

## **Mediating Effect of Job Satisfaction on the Relationship between Emotional Labour and Organizational Commitment among the Physiotherapists**

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### **Abstract**

Multiple studies on Emotional Labour (EL) among various medical staff segments have been conducted, but none have focused on physiotherapists. Consequently, this study aims to examine the connections between (EL) and Job Satisfaction (JS) among physiotherapists as well as the role of job satisfaction as a moderator in the relationship between emotional labour and Organisational Commitment (OC). A cross-sectional study involving 208 physiotherapists from Sri Lanka was designed. Regression analysis and the Sobel test were used to analyse the data. It was found that EL has a significant beneficial impact on the OC of physiotherapists. Moreover, the EL has a substantial and positive effect on JS. In addition, it was unearthed that JS plays a crucial role in transmitting the effects of EL to OC. Consequently, JS serves as a mediator in this relationship. In addition, the EL dimensions, deep acting, and surface acting all positively affect the OC. This study contributes to empirical findings on the EL of physiotherapists. Due to JS's role as a mediator, hospital administrators should consider the emotions of physiotherapists in order to enhance to being and job satisfaction. Numerous studies have been conducted on various segments of the medical staff, but none have centred on physiotherapists. This study confirms JS's role as a mediator in the relationship between EL and OC in the field of physiotherapy and encourages future research to concentrate more on EL. These findings contribute to the interdisciplinarity of physiotherapy research by incorporating psychological perspectives from emotion management research.

**Keywords:** Deep Acting, Emotional Labour, Job Satisfaction, Organizational Commitment, Surface Acting

### **1. INTRODUCTION**

The World Health Organization defines "good health" as physical, mental, and social well-being, as well as the capacity to lead a productive life. To adequately manage this service, the government of Sri Lanka maintains free health facilities for the nation. Physiotherapists are one of the most important human human resource

components contributing to the achievement of the aforementioned national goal. Physiotherapists, who specialise in movement and function, are educated to modify physical activities for the general population and those with chronic illnesses. As per 2019 medical statistics, state-owned hospitals in Sri Lanka have 652

physiotherapists for patient care. According to a preliminary study conducted by the researchers, however, the majority of them are contemplating leaving the state-owned service because of the heavy workload, lack of equipment, and low pay and benefits.

A physiotherapist is a professional with a long-standing tradition of practical and experiential knowledge. Physiotherapists assist people who have been harmed by an injury, illness, or disability by administering movements and exercises, manual therapies, education, and advice. They treat everyone, regardless of age, and assist them in coping with pain and avoiding disease. Physical therapy is described as "A science-based profession that takes an approach to health and well-being that considers the "whole person" lifestyle of the average person. "Patients are fundamentally involved in their own care through education, awareness, empowerment, and participation in their treatments. The services of professional physiotherapists can benefit human life at any time. The spirit of a physiotherapist's work should not consist solely of performing the task. Nonetheless, it should entail receiving the work with the correct attitudes, "the right amount of sincerity, and the right amount of concern for the" patients. When interacting with patients, physiotherapists must exhibit certain emotions, such as "friendliness, cheerfulness, warmth, enthusiasm, confidence, or caring and kindness." Hochschild (1983) gave several examples. It is expected that "displaying friendliness and zeal" will increase customer satisfaction, increase

direct sales, lead to an increase in repeat business, and ultimately lead to financial success.

Nonetheless, it should involve completing the task with the appropriate attitude, "the appropriate degree of sincerity," and "the appropriate concern for the patients." Every physiotherapist must display certain emotions when interacting with patients, such as "friendliness, cheerfulness, warmth, enthusiasm, self-assurance, or caring and compassion." Hochschild (1983) provided a number of examples. It is anticipated that "displaying friendliness and zeal" will increase customer satisfaction and directly improve deals, which will lead to a stronger repeat business industry, and boost financial performance.

On the other hand, in order to meet customer expectations, the physiotherapist must perform appropriate and inappropriate emotional display rules while on the job (Grandey et al., 2013). According to Foster & Sayers (2012), the work of physiotherapists consists of physical, intellectual, and emotional components. According to Austin et al. (2008), organisations establish 'rules of conduct that include standards that permit employees to behave and approach situations with the appropriate emotions. The 'display rules' stipulate that employees must exhibit positive emotions and conceal negative ones. The management expects those with direct customer contact to exhibit positive emotions. Because their level of service delivery directly impacts the organisation's service quality standards and overall customer satisfaction (Pugh,2001).

