THE ROLE OF LEADERS' EMOTIONS MANAGEMENT TOWARDS LEADERSHIP EFFECTIVENESS IN NON-GOVERNMENT ORGANIZATIONS

QASIM ALI NISAR

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QASIM ALI NISAR

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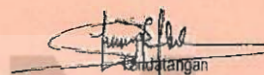(Name of Student)

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:

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ABSTRACT

Non-government organizations are challenged with ineffective leadership due to leaders' inappropriate management of emotions that lead towards unfavorable followers' attitudes and behaviors. Therefore, this study is undertaken to examine the role of leaders' emotions management towards leadership effectiveness. It aims to investigate the effect of leaders' emotional labor strategies, emotional intelligence, and emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). It further scrutinizes the mediating effect of perceived transformational leadership and the moderating effect of perceived emotional sincerity. The target population was leaders and their direct followers in NGOs of Malaysia and Pakistan. Survey questionnaire method was employed, and data were collected from 374 and 383 dyads (leader-follower) respectively by using cluster sampling. PLS-SEM was used for statistical analysis. Findings revealed that leaders' emotions management played a significant role in shaping followers' attitudes and behaviors that lead towards leadership effectiveness in NGOs. Leaders' emotional labor strategies, emotional intelligence, and emotional consonance were related to perceived transformational leadership as well as followers' attitudes and behaviors. Furthermore, perceived transformational leadership significantly mediated the relationship of leaders' emotional labor strategies, emotional intelligence, and emotional consonance with followers' attitudes and behaviors in both countries. Moreover, perceived emotional sincerity moderated the relationship of leaders' emotional labor strategies with followers' attitudes and behaviors in both Pakistani and Malaysian NGOs. Few relationships were found to be insignificant in both countries due to contextual factors and particular research settings. Multi-group comparison was also carried out in the study which signified that few relationships were significantly different due to cultural differences. This study enriches the body of knowledge by integrating leaders' emotions with followers' attitudes and behaviors. It also provides guidelines to NGOs regarding the management of their leaders' emotions effectively.

Keywords: Emotional labor strategies, emotional intelligence, emotional consonance, perceived transformational leadership, followers' attitudes and behaviors.

ABSTRAK

Pertubuhan bukan kerajaan berhadapan dengan cabaran ketidak keberkesanan kepimpinan disebabkan oleh pengurusan emosi pemimpin yang membawa kepada sikap dan tingkah laku pengikut yang tidak memuaskan. Oleh yang demikian kajian ini dijalankan untuk menyelidik peranan pengurusan emosi pemimpin terhadap keberkesanan kepimpinan. Kajian ini bertujuan untuk menyelidik kesan strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin terhadap sikap pengikut (penglibatan emosi dan tindak balas emosi positif) dan tingkah laku (prestasi tugas dan tingkah laku kewarganegaraan organisasi). Seterusya, kajian ini meneliti kesan pengantaraan tanggapan kepimpinan transformasi dan kesan penyederhanaan tanggapan keikhlasan emosi. Populasi sasaran adalah pemimpin dan pengikut langsung mereka dalam NGO di Malaysia dan Pakistan. Kaedah soal selidik telah digunakan, dan data dikumpul daripada 374 dan 383 diad (pemimpin-pengikut) masing-masing dengan menggunakan pensampelan kluster. PLS-SEM digunakan untuk analisis statistik. Hasil penemuan mendedahkan bahawa pengurusan emosi pemimpin memainkan peranan penting dalam membentuk sikap dan tingkah laku pengikut yang membawa kepada keberkesanan kepimpinan dalam NGO. Strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin didapati mempunyai kaitan dengan tanggapan kepimpinan transformasi serta sikap dan tingkah laku pengikut. Di samping itu, tanggapan kepimpinan transformasi menjadi perantara yang penting dalam hubungan strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin dengan sikap dan tingkah laku pengikut di kedua-dua negara. Selain itu, tanggapan keikhlasan emosi menyederhanakan hubungan di antara strategi emosi pekerja dengan sikap dan tingkah laku pengikut kedua-dua NGO di Pakistan dan Malaysia. Beberapa hubungan lain didapati tidak signifikan di kedua-dua negara disebabkan faktor kontekstual dan penetapan penyelidikan tertentu. Perbandingan berbilang kumpulan juga dijalankan dalam kajian ini yang menunjukkan bahawa beberapa hubungan didapati sangat berbeza disebabkan perbezaan budaya. Kajian ini memperkayakan intipati pengetahuan dengan mengintegrasikan emosi pemimpin dengan sikap dan tingkah laku pengikutnya. Kajian turut menyediakan garis panduan kepada NGO tentang pengurusan emosi pemimpin yang lebih berkesan.

Kata kunci: Strategi emosi pekerja, kecerdasan emosi, keselarasan emosi, tanggapan kepimpinan transformasi, sikap dan tingkah laku pengikut.

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TABLE OF CONTENTS

xiv

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATION

EL	Emotional Labor
SA	Surface Acting
DA	Deep Acting
EI	Emotional Intelligence
ROE	Regulation of Emotions
SEA	Self-Emotions Appraisal
UOE	Use of Emotions
OEA	Others Emotional Appraisal
EC	Emotional Consonance
PTL	Perceived Transformational Leadership
EE	Emotional Engagement
PER	Positive Emotional Reaction
TP	Task Performance
OCB	Organizational Citizenship Behavior
NGOs	Non-Government Organizations
GDP	Gross Domestic Product
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
AVE	Average Variance Extract
CR	Composite Reliability
HTMT	Heterotrait-Monotrait Ratio
CB-SEM	Covariance Based-Structural Equation Modeling
PLS-SEM	Partial Least Square- Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor
MGA	Multi-Group Analysis
LL	Lower Limits
UL	Upper Limits

LIST OF PUBLICATIONS

1. **Nisar, Q. A**., Othman, N., & Kamil, B. A. M. (2019). Impact of Leaders' Emotional Labor Strategies on Followers' Emotional Engagement: The Mediating Role of Perceived Transformational leadership. Accepted in *European Journal of International Management* ***(SSCI; IF=1.349)***

2. **Nisar, Q. A**., Othman, N., & Kamil, B. A. M. (2018). Leaders' Emotions and Followers' Behaviors: A New Perspective with Perceived Emotional Sincerity. *International Journal of Academic Research in Business and Social Sciences*, *8*(9), 1434-1449.

3. **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2018). Leaders' Emotional Labor Strategies and Wellbeing: Does Perceived Organizational Justice Mediates the Relationship? *Pakistan Journal of Humanities and Social Sciences*, *6*(1), 82-98.

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6. **Nisar, Q. A**., Nawaz, M., Othman, N., & Kamil, B. A. M. (2018). The Role of Emotional Intelligence to Shape the Extra Role Behaviors: Mediating effect of Emotional Labor Strategies. *Sains Humanika, 11*(2), 9-14.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

Followers' attitudes and behaviors have been identified as key elements that ultimately influence to organizational effectiveness (Halle, 2016). They are the driving factors to measure leadership effectiveness (Visser, 2013), and leaders' emotions play a great role to influence these attitudes and behaviors (Little, Gooty, & Williams, 2016).

Therefore, this study is undertaken to examine the role of leaders' emotions management towards followers' attitudes and behaviors in non-government organizations (NGOs) of Pakistan and Malaysia. It focused to examine the effect of leaders' emotional labor strategies, leaders' emotional intelligence and leaders' emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) by concentrating on the mediating role of perceived transformational leadership. It also investigated the moderating role of perceived emotional sincerity that has been completely ignored in previous studies. It is comparative in nature and attempted to make a comparison between Pakistani and Malaysian NGOs. This chapter discusses background of the study, problem statement, research questions and research objectives. Moreover, significance of the study, scope of the study and definitions of key terms are also provided at the end of this chapter.

