

리더의 감정노동이 부하의 직무몰입에 미치는 영향: 심리적 자본과 상사-부하관계의 효과 연구

The Effect of Leader Emotional Labor on Followers' Work Engagement : Examining the Role of Followers' PsyCap and Quality of LMX

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요약

감정노동에 관한 연구의 대부분이 서비스 종사원의 감정노동에 집중되어져 왔다. 그렇지만 본 연구는 리더의 감정노동에 대한 선행연구를 토대로 리더의 감정노동이 부하의 직무몰입에 미치는 영향과 그러한 관계에서 부하의 심리적 자본의 매개역할을 검증하였다. 또한, 리더의 감정노동과 부하의 심리적 자본관계에서 상사-부하의 관계의 질의 조절효과를 검토하였다. SPSS24.0과 AMOS24.0프로그램을 활용하여 국내 통신서비스회사와 관련 업체를 대상으로 496명의 데이터를 수집하여 분석하였다.

그 결과 리더의 감정노동은 부하의 직무몰입과 심리적 자본에 긍정적인 영향을 미치는 것으로 확인하였다. 구체적으로 리더의 내면행위와 표면행위가 부하의 직무몰입에 긍정적인 영향을 미쳤다. 특히, 리더의 감정노동(내면행위)은 부하의 심리적자본에 유의미한 영향을 미쳤고, 리더의 감정노동과 부하의 직무몰입 관계에서 부하의 심리적 자본은 매개역할을 하는 것으로 확인하였다. 마지막으로 리더의 감정노동과 부하의 심리적 자본 관계에서 상사-부하 관계의 질의 조절효과는 관계의 질이 높은 집단에서 유의미한 효과를 확인하였다. 연구의 한계 및 향후 연구방향을 제시하였다.

■ 중심어 : | 리더감정노동 | 직무몰입 | 심리적자본 | 상사-부하 관계의 질 |

Abstract

Almost all research on emotional labor has focused on how services workers use emotional labor. However, this study examined that leaders' emotional labor influence follower's outcomes. Especially, this study tested how the leader emotional labor influence followers' work engagement and mediating role of PsyCap between leader emotional labor and followers' work engagement. In addition, this study investigated the quality of LMX as moderator the relationship between leader emotional labor and followers' work engagement. The SPSS 24.0 and AMOS 24.0 was used in this study.

The results collected from 469 employees in domestic large Telecom and their related companies revealed that leader emotional labor positively influence followers' work engagement and PsyCap. Especially, leader deep acting and surface acting positively influence followers' work engagement, but not display of genuine emotion, and leader deep acting only positively influence followers' PsyCap. Futhermore, followers' PsyCap partially mediated the relationship between leader emotional labor and followers'work engagement. Finally, the quality of LMX as moderator in link between leader emotional labor and followers'work engagement showed when followers in high-quality of LMX. Implications and suggestion for future study are discussed.

■ keyword : | Leader Emotional Labor | Work Engagement | Psychological Capital | LMX |

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I. INTRODUCTION

Today's climate of continued long-term global recession and prevalent uncertainty in businesses, leaders should control their emotions appropriately depending on situations to achieve goals. According to this perspective, numerous researchers on leader emotion regulation are in progress in relation to leadership[1-4].

Leader emotions lie at the key of many leadership mechanisms such as inspiring followers, sustaining interpersonal relationships, and resulting in follower outcomes such as satisfaction, performance and citizenship behaviors[2][5][95]. However, dating back to a few decades, leaders' emotion had been considered as an obstacle in making reasonable decision and part of conflict in interpersonal relationships. Only very recently, researchers started to recognize the value of leaders' emotion at workplace.

Many studies concluded that leaders capable of effectively controlling their emotion can improve their own emotion, relationship with others, and organizational performance. And the emotion regulation of leaders can support the way followers deal with negative emotions, express trust and amicable emotion, and strengthen the enthusiasm, optimism, and resilience of followers[6-8].

Based on emotional contagion theory[9], Humphrey et al.[7] termed this phenomenon as "leading with emotional labor", and argued that leaders should perform emotional labor as an emotion manager to influence the attitude and emotion of followers and encourage them to achieve given performance goals. In addition, Humphrey, Ashforth and Diefendorff[10] suggested the bright side of emotional labor, and argued that "the evidence is pretty clear that there is a bright side to leaders' emotional labor, and that emotions useful in a wide variety of occupations",

continuously raising the need for further research on leaders' emotional labor.

Humphrey et al.[7] described how leaders use "emotional labor to influence the moods, emotions, motivations, and performance of their subordinates or followers". They developed the first comprehensive model of how leaders use emotional labor, and they categorized the similarities and differences between the emotional labor performed by leaders and that performed by service workers. In addition, Gardner, Fischer, and Hunt[6] explored leaders' emotional labor in considerable depth presenting a partial nomological network. They focused on the cognitive influence of leader emotional labor on follower impression and trust in leader, and leaders' well-being. Studies by Gardner et al.[6] and Humphrey et al.[7] offer plenty of research opportunities for the relationship between leaders' emotional labor and followers' outcomes. However, they did not explain the effects on followers' attitudes or performance.

The major role of leaders would be displaying optimism and hope to influence followers' mood and emotion so that they can actively commit to their tasks. Therefore, the core competency of leaders is the emotional regulation capacity in order to simultaneously fulfill the role of both managers of business and followers' emotional management[11].

According to emotional regulation theory[12], surface acting and deep acting are the two elements which have been widely researched for emotional labor strategies[13][14]. Based on Grandey's argument [15], the limitations of the existing studies on emotion regulations are explained as follows: first, leaders' emotion regulation is easily experienced, and displayed without conscious effort; second, the psychological process through which leaders display their emotions hasn't been fully explained[7]; third,

most studies in emotion regulation are limited to laboratory studies; fourth, they mainly suggest reappraisal (deep acting) and suppression (surface acting) as leaders' strategy for emotion regulation, and haven't considered the other dimension, display of felt emotion[16]. Moreover, Grandey[15] argued that Emotional regulation and Emotional labor seem to be differences in the focal constructs, methods, and outcomes of interest.

Therefore, theoretical/empirical study needs to be conducted on leaders' emotional labor in order to overcome these limitations present in existing studies concerning leaders' emotions and leaders' emotion regulation. In this regard, the purpose of this study is to investigate the relationships between leaders' emotional labor(surface acting, deep acting, display of felt emotion) and followers' work engagement with mediating and moderating variables in South Korean conglomerate employees. In detail, this study will empirically clarify that leader emotional labor could influence followers' PsyCap and work engagement by examining the moderating effect of LMX.

