, for ones wellbeing or for the welfare of oneself is called stress. The employees know clearly only the bad side of stress it is called distress. Very few debated on the good side of stress. Jim and Jonathan Quick in their research describe the good side of stress like constructive and healthy results of stressful actions. The researchers further explained the eustress that it is a good psychological reaction from stressor by the accordance of active psychological states. Eustress is experiencing by the individuals who is completely focused in fully informed state of challenge, a complete state of roused take care on excitement, task and being completely present. For example, in a

hospital there is very demanding job for Nurses, active management and hope is reported eustress, but employees who understand the meanings they highly involved in eustress. Some researcher stated in their study that the job stress is a great effect on work outcomes and health of employees, cost and performance of the companies (Podsak off, LePine, & LePine, 2007, Meier, et. al., 2013, Ganser & Rosen, 2013 & Gabriel, et. al., 2011). However, on the other negative side of the stress is very little and the good psychological approach indicates that the experiences of positive approach may give better outcomes like work satisfaction, well-being and organizational commitment.

It shows the eustress as full of productivity and energy (Sonnentag, Mojza, Demerouti, & Bakker, 2012, Roehling, & Boudreau, Cavanaugh, Boswell, 2000, Scheck, et. al,. 1997, Schwarzer & Knoll, 2003). Human resource development professionals took great attention on strategies whish stop negative stress (Sur & Ng, 2014, Russ-Eft, 2001, Messal, & Meriac, 2013, Morris, 2008, Gilbreath & Montesino, 2006). The problem is to find out the strategy which creates those types of expectation for employees, they dont make distress. Selye (1980) stated that eustress also called a good or positive stress it involves in optimisms manners of the stressor. In short, positive stress associated to wellbeing and health, and work performance also. Podsakoffs (2007) research of positive stress says that challenge stressors make constructive affective states about sole role performance. In 1997, In Social Cognitive Theory Bandura also argued that practice of positive emotional states and mastery at job improve sole self-confidence in capacity to implement their work. If persons observe stressors as a source of danger, it experience distress. Otherwise, when individual persons evaluate stressors to be a challenge, it activates a eustress reaction. The individuals beliefs on their capability fulfill the strains using a suitable skill that helps them to grow respected personal resources (Fevre et al., 2003; Kozusznik, Rodriguez, & Peir, 2015).

In has been observed in the previous research that eustress is the positive psychological stress of the individuals because it motivate oneself to face challenges for ones welfare. High morale to face the challenges is that kind of stress reduction activity which is gained through the consecutive ratio of facing challenges, which

polish the stamina to face challenge in positive way. When one is practically in-volve in the emotional conditions, this is the real implication of Eustress. It has been explored by the human resource development that different models has also been formed by keeping the idea of positive psychological concept as the extant model to analyzed the administrative stress level, transactional model of the stress, challenges hindrance framework and the theory of protective stress management, which links or deal to eustress as well. It is not a new notion, or the idea that to see the emerging or shinning employee by the ones aptitude level that how ones faces the challenges.

It has been described by (Cavanaugh et. al., 2000) described that are two kinds of stress there first one is positive results based stress which is being generated while dealing with the hindrance related activities and second is negative based results stress which is being faced while dealings interference connected activities (Pod-sakoff, 2007). Four qualities play a vital role to create or enhance the employees optimistic stress to face the dynamic challenges which are task accomplishment, analysis, individual personal welfare and the relatedness (Hargrove et al., 2013). In previous research four kinds of stress been identified, which are normally faced in the organizational environment which are pressure of work, complexity level of job, pace of work and the job responsibility (Podsakoff, 2007). When a work or a task is being completed, this show the efficiency of the organization as the how many patients per day, how many units sold per hour, sales quarterly and the transaction per year (Hargrove et al., 2013). Quantitative measures are being measures on the work pace but their qualitative approach is being analyzed by the aptitude of emotionally aptitude to face the challenges which directly links with the stress facing stamina (Podsakoff, 2007).

It has been first time documented (Yerkes and Dodson, 1908) that maximum level to face the stress is differ according to the complexity and stamina of individual to face challenges. Selye (1987) has given the idea of positive stress, to observe its optimistic level. He also elaborated this optimistic kind of stress, in this way that due to it one becomes able to respond in positive emotional ways even in the challenging environment as to keep goodwill and remain hopeful. Quick et

al. (1997) described that the Eustress is that kind of stress which keeps or reveals the oneself healthy, optimistic, and shows developmental outcomes from the stressful events and in the response of stressful situations. It has been suggested that the Eustress is directly connected with the optimistic effect, hope and the vigor (Nelson & Simmon, 2011). Past studies of emotion parameter (Gross, 1998) to suggest that how employees adapt terminologies for organizational resolutions. Emotional labor also absolutely influences employee performance (Kluemper, De-Groot, & Choi, 2013, Ashfort & Humphrey, 1993). Hence, to cover this research gap, both performance and well-being should be considered significant parts in grinding daily emotional labor. Emotional labor can be helpful for personnels, customers, and organizations. Meta-analytical disclose that deep acting generally has optimistic results. Unlike surface acting, deep acting doesnt damage worker well-being, and deep acting is completely associated with job satisfaction, job performance, customer satisfaction and organizational commitment. This is the way in which employees control their emotions has pertinent organizational consequences and well-being (Clavairoly, & Sonntag, 2013, Chu, ORourke, & OBrien, 2014, Baker & Murrmann, 2012).

The motivated employees assigned maximum performance than unmotivated employees. It is not mean that the employee does a small number of tasks and consider high performance. Maximum performance means to do in terms of highest quantitative level by facing the all problems or the hurdles. It can be obtained successfully if the individual for the specific type of job are also emotionally aware, and have the stamina or the quality to face job requires pressure or the challenges, which is being considered by the human development managers (Podsakoff, 2007). If an individual have the courage to the variety of the tasks to perform for which he has been hired is comprised by the good job responsibility. The job which somehow has the challenging complexities, so the individual who have hired for that specific job, if have the relevant skills, abilities and the knowledge, then the maximum outcome is attained. When an individual show his physical, emotional and cognition related responses during performing work related activities so by this their control over emotions and in stress is being (Kahn, 1990). By using the

Eustress feeling an employee can control oneself feelings and naturally more keenly can observe his own emotions.

In previous research it has been analyzed that employees wellbeing is not damaged just by the surface acting and deep acting, but it is totally associated with the satisfaction level of job, satisfaction level of customers, commitment level of organization, and by the job performance. By these positive outputs attributes the employees control their negative emotions and the organization have the positive results, and consequences in the outcomes, which leads to its well-being and relates to surface acting. On the other hand Deep acting means the requirement of emotions as per the demand of the situations. Due to it feeling of required situation and the real feelings of the individual are being combined, in terms of results these deep acting feelings becomes more authentic which creates the benefits for the welfare of both, employees as well as for the organization (Chu et al., 2012). In deep acting, the employees takes stress as a challenge, which generates their sense of Eustress, and lead the individuals to depend on their expertise, and guide them emotionally to use organizational and their individual resources as per demand and lead them as more cultivated value based employees (Le Fevre et al., 2003; Kozusznik, Rodriguez, & Peir, 2015). Hence, the eustress can form a positive association between employees wellbeing and emotional labor because eustress is also connected to wellbeing and health of peoples. If individuals control their feelings by that strategies and face this stress as an opportunity and a challenge then it will enhance the employee wellbeing work satisfaction and organizational commitment.So based on above literature the second hypothesis is stated.

H_2 : Eustress mediates the relation between emotional labor and employee wellbeing.