This conduct is known as "emotional labour" (EL). It was coined by Hochschild in 1983. He defines EL as "inducing or suppressing emotion to maintain a facial expression that elicits the desired mental state in others." Hochschild defined EL in 2012 as the "strength, preparation, and control required for a particular feeling that is consistently positive throughout a social relationship." Multiple researchers have provided numerous definitions of EL. However, it occurs when people recognise the need to suppress their emotions.

However, displaying the projected emotions of the organisation as a human is difficult. Discord can arise in the workplace under certain conditions. That is the conflict between a person's emotions and the emotions required to perform as instructed. The service provider personally experiences certain emotions and is required to perform or display another emotion. To surpass actual emotions, he must instead declare facial expressions. The service provider has two options for handling this situation. These are examples of surface and deep acting (Brotheridge & Grandey, 2002). (Brotheridge & Grandey, 2002). Surface acting is an employee-focused EL that primarily describes how employees express, control, and manage their emotions in order to meet work requirements. This is the adjustment and regulation of employees' emotional expressions. Deep acting entails gauging the opinions and emotions of the body's core to satisfy the display requirements of the job. A person manipulates their inner emotions to replicate textures while adhering to the display guidelines for each situation.

## 1.1 Problem Statement

EL is heavily used in the field of physiotherapy. The physiotherapist is responsible for managing the job's demands. In today's workplace, management manages emotions and expressions in order to provide the best services to their customers; thus, controlling workers' natural emotions creates dissatisfaction. Researchers decided to look for the root cause of low job satisfaction, emphasising EL and OC, based on preliminary findings on the level of satisfaction of physiotherapists. Several studies conducted in Sri Lanka and internationally focused on the impact of EC on OC without considering the mediating role of job satisfaction of different workforce layers. As a result, the current study will fill a gap in the literature by investigating "the mediating role of JC on the relationship between EL and OC." In the Sri Lankan context, empirical evidence relating to JS and OC is still in its early stages. As a result of conducting this type of research study, a contextual gap was discovered to be filled. Therefore, this study was expected to fill a gap in the literature by addressing the question, "Does emotional labour affect the organisational commitment and Job satisfaction of physiotherapists in state-owned hospitals in Sri Lanka?" This study examined whether the JS acts as a mediator in the relationship between EL and OC.

## 1.2 Research Questions

### 1.2.1 Main Question

"What impact would emotional labour have on the job satisfaction and organizational commitment of

physiotherapists in Sri Lankan state-owned hospitals?"

### 1.2.2 Specific Questions

This study will be carried out to fulfil the following Questions;

- What effect does emotional labour have on the organizational commitment of physiotherapists in Sri Lankan hospitals owned by the government?
- What impact does emotional labour have on the job satisfaction of physiotherapists in Sri Lankan hospitals owned by the government?
- What effect does job satisfaction have on the organisational commitment of physiotherapists in Sri Lankan hospitals owned by the government?
- How does job satisfaction impact the relationship between emotional labour and organisational commitment among physiotherapists in Sri Lankan state-owned hospitals?

## 1.3 Objectives of the Study

### 1.3.1 Main objective

The study's main objective was "to explore the impact of emotional labour on the job satisfaction and organisational commitment of physiotherapists in state-owned hospitals in Sri Lanka."

### 1.3.2 Specific Objectives

This study will be carried out to fulfil the following objectives.

- To determine the effect of emotional labour on the OC of physiotherapists in state-owned Sri Lankan hospitals.

- To examine the effect of emotional labour on physiotherapists' job satisfaction in state-owned hospitals in Sri Lanka
- To examine the impact of job satisfaction on organizational commitment among physiotherapists in state-owned Sri Lankan hospitals
- To investigate the moderating effect of job satisfaction on the relationship between employee loyalty and organizational commitment among physiotherapists in state-owned hospitals in Sri Lanka.