Second, a sufficient volume of theoretical suggestions is available, suggesting that the emotional labor strategies of leaders influence the enthusiasm, positivism, and positive psychology of followers, but there are very few empirical studies thereof[6][7][10]. Thus, this study will attempt to clearly explain the relationship between leader emotional labor and followers' PsyCap(psychological capital).

Third, the influence of leaders' emotional labor could be amplified when LMX(leader-member exchange)relationship quality acts as moderator. It is expected that LMX relationship will play an important role as a moderator in the relationship between leaders' emotional labor and followers' PsyCap, rather than personal characteristics and job characteristics as moderators in existing studies on emotional labor[17].

Finally, this study will lead to attentions on leader emotional labor from HR managers and practitioners. The implication of this study will give some clues for leaders' emotional regulation strategies development program. As a result, leaders will be more aware of their role as emotional managers, and begin to develop techniques to use emotional labor as a leader.

II. THEORETICAL BACKGROUND

Leaders have been performing emotional labor for decades, but only doing so under the umbrella of good leadership[18]. Leadership necessarily involves an element of emotional labor, defined by Hochschild [13], as "management of feeling to create a publicly observable facial and bodily display" (p.7)[19].

Leader emotional labor may be conceptualized in terms of its dimensions. Humphrey et al[7] and Gardner et al[6] considered 3 dimensions as leader emotional labor strategies based prior researches. Specifically, surface acting refers to the process of simulating observable emotions that are not truly felt, as when leaders suppress negative emotions and fake positive emotions[38]. Deep acting refers to the process of modifying inner feelings to experience and express appropriate emotions[39]. Display of genuine emotions denotes the process of regulating expressions of genuine emotions[6][7][16][40].

Humphrey et al.[7] defined leaders' emotional labor as the process that leaders use emotional display to influence their followers based on emotional contagion theory[9]. they contend that leaders who use emotional labor are emotionally expressive and tend to be perceived as transformational leader in that emotional expressiveness is the core attribute of transformational leaders[20-22][96]. Specifically, Humphrey[11] stated that "leading with emotional

labor is not meant to be a complete theory of leadership. Leader emotional labor is a specific set of behaviors that can help leaders establish better leader-member exchange relationships, perform transformational leadership behaviors, establish authentic relationships with others, and so forth” (p. 741). In this regard, leader emotional labor may be especially important because leaders need to role-model hope, confidence, and optimism[18][23].

Based on the above arguments, it is assumed that leaders' emotional labor influences followers' PsyCap(psychological capital). PsyCap is an individual's positive psychological state of development characterized by four positive psychological resources: self-efficacy, optimism, hope and resilience[24]. When these four positive resources are combined, the result has been conceptually[25] and empirically[26] demonstrated to be a higher-order, multidimensional construct labeled psychological capital.

PsyCap has been summarized using the acronym HERO: hope, efficacy, resilience, and optimism[27]. Each has a positive effect of attitudes, behaviors, and performance, and also the PsyCap is state-like(not a trait), Psychological capital is proposed as a common underlying capacity considered critical to human motivation, cognitive processing, endeavor for success, and resulting performance at workplace[28][83]. With recent review studies of PsyCap, it is confirmed that the leader's behavior(,eg authentic, transformational) influence followers' psychological resources[29-31]. In particular, leaders' deep acting and genuine felt emotion expression will have an effect on followers' attitude through transformational leadership perception. This influence can be explained by the emotion contagion theory[9], which claims that leaders' emotional displays are easily transferred to followers, influencing behaviors of followers. Positive (negative) emotional displays by

the sender lead to positive(negative) emotional states in the receiver. Moreover, individuals in positive emotional states are likely to be more optimistic, creative, cooperative and motivated[32], producing higher performance. However, individual in negative emotional states experience the opposite effects on motivation and performance results[32][33].

In addition, leaders who use genuine emotional labor and deep acting may be better at establishing trusting relationships with subordinates[6][17]. This leadership will eventually result in followers' work-engagement[34]. Work engagement was defined as “a positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption”(p.74)[35]. In today's prevailing performance-based culture, leaders make strenuous efforts to enhance followers' work engagement because work engagement play a role as a unique and important motivational concept at work[41][42]. Through Kahn's engagement theory[41] and social learning theory[43]. it can be argued that leaders' emotional labor may influence followers' work engagement. Leadership is often described as social interaction for it influences followers as leaders speak, or act, and even when they don't[44]. Kahn[41]argued that work context and people's experience of themselves may affect people's psychological conditions (psychological meaningfulness, safety, and availability), which may directly influence people's willingness to engage their cognitive, physical, and emotional selves in their work roles. When employees have trust in their leader from leaders' emotional labor, they will be more engaged their work because they feel a sense of psychological safety[6][7][10].

According to the JD-R theory, work characteristics can be classified into job demands and job resources. Previous researches on work engagement have consistently shown that job resources and personal

resources are considered the most important predictor of work engagement based on JD-R theory[36]. Christian et al.[37] reported transformational leadership, one of the leader behaviors other than job characteristics and job resources, as antecedent variable influencing work engagement. Humphrey et al.[7] suggested that leader emotional labor (specifically, deep acting and display of genuine emotion) influences perception of transformational leadership. This recognition of transformational leader will influence followers' work engagement and PsyCap.

Lastly, the followers' perceptions of LMX are important in the workplace because they influence performance-related and attitudinal variables[5][17][45][46]. LMX was rooted in role theory[47] but has evolved to rely heavily on social exchange theory[48][49]. The social exchange view of LMX argues that the development and maintenance of positive LMX relationships occur via high-quality interpersonal exchanges characterized by respect, liking, and mutual obligation[46][50]. Low LMX relationships are characterized by economic exchange based on formally agreed on, and balanced reciprocation of tangible assets[51]. High-LMX relationships increasingly engender feelings of mutual obligation and reciprocity[52].

There is a study that investigated the effect of LMX as a mediator and moderator in the relationship between leaders' emotion regulation and followers' outcomes[5][17][38]. However, studies concerning the influence of leader emotional labor on followers' PsyCap in the relationship with high-quality or low-quality followers are hardly found. Therefore, LMX is used as a moderator for leaders' emotional labor and followers' PsyCap in this study.

III. Research Hypothesis

The purpose of this study is to clarify the causal

relationship between leader emotional labor and psychological capital and work engagement, and to investigate the moderating effect of quality of LMX between leader emotional labor and psychological capital [Figure 1].