2.7 Psychological Capital Moderates the Relationship Between Eustress and Employee Wellbeing

The positivity of potential benefits has been traced out at the time of Greek Philosophy. The positive philosophy mean to clarify that what is good for people to maintain the balance from sole preoccupation with dysfunctional and negative, it is an effort to rescue the values of understated positive philosophy human resource management and organizational behavior field (Youssef, & Avolio, 2007, Luthans & Youssef, 2004 & Luthans, 2002). Hope, optimism, efficacy, and resilience are considered four positive psychological resources which empirically determined a core contract of second-order, when combined (Norman, et. al., 2007). It is the shared variance between the four first-order constructs. The Luthans, Youssef, & Avolio (2007) stated that employee wellbeing and Psychological capital is an individuals positive psychological state of development characterized that have potential to succeed, have optimistic approach for future, have good hope and have flexibility to reach success. While the friendly environment has been discovered many years ago but it need to explore more about its positive relationship with employee outcomes. This research explores the current developing important construct of optimistic psychological capital which plays moderating role between eustress and employee wellbeing.

Tom Friedmans (2005) has described in his book The World is Flat that the people collectively compete the different kind of tasks in real more, which they were not doing in the history of the ancient times. Creative approaches are necessary to survive, growth and development for an organization. Basically this research is to propose the friendly atmosphere of the organization to control the negativity and also developed an understanding for psychological capital (Luthans & Youssef, 2004, Luthans, 2004 & Norman, et. al., 20017). According to Denise Rousseau in his recent book about Psychological Capital, the current success of

positive psychology can be defined the benefits for workers, managers and companies. Psychological capital focuses on positive skills and capabilities of the people rather than negative ones (Seligman, 2012 & Ryan & Deci, 2001). Positive psychology is used to improve quality life by positivity in actions (Ryan & Deci, 2001). It aims to explore how humans quality life can improved. The basic idea of psychological capital is to improve human lives (Luthans, Youssef & Avolio, 2007). Environment and they relationship among the persons which is usually assessed by other persons as per their demands, strictness and level of becoming extinct for ones wellbeing is normally related to the level of ones stress (McGowan et al. 2006).The experts of the human resource development had paid and done special research in this regard to the negativity of the stress (Gilbreath & Montesino, 2006; Morris, 2008; Morris, Messal, & Meriac, 2013; Russ-Eft, 2001; Sur & Ng, 2014). The way or the source by which the strategies are being set and the challenging sources of the development related expectations and the desires for the employees, is the main or basic issue or matter to identify, by which stress can be controlled.

In previous research it has been analyzed and observed that when ones keep positive stress rather than negative, so this positive state becomes helpful to accept challenges, which always remains present in the dynamic environment of the organizational matters, dealings and in their strategies. (Quick, Quick, Nelson, & Hurrell, 1997; Quick, Wright, Adkins, Nelson, & Quick, 2013; Nelson & Simmons, 2011). The environment in which organizations set the challenge can have a positive impact on both for the organizations and for individuals well-being, satisfaction and engagement and its have a negative impact on burnout (Scheck, Kinicki, & Davy, 1997; Cavanaugh et al., 2000; Ben-Zur & Michael, 2007;Crawford et al., 2010). Positive consequences of a positive climate at work for individual wellbeing pointing out that a climate of challenge can be a source of job involvement, job satisfaction and commitment because a challenging environment seen as employees personal development, growth and creativity (Carr et al., 2003; Hershberger, Lichtenstein & Knox, 1994; Brown & Leigh, 1996). Development of individuals, completion of task, evaluation and relatedness, all are very crucial and important to provide progressive challenges among the employees which will lead them to

increase positive stress a positive or a good stress can be seen as essential for personal growth, development and mastery.

This study also exploring us that improvements can be made in our lives by using psychological capital strategies because positive psychology is used to improve positivity in actions and work in a challenging environment. It also aims to explore that a positive or good stress related to health, wellbeing and in turn to work performance because the challenge stressors generate positive affective climate which is concerning with employees role performance and enhancing confidence of the employees to perform job responsibilities, in well manners. So, it is stated that with the help of eustress and positive Psy Cap elements are directly process to enhance the performance of the individuals. Positive Psy Cap represents positive psychological feelings, and it plays its result in performance as a highest level of outcome or show positive effectiveness, side by side with the development of the organization (Luthans & Youssef, 2007).

Psy Cap is the development of optimistic condition in the intrinsic feelings of one person and its elements have been characterised as in four components as self-efficacy, hope, resilience and optimism (Luthans, Avolio, Avey, et al., 2007). As Psy Cap has four components, so according to its construct are also argued as multidimensional construct and due to having more variance in its construct the outcome is also different to each others, whenever it is considered as a core construct then component are different to each other, which shows that their individual effect to keep or not is different (Luthans, Avolio, Avey, et al., 2007).

Previous research has proved that employees who are performing in working environment while keeping combine effects of the four components of the psychological resources, they can perform very well and in courageous way, combined effect of all these four components shows the persistent effects on the individual practicality, rather than just the application of one single resource (Bandura, 1997). Psy Cap assists to have the same positive attitudinal and behavioural effects on outcomes beyond the demographic differences (Stajkovic & Luthans 1998).Psy Cap reveals the positive combined and intermingled effects of self-efficacy, hope, optimism and resilience on both the leaders and as well as on the followers relationship (Snyder,

Feldman, & Taylor, 2000; Snyder & Lopez,2002). The four factors of the Psy Cap amongst resilience, hope, optimism and in self-efficacy can be best understood by the shared values by the authentic leadership. The trust of one person in his ability and belief one encourage one to perform the specific task best according to ones efficiency is called self-efficacy .The person who have high level of self-efficacy, they have the firm belief, that they can do the specific task for a specific motive and side by side they had a strong inner power to change the environment. Self-efficacy has the power to change the performance of the individuals through developing different mechanism (Dirks & Ferrin, 2002). As the person who are more Psy Cap related person or they have more attributes of the Psy Cap they would not fear by the sudden happening , and will do more efforts in case of some sudden challenge and by effort they will take over control on the fear of failure (Luthans, 2002,).

Therefore we can say that self-efficacy directly show its effect on the performance, it shows the combined effect, or its effect become more positive related to performance (Stajkovic & Luthans 1998). Hope has the two exceptional dimensions; one is will power and second is pathway to move forward. The will power encourages the individuals to face the challenges brilliantly to get the final goals. Pathway guides the individuals with the complement to drive himself to find the psychological resources to search out the various substitutes paths to attain the required goals or objectives (Luthans et al., 2007).

The individual who have high will power they can find multiple sources to achieve an outcome to fulfil the requisite goal or objective, it is associated with a good number of achieving the goals. In other hand, one can say that will power work as a motivational agent to act upon on those pathway to get success (Snyder, Feldman, & Taylor, 2000), So it can be said that inclusive hope means to get the higher level of performance or the output ; Snyder & Lopez,2002) . When a person have positive style or state of thinking in individuals and as well as in group matters, then this is called the optimism, it also contributes or include that optimism is that state of mind, in which one person have the true intention to face the burden, as a challenge, and also enhances the capability to take others

intentions also in positive way, or take others behaviour also take their intention as true as they are, without by just concentrating on its apparent result (Dirks & Ferrin, 2002). Resilience shows the ability and the capacity to be positive and bounce back from calamity, disaster, and suffering, misfortune, from the effects of bad happenings and to move forward for progress by increasing the sense of responsibility. So these four components are combined or merged to obtain the best result (Luthans, 2002).