## 1.4 Significance of the Study

Hochschild (1983) recognised that EL required physical and mental resources. It, therefore, has negative consequences on work-related outcomes, including employee JS and well-being (quoted in Wang et al., 2016). However, those results do not match those presented by Ghalandar et al. (2012) and Bhawe & Glomb (2013). Some reported a positive relationship, but others stated a negative or no relationship. As per Yang & Chen (2020), "The relationships between EL and employee outcomes (e.g., burnout, JS, well-being, and affective states) are the most examined in the EL nomological network." Further, they recognise turnover intention and commitment as mainly concerned with organisational-level outcome variables. Johnson & Spector, 2007; Liu et al., 2008; Seery & Corrigan, 2009; Duke et al., 2009; Cheung & Tang, 2010; Diefendorff et al. 2011 and Hsieh et al. 2016: measured the relationship between EL and JS (Cited

in Yang & Chen, 2020). Further, according to their comprehensive literature review, some researchers consider JS a mediate variable (Seery & Corrigan, 2009; Nguyen et al., 2013; Oh et al., 2019). Again several research papers measure the impact of EL on OC (Seery & Corrigan, 2009; Oh et al., 2019).

Over the past two or three decades, researchers have evaluated the EL impact on employee and customer outcomes using a variety of work groups, including hotel employees, bankers, customer service agents, bus drivers, nurses, health care providers, teachers, and police officers. , Aviation employees, customer service employees and general employees (Yang & Chen, 2020). While it is mainly concerned with the healthcare industry, EL impacts have been found primarily in nursing. According to Kirk et al. (2021), it is essential to understand how EL nurses face in developing wellness and retention programs. Yao et al. (2021) A study examined the indirect linear relationship between EL and Chinese nurses and found a positive correlation. Again Theodosius et al. (2021) found that collective EL is important for nurses' motivation to leave their current workplace. However, EL does not affect vacations from organisations or professions as specified. No one focuses on how EL influences physiotherapists. However, Physiotherapy is a profession where EL is required heavily. The physiotherapist is needed to manage his emotions to match the demand of this job. When considering careers that require EL while discharging their job functions, EL should not be a factor

that creates a lack of OC in those professionals. Therefore, in this study, researchers examined the impact of EL on OC with the help of JS as a mediator.

The relationship between EL, JS and OC is a significant relationship that all managers and policymakers should understand. This study will reveal the significance of this relationship among the physiotherapists in Sri Lankan State-owned Hospitals. Therefore, HR Managers and policymakers can utilise the findings of this study for their management strategies and policies.

Even though the study is focused on physiotherapists, the findings can be applied to most patient care professionals, such as nursing professionals, doctors, and attendants. Even in other customer care fields, the study's outcome would support using the EL effectively on JS and OC.

In all researchers, it had been tested the causality effect of EL on OC. Those studies show a relationship or impact of the independent variable on the dependent variable. But none of these research has not tried to answer "why/how" the independent variable affects the dependent variable. Using analysis, it can be quantitatively ascertained how the independent variable influence the dependent variable. This study is expected to find the answer; how the EL influences the OC through the influence of JS.

Since no research has been conducted on physiotherapists of Sri Lankan state-owned hospitals focusing on the mediation effect of JS on OC through the EL, this study would be a significant decision-making resource

for the state-owned hospital administration.

Since this study investigates the direct impact of EL on OC and the indirect effect of EL on OC through JS, even though the study was conducted on physiotherapists in state-owned hospitals, the study's fundamentals imply that the impact of EL on JS and OC is universal across all industries. Therefore, this research could be useful for management in service delivery contexts where EL is a key component. On the basis of this research's findings, they can assess the efficacy of their strategies on EL and their impact on OC and JS.

This research could pave the way for a new line of inquiry into EL. The EL was not a research topic in Sri Lanka, particularly in the health sector.

## **2. LITERATURE REVIEW**

OC (OC) was defined by Porter et al. (1974) as the comparative asset of a person's identification with and participation in a company. It must possess at least three characteristics: (1) strong trust and approval of the company's goals and values; (2) a willingness to use significant force on the company's behalf; and (3) a strong desire to protect employee participation in the workplace. OC is defined as an employee's belief in and acceptance of an organisation's goals and ethics, strength on behalf of the organisation to achieve these goals, and a strong desire to protect membership within the organisation (Hunt and Morgan, 1994). They discovered a significant negative correlation between surface acting and affective commitment. Robbin and Judge (2017) define organisational

citizenship (OC) as the degree to which an employee cares about an organisation and its goals and wishes to remain a member.