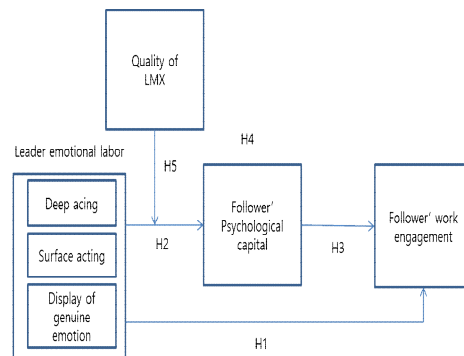


Fig. 1. Conceptual model of research

1. Leader emotional labor and Work Engagement

Leaders emotional displays make their communications with followers inspiring and dynamic and make them appear to be sincere, motivated, energetic, confident, powerful, and understanding [7][10][19]. In organizational settings, Emotional contagion theory[9] provides a useful theoretical basis in explaining the relationship. Emotional contagion occurs often by mimicking their "movements, expression, postures, and vocalizations"[9]. According to this theory, receivers is likely to automatically mimic the emotions expressed by a sender, leading them to experience the same emotional states as those expressed by the sender. Emotional contagion can be quite powerful. The majority of research on leader emotional displays and follower performance is based on emotional contagion theory[4][6][7][11][16][55]. Especially, leader emotional labor (deep acting / or display genuine emotion) is more

emotionally contagious to their followers than leader who either use surface acting or not perform emotional labor[7].

Social learning theory suggests that if people observe positive and desired outcome, they are more likely to model, imitate, and adopt the behavior themselves[43]. Therefore, Followers who influenced by their leader's emotional labor are likely to be engaged in their role performance. Leaders who are engaged in their role performance may serve as role models so that their followers may also be willing to engage in their role performance.

According to emotional contagion theory[9] and social learning theory[43], the relationship between leaders' emotional labor and followers' engagement will keep only leaders' deep acting and expression of naturally felt emotion not leaders' surface acting. Empirically, Leaders who use genuine emotional labor and deep acting may also be better at establishing trusting relationships with subordinates[6][7]. Previous studies have demonstrated that an increase in trust result directly or indirectly in more positive workplace behaviors and attitudes like organizational commitment and employees work engagement[54]. As mentioned above, leader who use surface acting as emotional labor, followers perceive their leaders as inauthentic and manipulative. This influences followers to be less engaged in their work roles[41]. On the other hand, leader who use deep acting or expression of naturally felt emotion, followers are apt to perceive their leaders as authenticity and thus be willing to invest in their work role. Based on above, it can be suggested the following hypothesis.

Hypothesis 1. Perceived leader emotional labor will positively influence followers' work engagement

1-1. Perceived leader deep acting will positively

influence followers' work engagement

1-2. Perceived leader surface acting will negatively influence followers' work engagement

1-3. Perceived leader display of genuine emotions will positively influence followers' work Engagement

2. Leader emotional labor and followers' PsyCap

Leader emotional labor may be important because leaders need to role models for hope, confidence, and optimism[7][23]. Leader who use emotional labor to take control of their own emotional display can use emotional contagion to influence their followers attitudes and performance[23].

Emotional contagion theory[9] is a useful theoretical foundation for explaining these relationship. Empirical researches indicated that effective managers need to be able to display feelings of confidence and optimism especially when their employees are feeling frustrated by workplace obstacles[6][7][10]. Also an empirical study by McColl-Kennedy and Anderson[56] found that leaders influenced followers' feelings of frustration and optimism arguing that one of the key functions of leaders was to instill feelings of optimism and to convince followers that challenging goals were obtainable. According to these studies, it can be argued that leaders' emotional labor behavior may influence the sub-scales of PsyCap hope, confidence (self-efficacy), and optimism. Sy et al[55] empirically found that leader's moods were quite contagious and their moods influenced group affective tone and other group processes. Humphrey et al[7] proposed that for other to use emotional contagion to influence their followers, leaders have to use emotional labor, specifically deep acting. Therefore, it may be argued that leaders' emotional labor behaviors will be positively related to followers' PsyCap based on

emotional contagion theory. This argument will only be applicable to the expression of naturally felt emotion and deep acting but not to surface acting. Specifically, leaders' surface acting reveal the emotions that leaders doesn't actually feel and try to deceive their followers[6][7]. Deep acting and display of genuine emotion may help leaders be more authentic[6][57][58]. In a recent meta-analysis on PsyCap, Newman et al.[30]found that authentic leadership was a strong determinant of followers' PsyCap. Conversely, leaders' authentic expressions have a direct effect on followers' PsyCap. In conclusion, based on above, the following hypothesis can be suggested..

Hypothesis 2. Perceived leader emotional labor will positively influence for followers' PsyCap

2-1. Perceived leader deep acting will positively influence followers' PsyCap

2-2. Perceived leader surface acting will negatively influence followers' PsyCap

2-3. Perceived leader display of genuine emotions will positively influence followers' PsyCap

3. Followers' PsyCap and Work Engagement

Organizations expect employees to be energetic and dedicate at their work[59]. Personal resources such as optimism, self-efficacy and resilience could be employed, because these personal resources facilitate work engagement. It can be explained the role of PsyCap as an antecedent of work engagement based the JD-R model as theoretical frameworks[60-62]. The JD-R model suggests that job resources play a key role in initiating a motivational process that leads to employee work engagement and in turn enhances their performance[30][63]. These employees are motivated to engage with their work to a higher

level[29][63][64]. Recently meta-analysis, Newman et al[30] reveal that PsyCap relates positively to attitudes such as job satisfaction, organizational commitment and psychological well-being at work, and negatively to employee cynicism, turnover, stress and anxiety. When exposed to similar working conditions and resources, presence or absence of psychological capacities determines the levels of employee engagement[65]. In short, Employees' psychological capital also reveal their levels of engagement with their organization. Sweetman and Luthans[68] presented a conceptual model which relates PsyCap to work engagement through positive emotions, which are part of the JD-R model. Thus, Employees with high PsyCap demonstrate higher levels of employee engagement[59][61][67][68].

Therefore, this study proposes the following hypothesis that result from these discussions.

Hypothesis 3. Followers' PsyCap will positively influence followers' work engagement

4. Mediating role of PsyCap

JD-R theory explains that PsyCap mediates job resources and work engagement[30]. Recent studies have examined the mediating role played by PsyCap in linking transformational and authentic leadership behavior to individual-level and team-level work outcomes[31][69-72].

At the individual-level, Gooty et al.[69] found that PsyCap fully mediated the relationship between transformational leadership, and both follower job performance and organizational citizenship behaviors (OCBs). Rego et al. [71]found that PsyCap fully mediated the relationship between authentic leadership and employee creativity. At the team-level, Walumbwa et al[31] found that the collective PsyCap of the team fully mediated the relationship between

authentic leadership, and both group performance and group OCBs.