Psy Cap acts as to energize the values and skills of the individuals, as in leaders in this way that leaders can remain true to oneself while keeping the components of the Psy Cap in the challenging environment and negative aspects will not affect the action to ones true self (Luthans, 2002). Psy Cap give a continuous, motivated, practiced energy to move forward. As the leaders who have high level of self-efficacy, they apply their high level of self-efficacy to attain their goals, which they believe that they have the ability to achieve. Secondly due to high will power they can overcome their difficulties and becomes able to think numerous solution to act upon to their values and beliefs to come out from calamities. They use their internal attributes to keep their positive expectations about results and never be disappointed in any situation. With the help of Psy Cap feelings of the leaders remain optimistic about, how to remain stable with the requires situation in the required state, or if they face some certain difficulty they in courage the ability to come back to the competition condition to move forward. So high Psy Cap always provide facilitate the individuals to remain motivated always intentionally, they becomes the agented behaviour to get the achievements or to accomplish goals and tasks which will also improve their personal performance than those individual who have lower Psy Cap.

In a recent meta-analysis of 51 independent samples it has been found that Psy Cap has strong direct and positive relationship with desirable attitudes, behaviours (Avey, Reichard, et al., 2011), and values as well as it also have bound positive relationship with well-being, the individuals by improving their negative thought (Avey, Luthans, et al., 2010) and replace them by the positive thoughts and has indirect link in this form for the creation of the mindfulness. As by having the

individual would have the positive attribute, which would assist him to lead in the way that one can keep himself to remain mindful in the present moment (Avey et al., 2009).It can improve the employees mental health, personal development, life satisfaction and job satisfaction. Based on above literature the hypothesis is stated below:

H_3 : Psychological capital moderates the relationship between eustress and employee wellbeing; such that if Psychological capital is high then the relationship between eustress and employee wellbeing would be stronger.

2.8 Theoretical Frame work

FIGURE 2.1: Impact of Emotional Labour on Employee Wellbeing with the Mediating Role of Eustress and Moderating Role of Psychological Capital

Chapter 3

Research Methodology

Research methodology is the third section of academic composition. The methodology chapter explains the procedure of research study. This chapter includes different categories in order to test the suggested theoretical model. It includes methodology, research instruments, and sample size, reliability of the variables, sources and data collection method.

3.1 Research Design

Research design is defined as inclusive or comprehensive path that scholars adopt in order to answer research questions or testing the hypothesis (Polit, 2001). Following is the research design of this study:

This study is a descriptive study that aims to explore the relationship of emotional labor on employees wellbeing working in different air lines departments in Pakistan. It also one possible mechanism i.e. eustress through which emotional labor causes positive effect on employees wellbeing, and also examines one possible moderator psychological capital which moderates the relationship of employee wellbeing and eustress. This research is totally quantitative in nature and pre-specified questionnaire is used to collect data. The present study is cross-sectional where the data is gathered in specific time period. Survey research design has been

used in which respondents response according to their satisfaction level which increases the accuracy of result and removes any sort of error/biasness if it arises. The questionnaires were conducted by employees working within different organizations such as Pakistan International airline, Blue airline and Shaheen airline.

3.1.1 Study Setting

The place where the research has been conducted is defined as a study setting. This study is conducted in Pakistan International Airlines, Blue Airline and Shaheen Airline. The artificial setting has not been used.

3.1.2 Unit of Analysis

In current study the major entity that is being interpreted is unit of analysis which normally involves individual, groups and social organization. Unit of analysis s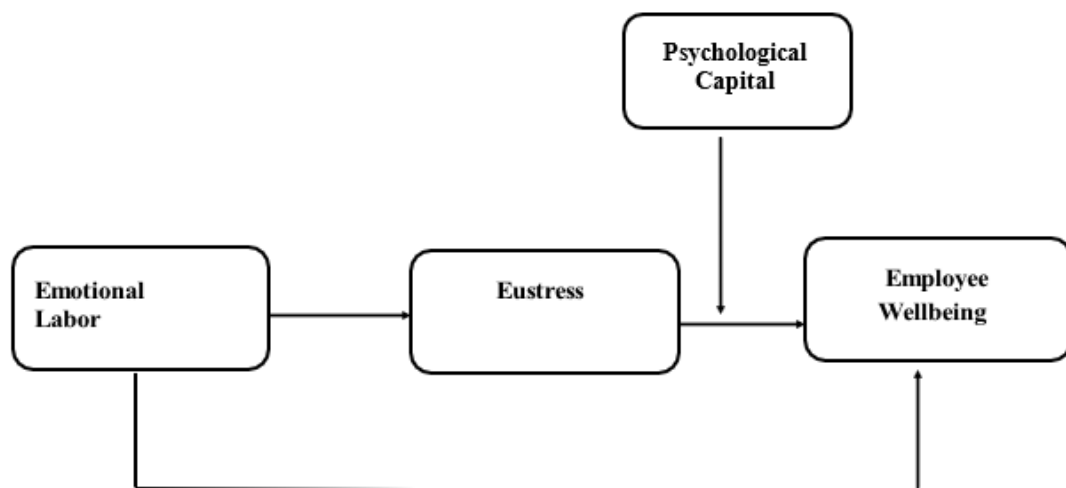hows that our target is employees. The aim of this research is to analyze the impact of emotional labor on employee wellbeing with the mediating role of eustress and the moderating role of psychological capital, so the main focus is on employee who has to make balance between their emotions and jobs. Employees who cannot manage their emotions according to their job requirements and they take stress. This stress results in turn over intention quitting of job burnout and so on. But the present study focus on this stress as a eustress and it may have its positive effect on employees and their wellbeing.

3.1.3 Time Horizon

The process in which certain research has been completed in a fixed time period is defined as the time horizon. There are two main types of time horizons, the first one is longitudinal study and the other is cross sectional study. Over a period of time the analysis of the data is included in longitudinal study, sometime it the analysis takes many years. On the other hand in cross sectional data or analysis a

singular and the particular time is being involved. In the present study the data is being taken in a particular time period and it is called cross sectional study.

3.2 Population and Sample Size

The data has been taken from the employees of the airline industries after taking the permissions of the administration of these organizations, and for the sake of it the relevant questionnaire has been distributed to assemble the required, after observing the constituent of the study. Four variables i.e. emotional labor, Employee wellbeing, Eustress and psychological capital have been used in this study. Questionnaire were in English language had been distributed and explained according to the education level for the better understanding among the 300 employee's.

Total numbers of questionnaires were 300 which are distributed among the professional staff members of the above mentioned organizations. Out of 300 questionnaires 269 completed questionnaires were received which is 90.4% of the distributed questionnaires. Female respondents are more in number than male as different airlines of Pakistan where male and female have equal opportunity to perform their duties. The filled questionnaires were concealed for correctness and 31 of these questionnaires were not properly filled, and not suitable to be used for the study analysis. All respondents were happily willing to fill the questionnaire voluntarily and according to them this topic is very thought-provoking and all the questions are very interesting and easy to understand for everyone.

3.3 Sampling Technique

Eventually it's very difficult to assemble and examine data from every member of the population. Sampling is done in order to make study viable and easily obtained data. Convenience sampling falls in the vast group of non-probability sampling. For collecting selective data social sciences involve convenience sampling in research studies. In order to overcome time and resource limitations convenience sampling was chosen. Now, it is assured data that is collected actually represent

population of all the employees working in different organizations under Pakistan International Airline, Blue Airline and shaheen Airline. (Private limited).

TABLE 3.1: List of organization involved in this study

S.No	Name of Organization	Number of Questionnaires filled
1	Pakistan International Airline	169
2	Blue Airline	45
3	Shaheen Airline	55

3.4 Instrumentation

Previously developed instruments by renowned researchers have been stated in the research model.

Scale Used

Five and six likert scales have been used in present study. Human attitude can be measure by using scale. Survey questionnaires containing 63 items of four variables have been filled by respondents.