Ruppel et al. (2013) reported EL, decreased OC, and an increase in intention to leave a company. Brotheridge and Lee (2003) defined EL as "workers arranging to control their emotions in order to fulfil the organisation's expectations." (Wong and Law, 2002) explain that their structure commitment varies based on the EL performed by their personnel. According to Wharton (1999), "EL" describes the difficulty of displaying organizationally permitted emotions. People whose jobs require them to be in close contact with clients or customers and for whom these relationships are integral to their work may perform this task. Kaya and Ozhan (2012) define EL as the management of emotional feelings in a manner detectable through gestures or tolerated by staff. The physiotherapist's performance of the task should be one of many aspects of their job.

Organisational commitment is to show loyalty to the organisation's mission, to make sincere efforts to realise the mission and to connect with a sense of responsibility (Webber & Scott, 2013). Robbins & Judge (2017) recognised that OC is an essential job attitude for the success of the organisation. Ruppel et al. (2013) reported emotional stress, reduced OC and ultimately increased turnover intention. However, they failed to confirm any significant relationship between deep acting and OC. Lartey et al. (2019)) and Öztürk (2020) found a positive relationship between surface-acting OC. However,



they failed to establish any type of relationship between deep acting and OC. Furthermore, some past studies indicate a negative correlation between EL and OC (Keithley & Koskina, 2010; Zemblas et al., 2009), cited in Mehra & Bedi (2018). This literature shows that past research did not go to one conclusion on the relationship between EL and OC.

In 2020, Yang & Chen conducted a comprehensive literature survey on EM. They recognised JS as one of the most considered dependent and moderating variables of the studies. However, those researchers did not come to one conclusion. Chehab et al. (2021) found a positive relationship between EL and JS. However, Chehab et al. (2021) and Ruppel et al. (2013) revealed that "there is a negative relationship between EL and JS". Again Lam and Chan (2012), Chen et al. (2012): and Larthey et al. (2019) found a negative relationship between surface acting and JS.

Further, Grandey et al. (2015) recognise a positive relationship between deep acting and JS. They do not identify any significant relationship between Surface acting and JS and finally concluded as "some dimensions of EL significantly relate to JS." Further, according to Larthey et al. (2019), there is no significant relationship between deep acting and JS. Lee & Jang (2020) conducted a cross-sectional study using nurses and found a positive relationship between deep acting and JS. However, they did not find any relationship between surface acting and JS. Hakami et al. (2020) conducted a study using Saudi Arabian nurses and found a positive relationship again. According to the

literature, there is no confirmed conclusion on the relationship between EL and JS.

The term JS (JS) was first coined by Hoppock (1935) and defined as "a combination of environmental, physiological and psychological factors that make an employee happy with his/her job" (Cited in Singh & Ryhal, 2021). Also, it can be defined as "JS is an attitude or subjective experience toward an individual's job" (Miembazi & Qian, 2017). According to past researchers, employees, JS, and OC components play a critical role in performance (Karem et al., 2019). They have found a positive relationship between JS and OC (De Alwis & Kodikara, 2016; Alleyne et al., 2018; Aksoy et al., 2018; Bennett & Stanley 2019; Bennett, 2019; Yorulmaz et al., 2020; Bennett & Hylton, 2021). Akanbi & Itiola (2013) investigated the relationship between OC and JS among Nigeria's healthcare employees.

If employees are satisfied with their work, their level of commitment to the organisation is remarkable (Aksoy et al., 2018; Singh & Ryhal, 2021), and JS support decreasing absenteeism (Onyebuchi et al., 2019). Though, some of them recognised it as an antecedent of OC (Aamodt, 2012; Wang et al., 2016). As per the previous studies, JS has mediated relationships between different variables such as role conflicts, Job stress, Organizational Identification and OC (Lu, 2007; Yousef, 2013; Yorulmaz et al., 2020). In this study, we expected the measure the mediation effect of JS on the relationship between EL and OC. H4:

JS mediate the relationship between EL and OC.

Based on the above literature, we have developed the following conceptual framework (Figure 1) and the following hypothesis.

H1: Emotional labour has a significant impact on the organisational commitment of the physiotherapists in state-owned Hospitals in Sri Lanka.

H2: Emotional labour has a significant effect on the Job Satisfaction of physiotherapists in state-owned Hospitals in Sri Lanka.

H3: Job Satisfaction has a significant impact on the organisational commitment of the physiotherapists in state-owned Hospitals in Sri Lanka.