Based on the characteristics and behaviors of leadership, PsyCap has been performing the role as a mediating variable which explains the mechanism of effect on work performance. Leaders performing emotional labor (especially, deep acting or genuine emotion) are perceived by followers as transformational leader or authentic leader[6][7][11]. It also can be proposed that leaders' emotional labor operates as job resource(deep acting, display of genuine emotions) against negative outcomes related to job demand, a proposition which is consistent with the JD-R model[72]. Most of previous research have demonstrated that job resource and personal resources, due to their motivational potential are the key drivers of work engagement[61]. Based on the behaviors of leadership (i.e.,transformational, authentic), PsyCap has been performing the role as a mediating variable which explains the mechanism of effect on work performance[73]. And leaders performing emotional labor (especially, deep acting or genuine emotion) are perceived by followers as transformational leader/ authentic leader[6][7]. In this regard, leader emotional labor may have a direct effect on followers' work engagement, and also an indirect effect through followers' PsyCap based on JD-R theory[30]. Thus, the following hypothesis were proposed in the present study.

Hypothesis 4. Followers' PsyCap will partially mediate the relationship between perceived leader emotional labor and followers' work engagement.

5. Moderating Role of Quality of LMX

Emotional labor may help create better leader-member exchange relationships and help leaders

communicate affect, loyalty, and professional respect(three of the four dimensions of LMX; [10][11]. Grandey and Gabriel[74] recently suggested a model which sets intimacy or relational power as a moderator in the relationship between emotional labor and outcomes. According to social exchange theory[51]. Leader-follower interactions lay the foundation for perceptions of the quality of LMX. If leaders' behaviors are inconsistent with what is expected on the basis of relationship quality, such leaders is viewed the psychological contract underlying the relationship as having been violated, therefore employees reveal a negative attitudinal and behavioral response[52]. Followers' perceptions of LMX reflect the expectation that voluntary actions on their part will be reciprocated by the leader. These perceptions are important in the workplace because they influence performance-related and attitudinal variables[17][46].

Follower's attitudinal and behavioral reactions are not influenced solely by a leader's emotional displays (i.e., positive or negative), but also by the follower's own perceptions of LMX[17][75]. Therefore, the PsyCap of high-quality members in this relationship will be further stimulated by such emotional labor than low-quality members. According to social exchange theory, leaders and followers in high-quality exchange relationships as being psychologically close, suggesting that a leader will be less likely to fake or suppress emotions when interacting with individuals he or she shares a positive connection with[17][38].

In sum, the quality of LMX can be boundary conditions in the relationship between leaders' emotional labor behaviors and employees' PsyCap. Based on above, following hypothesis is suggested.

Hypothesis 5. The quality of LMX will moderate the relationship between perceived leader emotional labor and followers' PsyCap

IV. Methodology

Participants for this study are employees of one of the largest telecom company in working (including subsidiary company) and other companies related to telecommunication located in Korea. Online surveys were applied as survey method for the reasons of physical distance and convenience for data collection. A total of 521 online questionnaires was retrieved, and 496 surveys were finally used for analysis. Respondents had the following demographic characteristics: approximately 81% were male, 50.4% were 41 to 50(age), 74.6% had a bachelor's degree, and 72.6% had organizational tenure more than 10 years. 65.3% had tenure with current leader more than 1 year. organizational tenure at a current workplace, over 20 years was highest accounting for 52.4%.

Table 1. Demographic Data for the Participants

variable	N	%	
Gender	Male	402	81.0
	Female	94	19.0
Age	Under 30	24	4.8
	31 to 40	78	15.7
	41 to 50	250	50.4
	Over 51	144	29.0
Educational level	High school	28	5.6
	Junior college	98	19.8
	College	308	62.1
	Graduate	62	12.5
Organizational Tenure	Under 1 years	8	1.6
	1 to 5 years	56	11.3
	6 to 10 years	72	14.5
	11 to 20 years	100	20.2
Tenure with current leader	Over 20 years	260	52.4
	Under 1 years	172	34.7
	1 to 2 years	206	41.5
	3 to 5 years	92	18.5
	6 to 10 years	22	4.4
Status	Over 10 years	4	0.8
	Entry level	28	5.6
	assistant manager	34	6.9
	Junior manager	100	20.2
	middle manager	220	44.4
Job type	Over senior manager	114	23.0
	Administration	354	71.4
	Production/ Technical	62	12.5
	Sales	70	14.1
	R & D	4	0.8
Others	6	1.2	

Korean version of survey questionnaires for this study was used. The original questionnaires were English. Therefore, survey questionnaires were translated into Korean from the original English version. Back translation was conducted by other translator.

Prior to distributing the survey response forms, organizational behavior and psychology professors and the HR expert reviewed each questionnaire to check inappropriate word in the organizational context, Korean culture and any other issues in proceeding with the survey.

Participants rated perceived leader emotional labor(deep acting, surface acting, display of genuine emotion),their own psychological capital, work engagement, quality of LMX using five-point Likert scale ranged from "strongly disagree" (1) to "strongly agree" (5).

This research put some efforts to prevent problems of CMB(Common method bias) which caused from self-report. This research put some efforts to prevent problems of CMB(Common method bias) and social desirability which caused from self-report. Following the data collection procedures recommended by Podsakoff et al.[90], first, assuring participants that all submitted information would remain anonymous and confidential and, second, that the responses would be used strictly for research purposes. The instructions, repeated throughout the survey, emphasized the importance of supplying honest answers and the sole objective of using the responses for research. Furthermore, through the theoretical correlation cumulated from various prior studies, this research tried to lessen the priming effect of questionnaire with dividing variables clearly in the scale[76]. Also, this research paid attention to try to present questionnaire to be simple, clear and concrete in the process of reconstruction of the scale[77]. The

reliability and validity of the scale used in this study were drawn through a process of data analysis, and all values showed reliability and validity suitable for analysis. The detailed contents of the measured variables of the research tool applied in this study are demonstrated as follows.

1. Perceived leader emotional labor

Perceived leader Emotional labor was measured by the Emotional Labor Scale[16]. They categorized the sub-scales of emotional labor into surface acting, deep acting, and display of genuine emotion. The internal consistency reliability was $\alpha=.91$, $\alpha=.82$ and $\alpha=.75$ for surface acting, deep acting, and the display of genuine emotion, respectively. Sample items include “my leader put on an act in order to deal with followers in a appropriate way”. For the present study, the internal consistency was satisfactory, with Cronbach’s value being .80, .91, and .72 for surface acting, deep acting, and the display of genuine emotion, respectively.

2. Work Engagement

The UWES has shown acceptable reliability and validity and is the most widely used measure of job engagement in the academic literature[78]. The 9-item Utrecht Work Engagement Scale designed by Schaufeli and Bakker[79] has shown Cronbach’s alpha .92, which measures vigor (e.g., “At my work, I feel bursting with energy”), dedication (e.g., “I am enthusiastic about my job”), and absorption (e.g., “I feel happy when I am working intensely”). For this current study, the Cronbach’s α of the four sub-scales were .89(median).