3.4.1 Emotional Labor

Two strategies of emotional labor Surface acting and deep acting that were measured through 6 items which originated from emotional labor scale developed by Brotheridge & Lee(2003).Surface acting involved 3 items and I hide my true feelings about a situation was the sample item. Deep acting involved 3 items and I really try to feel the emotions, I have to show as part of my job was the sample item for deep acting.

3.4.2 Eustress

Level of eustress will be assess using an original scale created by the(G. OSullivan(2010) researcher of fifteen items, five of which were filler questions .These items

include some questions such as: How often do you effectively cope with stressful changes that occur in your professional life?, How often do you deal successfully with irritating organizational hassles?, and How often do you feel that stress positively contributes to your ability to handle your problems? Participants will be asked to respond to the statements with Never, Almost Never, Sometimes, Often, Very often, and Always, with higher scores indicating higher levels of eustress.

3.4.3 Psychological Capital

The measure of Psychological Capital is the psychological capital questionnaire or PCQ (Luthans, Youssef et al.2007). This Psychological Capital Questionnaire draws from broadly familiar and published standardized measures for each of the positive constructs that make up PsyCap as follows: Hope (Snyder et al., 1996); Resiliency (Wagnild & Young, 1993); Optimism (Scheier & Carver, 1985); Self-efficacy (Parker, 1998). The Psychological Capital Questionnaire has demonstrated reliability and constructs validity (Luthans, Avolio et al., 2007). The 24-item PCQ (6 items for each subscale of hope, resilience, optimism, and self-efficacy) has responses put into a six-point Likert-type scale with categories ranging from 1 = strongly disagree, 2 = disagree, 3 = some-what disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree. Sample items include: At the present time, I am energetically pursuing my work goals (hope); I can get through difficult times at work because I have experienced difficulty before (resiliency); I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems (self-efficacy); and When things are uncertain for me at work I usually expect the best (optimism).

3.4.4 Employee Wellbeing

In order to assess employee well-being, the researcher has used 18-item on employee wellbeing by using five point likert scale. Job satisfaction has been measured by using Job Diagnostic Surveys General Satisfaction instrument, developed by Hackman and Oldham (1980). Sample items included Generally speaking, I am

satised with my current job and Generally speaking, I feel satised with my responsibilities in the current job. Affective organizational commitment the researcher used Allen and Meyers (1990) affective organizational commitment scale, which included six items, such as I would feel happy to continue to work for this company. Turnover intention the researcher adapted ve items from Bozeman and Perrews (2001) turnover intention scale. Sample items included I will probably look for a new job in the future and its opposite, I do not intend to quit my job. Job performance the seven in-role behavior items developed by Williams and Anderson (1991) to measure employee job performance has been used on five point likert scale. Sample items included This worker always completes the duties specied in his/her job description and This worker meets all of the formal performance requirements of the job.

3.5 Data Analysis Tool

In order to examine data collected through questionnaire IBM SPSS (Statistical Package for the Social Sciences) version 20.0 was used. For analyzing correlation, regression and mediation analysis the data has been tested. Correlation analysis is used to analyze the strength of relation between variables. Regression analysis was conducted to analyze how independent variable brings change in dependent variable.

TABLE 3.2: Instrumentation, Sources, Items Reliabilities

Construct	Reliability	Sources	No of items
Emotional labor (IV)	0.756	Brotheridge & Lee (2003).	6
Eustress (Med)	0.829	G. OSullivan(2010)	15
Psychological Capital(Mod)	0.763	Luthans, Youssef et al(2007)	24
Employee-Wellbeing (DV)	0.770	X. Zheng et al. (2015)	18

3.6   Sample Characteristics

Out of 269 total respondents, were male 114 and female were 155 making their percentage of the overall sample 42.4 and 57.6.As expected female employees were more in numbers than their male colleagues. Among 269 respondents most were young, the respondents having age between18-25 were 78, while respondent having age between 26-33 were 96.The middle age respondents from 34-41years were 44 and the respondents between42-49 were 41and 50 and above were 10 respectively. As for the qualification of respondents in terms of matric 2 (.7) and inter were2 (.7) bachelor were, 57 (21.2%) Master were, 128 (47.6) MS/M.Phil., were 68 (25.3) PHD were 12(4.5). As most of the respondent in age table are young. So respondents having experience of 5-10 were 153(56.9), 11-16 years were 51(19.0), for 17-22 were 34(12.6), 23-28 were 22(8.2.), 29-35 were 8(3.0) while for 36 and above were 1(.4).

TABLE 3.3: Demographics

Variables	Frequency	Percent
No. of Respondents		
Pakistan International Airlines	169	62.82
Blue Airlines (pvt)	45	16.72
Shaheen Airlines (pvt)	55	20.44
Total	269	100
Gender		
Female	155	57.6
Male	114	42.4
Age		
18-25	78	29
26-33	96	35.7
34-41	44	16.4
42-49	41	15.2
50 and above	10	3.7
Qualification		
Matric	2	0.7
Inter	2	0.7
Bachelor	57	21.2
Master	128	47.6
MS/M.Phil.	68	25.3
PHD	12	4.5

Variables	Frequency	Percent
Experience		
05-10	153	56.9
11-16	51	19.0
17-22	34	12.6
23-28	22	8.2
29-35	8	3.0
30 and above	1	0.4

3.7 Analytical Techniques and Tools

Reliability test, Descriptive test; Correlation and Regression analysis were used under analytical techniques and tools statistical calculations were conducted through software package SPSS version 20.0. Mediation and moderation analysis were run on SPSS using the plug-in of Process software by preacher and Hayes.

Chapter 4

Results

4.1 Data Analysis

This chapter includes descriptive statistics, correlation analysis, mean, moderating and mediating regression analysis; involves description of each hypothesis along with results, discussion and summary of hypothesis.

4.2 Descriptive Statistics

A numerical description of characteristics of data in meaningful order is known as descriptive statistics. Descriptive statistics is in fact summary of data. For this purpose table is created that involves minimum, maximum values along with standard deviation, mean.

TABLE 4.1: Descriptive Statistics

Variables	Sample Size	Minimum	Maximum	Mean	Std. Deviation
Emotional labor	269	1	5	3.78	0.676
Eustress	269	1.33	5.6	3.24	0.804
Psychological capita Capital	269	3.42	5.63	4.7	0.424
Employee Well-being	269	2.94	4.94	4.1	0.394

Table 4.1 shows the descriptive statistics of the variables under study. This table involves minimum, maximum values along with mean, standard deviation. The first column includes the information of variables; sample size locates in second column, minimum and maximum values of the data come under third and fourth column. 4 represent maximum values for gender and measured in two categories: 1 for male and 2 for female/women. All four variables of this study were measured in values from 1 to 5. The independent variables (Emotional labor) undergo standard deviation and mean having values 3.78, .676. The dependent variable (Employee wellbeing) has a standard deviation and mean of values 4.10, .394. Mediator (Eustress) shows a mean of 3.24and a standard deviation of .804 whereas, (Psychological capital) which is the moderator has standard deviation and mean of 4.70, .424 respectively.

4.3 Correlation Analysis

Correlation analysis shows association among variables in term of direction and strength. In correlation analysis two or more variables are correlated. The main focus of this analysis is to find out the extent to which two or more variables fluctuate together. Positive correlation specify the extent to which those variables increase or decrease in parallel; a negative correlation specify the extent to which one variable increase as other decrease. Correlation coefficient is calculated by using Pearson correction analysis usual approach for analyzing dependence among

two quantities. Correlation coefficient limit range within -1.00, +1.00(+1.00 indicates perfect positive correlation and -1.00 indicates perfect negative correlation). However, strong/high correlation having values range from -1.0 to -0.5, value ranges from -0.5 to -0.3 or 0.3 to 0.5 come under moderate correlation while the value ranges from-0.3 to -0.1 or 0.1 to 0.3 involve in weak/low correlation but if correlation between two variables is 0 then no correlation exists within variables.