1.2 Background of the Study

The services sector in Pakistan has been playing a crucial role in economic growth and contributed 60.23% to the GDP (Pakistan Bureau of Statistics, 2018a). In the last few years, the share of this sector has been increasing as compared to other sectors of the economy (Pakistan Economic Survey, 2017). It recorded a substantial growth of 6.43% in 2018, which was only 4.36% in 2014/15 (Pakistan Bureau of Statistics, 2018b). Additionally, the services sector of Malaysia is also deemed as the backbone of the economy because it has contributed 54.5% to the GDP and there was ample growth of 5.8% in this sector for the reported year (Economic Report, 2018). The contribution of this sector to the GDP has been targeted to be 58% by 2020 (Ministry of Finance Malaysia, 2015). It has accelerated and supported the overall economic expansion as the output of the services sector increased by 3.1% in 2015. The growth of this sector was recorded at 6.4% at the start of the year 2015, and it was also deemed as a key contributor to employment at 59.5% (Ministry of Finance Malaysia, 2015; Ministry of Finance Malaysia, 2016).

In addition, social and community services have also made a significant contribution to the services sector (Pakistan Economic Survey, 2017) and non-government organizations have played a key role to provide these social and community services to bring the social change (Prescott, 2016; Yan, Lin, & Clarke, 2018). NGOs are private identities that focus on particular activities to alleviate the issues, protect the poor's interests, look after the environment, facilitate social services and take interest in social development. They have been paid key role to reform policies and laws by putting pressure on the government and by providing expertise and technicalities to the policymakers (Lehmann & Bebbington, 2018; van Welie & Romijn, 2018).

2

Moreover, non-government organizations are the development actors, and they have become the major services providers when governments are unable to provide services due to different factors. They are also engaged in capacity development programs that lead to strength the society (Brass, Longhofer, Robinson, & Schnable, 2018). These organizations are working for the betterment of society at the national as well as international level, and are considered as significant actors in decision-making and policy implementation at multiple level of global governance (Brass et al., 2018).

As this study has been focused to make a comparison between Pakistani and Malaysian NGOs, there has been a need to identify the common characteristics of these organizations in both countries. Ali (2014), carried out a comparative study between Pakistani and Malaysian NGOs and he worked on the crucial role of effective communication to examine community participation in NGOs. He highlighted that Pakistan and Malaysia are both Muslim countries and located in the Asian region. Both countries are multi-cultural, multi-lingual and multi-ethnic. The NGOs in Pakistan and Malaysia have almost the same characteristics, and these organizations are working on common thematic areas. In both countries, the NGOs are engaged in advocacy for the sake of economic, educational, political, and social development. They are working for human rights, health, education reforms, employment, women's empowerment, gender equality, social development and religious aspects (Ali, 2014; Sadruddin, 2012). Furthermore, these organizations are key elements for community development, and different social development programs have been initiated and supported by their governments. They have a significant influence on the government and contribute to the public policy formulation process.

They also contribute and facilitate in the development of social and economic policies because these organizations focus on the underlying causes of social problems instead of earning profit (Ali, 2014). They have almost the same working styles and approaches to work. The NGOs of both countries also have common donors in different projects, such as the "United Nations International Children's Emergency Fund" (UNICEF), "World Health Organization" (WHO), "United Nations Family Planning Association" (UNFPA), "United States Agency for International Development" (USAID) and others (Ali, 2014). Thus, this study assumed that NGOs in both countries have same charactiristics.

In Pakistan, this sector remains underdeveloped, unstable and small as the role of NGOs are always being ignored. During the last decade, NGOs development has been considered a valuable debate in Pakistan because they have been playing important role to strengthen the social and economic development. They are deemed as essential contributors to positive social change (Gondal, 2012). Moreover, civil societies and NGOs are the key elements in the development sector. They are engaged in advocacy for the sake of economic, educational, political, and social development in rural and urban areas of Pakistan. NGOs are working for women's empowerment, social development, health and education, employment, human rights, children's basic rights, Justice, governance, and religious aspects (Sadruddin, 2012). In the last two decades, they have been given great attention on the local, national and international level. Although the NGOs in Pakistan are emerging and expanding their scope of work, they are still immature and inefficient as compared to other countries. There are a number of studies available on the role and importance of NGOs, but little attention has been paid to leadership development (Afaq, 2016).

While on the other hands, a study by Omar and Ismail (2019) revealed that Malaysian NGOs also have dynamic and strategic relationship with the government because these organizations work with the coordination for policy making and policy implementations. Likewise, another study focused on the effectiveness of NGOs and highlighted that they played key role to help the government to deliver effective social services (Noor, 2015). Malaysian NGOs are also playing crucial role to transform Malaysia into a developed country by 2020 (Singh, 2014).

These NGOs have played crucial role in the effective strategies for development initiatives, but have several challenges. They have management, governance and leadership related issues that can be tackled by effective capacity building. Malaysian NGOs need to have strong and effective leadership for the betterment. Effective leadership is deemed as a crucial area for the development of NGOs and can play a great role in tackling the existing issues in this sector (Kusmanto, 2013).

Similarly, Singh (2014) also examined the role of leadership in non-government organizations in Malaysia and this study directed that NGOs should polish their leadership capabilities through leadership development programs. Malaysian NGOs are also facing challenges, therefore, effective leaders are considered as the essential parts to tackle the existing issues. Effective and strengthened leadership is essential to motivate, inspire and influence employees. It is the need of the time because it puts forward a positive image towards donors and all stakeholders. However, previous studies paid less attention to examine the role of effective leadership in Malaysian NGOs (Singh, 2014).

According to Little et al. (2016) and Visser (2013), followers' attitudes and behaviors are considered crucial elements to measure leadership effectiveness. A study by Mufti, Xiaobao, Shah, Sarwar, and Zhenqing (2019) identified the importance of followers' attitudes in NGOs of Pakistan, as followers contribute 80% to organizational success in organizations and leaders cannot exist without followers (Halle, 2016). Therefore, it is needed to examine the crucial role of followers' attitudes and behaviors at the workplace. Moreover, a book was written by Riggio, Chaleff, and Lipman-Blumen (2008) also highlighted that followers contribute to effective leadership and organizational outcomes, hence, it is time to rethink the role of followers' attitudes and behaviors. A study by Halle (2016) highlighted the key role of followers' behaviors because these behaviors ultimately enhance their performance (Favara, 2009). Another study stated that besides leaders, followers also deemed as key elements to contribute to organizational performance (Crossman & Crossman, 2011). Different studies also spotted out that followers' behaviors are important along with leaders' behaviors at the workplace (Carson, Tesluk, & Marrone, 2007; Riggio et al., 2008).

This study focused on followers' emotional engagement and positive emotional reactions to measure followers' attitudes in NGOs sector. The human capital that is involved in this sector are the people who are more concerned about their contribution to social services as compared to financial benefits (McMullen & Schellenberg, 2003). Therefore, followers' emotional engagement and emotional reactions become an integral part of their jobs because these are the driven factors to make them loyal and commitment with organizations along with low salaries and instability in jobs (McMullen & Schellenberg, 2003). Another reason to focus on followers attitudes (emotional engagement and positive emotional reactions) is that these are the emotions-based outcomes. These attitudes were used in this study, in align with Humphrey,

Burch, and Adams (2016), as they stated that followers' emotional attitudes need to be discussed in further studies.

It also focused on task performance and organizational citizenship behavior to measure the followers' behaviors in NGOs. These organizations are engaged in capacity development programs that lead to strengthen society (Brass et al., 2018). Therefore, employees of NGOs need to perform extra-role behaviors along with their given tasks due to the nature of their social work. Employees' intellectual and extra-role contribution leads to have creative outputs and development in this social sector. Besides this, employees of NGOs need to perform their role and responsibilities efficiently to fulfill their obligations. Followers have to work with the voluntary spirit to contribute their part in social services (Chitradub & Kao-iean, 2013). Moreover, employees' salary and financial benefits are low in this sector as compared to others, and they also need to work indefinite depending on issues and nature of projects. Hence, followers in NGOs are the people who want to contribute to social services, and they always show extra-role behaviors at the workplace (McMullen & Schellenberg, 2003).

In addition, organizational citizenship behavior is one of the prominent factors for NGOs in which followers carried out voluntary acts pleasantly and willingly. Followers are not forced to perform and contribute, but they perform extra role to achieve the goals of NGOs. The nature of their job and social welfare tasks motivate them to be part of citizenship behaviors at the workplace (Pimthong, 2016). Hence, this indicates that followers' task performance and extra-role behaviors are the key elements in NGOs that need to be discussed.