H4: "The relationship between emotional labour and organisational commitment of physiotherapists in state-owned hospitals in Sri Lanka is mediated by job satisfaction."

### 3. METHODS

This study is undertaken to ascertain and describe the characteristics of the variables of interest in a situation. Hence, this study type was descriptive. The study's objective is to identify the effect of EL on the OC of physiotherapists and measure the mediation effect of JS on the above relationship. Hence, the type of investigation was a correlation rather than a causal study. A correlation study is conducted in the natural environment of the organisation with minimum interference by the

researcher with the normal flow of work (Sekaran, 2009). There is some disruption to the normal flow of work in the system as the researcher administers questionnaires at the workplace; the researcher's interference in the system's routine functioning is minimal compared to that caused during causal studies.

The study population of this study is physiotherapists who work in Sri Lanka. According to the Medical Statistics Unit Ministry of Health (2019), the total population of the survey is 652. With the aid of Krejcie & Morgan's (1970) sample size determination formula, the sample for the study was estimated at 242. However, 365 questionnaires were distributed, assuming a 15% non-responsive rate. However, researchers received only 208 responses with a 35 % non -responsive rate. Therefore researcher decided to go forward with the study on the 208-response received. The "Purposive sampling method" was adopted as a sampling technique. It uses the judgement of the researchers to select sample members from the population. In this sampling method, the researchers should possess good knowledge regarding the purpose or judgment of their studies so that researchers can correctly select and approach qualified participants.

The questionnaire consists of two parts: part A and part B. The questionnaires were prepared in the English language as well as in Sinhala language. Part A is the personal profile. The respondent's biographical information was collected to establish a profile of the sample group in relation to gender, marital status, age,



educational qualifications, position, average income and length of service.

Measures for the study included standardised instruments in assessing EL, JS and OC and were slightly modified to match the research setting. The basic information relevant to the Part B of the questionnaire is shown in table 1.

## 4. FINDINGS

### 4.1 Descriptive statistics

The summary of the descriptive statistics is shown in table no 2. As shown in Table 3, skewness and kurtosis values for each study variable were between  $-2$  –  $2$ . Therefore, it can be recognised as a normally distributed data set (George and Mallery, 2010).

### 4.2 Correlation analysis

With the aid of these three variables, the Pearson correlation coefficients were used to establish the relationships. According to Table 4, the correlation coefficient between EL and JS is  $r = .846$  with a significant value of  $.000$ . The R-value is less than  $.75$ . There is a strong positive correlation between EL and JS. Also, the correlation is significant at the  $0.01$  level.

Also correlation coefficient between EL and OC is  $r = .866$  with a significant value of  $.000$ . The R-value is greater than  $.75$  and again confirms a strong positive correlation between the EL and OC and. Also, the correlation is significant at the  $0.01$  level. According to the above table, the correlation coefficient between JS and OC is  $r = .838$ , with a significant value of  $.000$ . The R-value is greater than  $.75$ . It is clear that there is a strong

positive correlation between JS and OC. And also, the correlation is significant at the  $0.01$  level.

### 4.3 Multiple linear analysis

It can be observed that the Durbin-Watson statistic is  $2.234$ , which is nearly  $2$ ; hence it can be concluded that there is no autocorrelation. The acceptable level is tolerance over  $.1$  and VIF less than  $10$ . This model has a tolerance of  $0.284$  and a VIF of  $3.518$ . Therefore, it can be concluded that there is no multicollinearity among the variables.

Multiple regression was calculated to predict the impact of EL on JS and OC.

Multiple regression was carried out to investigate whether EL and JS could significantly predict physiotherapists' levels of OC. The regression results indicated that the model explained  $78.6\%$  of the variance and that the model was a significant predictor of OC,  $F(2,205) = 382.061$ ,  $p = .000$ . While EL contributed, however, significantly to the model ( $B = .521$ ,  $p < .05$ ) and JS ( $B = .403$ ,  $P > .05$ ). The final predictive model was

$$OC = .144 + .531(EL) + .403(JS). \quad (2)$$

### 4.4 Mediator analysis

Sobel test was utilised to examine if JS mediated the relationship between EL and OC. First, results of simple linear regression show that EL was a statistically significant predictor of OC ( $b = .834$ ,  $\beta = .866$ ,  $t = 24.81$ ,  $p < .000$ ). Second, results of simple regression show that EL was a significant predictor of JS ( $b = .751$  ( $.033$ ),  $\beta = .846$ ,  $t = 22.75$ ,  $p < .000$ ). Next, when the mediator, JS, was