TABLE 4.2: Table of Correlations

Variables	1	2	3	4
Emotional labor	1			
Eustress	.219**	1		
Psychological Capital	.350**	0.085	1	
Employee Wellbeing	.355**	.164**	.476**	1

**. Correlation is significant at the 0.01 level (2-tailed).
(EL= Emotional labor, EU=Eustress, PsyCap= Psychological capital and
EW= Employee wellbeing)

Table 4.2 shows the correlation among variables in present study. Correlation between emotional labor and eustress is low and significant with (r=.219), Correlation among emotional labor and psychological capital is low and significant with(r=.350), emotional labor is significantly correlated with employee wellbeing with(r=.355), Correlation between eustress and psychological capital is low and significant with(r=.085), Eustress significantly related to employee wellbeing with(r=.164), psychological capital among and employee wellbeing is moderate and significant with(r=476.)

4.4 Mediation Analysis

Mediation model is one that tries to analyze and interpret procedure that describes an observed relation between dependent and independent variables through the involvement of third proposed or hypothetical variable named as the mediator variable. The Mediation analysis was run through SPSS using the plug-in of PROCESS software by Preacher and Hayes. The present study have used eustress

mediator as the medium between independent variable emotional labor (IV) and dependent variable employee wellbeing (DV).

TABLE 4.3: Mediation analysis

Effect	Effect Size	S.E	t	P	LL95%CI	UL95%CI
Total Effect	0.21	0.033	6.19	0.00	0.14	0.27
Direct Effect	0.19	0.034	5.72	0.00	0.12	0.26
Indirect Effect	0.01	0.008	-	-	-0.0015	0.0328

S.E = standard error, LL = lower limit, UL = upper limit, CI= confidence interval

Table 4.3 shows the results of mediation analysis, including the total, direct and indirect effects. Mediation analysis was run using the boots trapping method by Preacher and Hayes, (2008). With 95% confidence intervals, 5000 bootstrap re-samples were used for this analysis. The total effect explains the relationship between the emotional labor; and employee wellbeing, which turned out to be 0.21 with no zero value lying between ULCI (0.26) and LLCI (0.14). Direct effect represents the impact of emotional labor and eustress on employee wellbeing. The direct effect turned out to be 0.19 with zero value lying between ULCI (0.12) and LLCI (0.26). The effect size in the presence of the mediating variable i.e. eustress out to be 0.01 with zero value lying between ULCI (0.0328) and LLCI (-.0015). Consistent with Preacher and Hayes (2008), the presence of zero value between the upper and lower boot limits demonstrates insignificant relationship. Based on these results, eustress does not mediate the relationship between emotional labor and employee wellbeing so the second hypothesis is rejected.

4.5 Moderation Analysis

In moderation analysis a moderator is a variable that specifies the condition under which a given predictor is related to an outcome. Moderation implies an interaction effect, where introducing a moderating variable change the direction or magnitude of the relationship between two variables. In moderation, model 1 from process macro by Hayes has been used. The number of bootstrap resample was 5,000 and bootstrap results were tested at 95% confidences interval.

TABLE 4.4: Moderation analysis

Variables	β	S.E	T	p	LL 95% CI	UL95% CI
Constant	4.09	0.02	0.194	0	4.05	4.13
Eu $\times$ Psy Cap $\longrightarrow$ E W	0.13	0.06	2.07	0.04	0.01	0.25

S.E = standard error, LL = lower limit, UL = upper limit, CI = confidence interval

Preacher & Hayes (2008) had used bootstrapping method in conduction of moderation test. The result values regarding moderation in table 4.4 shows that the moderation is being taking place between eustress and employee wellbeing by taking psychological capital as moderator. The values in the moderation table shows no zero value between LLCI (.01) and ULCI (.25) whereas the p-value is also significant. This shows a significant relationship as both the values upper and lowers shows no zero value which is according to the Preacher & Hayes (2008) as well. Based on table number 4.4 the results regarding moderation of the hypothesis number three is being accepted where psychological capital moderates the relationship between eustress and employee wellbeing.

4.6   Summary of Hypothesis

TABLE 4.5: Summary of Hypothesis

H$_1$	Emotional labor is positively associated with employee wellbeing. **(Accepted).**
H$_2$	Eustress mediates the relationships between emotional labor and employee wellbewell-being. **(Rejected).**
H$_3$	Psychological capital moderates the relationship between eustress and employee wellbeing; such that if Psychological capital is higher then the relationship between eustress and employee wellbeing would be stronger. **(Accepted).**

Chapter 5

Discussion, Conclusion, Limitations and Recommendations

In this chapter discussion, conclusion, limitations and recommendations will be discussed on the basis of literature.

5.1 Discussion

This portion involves discussion on results obtained in above mentioned chapters of the study. This chapter contains relation of present results with previous studies and analyzes how it varies from past studies and reveals significance of present study in an effective manner.

5.1.1 Discussion on Research Question No. 1

Question 1: What is the relation between emotional labor and employee wellbeing?

The research demonstrates that emotional labor does not always result in negative outcomes as previous literature reveals to show. In several studies some

researchers indicate to show that emotional labor may have its positive outcomes. In fact, with some forms of emotional labor many researchers theoretically suggested that there is evidence of positive effects on employees performance such as better service performance as well as increased job satisfaction, self-esteem and self-efficacy (Ashforth & Humphrey, 1993; Morris & Feldman, 1997; Diefendorff & Richard, 2003; Totterdell & Holman, 2003). Emotional labor actually serves to increase job satisfaction and it is also an enjoyable experience so this ambiguous nature shows that the moderating effects of emotional labor existing to change the outcomes of the emotional labor process .For example the characteristics of individuals such as self-efficacy, control, self-monitoring and emotional intelligence provides more information as to how the emotional labor process affects individuals who involved in such type of work(Abraham 1998; Baron & Kenny, 1986; Abraham, 2000; Grandey, 2000). Emotional labor is an area which has received considerable attention since its conception.

At organizational level basically the concept of Emotional labor is sold for a wage and therefore has exchange value. The emotions that asked to express from employees may not naturally align with the emotions that employees want to portray. Employees may regulate their emotional responses to fulfill the requirements of the organizational display rules. Service with a smile or emotions regulations or desired role requirements has been stated to as emotional labor. The process in which employees trying to regulate their emotions has relevant to employees and their well-being and organizational consequences (Grandey, Fisk & Steiner, 2005; Chu, Baker & Murrmann, 2012; Hyung, ORourke, &, 2014; Schraub, Turgut, Clavairoly, & Sonntag, 2013).For example Shuler and Sypher (2000) cited that when they studied 911 emergency call center workers, they have to found that many employees may enjoying the emotional aspects of their required roles and might be this is true even for those employees who work in such professions that are categorized as being difficult, unpleasant or hostile. Shuler and Sypher (2000) also admitted that it also has been observing that sometimes the contributors had come across the stressful situations. But they also reported that basically the performance of emotional labor is also intrinsically associated with the workers best,

most rewarding and satisfying parts of the work.