Furthermore, followers' performance is always the priority, and NGOs of Pakistan seeks to identify efficient ways to improve and manage their followers' performance at inside and outside the organization. Followers' performance and extra-role behaviors matters, particularly in NGOs setting because they have to work for the human's welfare in society. Leaders of NGOs play a key role to influence the followers' performance at the workplace (Awan, Qureshi, Arif, & Sciences, 2012).

Besides this, this study linked leaders' emotions with followers attitudes and behaviors, in align with previous studies (Little, Gooty, & Williams, 2015; McCauley & Gardner, 2016; Visser, 2013; Wang, 2011). It has measured followers' attitudes and behaviors with the perspective of leadership effectiveness because followers' attitudes and behaviors were considered crucial factors in measuring the leadership effectiveness in previous studies (Little et al., 2015; McCauley & Gardner, 2016; Visser, 2013; Wang, 2011).

In addition, this study integrated leaders' emotional labor strategies with followers' attitudes and behaviors. There are few studies that introduced leaders' emotional labor concept in leadership literature (Humphrey, Ashforth, & Diefendorff, 2015; Humphrey et al., 2016; Miao, Humphrey, & Qian, 2016; Rathi, Bhatnagar, & Mishra, 2013; Torland, 2013; Wang, 2011). Organizations demand their leaders to adopt emotional labor strategies because they need to express appropriate emotions to influence their followers positively. Hence, leaders' emotional labor strategies are significant for organizations to motivate and emotionally engage their followers. It facilitates to build positive attitudes that can lead to improve their overall leadership effectiveness (Humphrey et al., 2016).

Furthermore, emotional labor model (Grandey, 2000) elaborated the key role of emotional intelligence to use emotional labor strategies (surface acting and deep acting) and linked this construct with emotional labor theory (Grandey, 2000). Meanwhile, emotional intelligence is also considered as a driving tool to spot effective leaders and a key element to develop and polish leadership effectiveness. A study by Edelman and van Knippenberg (2018) linked emotional intelligence with leadership effectiveness and proposed a connection between emotional intelligence and the skills required for excellence and effective leadership. Organizations can develop emotional intelligence by adopting different practices to polish their leadership characteristics (Ruderman, Hannum, Leslie, & Steed, 2001). Moreover, a study conducted by Lee (2010) focused on emotional labor and emotional intelligence to explore the consequences of these emotional aspects within organizations. He introduced the ignored perspective of emotions named as emotional consonance. Emotional consonance refers to the state of employees when they do not feel any divergence or difference between their genuine emotions and their required emotions at the workplace (Ashforth & Humphrey, 1993; Rubin, Tardino, Daus, & Munz, 2005).

Leaders' emotional intelligence and emotional consonance also play significant role in followers' outcomes. Previous studies investigated emotional labor and summed up that it is quite possible that employees express their natural emotions without considering any emotional acting. As per this phenomenon, a new state of emotions has been added to the literature with the name of natural emotions or emotional consonance (Ashforth & Humphrey, 1993). However, few studies have treated the display of genuine emotions as a separate state of feelings with the name of emotional consonance (Kim, 2016; Lee, 2010). It represents the naturally felt emotions (Diefendorff, Croyle, & Gosserand, 2005) because individuals can feel required emotions naturally and

9

smoothly without putting in any effort. Therefore, emotional consonance is the absence of emotional labor (Kim, 2016). This study has focused on emotional consonance which has been almost ignored in previous emotion related studies. Furthermore, leaders' emotional sincerity also played a key role in emotional labor and leadership domain, but few studies have focused on this concept (Van Kleef, Homan, & Cheshin, 2012) because research on emotions with respect to leadership is almost new (Eberly & Fong, 2013).

Previously, studies focused on leaders' emotions, but ignored leader-follower relationship (Gooty, Connelly, Griffith, & Gupta, 2010). Likewise, different research studies purported that followers' beliefs regarding leaders' emotional sincerity may be helpful in leaders' assessments (Eberly & Fong, 2013; Van Kleef et al., 2012). Similarly, a study by Caza, Zhang, Wang, and Bai (2015) identified this completely new streamline of research and identified that leaders' emotional sincerity ultimately influences their behaviors and outcomes. The study has been based on the assumption that subordinates judge and realize the leaders' emotional sincerity and these judgments lead to shape their behaviors and trust.

Besides this, transformational leadership also played a significant role in shaping followers' behaviors because leaders with transformational behaviors manage their emotions effectively. Emotional elements intensively used in transformational leadership theories (Bono & Ilies, 2006 and Ashkanasy & Tse, 2000) that emphasized on the importance of emotions at the workplace. In transformational leadership, leaders can use both negative and positive emotions to influence their followers. Based on above mentioned contextual importance of NGOs and theoretical background, this study focused to examine the crucial role of leaders' emotions management towards

followers' attitudes and behaviors that consequently leads toward effective leadership in non-government organizations.

1.3 Problem Statement

Followers' attitudes and behaviors are considered key elements to improve leadership effectiveness (Little et al., 2016), but most of the previous studies paid less attention to followers' attitudes and behaviors, especially in leadership context. This study measured followers' attitudes with emotional engagement and positive emotional reactions, while followers' behaviors were measured by task performance and organizational citizenship behavior.

Followers' engagement is a challenging element in NGOs, and usually, employees are less engaged in their work role in this sector (Chandrashekar, 2009). A study reported that followers in NGOs were found to be frustrated, tired, bored, and emotionally exhausted. It was also revealed that 70% of followers were not aligning their efforts that need by their organizations due to lack of emotional engagement at the workplace (Doug, 2013). Followers' emotional engagement is one of the prominent factors, and in the service organizations, they need to be emotionally engaged in their assigned role (Wang, 2011). Extensive literature is available on employees' engagement, but the emotional domain of followers' engagement is ignored in previous studies. In addition, positive emotional reactions are also considered a crucial element to measure the followers' outcomes in service organizations. Based on emotional contagion theory (Hatfield, Cacioppo, & Rapson, 1994), followers always try to mimic the leaders' emotions, and their emotional reactions are the outcome of leaders emotions. Therefore,

this study focused on followers' emotional engagement and positive emotional reactions to measure their attitudes.

Besides this, followers' behaviors were measured by their task performance and organizational citizenship behaviors. Followers' performance is one of the driving factors in NGOs but several challenges are documented in the literature. Leaders' high level of conscientious is one of desirable qualities in NGOs, but sometimes followers feel that they are monitored by their leaders, so they withdrawal their efforts to perform their assigned tasks (Hassan, Bashir, & Abbas, 2017). Likewise, another study reported that followers are the real actors to perform activities of NGOs but usually organizations are unable to facilitate their workers. Consequently, they face issues regarding job insecurity, ineffective rewards system, and unhealthy working environment (Siddique, 2010). These issues are resultant in low performance by these followers of NGOs.

Although followers' citizenship behavior is considered as a crucial factor in NGOs but few studies reported challenges and low OCB in NGOs. Such as, a recent study by Mubarak, Mumtaz, and Management (2018) identified that employees of NGOs are confronted with workplace bullying that ultimately influenced their organizational citizenship behaviors. Similarly, another study proved that incompetent NGOs have issues of extra-role behaviors, because employees are not willingness to help others and to perform citizenship behaviors. (Schmidt, 2012). In NGOs setting, there are different internal factors (financial instability, ineffective leadership behaviors, and salary) that may block individuals to perform extra-role behaviors. Besides this, scant literature is available on OCB, and it is rarely discussed in non-profit organizations. Citizenship behaviors are an integral part of these organizations because these extra-role and volunteer behaviors may enhance the organizational performance. Hence, it showed the

importance of organizational citizenship behaviors in these social organizations (Tsui-Hsu Tsai & Lin, 2014).