entered in the regression analysis, EL ( $b = .532 (.058)$ ,  $\beta = .551$ ,  $t = 9.15$ ,  $p < .000$ ). and JS ( $b = .403(.065)$ ,  $\beta = .371$ ,  $t = -6.166$ ,  $p < .000$ ) were significant predictors of OC. After introducing the mediating variable, the direct effect of EL on OC has been reduced. Therefore, it can be observed that JS is a mediating factor by creating the indirect effect of EL on OC, while EL has a significant direct effect on OC. Therefore, EL has two effects on OC, the direct effect and the indirect effect through JS. The Sobel test was utilised to further investigate the mediator (to recognise the indirect effect) to examine if JS significantly mediated the relationship between EL and OC. The results confirmed that JS significantly mediates the relationship between EL and OC ( $Z = 5.982$ ,  $p < .001$ ). The test statistic for the Sobel test is  $5.982 (.50)$ ,  $p < .000$ . The observed p-value does fall below the established alpha level of  $.05$ , indicating that the association between the IV and the DV (in this case, EL and OC) is reduced significantly by the inclusion of the mediator (in this case, JS) in the model. On the other hand, there is evidence of the mediation effect of JS on the relationship between EL and OC.

## 5. DISCUSSION

The present study focused on exploring the impact of EL on JS and OC with special reference to the physiotherapists attached to the State-owned Hospitals in Sri Lanka.

The first specific objective of the research was to identify the impact of EL on OC. During the analysis, it was found that the impact of EL on the OC was positive and statistically

significant. By expecting greater insight into the impact of EL on the OC, the dimensions of the EL, surface acting, deep acting and emotional consonance were evaluated individually to ascertain the impact on the OC. Surface acting, deep acting, and emotional consonance were found to impact the OC positively. These findings are in line with Yin et al. (2019), who argued that the three components positively related to the OC. This was further witnessed by Lee & Vlack (2017).

The second specific objective of the study (hypothesis 2) was to examine the impact of EL on JS. It was found that the EL has a significant positive impact on the JS. The third objective was to investigate the impact of JS on OC (Hypothesis 3). There was sufficient statistical evidence to prove the positive and significant impact of JS on OC.

Finally, It was evaluated the mediating effect of JS on the relationship between EL and OC. It explores the mediating effect of JS on the relationship between EL and OC of physiotherapists in state-owned Hospitals in Sri Lanka. There was a significant direct impact of EL on the OC. It was further revealed that EL has a significant impact on JS, and JS has a positive and significant impact on OC. With the aid of Sobel statistics, the transmission of the effect of EL to the OC through JS was proved.

## 6. RECOMMENDATIONS

Since the study established a significant impact of EL on JS and OC, those findings can be used to increase the OC of physiotherapists. The management can emphasise the key

dimensions of "EL; surface acting, deep acting and naturally felt emotions, and create a working environment that facilitates to enhance those aspects, the OC can be enhanced". Further development in EL would improve the JS of the state-owned physiotherapists, and satisfaction would cause enhancement of the OC. Therefore, the improvement of EL will have three advantages, one improvement of OC, second improvement of JS and third improvement of OC.

Even though the EL can improve organisational performance, prolonged EL would also lead to negative impacts. According to Mann (1999), EL could be a double edge sword where there will be benefits and dysfunction. Therefore, HR managers should carefully recognise the strategies for EL. If scientific strategies are employed, the dysfunctional part of the EL will be able to maintain the benefits of the EL (Grandey et al., 2015).

**7. CONCLUSIONS**

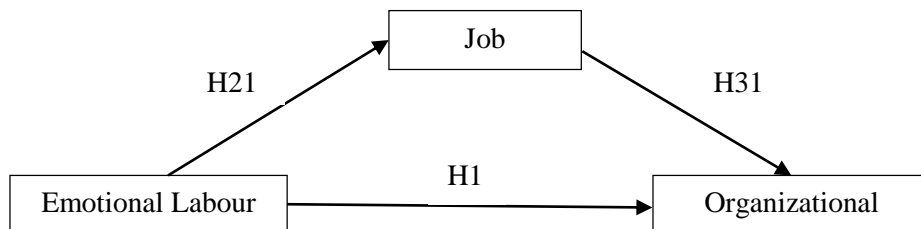
It can be concluded that the impact of the EL on the OC is positive and significant. Further, the effect of the EL on the JS is also positive and

significant. Improvement of the EL can be used as a two-pronged strategy to improve OC. One is to strengthen the OC directly. Secondly, it will enhance the JS and help to transmit the impact of EL to the OC through the mediating effect of the JS.