Even though many workers may enjoying to perform emotional labor because for those 911 emergency call centers contributors they took emotional labor as an amusing, a stimulating and rewarding part of their work. All over the world commonly people are trying to go through extensive and classy educational programs even though many peoples seeking out jobs that have highly demands the emotional displays rules. For example in hospitals Doctors, their nursing staff or in social work every persons are trying to displays their demanding rules. In 1970s and early 80s theorizing on flight attendants Hochschild studied that flight attendants had a glamorous image and this is so affectionate because to become the part of this job as a dream job for many people. By the Locke (1969) a employee wellbeing is the output when appraisal of ones job is being taken and as its results individuals positive emotions are being observed which leads to their internal satisfaction and increase their wellbeing. The Holy Grail of management has analyzed that internal satisfaction level of the workers plays a vital role in high and low level of productivity of the organization, as employees who are happy with their working environment prove more productive, on the other hand stressful people would be less productive (Hersey, 1932; Spector, 1997).

In employee wellbeing not only the health relating and the individuals working matters are not comprised to analyzed their wellbeing, it is also being considered that employees level of satisfaction and their family well-being also plays a vital rule indirectly. Job satisfaction is historically an important and very common intrinsic attribute of the employees operationally, to observe the happiness level of the employees , in the last many years many approaches to develop satisfaction level has been observed and suggested but it cannot be claimed that just by satisfaction level happiness can be obtained , so research also observed this isomorphic of satisfaction with happiness (Wright, 2005; Cropanzano & Wright, 2001; Siegrist et al., 2006; Vanhala & Tuomi, 2006). In previous research it has been observed that not only work satisfaction can enhance the productivity of the employees but on the other hand family satisfaction as well as life satisfaction indirectly effects the work satisfaction level of the employees ,as a result positive emotion are being

developed in the employees, which are being observed in their attitudes and professionally they expressed positive emotions while dealing to the customers leads to improve customers dealings and their satisfaction with their customer service(Diener & Seligman, 2002; Lu, Gilmour, Kao, and Huang ,2006; Groth et al., 2009, Diener & Ryan, 2011).

In the long rum satisfaction level enhances employees positive expression in the dealings during working times, which in hidden way, put a positive effect on the employees physical and psychological health and its well-being , and by this way they become able to show commitment to their job relating responsibilities (Cho, Rutherford & Park, 2013). Working environment is an important aspect of in the employees wellbeing, which plays important role in the development of the organization .When an organization becomes famous due to their working satisfaction level, so their productivity also remain stable for a long time. For example Southwest Airlines reports to receiving 50 to 100 applicants for every job opening and it is known for being a fun place to work it (Parker, 2008).

5.1.2   Discussion on Research Question No. 2

Question 2: Does eustress mediate the relation between emotional labor and employee wellbeing?

The results have not proved the buffering role of eustress between emotional labor and employee wellbeing. This might due to few reasons which are proved from literature. The results of present study are consistent with the previous literature of emotional labor. In customer service interactions suppression or surface acting is a widely studied strategy because it consists on suppressing own emotions in order to display role appropriate emotions. This strategy has been reliably connected with the continual pressure disorder of burnout. Emotion suppression strategy is also associated with low customer satisfaction because customers disapprove the lack of authenticity of their emotional displays. (Martnez-Iigo, Totterdell, Alcover, & Holman, 2007; Kenworthy, Fay, Frame, & Petree, 2014; Hlsheger & Schewe, 2011; Grandey, Fisk, Mattila, Jansen, & Sideman 2004). Literature of emotional

labor commonly supports the notion of emotional labor having mutually positive and negative effects for the employees and organization proposed by Hoch child (1990).

Similarly, Morris and Feldman and Kim viewed emotional labor as having double-edged effects it positively affects organizational outcomes but have negative influence on employees. Many researchers studies surface acting and suggested that suppressing emotions required by occupational roles can lead to employees emotional exhaustion. Job responsibility must be carefully calibrated not to be above or below an individuals capabilities because it is concerned with the level of accountability and control that an individual is assigned (Podsakoff, 2007). For example occupation obligation assigned an inexperienced young hospital manager direct supervision of 60 staff members and control over a multimillion dollar budget, it will probably lead to failure than challenge. With regard to employee wellbeing researchers focus on two key outcome variables as job satisfaction and emotional exhaustion and given that these are two of the most commonly examined outcomes in the emotional labor literature and have been consistently linked to emotional dissonance. (Abraham,1998; Brotheridge & Lee, 1998; Grandey, 2000, 2003; Judgeet al., 2009; Wilk & Moynihan, 2005.

Some recent studies also acknowledged lack of reward and shift working as major sources of distress. So it can be inferred that workplace stress having a greater impact on today workforce because stress is theorized as a negative construct associated with discomfiting stimuli such as hazardous conditions or interpersonal conflict, inadequate coping such as conflict avoidance or workplace disengagement and negative outcomes such as cardiovascular disease or burnout. The studies suggest that stress intensity from the most frequently recognized sources has increased that additional sources are contributing to the cumulative effects. In this respect it is interesting but these did not appear as significant stressors in earlier studies (Demerouti et al. 2000, McGowan 2001, Shader et al. 2001). Organizational desired emotions during interpersonal transaction emotional labor required displaying rules and as planning and effort. Service quality and customer satisfaction

can be affected through the emotional displays of an organizations front-line employees (Groth, Henning-Thurau, & Walsh 2009). In call center work where the organizations requires continuous expressions of normative emotions from their employees, extent of high emotional enactment whether faked or surface acting have been found in various studies to intensify burnout in form of emotional exhaustion, depersonalization and reduced the work accomplishment (Choi, Cheong, & Feinberg, 2012).

Some researchers argued that in most call centers managers do not focusing on quality service rendered per call rather than concentrate on mass attendance to customers as a yardstick for measuring their productivity. In various organizations service employees are pressurized with high levels of workload, quick bounding of work and electronic monitoring in response to meeting performance targets or face disciplinary action, pay cuts or summary dismissal for under performance. While the other practices that affect employee wellbeing includes high use of scripted dialogue, lack of job discretion, task variety, pressurized monitoring and low managerial support. (Gwak, Geong, & Choi, 2010, Robinson and Morley, 2006)In spite of role, stress is also regarded as unavoidable within call center roles because customer aggression expressed during conversation with service agents have been identified as one of the primary role stress that extensively impact employee wellbeing. For example, hostilities such as insults, yelling, critical comments and different types of vocal hostility vented by clients amid phone discussion are found to positively relate to burnout situations experienced by call focus operators or agents (Ackfeldt & Malhotra, 2012, Grandy, Dickter, & Sin, 2004).

Under these circumstances stress is theorized as a negative construct associated with discomfiting stimuli such as hazardous conditions or interpersonal conflict, inadequate coping such as conflict avoidance or workplace disengagement and negative outcomes such as cardiovascular disease or burnout. So above mentioned studies indicates that if employee does not regulates their emotions according to their job demands it will intensify burnout in form of emotional collapse, depersonalization and reduced work execution. Previous literature also shows that eustress always does not plays an important role in particular situation like when

occupation obligation are assigned an inexperienced young hospital manager direct supervision of staff members and control over a multimillion dollar budget, it will probably lead to failure than challenge (Frame & Petree, 2014; Frandey Fisk, Mattila, Jansen, & Sideman 2004). The study suggests that in a particular situation when tasks are highly demanding and challenging, eustress does not show its positive outcome.

5.1.3 Discussion on Research Question No. 3

Question 3: How does psychological capital play a role of moderator in the relationship of eustress and employee wellbeing?

It was proposed that psychological capital moderates the relationship between eustress and employee wellbeing in such a way that direction of their relationship changes from a challenging working environment to a positive and healthy working mode. A strong support was found in the result for the acceptance of that particular assumption. A most ground-breaking and powerful approach for developing confidence is psychological capital because it involves direct information about the success. On the other hand, accomplishments do not directly build confidence because in both situational processing the complexity of the task, a cognitive processing and the perception of ones ability will affect its development. For example if people come to believe that they too have the capacity to succeed as they see others like themselves succeed by continued effort. Developing confidence will be more effective if the model of (characteristics, education, status, experience age, sex, and physical) is more similar and relevant to the task being performed.