Moreover, there are only few studies that integrated leaders' emotions with followers' attitudes and behaviors to measure leadership effectiveness (Chai et al., 2016; Little et al., 2016; McCauley & Gardner, 2016; Visser, 2013). Therefore, it is imperative to understand how leaders' emotions and displays influence their followers' outcomes (Visser, 2013). Similarly, another study by Chai et al. (2016) identified that there is a need to explore the individuals' behaviors that are essential to improve effectiveness and performance. A study by Alvinius, Elfgren Bostrom, and Larsson (2015) also highlighted the gap that further attention should be paid to understand the role of leaders to manage and regulate their emotions during the interaction process with their followers (Little et al., 2015).

As emotions are key crucial elements to complete the organizational objectives; therefore, it is also important to further examine followers' emotional behaviors in further studies (Humphrey et al., 2016). A study conducted by Humphrey et al. (2015) highlighted the bright side of emotional labor and directed that researchers should adopt a positive psychological approach and should study the positive factors and attitudes that can lead employees to be more motivated and engaged. There is a need for further work on the positive influences of emotional labor on individual outcomes (Wilding, Chae, & Jang, 2015). Similarly, another study by Little et al. (2015) checked the effect of leaders' emotions management on followers' outcomes and ignored most of the positive consequences of emotions management. They further suggested that further studies should be carried out on identifying the role of leaders' emotions management strategies on followers' behaviors. Meanwhile, another study also highlighted the gap

13

by indicating that in the future, researchers should examine the influence of leaders' emotional labor strategies on followers' attitudes and perceptions (McCauley & Gardner, 2016).

Additionally, previous research on leadership proposed that leaders' emotions have a significant influence on their subordinates' attitudes (Little et al., 2016), but this line of research on emotions has ignored the investigation of the psychological process (emotional labor) that leaders exercise to express their emotions. There are different studies that spotted the gap to further examine the key role of emotional labor in further studies (Hayyat, Nisar, Imran, & Ikram, 2017; Hur, Rhee, & Ahn, 2015; Wilding et al., 2015). Previously, a number of studies were conducted only on two dimensions of emotional labor named as deep acting and surface acting, but scant studies focused on naturally felt emotions. There is room for further studies to add genuine emotions/emotional consonance in their studies to have a clearer picture (Humphrey et al., 2015). A recent study by Walsh (2019) also discussed that previous studies ignored the employees' naturally felt emotions (emotional consonance) at the workplace. He further directed that a dyadic investigation is further required to examine the effect of emotional consonance on individuals' outcomes.

Moreover, it seems necessary to further explore the ignored perspective in emotion studies that is about the absence of emotional labor. Emotional consonance is almost ignored in previous studies because researchers did not consider it as a separate variable in emotion related studies. Hence, a study by Kim (2016) introduced emotional consonance and revealed that in future, studies should examine the role of emotional consonance towards individual and organizational outcomes (Kim, 2016). Furthermore, the emotions regulation model (Grandey, 2000) highlighted the key role of emotional

14

intelligence in emotions management and also linked this construct with emotional labor theory (Grandey, 2000). Another study by Ahmad, Nisar, Imran, Waqas, and Malik (2019) identified this new line of research and revealed that leaders' emotional intelligence needs to be discussed along with emotional labor strategies to understand the role of leaders' emotions with followers' attitudes and behaviors. Meanwhile, a study by Miao et al. (2016) also highlighted the gap to further investigate the significant role of leaders' emotional intelligence towards followers' outcomes. Scant research is available that integrates leaders' emotional intelligence with followers' outcomes in emotions management studies. There is a need to recognize the importance of emotional intelligence to improve employees' outcomes (Miao et al., 2016). Vratskikh, Al-Lozi, and Maqableh (2016), also proposed that emotional intelligence might be a useful construct to predict individuals' positive outcomes.

Furthermore, most of the studies explored the direct relationship between leaders' emotions and followers' attitudes and ignored perceived transformational leadership (Humphrey et al., 2016; Little et al., 2016; Miao et al., 2016). A study by Wang (2011) examined the role of leaders' emotions toward effective leadership. He examined the mediating effect of perceived transformational leadership between the association of leaders' emotional labor strategies and followers' outcomes. This study elaborated that followers' perceptions of their transformational leaders significantly explain the relationship between leaders' emotions and followers' behaviors (Wang, 2011). Another study by Humphrey et al. (2016) highlighted that there is a need to integrate leaders' emotions with transformational leadership that further influence to followers' outcomes. Most of the previous studies focused to investigate the intrapersonal role of emotions at the workplace and ignored to integrate leadership styles with emotions. Hence it needs to discuss the role of transformational leadership along with leaders'

15

emotions and followers' outcomes. Meanwhile, transformational leadership played an explaining role in shaping followers' attitudes and behaviors. Leaders with transformational behaviors manage their emotions effectively. Emotional elements intensively used in transformational leadership theories (Bono & Ilies, 2006) that emphasized on the importance of emotions at the workplace. In transformational leadership, leaders can use both negative and positive emotions to influence their followers. Therefore, this study proposed that perceived transformational leadership may explain the relationship of leaders' emotions management with followers' attitudes and behaviors.

Besides this, another study explored the ignored area with respect to emotions and investigated the key role of leaders' emotional sincerity towards followers' outcomes. This study proposed a completely new direction for further studies and identified that leaders' sincerity ultimately influenced to followers' behaviors and outcomes; therefore, perceived emotional sincerity is an important factor and can be investigated as a moderator in leadership studies (Caza et al., 2015; Morgan, 2017). Meanwhile, future studies regarding leaders' emotions may also include emotional sincerity (Caza et al., 2015). Similarly, Moorman, Blakely, and Darnold (2018) also highlighted the importance of leaders' emotional integrity and sincerity to influence their followers' attitudes and behaviors. A study by Morgan (2017) elaborated emotional sincerity as an emerging construct in leadership literature and also examined the moderating role of leaders' perceived emotional sincerity. He further directed that there is a need to examine the conceptual, theoretical and empirical uniqueness of leaders' perceived emotional sincerity in further studies. He proved that perceived emotional sincerity played a crucial role in positively influencing followers' outcomes (Morgan, 2017).

Thus, this study integrate leaders' emotional sincerity along with their emotions management to predict followers' attitudes and behaviors.

This study focused on NGOs of Malaysia and Pakistan because this sector has several problems. Lack of effective leadership has become a major issue in NGOs, and more energetic and competent leadership is the need of the time due to the complex environments in these organizations (Mitchell, 2015). A study by Mwai, Namada, and Katuse (2018) highlighted that leaders of NGOs usually face complex challenges on personal as well as organizational level. Thereby, better and more effective leadership is required to enhance the overall organizational effectiveness.

Moreover, there are several leadership challenges in the NGOs of Pakistan, and there is a need to discuss the role of leadership in the NGOs of multiple cultures (Hassan et al., 2017). According to Afaq (2016), Pakistani NGOs are contributing in the society, but they are still inefficient and immature as compared to other countries due to the leadership challenges. NGOs in Pakistan are under immense competitive pressure due to significant growth in this sector (Mufti et al., 2019). According to Gallup Survey on NGOs performance indicates the decreasing trend in the performance of NGOs of Pakistan. Based on survey findings, bad performance was increased by from19% to 23% in 2018 as compared to 2012. Figures show that bad performance has an increasing trend in Pakistani NGOs that may be due to the unfavorable followers' attitudes and behaviors in these organizations (Gallup Survey, 2018).

While on the other hands, Malaysian NGOs also have several leadership issues that need to be addressed (Suis, Rusdy, & Fahrudin, 2017). A study by Omar (2018) revealed that effective leadership is key function to unlock the effectiveness of

17

Malaysian Islamic NGOs. Moreover, Singh (2014) examined the role of leadership in non-government organizations in Malaysia and highlighted that previous studies paid less attention to examine the role of effective leadership in Malaysian NGOs (Singh, 2014); therefore, present study focused to observe the role of leaders' emotions management towards followers' attitudes and behaviors in the Malaysian context. Furthermore, a study by Sohn, Lee, and Yoon (2016) identified this gap that, researchers should carry out comparative studies to spot the cultural differences with respect to emotions-related studies in the services sector (Sohn et al., 2016). Hsieh, Hsieh, and Huang (2016), also directed that future studies should consider comparative studies across different cultures and countries. Therefore, this study has attempted to conduct a comparative study between Pakistan and Malaysia to have a clear picture regarding under-study constructs.