3. PsyCap(Psychological Capital)

PsyCap was measured using the 24-item instrument developed by Luthans et al.[26] including

3 reverse items. This measures PsyCap as a second-order factor comprised of the four first-order factors: self-efficacy, hope, optimism, and resilience and the Cronbach alphas for overall PsyCap was .89, .88, .89, .89.[26], consistently conventional standards. This PCQ comprises six items for measuring each of the four factors. Sample items include “I feel confident analyzing a long-term problem to find a solution” (self-efficacy); “When things are uncertain for me at work I usually expect the best” (optimism); “If I should find myself in a jam at work, I could think of many ways to get out of it’(hope); and “. I usually manage difficulties on way or another at work”(resilience). The Cronbach’s α of the four sub-scales were .90(median).

4. Quality of LMX

For LMX measurement questions, LMX-MDM developed by Liden & Maslyn[44], and LMX-7 suggested by Scandura & Graen[80] are often used. A number of scholars including Liden and Sparrowe who suggested a counter argument to the trend argued that LMX-MDM can more perfectly represent the quality of leader-followers relationship in measuring LMX with its multi-dimensional approach and measuring techniques[81]. Cronbach’s α exhibited a high reliability, scoring affect .90, loyalty .74, contribution .77, and respect .89 in the study by Liden and Maslyn[44].

Sample items are “I like my manager very much as a person”(affect); “My leader defends my work actions to a superior, even without complete knowledge of the issue in question”(loyalty); “I do work for my supervisor that goes beyond what is specified in my job description”(contribution); “I am impressed with my leader’s knowledge of his/her job”(professional respect). The Cronbach’s α of the four sub-scales were .94(median).

5. Control variable

Demographically, I controlled for age, education. these two variable may reflect employees' level of human capital[82]. Older employees and employees with high level education might have substantial human capital that could be invested in their work roles. A higher level of education provides employees with professional knowledge and skills that help to show constructive, change-oriented behavior and fulfill one's job tasks. Furthermore, prior research on engagement found that women were depleted by their work roles, whereas men were enriched by their work roles, and so gender were controlled. In addition, organizational tenure and tenure with current leader also were controlled. Prior research suggests positive relations between these two variables and job attitudes[84].

6. Data analysis

In this study, statistical programs SPSS 24.0 and AMOS24.0 were used for the analysis of the collected data. First, reliability analysis was run on SPSS 24.0 to test the reliability of the research data. A frequency analysis was then conducted on SPSS 24.0 for respondents' demographic data analysis. A descriptive statistic was run on SPSS 24.0 for mean, standard deviation, skewness, and kurtosis of the collected data. And then a correlation analysis was conducted on SPSS 24.0 for the correlation of the measured variables. For assessing the model fit of the configured structure modeling, the AMOS 24.0 program was used.

V. Results

This study performed a structural equation modeling analysis to investigate leaders' emotional labor, that is to say, the relationship of leaders' deep acting, surface acting, and display of genuine emotion with followers'

psychological capital and work engagement

Additionally, LMX-MDM as a moderating variable was introduced to the path of PsyCap in leader emotional labor in order to examine the difference on the path.

1. Correlations of the Study Variables

In structural equation modeling, when the correlation between latent variables is excessively high ($r > .85$), there is a risk of producing unstable solution. Concerning this issue, the correlation between latent variables was first examined using SPSS 24.0 in our study, prior to running a CFA(Confirmatory Factor Analysis) through structural equation. The details of the correlation between latent variables are shown in below.

Table 2. Correlations(r) of the Study Variables (N=496)

Variables	Correlation				
	Deep acting	Surface acting	Display of Genuine emotion	Psychological capital	Work engagement
Deep acting	1.00				
Surface acting	.216***	1.00			
Display of Genuine emotion	.312***		1.00		
Psychological capital	.295***	.034	.089*	1.00	
Work engagement	.421***	.105*	.134**	.731***	1.00
M	3.902	3.339	3.262	3.746	3.799
SD	.746	.785	.793	.665	.521

** p < .01, *** p < .001

In this analysis, the correlation values of all variables showed a statistically significant correlation, each of them being able to function as a latent variable in the structural equation modeling. Based on these variables, it was confirmed that CFA(Confirmatory Factor Analysis) can be conducted through structural equation modeling.

2. Measurement Model Analysis

In order to conduct structural equation modeling analysis, CFA (Confirmatory Factor Analysis) was conducted using AMOS24.0 in this study. A measured modeling analysis was then conducted with the results. The proposed model was analyzed for the validity evaluation of the measured modeling. Convergent validity and discriminant validity were tested through the measured modeling analysis, and reliability analysis was performed[85]. In order to test the convergent validity, factor loading, CR(Composite Construct Reliability), and AVE (Average Variance Extracted) were used. The relationship between correlation coefficients and values of factors was used for discriminant validity. In order to verify the model fit indices, χ^2 , $\chi^2/df(\leq 3.00)$, AGFI (Adjusted Goodness of fit Index; $\geq .80$), GFI (Goodness of fit Index; $\geq .80$), CFI (Comparative Fit Index; $\geq .90$), NFI (Normal Fit Index $\geq .80$), and RMSEA (Root Mean Square Error of Approximation; $\leq .80$) were used[86][87].

2.1 Confirmatory Factor Analysis (CFA)

Structural equation modeling analysis was performed to verify the causal relation between Deep acting, Surface acting, Display of genuine emotion, Psychological capital, and Work engagement. For the evaluation of the measured model, a CFA (Confirmatory Factor Analysis) was conducted first for each variable because it is more suitable for unidimensional test than EFA (exploratory factor analysis)[88]. In the analysis, the process of eliminating questions one by one which showed a low value of SMC (Squared Multiple Correlation) in the original questionnaires in reference to the statistical standard in order to produce high model fit indices suggested in the final questionnaire.

The analysis results in [Table 3] showed that the final CFA' fit indices were overall acceptable fit

indices after refining the variables.

In the first CFA analysis, 32 items were valid out of 5 factors, and total 44 items, and statistical fit indices were all above the standard value. Also, leader emotional labor showed acceptable fit indices such as $\chi^2/DF = 2.23$; CFI = .971; NFI = .969; CFI=0.98; RMSEA = 0.52.