In the field of human resource development, performance improvement from a positive side is not novel. From the positive psychology and organizational behavior perspective to human resource development positive stress as a means to improve performance. When eustress, hope, and self-efficacy are examined together, they will predict life satisfaction better than eustress alone because eustress hope, and self-efficacy will all be positively correlated with life satisfaction and self-efficacy will be the most positively correlated with life satisfaction. (Seligman, 1998a,

1998b, 1999; Seligman & Csikszentmihalyi, 2000). Positive psychological state, development of an individual is characterized by four positive states such as self-efficacy, hope, optimism and resilience. When a persons having confidence to take on challenging tasks and put necessary effort to succeed it and making a positive attribution toward goals, he is more confident about his ability to do something challenging and having self-efficacy to succeed it. Making an effort now and in the future redirecting paths to goals in order to succeed, he is more optimists and resilience when beset by problems and adversity sustaining and bouncing back and even beyond to attain success.

These positive psychological states of persons will be more effective and productive for the organization and achieve the high level of wellbeing and enhancing the capability of employees to develop it. (Luthans, Youssef, & Avolio, 2007) Healthy work exists where people feel good, achieve high performance and have high levels of well-being. For the improvement of work life and promotion of healthy work, safety and protection of workers, Occupational Health and Psychology applies psychology in organizational settings and given the importance of employee well-being at work as well as enhancing the capability to develop it. Organizational behavior scholar Denise Rousseau states how recent breakthroughs in the positive psychology movement can translate into benefits for companies, managers, and workers For example between employee outcomes, organizational commitment and job satisfaction founded a positive relationship between them (Mercer and Billson, 1985).According to Hamlin & Stewart (2010) the purpose of human resource and development is to improve the growth and performance of individuals, groups, organizations and enhancing their effectiveness.

Even though its in observation that a particular organizational practices have the potential for generating healthy stress and challenging employees because the challenging stress is also associated with hope, positive affect, and staying with power (Nelson &Simmons 2011).Number of research suggests stress as a positive, good and healthy pathway for organizations because there is a positive and strong association between performance, eustress and other positive outcomes (Hargrove et al., 2013; Nelson & Simmons, 2011; Quick, Bennett, & Hargrove, 2014; Quick et

al., 1997; Quick et al., 2013).Researchers also found linked with job performance, physical health, and psychological wellbeing with eustress (Simmons and Nelson 2007). Personal development, task accomplishment, appraisal and relatedness are essential for developing challenge in employees and generating positive stress because a positive or good stress seen as important for growth, development, and mastery (Quick, Cooper, Nelson, Quick, & Gavin, 2003; Hargrove et al., 2013)In presences of high performance psychological capital plays an important role in creating good working environment by providing valuable resources that has an optimistic effect on employees performance and wellbeing (Rutherford, 2008).

5.2 Implications and Recommendations

5.2.1 Theoretical Implications

The current study has various theoretical implications discussed below:

Firstly, present study has introduced two new variables: Eustress and psychological capital in the relationship with emotional labor and employee wellbeing. Psychological capital can be used as a potential shield for challenging employees and generating healthy stress to reduce the negative outcomes. It was a pioneer study to test the moderating role of psychological capital and mediating role of eustress on the relationship of emotional labor and employee wellbeing. A few of the previous study demonstrates the relation of emotional labor with job satisfaction (Weiss & Cropanzano, 1996). So, this study has made an important addition to the literature of emotional labor and employee wellbeing. Secondly, the present study helps to understand the concept of eustress as personal development, task accomplishment, appraisal and relatedness are essential for developing challenge in employees and generating positive stress because a positive or good stress seen as important for growth, development and mastery. Limited literature is available on this particular relationship in Pakistan. Thirdly, psychological capital is very important for organizational growth and prosperity. So psychological capital plays a vital role in eustress and employee wellbeing.

5.2.2 Practical Implications

The findings of this study have made two very important theoretical contributions in the expanding body of literature. Firstly, it provides an empirical support for the positive relationship between emotional labor and employee wellbeing. Secondly, this study identified a moderating mechanism between the relationship of eustress and employee wellbeing. Psychological capital proves a useful moderating mechanism between eustress and employee wellbeing. Many researcher suggests stress as a positive force in organizations because there is a positive and strong association between performance and other outcomes with eustress and eustress is also related with physical health, job performance and psychological wellbeing (Hargrove et al., 2013; Nelson & Simmons, 2011; Quick, Bennett, & Hargrove, 2014; Quick et al., 1997; Quick et al., 2013; Simmons and Nelson 2007). Challenging stressors are also assessed as personal development of the individual and accomplishment of job tasks. So it is recommend that the employees who worked in a challenging environment could be more effective by using this mechanism.

This study also spotting light on bright side of emotional labor, so the research also shows significant relationship between emotional labor and employee wellbeing .The way in which employees regulate their emotions has relevant to their well-being and organizational consequences. A positive or pleasurable emotional state resulting from the evaluation of individuals job or job experiences. So, Emotional labor can also play positive role in order to regulating emotions into family satisfaction, work satisfaction, positive emotions and life satisfaction. Moreover, it has been proved that during service transactions employees positive emotions also can improve customers mood and satisfaction with the service (Diener & Ryan, 2011; Diener & Seligman, 2002; Groth et al., 2009). To conclude it is suggested from our study and previous studies that emotional labor can effectively promoting its bright side among employees and organization because in the age of new technology all over the world many people pay more attentions to pursue jobs that have high emotional labor demands, and in order to obtain them they are willing to go through expensive and lengthy educational programs. So the focus should be on this bright side in order to survive or remain competitive in today fast paced

world. The organization should hire such individuals who have psychologically hardy personalities, because they can perform better than others even in stressful situations.

Future, researchers should consider particular relationship of variables in different contexts through longitudinal studies. The world economy has evolving from a production orientation to a service orientation. Over the last century the percentage of jobs demanding direct face-to-face interactions with customers rapidly increasing in the market. The large part of organizational health depends on these interactions because the purpose of these positive rules of interactions is promoting the organization according to customer expectations and to ensure the employees customer transaction goes smoothly. Emotional labor has its double edge effects less work has done on its bright side so, it would be a very good topic for future research. Due to shortage of resources like finance, time and approach to limited staff member related to different departments each having different working condition, environment, geographic area, culture all these factors are responsible for bringing changes in answers of some questions.

5.3   Limitations of Research

Some limitations occurred mainly due to limited resources and time constraints. Many difficulties were faced during the collection of data due to availability of the concerned staff and effective cooperation. Another limitation in this research was the use of convenience sample, as convenience sampling is used to collect data randomly from a large population, it limits the generalizability.

5.4   Future Research and Directions

Firstly, future studies should be conducted with large sample size in order to generalize the findings of this study as only 269 respondents are included in the study. Secondly, in future, data should be collected in different time lags. Thirdly, this study has been conducted in different airlines of while future studies should

be conducted in other sectors like hospitals, nursing staffs, telecommunication companies, educational departments, schools ,colleges and call center where the job of employee is much demanding required emotions. Fourthly, data collection of this study is done by questionnaire survey, other method of collecting data like group discussion, interview, can provide more strength to the topic if conducted in near future. Fifthly, further studies could be conducted using eustress as mediator that might be help to explain this relationship with emotional labor more effectively in other sectors. Finally, consistent with the literature, most of literature focused on frontline service workers and every position in a given organization entails display rules and thus emotional labor.