On the basis of the gaps mentioned above, the purpose of this study has been to investigate the role of leaders' emotions management towards followers' attitudes and behaviors in the non-government organizations of Pakistan and Malaysia. It focused on examining the effect of leaders' emotional labor, emotional intelligence and emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) by concentrating on the mediating role of perceived transformational leadership. Moreover, it also paid attention to the moderating role of perceived emotional sincerity on the relationship of leaders' emotional labor strategies and followers' attitudes and behaviors.

1.4 Research Questions

Based on theoretical and contextual gaps in the past literature, this study addressed the following research questions:

1. Do leaders' emotional labor strategies (surface acting and deep acting) have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

2. Does leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

3. Does leaders' emotional consonance have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

4. Do leaders' emotional labor strategies (surface acting and deep acting) have significant relationship with perceived transformational leadership?

5. Does leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have a significant relationship with perceived transformational leadership?

6. Does leaders' emotional consonance have a significant relationship with perceived transformational leadership?

7. Does perceived transformational leadership have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

8. Does perceived transformational leadership significantly mediate the relationship of leaders' emotional labor strategies, emotional intelligence and emotional consonance with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

9. Does perceived emotional sincerity significantly moderate the relationship of leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

10. What are the differences in the relationship of under-study constructs between the Malaysian and Pakistani NGOs?

1.5 Research Objectives

This study has following objectives:

1. To examine the relationship between leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

2. To determine the relationship between leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

3. To investigate the relationship between leaders' emotional consonance and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

4. To examine the relationship between leaders' emotional labor strategies (surface acting and deep acting) and perceived transformational leadership.

5. To check the relationship between leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) and perceived transformational leadership.

6. To examine the relationship between leaders' emotional consonance and perceived transformational leadership.

7. To investigate the relationship between perceived transformational leadership and followers' attitudes (emotional engagement and positive emotional

reactions) and behaviors (task performance and organizational citizenship behavior).

8. To determine the mediating effect of perceived transformational leadership between the relationship of leaders' emotional labor strategies, emotional intelligence and emotional consonance with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

9. To examine the moderating effect of perceived emotional sincerity on the relationship of leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

10. To examine the differences in the relationship of the under-study constructs between the Malaysian and Pakistani NGOs.
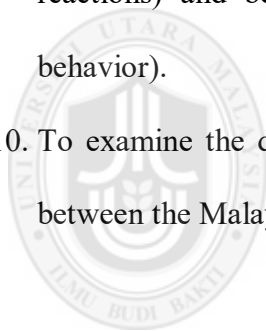
1.6 Significance of Study

This study is significant with theoretical and practical perspectives. Following sections signified the importance of this study in the domain of theory and practice.

1.6.1 Theoretical Significance

This section is expected to cover the above-mentioned theoretical gaps that signified the theoretical importance. This study is projected to contribute in literature of followers' attitudes and behaviors because it integrates leaders' emotions with followers' attitudes and behaviors. It gives insightful understanding regarding the importance of followers' attitudes and behaviors. It would also add to literature of followers' emotional engagement, positive emotional reactions, task performance, and organizational citizenship behavior with different perspectives of leadership effectiveness.

It focused on leaders' emotions by giving more concentration on the psychological process that leaders used to control their emotions and feelings during interactions with their followers. Moreover, this study created an association between leaders' emotional labor strategies and followers' outcomes. It is expected to expand the scope of emotional labor theory (Grandey, 2000) and aligns this theory with leadership literature. It also expected to enrich literature of emotional labor by investigating the crucial role of leaders' emotional labor strategies to shape followers' attitudes and behaviors.

It would also contribute to the body of knowledge on transformational leadership as it attempted to examine the mediating role of perceived transformational leadership between leaders' emotions management and followers' attitudes and behaviors that

have less consideration in previous literature. Moreover, this study also examined the moderating role of perceived emotional sincerity between the relationship of leaders' emotional labor strategies and followers' outcomes. It would provide understanding of leaders' emotional sincerity, which is almost ignored in previous studies. It is one of the first attempts to examine the moderating role of perceived emotional sincerity in the emotions management and leadership context. Lastly, this study is expected to enrich the body of literature regarding the ignored aspect of emotional studies that is about emotional consonance by integrating emotional consonance with followers' attitudes and behaviors.

1.6.2 Practical Significance

This study is expected to provide guidelines regarding managerial perspectives. It reveals that leaders can make use of emotional labor strategies to positively influence their followers. It will provide an insightful understanding about the role of emotions management towards effective leadership. The findings of this study are expected to helpful for organizations to recognize that leaders' emotions management is important to manage leaders and followers' relationship in non-government organizations. Leaders of NGOs need to understand in which scenario they have to use which type of emotional labor strategy. Leaders' surface acting may be a useful tool to enhance followers' performance, but due to surface acting, followers may have a negative perception regarding transformational leadership. Similarly, deep acting is also a useful tool, and leaders can use this dimension of emotional labor to motivate and satisfy their followers.

Additionally, leaders of NGOs can improve their level of perceived transformational leadership by expressing their original emotions during the interaction with their followers. This study has described two dimensions of emotional labor along with emotional consonance. Leaders can choose any specific form of emotional labor strategy according to their desired performance outcomes. It further projected to advise leaders to consider followers' emotions and feelings while expressing and managing their emotions. It would also play a crucial role in promotions and personnel selection strategies.

This study has probed the role of leaders' emotional labor strategies in the leadership domain and explained how leaders can manage their feelings and emotions to influence their followers' attitudes. Therefore, it is presumed that non-government and service organizations can utilize the study results and make their employees loyal, committed, emotionally engaged, and satisfied by adopting effective leaders' emotional labor techniques. Organizations can minimize the job stress and emotional exhaustion of their employees by the effective implementation of the current findings. This study anticipated to expand the concept of emotional labor in leadership context, and leaders can develop a good relationship with their subordinates by adopting emotional labor practices to achieve the desired organizational goals. NGOs can put forth efforts to develop and polish leaders' deep acting skills by organizing effective HRM training programs and can arrange emotional competences trainings to polish leaders' deep acting skills.

Moreover, this study has considered surface acting as a reactive approach and deep acting has been deemed to be a proactive approach; therefore, the organizations can develop, polish and promote deep acting skills rather than surface acting during training

sessions. It is expected to provide directions for organizations to invest in training sessions for their leaders regarding the effective management of their emotions. Through training, NGOs can also strengthen the basic abilities and skills to express naturally felt emotions which can lead to improving job performance.

1.7 Scope of the Study

This study examines the role of leaders' emotions management towards followers' attitudes and behaviors in the non-government organizations of Pakistan and Malaysia. It aims to scrutinize the effect of leaders' emotional labor strategies (surface acting and deep acting), emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions), and emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). It also concentrates on the mediating effect of perceived transformational leadership and the moderating effect of perceived emotional sincerity.

The study focused on NGOs of Malaysia and Pakistan because they are the development actors and engaged in capacity development programs to strength the society (Brass, Longhofer, Robinson, & Schnable, 2018). NGOs in both countries are working for the betterment of society at national as well as international level, and they are significant actors in decision-making and policy implementation (Brass et al., 2018). Besides this, NGOs are challenged with ineffective leadership in both countries, thus this study concentrated on these organizations.

Moreover, study is cross-sectional and quantitative, thus survey questionnaire method was adapted for data collection from NGOs of both countries. The respondents of this study were leaders and their direct followers. Data were collected by 374 and 383 dyads (leaders-follower) from Malaysian and Pakistani NGOs, respectively. This study mainly focused on followers because they are the key players to contribute in organizational performance. A study by Halle (2016) proved that followers contribute 80% in organizational success and leaders cannot exist without followers. Besides this, leaders were also the respondents of this study because they are the driving force in NGOs and responsible to lead the funded projects. They are most prominent intellectual capital and have to be emotionally strong with effective leadership traits to accomplish the desired goals.

1.8 Definitions of Key Terms

The following operational definitions have been used for this study:

1.8.1 Followers' Attitudes and Behaviors

Followers' attitudes and behaviors were measured with the following operational constructs. This study used emotional engagement and positive emotional reactions to measure followers' attitudes. Moreover, task performance and organizational citizenship behavior were used to measure followers' behaviors.