Table 3. Confirmatory factor analysis of variables

Variable	factor	OQ (QN)	FQ (QN)	χ^2	χ^2/DF	p	RMR	GFI	AGFI	NFI	CFI	RMSEA
Leader emotional labor	Deep acting	4 (1,2,3,4)	4 (1,2,3,4)	2.708	1.352	.259	.005	.997	.986	.998	1.000	.027
	Surface acting	7 (1,2,3,4, 5,6,7)	4 (1,2,3,7)	2.611	1.305	.271	.011	.997	.987	.996	.999	.025
	Display of genuine acting	3 (1,2,3)	2 (1,3)	.000	-	-	.000	1.000	-	1.000	1.000	.510
	Hope	5 (1,2,3,4, 5,6)	3 (1,3,4,5, 6)									
Psychological Capital	Self-efficacy	6 (1,2,3,4, 5,6)	4 (2,3,4,6)	350.088	3.572	.000	.021	.914	.881	.924	.944	.072
	Resilience	5 (1,2,3,4, 5)	5 (1,2,3,4, 5)									
	Optimism	4 (1,2,3,4)	2 (1,2)									
Work engagement	Vigor	3 (1,2,3)	2 (1,2)									
	Dedication	3 (1,2,3)	2 (1,3)	13.107	2.185	.000	.007	.992	.971	.999	.996	.049
	Absorption	3 (1,2,3)	2 (1,2)									
TOTAL			44	32								

Note : OQ = Origin of quest onnaires, QN= quest on number) FN: Final questions items

2.2 Measurement Model Analysis

Prior to testing the hypothesis of the proposed model, measured model analysis was run in order to examine whether the factors of the variables used in this study were acceptable fit indices through single factor model. [Table 4] shows all the variables whose unidimensionality was confirmed through CFA.

Table 4. Measured model analysis

variables	measured variable	Factor Loading	Standardized Regression Weights	Standard error	C. R.	SMC	Crobach's α
Deep acting	DA4	1.000*	.806	-	0.000*	.649	.914
	DA3	.965	.880	.042	22.821	.774	
	DA2	.905	.878	.040	22.759	.771	
	DA1	.937	.867	.042	22.392	.752	
Emotional Labor	SA7	1.000	.676	-	0.000*	.457	.804
	SA3	.965	.640	.079	12.070	.409	
	SA2	.905	.798	.080	14.161	.637	
	SA1	.937	.736	.082	13.483	.541	
Display of genuine emotion	OE3	1.000	.673	-	0.000*	.452	.716
	OE1	1.314	.831	.217	6.054	.691	
Vigor	Vigor	1.000	.866	-	0.000*	.749	.894
	Dedication	.893	.867	.036	24.548	.752	
	Absorption	.949	.820	.040	23.798	.722	
Psychological Capital	Hope	1.000	.916	-	0.000*	.838	.901
	Self-efficacy	.895	.849	.037	26.658	.721	
	Resilience	.835	.833	.033	25.663	.694	
	Optimism	.842	.752	.040	21.254	.566	

$\chi^2=307.571$, $\chi^2/DF=2.323$, $df=130$, $RMSEA=.032$, $GFI=.993$, $AGFI=.999$, $CFI=.961$, $NFI=.942$, $IFI=.962$, $RMSEA=.061$

Note: C.R.(Confirmative reliability), SMC(Squared Multiple Correlation)

As shown in [Table 4], considering the factor loading and SMC (Squared Multiple Correlation) of the unstandardized factor between measured factors and variables, all the parameter estimates for the relationship between latent variables and measured variables are quite large values over 0 as suggested by Bollen[85], and all the C.R. of the estimates also exceed 2. The SMC values of the variables give desired values over 0.4, thus measured variables are explaining the latent variables fairly well. The reliability of each variable was Cronbach's α between .716 and .914, and all of them yielded a high reliability over .06.

2.3 Evaluation of reliability and validity of the measurement model

After analyzing the measured model, the validity of this study model was evaluated. [Table 6] shows the results. The validity of the measured model was analyzed with two categories convergent validity and discriminant validity. C.R (Confirmative reliability) was applied in order to evaluate convergent validity which shows whether the measured variables explain each latent variable clearly, and AVE (Average Variance Extracted) was applied for evaluation of discriminant validity to examine whether each latent variable was discernable.

Table 5. Descriptive Statistics and Correlations between Variables (N=496)

Variables	Correlations				
	Deep acting	Surface acting	Display of genuine emotion	Psychological capital	Work engagement
Deep acting	1.00				
Surface acting	.503*** (.032)	1.00			
Display of genuine emotion	.139* (.025)	-.257*** (.026)	1.00		
Psychological capital	.312*** (.021)	.135* (.019)	.031 (.017)	1.00	
Work engagement	.451*** (.028)	.309*** (.025)	.006 (.021)	.777*** (.023)	1.00
CR	0.939	0.809	0.769	0.977	0.941
AVE	0.796	0.516	0.628	0.872	0.842

** p < .01

Note. CR(Confirmative reliability), AVE(Average Variance Extracted)

The analysis results showed that the confirmative

reliability of all the variables was over 0.7. The method suggested by Fornell and Larcker[89] was used for the evaluation of discriminant validity. The squared value of the correlation coefficient between all the variables did not exceed the AVE value. In two-standard error interval estimates, no correlation coefficient contained 1. Therefore, all variables secured a discriminant validity.

3. Structural Model

3.1 Final Structural Model

The causal relation of the structural model in this study was analyzed, and in this study, in order to determine model fit indices in the structural equation modeling, the values of RMR, GFI, AGFI, CFI, NFI, IFI, and RMSEA were used, and the model fit was decided. model fit indices, RMR should be below .05, GFI and AGFI over .9. CFI, NFI, and IFI should be also over .9, and RMSEA should be smaller than .80 for a model to be considered as suitable[86][91].

The detailed fit indices of the research model configured in this study are shown in Table 6. In this study, parameters were estimated using the maximum likelihood method. Regression coefficient in regression analysis is expressed as estimate in Amos. CR (Critical Ratio) corresponds to the t value in regression analysis.

Table 6. Goodness of Fit Indices of the final Structural Model

χ^2	χ^2/df	p	RMR	GFI	AGFI	CFI	NFI	IFI	RMSEA
307.571	2.822	.000	.032	.935	.909	.961	.942	.962	.061

When absolute value is larger than 1.96, it is decided that there is a causal relation on the two-tailed test 5% significance level. In this study, the relationship between all latent variables was statistically significant.

Concerning the parameter estimates of the structural model, the path coefficient was .222, C.R. 2.914, and p value .004 in the leaders' emotional labor effect relationship with work engagement, thus it had a positive effect (+). In terms of sub-scales, the path coefficient was .167, C.R. 3.594, and p value .000 in the relationship of deep acting's effect on work engagement, thus it had a positive effect (+). Therefore, the hypotheses 1 and 1-1 were accepted. In surface acting's effect on work engagement, path coefficient was .127, C.R. 2.620, and p value .009. The result was a significant positive effect, however, the result per se was completely the opposite of the original hypothesis, so the hypothesis 1-2 was rejected. In display of genuine emotion, the path of work engagement did not yield a statistically significant results, so the hypothesis 1-3 was rejected.