5.5 Conclusions

The purpose of present study is multiple. First is to examine the effect of emotional labor on employee wellbeing in airlines services of Pakistan. Second purpose was to examine the mediating role of eustress between emotional labor and employee wellbeing .Third purpose is to examine the moderating role of psychological capital in relationship between eustress and employee wellbeing. There is a positive and strong connection between eustress, psychological capital and employee wellbeing because psychological capital linked with job performance, physical health, and psychological wellbeing. This study empirically establishes that emotional labor positively related with employee wellbeing but the mediator does not play a significant role between them. The present study fills the gap in literature by exploring the mechanism which was previously mentioned in the literature. The present study examinee that with the help of emotional regulation strategies employees can regulate their emotions that has relevant to their well-being and organizational consequences. Research also shows that positive display rules work much better than negative emotional rules. It also examined that psychological capital moderate the relationship between eustress and employees wellbeing. People can regulate their emotions with the help of these strategies in their workplace. There is also some need to promoting effective emotional labor by granting employees

sufficient autonomy and by focusing on positive display rules. Customer satisfaction, employee wellbeing and overall organizational effectiveness improve when organization properly performed and managed emotional labor in positive display rules and give them autonomy.

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CAPITAL UNIVERSITY OF SCIENCE & TECHNOLOGY ISLAMABAD

Department of Management Sciences

Questionnaire

Dear Participant,

I am students of MS Management Sciences at Capital University 0f Science & Technology Islamabad. I am conducting a research on impact of **Emotional labor on Employee wellbeing; with mediating role of Eustress and moderating role of psychological capital.** 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.

Regards

Uzma Bahar

Please tick the relevant choices:

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

Please provide following information.

Demographics

Gander

1	2
Male	Female

Age

1	2	3	4	5
18-25	26-33	34-41	42-49	50 and Above

Qualification

1	2	3	4	5
Matric	Bachelor	Master	MS/M.Phil.	PhD

Experience

1	2	3	4	5
5 -10	11-16	17-22	23-28	30 and Above

Emotional Labor

	Surface Acting	1	2	3	4	5
EL01	I resist expressing my true feelings.	1	2	3	4	5
EL02	I pretend to have emotions that I don't really have.	1	2	3	4	5
EL03	I hide my true feelings about a situation.	1	2	3	4	5
	Deep Acting	1	2	3	4	5
EL04	I make an effort to actually feel the emotions that I must show.	1	2	3	4	5
EL05	I try to actually experience the emotions that I must show.	1	2	3	4	5
EL06	I really try to feel the emotions I have to show as part of my job.	1	2	3	4	5

In the following questions please respond on the basis of How often do you effectively cope with stressful changes that occur in your academic life?

(1=Always 2= Very often3= Often 4=Sometimes 5=Almost Never 6= Never)

Eutress

EU01	How often do you effectively cope with stressful changes that occur in your academic life?	1	2	3	4	5	6
EU02	How often do you deal successfully with irritating academic hassles?	1	2	3	4	5	6
EU03	Do you read books for pleasure?	1	2	3	4	5	6
EU04	How often do you feel that stress positively contributes to your ability to handle your academic problems?	1	2	3	4	5	6
EU05	In general, how often do you feel motivated by your stress?	1	2	3	4	5	6
EU06	Do you go out with friends during the week?	1	2	3	4	5	6
EU07	In general, how often are you able to successfully control the irritations in your academic life?	1	2	3	4	5	6
EU08	In general, how often do you speak with your family?	1	2	3	4	5	6
EU09	In general, how often do you fail at an academic task when under pressure?	1	2	3	4	5	6
EU10	In general, how often are you unable to control the way you spend your time on schoolwork?	1	2	3	4	5	6
EU11	How often do you feel comfortable in your surroundings?	1	2	3	4	5	6
EU12	When faced with academic stress, how often do you find that the pressure makes you more productive?	1	2	3	4	5	6
EU13	How often do you feel that you perform better on an assignment when under academic pressure?	1	2	3	4	5	6
EU14	How often do you practice meditation?	1	2	3	4	5	6
EU15	How often do you feel that stress for an exam has a positive effect on the results of your exam?	1	2	3	4	5	6

Employee Wellbeing

EW01	I feel satisfied with my life.	1	2	3	4	5	
EW02	I am close to my dream in most aspects of my life.	1	2	3	4	5	
EW03	Most of the time, I do feel real happiness.	1	2	3	4	5	
EW04	I am in a good life situation.	1	2	3	4	5	
EW05	My life is very fun.	1	2	3	4	5	
EW06	I would hardly change my current way of life in the afterlife.	1	2	3	4	5	
EW07	I am satisfied with my work responsibilities.	1	2	3	4	5	
EW08	In general, I feel fairly satisfied with my present job.	1	2	3	4	5	
EW09	I find real enjoyment in my work.	1	2	3	4	5	
EW10	I can always find ways to enrich my work.	1	2	3	4	5	
EW11	Work is a meaningful experience for me.	1	2	3	4	5	
EW12	I feel basically satisfied with my work achievements in my current job.	1	2	3	4	5	
EW13	I feel I have grown as a person.	1	2	3	4	5	
EW14	I handle daily affairs well.	1	2	3	4	5	
EW15	I generally feel good about myself, and I'm confident.	1	2	3	4	5	
EW16	People think I am willing to give and to share my time with others.	1	2	3	4	5	
EW17	I am good at making flexible timetables for my work.	1	2	3	4	5	
EW18	I love having deep conversations with family and friends so that we can better understand each other.	1	2	3	4	5	

In the following questions please respond on the basis of I feel confident analyzing a long-term problem to find a solution.

(1 = strongly disagree, 2 = disagree, 3 = some-what disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree)

Psychological Capital

PC01	I feel confident analyzing a long-term problem to find a solution.	1	2	3	4	5	6
PC02	I feel confident in representing my work area in meetings with Management.	1	2	3	4	5	6
PC03	I feel confident contributing to discussions about the company's Strategy.	1	2	3	4	5	6
PC04	I feel confident helping to set targets/goals in my work area.	1	2	3	4	5	6
PC05	I feel confident contacting people outside the company (e.g., Suppliers, customers) to discuss problems.	1	2	3	4	5	6
PC06	I feel confident presenting information to a group of colleagues.	1	2	3	4	5	6
PC07	If I should find myself in a jam at work, I could think of many ways to get out of it.	1	2	3	4	5	6
PC08	At the present time, I am energetically pursuing my work goals	1	2	3	4	5	6
PC09	There are lots of ways around any problem.	1	2	3	4	5	6
PC10	Right now I see myself as being pretty successful at work.	1	2	3	4	5	6
PC11	I can think of many ways to reach my current work goals.	1	2	3	4	5	6
PC12	At this time, I am meeting the work goals that I have set for myself.	1	2	3	4	5	6
PC13	When I have a setback at work, I have trouble recovering from it, Moving on.	1	2	3	4	5	6

PC14	I usually manage difficulties one way or another at work.	1	2	3	4	5	6
PC15	I can be "on my own," so to speak, at work if I have to.	1	2	3	4		6
PC16	I usually take stressful things at work in stride	1	2	3	4	5	6
PC17	I can get through difficult times at work because I've experienced difficulty before	1	2	3	4	5	6
PC18	I feel I can handle many things at a time at this job.	1	2	3	4	5	6
PC19	When things are uncertain for me at work, I usually expect the best.	1	2	3	4	5	6
PC20	If something can go wrong for me work-wise, it will	1	2	3	4	5	6
PC21	I always look on the bright side of things regarding my job.	1	2	3	4	5	6
PC22	I'm optimistic about what will happen to me in the future as it pertains to work.	1	2	3	4	5	6
PC23	In this job, things never work out the way I want them to	1	2	3	4	5	6
PC24	I approach this job as if "every cloud has a silver lining."	1	2	3	4	5	6