1.8.1.1 Emotional Engagement

"Emotional engagement is one of the components of employee engagement that refers to a motivational state that portrays the degree to which employees concurrently invest and devote their emotional efforts to perform their assigned role" (Kahn, 1990).

1.8.1.2 Positive Emotional Reactions

Positive emotional reactions or responses refer to the particular positive feelings that motivate and encourage participation in behavioral responses and actions (Mosby, 2012).

1.8.1.3 Task Performance

"Task performance refers to the effectiveness of a job towards performing activities which contribute to organizational services" (Borman & Motowidlo, 1993).

1.8.1.4 Organizational Citizenship Behavior

It is defined as "individual behavior that is discretionary/extra-role, not directly or explicitly recognized by the formal reward system, and that, in the aggregate, promotes the effective functioning of the organization" (Organ, 1988).

1.8.2 Emotional Labor

Grandey (2000), defined emotional labor as "the psychological process that individuals use to regulate their feelings and / or expressions of emotion". Emotional labor is divided into two dimensions named surface acting and deep acting (Hochschild, 1983).

1.8.2.1 Surface Acting

Surface acting is defined as faking the emotions that are not truly felt and hiding emotions that are unsuitable to display to others (Hochschild, 1983).

1.8.2.2 Deep Acting

Deep acting refers to changing the individuals' true emotions so that they can align with the required emotions to display to others (Hochschild, 1983).

1.8.3 Emotional Intelligence

Emotional intelligence is defined as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." Emotional intelligence includes four dimensions named self-emotions appraisal, others-emotions appraisal, regulation of emotions and use of emotions (Salovey & Mayer, 1990).

29

1.8.3.1 Self-Emotions Appraisal

Self-emotions appraisal is defined as "the individual's ability to understand his/her own deep emotions and be able to express these emotions naturally" (Salovey & Mayer, 1990).

1.8.3.2 Others-Emotions Appraisal

It is defined as " the individual's ability to perceive and understand the emotions of those people around them" (Salovey & Mayer, 1990).

1.8.3.3 Regulation of Emotions

Regulation of emotions is "the ability of an individual to regulate his/her own emotions, which will enable more rapid recovery from psychological distress" (Salovey & Mayer, 1990).

1.8.3.4 Use of Emotions

It is defined as "the ability of individuals to make use of their emotions by directing them towards constructive activities and personal performance" (Salovey & Mayer, 1990).

1.8.4 Emotional Consonance

Emotional consonance refers to the state of employees when they do not feel any divergence or difference between their genuine emotions and required emotions at the workplace (Ashforth & Humphrey, 1993).

1.8.5 Emotional Sincerity

"Emotional sincerity refers to honest expressions of internally experienced emotions, that is, congruence between experienced and expressed emotions" (Caza et al., 2015).

1.8.6 Transformational Leadership

"Transformational leadership is defined as a leadership style where a leader works with teams to identify needed changes, creating a vision to guide the changes through inspiration, and executing the changes in tandem with committed members of a group" (Bass, 1985). Transformational leadership consists of four dimensions, such as idealized influence, individual consideration, inspirational motivation and intellectual stimulation (Bass, 1985).

1.8.6.1 Idealized Influence

Idealized influence refers to the "ability of a leader to present himself/herself as a role model by acting in a way to remain consistent with organizational goals" (Bass, 1985).

1.8.6.2 Individual Consideration

Individual consideration refers to "the ability of a transformational leader to understand the follower's needs and deal with every follower on an individual basis" (Bass, 1985).

1.8.6.3 Inspirational Motivation

"Inspirational motivation is the degree to which a leader creates a vision that is inspiring and appealing to followers and motivates them to achieve that vision" (Bass, 1985).

1.8.6.4 Intellectual Stimulation

"Intellectual stimulation refers to the degree to which leaders accept the challenges and welcome subordinates' ideas and their valuable suggestions" (Bass, 1985).

1.8.7 Leaders

This study defined term 'leaders' as project leaders/heads/supervisors in NGOs who are responsible to supervise funded projects of NGOs.

1.8.8 Followers

'Followers' are the immediate subordinates of project leaders/head/supervisor in a hierarchical relationship and they are dependent on leaders' direction to accomplish their assigned role.

1.9 Organization of the Thesis

This study is undertaken to investigate the role of leaders' emotions management towards followers' attitudes and behaviors in non-government organizations of Pakistan and Malaysia. This chapter presented the thesis introduction, background of the study, problem statement, research questions, research objectives, scope of the study, and significance of this study.

Chapter 2 discusses the existing literature about study constructs in the context of theoretical and empirical research with supporting theories. The literature review assists the researcher to recognize and understand the study variables to create links and develop a hypothetical research model. This section also gives an insightful view and

understanding of underpinning and supporting theories. This discussion has directed and led to the development of the hypotheses. Moreover, chapter 3 discusses the methodology of the study. It includes the research design, population, sample size, instruments, unit of analysis, data collection procedure, and data analysis techniques. It explains the steps and procedures followed to conduct this research.

Moreover, chapter 4 includes a description of statistical analyses, findings of the study, and interpretations in a detailed manners. It also explains about steps in data screening and descriptive analysis for all study constructs. It further tests the model by using the CFA and SEM techniques through SMART PLS. It quantifies the effect of leaders' emotions management towards followers' attitudes and behaviors. It further discusses the appropriate statistical analyses and findings in detail. Lastly, chapter 5 includes the discussion, theoretical contribution, practical implications, and conclusion for this study. It discusses limitations of this study and further directions to improve the research results.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This study is undertaken to examine the role of leaders' emotions management towards followers' attitudes and behaviors in the NGOs of Pakistan and Malaysia. To enrich the clarity, this chapter explained the conceptualization of the constructs. After that, underpinning and supporting theories are discussed to support the theoretical arguments. Moreover, theoretical framework is elaborated along with the hypotheses of this study. Lastly, the relationships of study variables are also discussed with theoretical and empirical evidences. Previous empirical findings were also reviewed and have been critically discussed.

2.2 Followers' Attitudes and Behaviors

The following constructs were used to measure followers' attitudes and behaviors. This study used emotional engagement and positive emotional reactions to measure followers' attitudes. Additionally, task performance and organizational citizenship behavior were used to measure followers' behaviors.

2.2.1 Emotional Engagement

Employee Engagement was firstly conceptualized by Kahn (1990) as the "harnessing of organizational members' selves to their work role; in engagement, people employ and express themselves physically, cognitively and emotionally during their role performance." According to this definition, job engagement has three components: cognitive engagement, physical engagement, and emotional engagement. Hence,

emotional engagement is one of the prominent components of job engagement (Kahn, 1990). In addition, Kahn (1990) introduced the concept of job engagement, and after this, a number of researchers expanded this concept in their studies (Johnson, Robertson, & Cooper, 2018; Mete, Davies, & Whelan, 2018; Mittal, Han, & Westbrook, 2018; Mone & London, 2018; Rothbard, 2001; Schaufeli & Salanova, 2007). Moreover, a study by Rich, Lepine, and Crawford (2010) discussed the two major approaches of job engagement, one is motivational approach (Rich et al., 2010) and other is burnout approach (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Emotional engagement is a part of the motivational approach of job engagement. According to May, Gilson, and Harter (2004), emotional engagement is a condition of mind where employees put their hearts into their job role and get excited with their performance. Meanwhile, employees' feelings are significantly affected by their level of performance when they are emotionally engaged and attached to their jobs. Therefore, the amount of employees' emotional resources has a significant role towards their psychological availability and level of emotional engagement (Lam, Xu, & Loi, 2018).

Previous research studies on engagement highlighted that employees' emotional engagement might be used as a motivational construct that captures the subordinates' motivational conditions of being emotionally attached to their job role (Lam et al., 2018; May et al., 2004). Similarly, Wang (2011) also introduced employees' emotional engagement in his thesis to measure followers' outcomes. Previous studies have explored the employees' engagement construct effectively, but limited research is available on emotional engagement. This study conceptualized employees engagement as a state of mind which portrays the degree to which employees concurrently invest

and devote their emotional efforts to perform their assigned role (Kahn, 1990; Rich et al., 2010).