**8. LIMITATIONS**

The study employed a cross-sectional design which is correlational in nature. Under this state, it is incapable of establishing cause-and-effect relationships among the study variables. This study just focused on a physiotherapist who works in State hospitals in Sri Lanka. Because of that, it is challenging to generalise to all the physiotherapists who work in other sectors. Further, physiotherapists represent a single workgroup of the health sector. Therefore, it does not describe the behaviours of the entire medical staff. Furthermore, the study employed a convenient sampling technique which affected the generalizability of the study. This background opens the door for other empirical studies, including longitudinal studies, to be undertaken in this context.

**APPENDIX**



**Figure 1. Conceptual Framework**

Source: Developed by the authors using exploratory study,2021

**Table 1: Basic Information of the measurement constructs**

Construct	Number of measurement items	Originally developed by	Type of questions	Cronbach's alpha
Emotional Labour (EL)	12	Briët et al. (2005)	five-point Likert scale 1 (Not at all) to 5 (very great extent)	.86
Job Satisfaction (JS)	07	Khamlub et al. (2013)	Five-point Likert scale 1 (Much worse) to 5 (Much better)	0.74
Organizational Commitment (OC)	15	Altindis (2011)	Five-point Likert scale 1 (Much worse) to 5 (Much better")	.89

**Table 2: A summary of the demographic characteristics of the research respondents**

Variable	Frequency	%	Variable	Frequency	%
<b>Designation of the respondent</b>			<b>Income Distribution</b>		
Physiotherapist	180	87	Less than 50,000 (US\$ 250)	25	13
Chief Physiotherapist	15	15	Between 50,000-100,000 (\$ 250 -100)	167	80
Trainee Physiotherapist	13	13	Between 100,000-150,000 (\$100 – 150)	10	5
<b>Gender Distribution</b>			More than 150,000 (\$150)	4	2
Physiotherapist	180	87	<b>Working Hours</b>		
Chief Physiotherapist	15	15	Less than 8	33	16
Trainee Physiotherapist	13	13	Between 8-10	145	70
<b>Age distribution</b>			Between 10-12	18	9
18-30	101	4	More than 12	10	5
30-40	76	36.5	<b>Designation of the recipients</b>		
40-50	29	13.9	<b>Marital Status</b>		
above 50	2	1.0	Married	130	63
Passed A/L	2	1	Others	2	1
Diploma	101	49	<b>Work Experience</b>		
Graduate	103	49	“Less than one year	12	6
Master	2	1	1 to 5 years	114	55
			5 to 10 years	17	8
			more than ten years	65	31

Source: Survey Data, 2021

**Table 3: A summary of the descriptive statistics for the study variables**

Descriptive Statistics					
	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic
Emotional Labour (EL)	208	3.0554	.84591	.153	-.997
Job Satisfaction (JS)	208	3.1087	.75092	-.134	-.708
Organizational Commitment (OC)	208	3.0200	.81495	.109	-.849

Source: Survey Data, 2021

**Table 4: Correlation analysis**

		Job Satisfaction (JS)	Organisational Commitment (OC)
<b>Emotional Labour (EL)</b>	Pearson Correlation	.846**	.866**
	Sig. (2- tailed)	.000	.000
	N	208	208
<b>Job Satisfaction (JS)</b>	Pearson Correlation		.838**
	Sig. (2- tailed)		.000
	N		208

\*\* Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data,2021

**Table 5: Table: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.888 <sup>a</sup>	.788	.786	.37664

a. Predictors: (Constant), JS, EL

Source: Survey Data,2021

**Table 6: Regression coefficients**

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.144	.112		1.289	.199
	EL	.531	.058	.551	9.150	.000
	JS	.403	.065	.371	6.166	.000

a. Dependent Variable: OC

Source: Survey Data,202

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