In the relationship of leaders' emotional labor effect on psychological capital, the path coefficient was .312, C.R. 2.956, and p value .003, thus it had a positive effect. In the relationship of deep acting's effect on psychological capital, the path coefficient was .336, C.R. 5.300, and p value .000, thus it had a positive effect.

Table 7. Path Coefficients in the Structural Equation Model

Hypothesis Path	Unstandardize d estimates	Standardize d estimates	S.E.	C.R.	Acceptanc e
Leader EL → work_engagemen t	1.273	.222**	.437	2.914	O
deep_acting → work_engagemen t	.148	.167***	.041	3.594	O
surface_actin g → work_engagemen t	.126	.127**	.048	2.620	X
Display of genuine emotion → work_engagemen t	-.007	-.006	.048	-.146	X
Leader ER → Psychological Capital	1.455	.312**	.492	2.956	O
deep_acting → Psychological Capital	.242	.336***	.046	5.300	O
surface_actin g → Psychological Capital	-.033	-.041	.055	-.599	X
Display of genuine emotion → Psychological Capital	-.024	-.026	.055	-.445	X
Psychological Capital → work_engagemen t	.871	.708***	.051	17.237	O

p<.01, *p<.001

Therefore, the hypotheses 2 and 2-1 were accepted. On the other hand, the p-values of surface acting and display of genuine emotion did not have a significant effect on psychological capital. Therefore, the hypotheses 2-2 and 2-3 were rejected. In the effect of psychological capital on work engagement, the path coefficient was .708, C.R. 17.237, and p value .000, and it had a positive effect. Therefore, the hypothesis 3 was accepted.

3.2 Mediating Effects of Psychological Capital

In this study, the total effect hadn't appeared in the direct effect of each of the previously suggested paths. It was divided into direct effect and indirect effect, and the coefficient and statistical significance corresponding to the paths were examined. The bootstrap approach was applied, and the statistical significance of each effect was tested with 95% Bias Corrected confidential interval. In general, a path coefficient is considered to be statistically significant when 0 was not included between the low limit and high limit of the confidential interval.

The causal effect between variables in the final research model were tested in terms of total effect, direct effect, and indirect effect for each of the unstandardized and standardized estimates. [Table 8] shows the detail.

Table 8. Mediating Effects by the Bootstrapping Method

Path(hypothesis)	coefficient	C.R.	P value	Indirect effect	
				coefficient	P value
LEL → PsyCap → WE	.222	2.914	.004**	.221	.001**
Model fit	$\chi^2=307.571$, $\chi^2/df=2.822$, $p=.000$, $RMR=.032$, $GFI=.935$, $AGFI=.909$, $CFI=.961$, $NFI=.942$, $IFI=.962$, $RMSEA=.061$				

*p<.05, **p<.01

In the analysis, leaders' emotional labor had .222 of direct effect, and .221 of indirect effect on work engagement, thus the direct and indirect effects were very similar. The significance level was tested by BC

(Bias-corrected percentile method) resulting in .05. Therefore, psychological capital mediated leaders' emotional labor and work engagement(hypotheses 4: accepted)..

5.3 Moderating Effects of LMX

This study set LMX as a moderating variable for analysis in order to test what effect LMX has on the path to PsyCap in emotional labor. A moderating variable is a variable that influences the direction or degree in the relationship between predictor variable and criterion variable[92]. In this study, it was assumed that the effect on psychological capital will vary according to the degree of quality of LMX in a condition where leader emotional labor, psychological capital, and work engagement were related to each other in a structural model.

For the analysis of moderation effect, the interval scale of the measured questionnaire, where the LMX had been collected, was modified into nominal scale according to the high (n=292), and low (n=204) of the mean value (3.74) of observed variable sum of LMX. In other words, a multi group confirmatory factor analysis (MCFA) was performed by dividing the sample into groups with high and low. The unconstrained model which doesn't constrain the relationship between independent variable and dependent variable was estimated, and the fit of the equality constrained model which constrained the relationship of the independent variable and dependent variable was tested. The constrained model' χ^2 value was 575.311, and the unconstrained model χ^2 value 559.098. The χ^2 difference was 16.213, and the difference in the degree of freedom 7. When the difference is 7, the significance level was 0.05, and the critical value 13.72. The χ^2 difference was larger than the critical value, thus it was significant. Therefore, the interpretation is that there is a difference between

the models as the χ^2 difference was larger than the critical value. The unconstrained model shows better model fit indices than the constrained model. [Table 9] shows the statistically significant differences between the paths in the models of high and low LMX groups.

In the analysis result, the group with a high LMX showed that leaders' emotional labor had a statistically significant effect (p=.013) on psychological capital.

In conclusion, the hypotheses 5 that the quality of LMX will moderate the relationship between leader emotional labor and PsyCap were accepted.

Table 9. Testing of moderating effects of LMX

Path	High LMX(group)		Low LMX(group)	
	Coefficient	C.R.	Coefficient t	C.R.
Leader Emotional Labor → Psychological Capital	.895*	2.484	.226	.345
Model fit indices (unconstrained model)	$\chi^2=559.098$, $df=218$, $p=0.000$, $GFI=0.891$, $AGFI=0.847$, $CFI=0.928$, $RMR=0.037$, $RMSEA=0.056$, $IFI=0.929$			
Model fit indices (constrained model)	$\chi^2=575.311$, $df=225$, $p=0.000$, $GFI=0.888$, $AGFI=0.848$, $CFI=0.926$, $RMR=0.040$, $RMSEA=0.056$, $IFI=0.927$			

*p<0.05, ***p<0.001

5.4 Post Analysis

In this study, a post analysis was conducted on the control variables which had been tested in previous studies with variables gender, age, education, organizational tenure, and tenure with current leader. In order to verify the conciseness of the study model, the control variables were analyzed as variables that maintained a certain value on the sample. The result showed that the significance level was not very different compared to when the control variable was not introduced. Therefore, the effect of the introduction of control variable was confirmed to be insignificant to the result of this study.

VI. DISCUSSIONS

1. General Summary and Conclusions

This study aimed to examine the effect of leaders' emotional labor - deep acting, surface acting, and display of genuine emotion - on followers' work engagement based on previous studies on leaders' emotional labor. In addition, the role of followers' PsyCap as a mediator between leaders' emotional labor and followers' work engagement was examined, and the role of the quality of LMX as moderator between leaders' emotional labor and PsyCap was tested. For these objectives, this study set a study model based on the existing theoretical studies on each variable including emotional contagion theory and JD-R theory, social exchange theory and set and tested 11 hypotheses related to this study model. The AMOS 24.0 program was used and the results are as follows.