2.2.2 Positive Emotional Reactions

Mosby (2012), defined that positive emotional reactions or responses refer to the particular feelings that motivate and encourage participation in behavioral responses and actions. According to "emotional contagion theory" (Hatfield, Cacioppo, & Rapson, 1992), individuals catch the emotions expressed by others because emotional contagion is the propensity of any individual to imitate and mimic the others' emotions unconsciously (Neumann & Strack, 2000). In organizations, leaders are considered icons and salient figures with more influencing personalities (Dasborough, 2006; George, 2000); therefore, followers catch and mimic their emotions with more intensity, and it could lead towards effective leadership (Visser, van Knippenberg, van Kleef, & Wisse, 2013).

It means that employees' emotional reactions depend upon others' emotions. Additionally, Wang (2011) discussed emotional reactions in his thesis and measured followers' positive emotional reactions. He considered emotional reactions as followers' outcomes while discussing emotional labor strategies. This study also examined the impact of emotional labor strategies on followers' positive emotional reactions and summed up that subordinates' emotional reactions ultimately influence their emotional engagement (Wang, 2011).

Employees' positive emotional reactions are consequences of leaders' emotions management, and previous studies ignored the role of employees' emotional reactions in emotional labor studies. Furthermore, the "mood congruence judgment model"

36

(Bower, 1981) also supported this argument that these emotional reactions can lead to enhance their engagement and performance. Meanwhile, this study operationalized positive emotional reactions as referred to the particular feelings that motivate and encourage participation in behavioral responses and actions (Mosby, 2012).

2.2.3 Task Performance

Individual performance is deemed as a key construct within organizations, and in the last few decades, researchers have been paying great attention to identify and clarify this concept (Campbell, 1990). "Performance is what the organization hires one to do, and do well" (Campbell, McCloy, Oppler, & Sager, 1993). Moreover, previous studies identified two essential types of performance in literature; they are contextual performance and task performance (Borman & Motowidlo, 1997; Jawahar & Carr, 2007). A study by Borman and Motowidlo (1997) defined task performance as the individual's ability to perform activities and tasks which ultimately contribute towards organizational core values. In task performance, activities vary from job to job, and it is more related to abilities. It consists of that behavior which contributes to maintenance and transformation activities within the organization, such as managing employees, producing products, inventory controlling, selling and providing services (Motowidlo & Schmit, 1999).

Task performance is the effectiveness of the job towards performing activities and tasks that contribute to organizational services (Borman & Motowidlo, 1993). It is also defined as work behaviors that are predetermined by one's job description (Harrison, Newman, & Roth, 2006). Furthermore, a study by Williams and Karau (1991) discussed that task performance wraps-up the individual's contribution with the overall

organizational performance because it includes the actions and tasks that are elements of the "formal reward system." It also addresses and fulfills the requirements that are written in the job description (Williams & Karau, 1991). Previous studies effectively conceptualized task performance and used this construct in their studies, but the line of the research was unclear about the role of task performance to measure the leadership effectiveness. This study conceptualized task performance as it refers to the effectiveness of the job towards performing activities which contribute to organizational services (Borman & Motowidlo, 1993).

2.2.4 Organizational Citizenship Behavior

A study by Bateman and Organ (1983) formally introduced the term "organizational citizenship behavior" (OCB) to elaborate the informal employee contribution with spontaneous and cooperative behaviors. Later on, OCB was conceptualized as "behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization". It has sub-dimensions, such as altruism, conscientiousness, sportsmanship, civic virtue, and courtesy (Organ, 1988).

Meanwhile, this conceptualization is still frequently used in the literature but has faced several critical remarks. Therefore, Organ (1997) responded to the criticism and revised the definition of OCB as "behaviors that are contributing to organizational efficiency by supporting the social and psychological environments where task performance take place." He further categorized OCB broadly and identified three categories of behaviors, namely, civic virtue, sportsmanship and courtesy.

Moreover, another study carried out by Williams and Anderson (1991) recommended a two dimensional (OCB-I and OCB-O) framework for organizational citizenship behavior. "OCB-I refers to beneficial behaviors directed at other individuals in the organization, as with helping other colleagues and assisting supervisors without being asked, while OCB-O refers to behavior that benefits the organization in general, including adherence to informal rules and attendance at work above the norm." Furthermore, Organ and Ryan (1995) also elaborated OCB as the voluntary behaviors that positively affect the organizational functioning. This study used the conceptualization of Organ (1988) who defined OCB as "behavior that is discretionary, not directly or explicitly recognized by the formal reward system and that, in the aggregate, promotes the effective functioning of the organization."

2.3 Emotional Labor

Hochschild (1983), presented the concept of emotional labor in a book with the title of "The Management Heart." In her book, she introduced emotional labor as the "management of feelings to create a publicly observable facial and bodily display". Hochschild (1983), was the first researcher who proposed surface acting and deep acting as two major dimensions of emotional labor. In surface acting, employees express fake their emotions and in deep acting, they regulate and modify their emotions according to the required emotions. She also described that emotional labor is essential for employees who are engaged in services and who have to deal with customers directly (Hochschild, 1983).

Moreover, a study by Ashforth and Humphrey (1993) operationalized emotional labor with a different point of view as, according to this behavioral approach, emotional labor is an act of expressing the appropriate emotions. They defined that emotional labor

refers to the process used to display the required emotions while interacting with clients. It focused on behaviors rather than fundamental emotions. This approach only focused on observable expression management and ignored the internal emotion regulations (Ashforth & Humphrey, 1993). Later on, another study conducted by Morris and Feldman (1996) also elaborated emotional labor as the individual planning, efforts, and control that are needed to display the desired emotions while interacting with others. This approach specified four dimensions of emotional labor named as: variety of emotions, frequency of emotions to display, emotional dissonance, and attentiveness. It put great emphasis on the influence of contextual and individual factors on the emotional expressions of individuals (Morris & Feldman, 1996).

Furthermore, Grandey (2000) also operationalized emotional labor as a process of managing and regulating the expressions of emotions to achieve organizational goals. This approach considered emotional labor as internal emotions management that indicates that emotional labor strategies are skills that can be developed and learned (Grandey, Fisk, Mattila, Jansen, & Sideman, 2005). In addition, previous studies also defined emotional labor as a process that leaders adapt to control their emotions and feelings while interacting with their followers to meet the predefined organizational goals. This study conceptualized emotional labor as "the psychological process that individuals use to regulate their feelings and/or expressions of emotion" (Grandey, 2000). It has two dimensions: surface acting and deep acting (Gardner, Fischer, & Hunt, 2009; Humphrey, 2008). There are several studies that considered surface acting and deep acting as two distinctive dimensions of emotional labor (Anthony, Van Hoose, Anand-Gall, & Tabler, 2019; Grandey & Sayre, 2019; Jeon, 2016; Kim, 2016; Liu, Chi, & Gremler, 2019; Moreo, Woods, Sammons, & Bergman, 2019). Following sections elaborate the brief discussion on both dimensions of emotional labor strategies.

40

2.3.1 Surface Acting

Surface acting is the dimension of emotional labor and it is defined as faking the emotions that are not truly felt and unsuitable to display to others (Hochschild, 1983). It is a process in which leaders' expressible and observable emotions are not true, and they express the fake and negative emotions (Glasø & Einarsen, 2008). It is deemed as draining factor for leaders because this type of emotional labor strategy entails the huge amount of emotional dissonance (Van Dijk, Kirk, & Management, 2007). Moreover, in surface acting, leaders focus on controlling the display of effective emotions without experience the actual emotions. Leaders manipulate and fake their emotional displays with a view to show facial expressions that are not real in actual (Wang, 2014). Surface acting is 'vicious' circle of emotion regulation and it leads toward negative consequences and a harmful cause to create emotional dissonance. It gave a sense of inauthenticity of self in leaders (Zammuner & Galli, 2005). This study conceptualized surface acting as faking the emotions that are not truly felt and unsuitable to display to others (Hochschild, 1983). It integrate leaders' surface acting with followers' attitudes and behaviors.