First, leaders' emotional labor had a positive effect on work engagement. Specifically, leaders' deep acting had a positive effect on work engagement. Unlike the prediction, leaders' surface acting also had a positive effect on work engagement, and leaders' display of genuine emotion did not have a significant effect. These results indicate that leaders' deep acting plays a significant role as an antecedent in increasing followers' work engagement, and as it was argued in many previous studies[6][7][10][11], leaders' deep acting brings about positive outcomes to followers' work engagement. However, concerning the effect of surface acting and display of genuine emotion, different from what had been previously expected, it is understood that followers' work engagement may increase as leaders' surface acting at workplace goes through a series of emotional inferences[93], and is understood as "faking in good faith" considering the display rules of telecommunication companies. The

reason why leaders' display of genuine emotion did not have an effect on work engagement is probably because the concern that simply good leader can't simply guarantee their future is prevalent among followers in today's situation where corporate restructuring is highly active along with economic recession and uncertainty.

Second, leaders' emotional labor had a significant effect on followers' PsyCap. Specifically, leaders' deep acting had a positive effect on followers' PsyCap as expected. In a PsyCap meta-analysis[30], it was also empirically confirmed that leaders' authentic behaviors were the deciding factor for PsyCap. However, leaders' surface acting did not have a significant effect on followers' PsyCap. Considering this result, it can be said that followers' PsyCap varies depending on leaders' emotional labor strategies. Additionally, the fact that leaders' display of genuine emotion didn't have any effect on followers' PsyCap is probably because simply good leaders' display of genuine emotion wasn't enough to have a significant effect on PsyCap in a heated competitive business environment.

Third, in the testing of the hypothesis that followers' PsyCap will have a significant effect on work engagement and followers' PsyCap did have a strong effect on work engagement as it had been anticipated. As it was observed in various existing studies from the past, this testing confirmed that PsyCap plays a significant role as a decision factor for work engagement.

Fourth, followers' PsyCap had a mediating effect in the relationship between leaders' emotional labor and follower work engagement. The mediating effect was playing an important role on followers' PsyCap in the process of promoting followers' work engagement. In particular, leaders' emotional labor had a positive effect on followers' work engagement, and it played a positive role on followers' work engagement with the

mediation by followers' PsyCap.

Fifth, a moderating effect was observed according to the quality of LMX in the relationship between leaders' emotional labor and followers' PsyCap. Specifically, the effect was significant on the high LMX group in the relationship between leaders' emotional labor and followers' PsyCap, but leader emotional labor did not have a significant effect in the relationship with PsyCap in case of the low LMX group. LMX of high trust, respect, and loyalty is perceived as resources in the relationship between leaders' emotional labor and followers' PsyCap, and has a positive effect. However, LMX of low trust, respect, and loyalty did not have any effect in the relationship.

2. Theoretical and Practical Implication

Studies on emotional labor so far has mainly focused on service workers (i.e., sales, call center, health care). Existing studies do suggest theoretical grounds, suggestions and nomological network about leaders' emotional labor[6][7], however, very few empirical studies are found thereon.

The implications of this study from theoretical aspect are as follows. Although Humphrey and his colleagues' calling for research[10][11], empirical study on leaders' emotional labor still remains insufficient. This study empirically verified the mechanism model influencing leaders' emotional labor, and followers' PsyCap and work engagement based on existing studies. According to emotional contagion theory[9], this study confirmed that leader emotional labor positively influence followers' work engagement, and followers' PsyCap. Furthermore, this study showed that followers' PsyCap works as mediating variable between leader emotional labor and followers' work engagement based on JD-R theory[36]. In addition, this study identified that the

quality of LMX had moderating effect between leader emotional labor and followers' PsyCap based on social exchange theory. Specifically, the quality of LMX as moderator in link between leader emotional labor and followers' work engagement showed when followers in high-quality of LMX. Followers' perceptions of LMX are important predictor in the workplace because they influence performance-related and attitudinal variables[45][46].

The following is a discussion on the implication at the practical aspects in this study. This study on leaders' emotional labor offers useful references in improving strategies and educational means for human resources management. In times of uncertainty, as companies continue to develop the emotional control skills of employees in order to secure the competitive edge, it is crucial to develop leaders' ability for emotion management[1][5].

As demonstrated in this study, leaders' emotional labor strategies, and deep acting in particular, do contribute to improving followers' work engagement, and has a positive effect on their PsyCap. These results will offer significant implications concerning human resources management to HR managers and HR practitioners in establishing leadership development program for improving leaders' emotional labor strategies skills, and finding solutions for rising leaders' emotional labor management issues.

3. Limitation and Suggestion

Despite its theoretical contributions and practical implication, this current study has limitations that suggest opportunities for future research.

First, this study sought to address how perceived leader emotional labor strategies (deep acting, surface acting, and display of genuine emotion) influence followers' PsyCap and work engagement. Therefore, the self-report employed this study is appropriate[17][75]

and also in accordance with call for research investigating followers' experience of leadership. Nevertheless, according to followers' self-reported each of variables, the observed relationships may lead to common source and common method (measured using online surveys) biases[90]. Therefore, future research may employ different sources or different methods to measure leaders' emotional labor strategies and followers' outcomes to reduce biases.

Second, Various measurement methods for emotional labor are being introduced[94], and the main premise of these approaches is conscious performance of emotional labor strategies. It is expected that future measurements on leaders' emotional labor shall require momentary assessments. In addition, it is recommended for future researchers to conduct a longitudinal study on leaders' emotional labor in place of cross-sectional research.

Third, it is necessary to consider followers' positive affective or negative affect as control variables in studies on the effect of leaders' emotional labor on followers[17]. This will certainly contribute to generalizing leaders' emotional labor.

Fourth, leaders' display of genuine emotion in this study did not have any significant effect on work engagement and PsyCap. Most of existing studies on emotional labor have mainly focused on surface acting and deep acting[74]. However, Diefendorff et al.[16] have empirically tested genuine displays on the employees' emotional labor dimension. Although no significant effect was observed in that regard in this study, it is recommended to include the dimension of display of genuine emotion in studies on leader emotional labor[10].

Fourth, this study was conducted concerning employees working at a telecommunication company and related companies in the field which are based in Korea. It will be an interesting study subject to

investigate whether the same will result as in this study in more diverse organizational cultures, industries. Lastly, Humphrey et al.[10] recently argued in their paper "the bright side of emotional labor" that leaders' emotional labor strategies can improve leadership effectiveness. Future expansion of leaders' emotional labor studies will contribute a great deal in terms of leadership effectiveness.

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