2.3.2 Deep Acting

Deep acting is a process to modify the inner emotions and feelings with a view to express appropriate and suitable emotions (Brotheridge & Grandey, 2002). It is considered a virtuous circle of emotions regulation that leads toward positive outcomes, minimize the intensity of emotional dissonance, gave a sense of self-authenticity in leaders (Zammuner & Galli, 2005). Leaders who are engaged in deep acting usually experience desired feelings and emotions by reinterpreting the situations and they

express the required emotions at workplace during the interaction with their followers. By performing deep acting, leaders feel the required emotions in actual and their expressional emotions become align with internal experienced emotions (Wang, 2014). This study conceptualized deep acting as changing individuals' true emotions so that they can align with the required emotions to display to others (Hochschild, 1983).

2.4 Emotional Intelligence

Emotional intelligence is defined as "the ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action" (Salovey & Mayer, 1990). Furthermore, Mayer (1997) also defined it as "the ability to perceive, respond and manipulate emotional information without necessarily understanding it and the ability to understand and manage emotions without necessarily perceiving feelings well or experiencing them fully". Similarly, Goleman (1998) explained emotional intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships". A study by Mayer and Salovey (1997) also conceptualized emotional intelligence as the capability to understand, perceive, regulate, evaluate and show emotions to promote intellectual and emotional development.

Moreover, emotional intelligence includes four dimensions named as self-emotions appraisal (SEA), others-emotions appraisal (OEA), regulation of emotions (ROE), and use of emotions (UOE) (Mayer, 1997; Salovey & Mayer, 1990). Self-emotions appraisal means the ability of individuals to articulate and recognize their emotions. Employees with a high level of self-emotions appraisal are deemed to be more aware

of their emotions. Employees with the ability to recognize others' emotions have sensitive behavior for the emotions and feelings of others. Regulation of emotions is another dimension of EI in which employees try to manage and control their feelings and emotions to recover from psychological disturbances. Furthermore, use of emotions (UOE) is the ability of individuals to use their emotions for improvement in their personal performance (Mayer, 1997; Salovey & Mayer, 1990).

This study operationalized emotional intelligence as "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990). It further used four dimensions of emotional intelligence: "self-emotions appraisal, others-emotions appraisal, regulation of emotions and use of emotions". Self-emotions appraisal (SEA) is conceptualized as "the individual's ability to understand his/her deep emotions and be able to express these emotions naturally". Moreover, others-emotions appraisal (OEA) is defined as the "individuals' abilities to perceive and understand the emotions of those people around them". Regulation of emotions (ROE) is "the ability of an individual to regulate his/her emotions, which will enable a more rapid recovery from psychological distress". Use of emotions (UOE) is "the ability of individuals to make use of their emotions by directing them towards constructive activities and personal performances" (Salovey & Mayer, 1990).

2.5 Emotional Consonance

Emotional consonance refers to the state of employees when they do not feel any divergence or difference between their genuine emotions and their required emotions at the workplace (Rubin et al., 2005; Ashforth & Humphrey, 1993). Previous studies investigated emotional labor in the services sector and summed up that it is quite possible that employees express their natural emotions without considering any emotional acting. As per this phenomenon, a new state of emotions was added to the literature with the name of natural emotions or emotional consonance (Ashforth & Humphrey, 1993).

A recent study by Walsh (2019) also identified naturally felt emotions (emotional consonance) as another dimension of emotional labor that employees can use at the workplace. While, on the other hands, according to Torland (2013), genuine emotions are not included in the dimensions of emotional labor because employees do not need to regulate their emotions in some situations. There are a number of studies that only considered deep acting and surface acting as sub-dimensions of emotional labor (Anthony et al., 2019; Grandey & Sayre, 2019; Jeon, 2016; Kim, 2016; Liu et al., 2019; Moreo et al., 2019), and ignored the state of naturally felt emotions at the workplace.

Few previous studies by Kim (2016) and Lee (2010) treated naturally felt emotions as a separate state of feelings with the name of emotional consonance. Moreover, Kim (2016) described that emotional consonance is the absence of emotional labor. Hence, this study conceptualized emotional consonance as the state of employees when they do not feel any divergence or difference between their genuine emotions and their required emotions at the workplace (Ashforth & Humphrey, 1993).

2.6 Transformational Leadership

The beginning of transformational leadership can be determined by the previous scholars e.g., (Bass, 1985; Bass & Riggio, 2006; Hermann & Burns, 1979; Weber, 1947). Weber (1947) described charisma and summed up that leaders' authority and legality can be defined by their followers' perceptions.

A study by Burns (1977) firstly used transformational leadership to illustrate political leaders who performed extraordinarily (Burn, 1978, 1979). Later on, Bass (1985) introduced two ways of interaction between leaders and followers, which are transformational and transactional leadership. He described transformational leadership as the "leadership style where a leader works with teams to identify needed changes, creating a vision to guide the changes through inspiration, and executing the changes in tandem with the committed members of a group". In addition, based on this definition, Bass (1985) also explained his theory regarding different leadership styles and extended this to the comprehensive leadership model (Bass, 1998). Furthermore, he identified that transformational leaders encouraged their subordinates to excel in their work and self-interests in favor of the organizations by adopting different forms of behaviors (Bass, 1985).

Transformational leadership consists of four dimensions which are "idealized influence, individual consideration, inspirational motivation and intellectual stimulation" (Avolio & Bass, 1988; Bass 1985). In idealized influence behavior, leaders present themselves as role models by acting in ways to remain consistent with their organizational vision. Individual consideration means the ability of a transformational leader to understand the follower's needs and deal with every follower on an individual

basis (Avolio & Bass, 1988; Bass 1985). Leaders pay great attention to followers' needs on individual basis for their better performance and achievements. Transformational leaders must be recognizers, observers and good listeners to realize followers' individual differences with the purpose to have better individual consideration (Bass, Riggo, 2006). Meanwhile, inspirational motivation means that a transformational leader should compile a vision that is inspiring and appealing to followers and motivate them to achieve that vision. Lastly, intellectual stimulation is defined as the degree to which a leader accepts the challenges and welcomes the subordinates' ideas and their valuable suggestions (Avolio & Bass, 1988; Bass 1985). This study conceptualized transformational leadership as a leadership style "where a leader works with teams to identify needed changes, creating a vision to guide the changes through inspiration, and executing the changes in tandem with the committed members of a group" (Bass, 1985).

2.7 Emotional Sincerity

According to Elfenbein (2007), emotions have two elements; one is experiential and the other is expressional. The experiential element deals with how an individual feels emotions, and expressional elements are concerned with how an individual expresses and displays the emotions which he/she experiences. It means that there is a possibility that the displayed emotions do not match with the emotions being experienced. Similarly, leaders' emotional displays may not align with their experienced emotions (Elfenbein, 2007).

When leaders prefer to express particular emotions but do not experience those emotions, it is possible that they could not modify their displayed emotions because of emotional insincerity. Due to this possibility, researchers suggested that leaders should

engage themselves in frequently displaying emotions (Glaso & Einarsen, 2008). Generally, leaders engage themselves in three types of emotional displays, and each type has a different level of sincerity (Gardner et al., 2009). In surface acting, leaders do not put efforts to feel the required emotions, and present a fake emotional display. Meanwhile, in deep acting, leaders put efforts into molding their emotions towards the desired emotions. While expressing the naturally felt emotions, leaders express those particular emotions which are being felt internally. The emotional display becomes sincere if there is an alignment between the displayed emotions and the experienced internal emotions (Morgan, 2017). Empirical studies enlightened that leaders' emotional sincerity may influence the outcomes of their emotional displays (Caza et al., 2015; Morgan, 2017).

Furthermore, emotional sincerity is an "intra-psychic phenomenon"; it means that, if individuals feel that they are showing genuine emotions, then they are; because, emotional sincerity belongs internally to individuals (Harter, 2002). As subordinates are not familiar with the internal states of their leaders, they have some sort of judgments about leaders' emotional sincerity. Their perceptions and judgments for their leaders directly affect their reactions and outcomes (Caza et al., 2015).

Moreover, this study is based on supposition that subordinates judge and realize their leaders' emotional sincerity and these judgments lead to shape followers' attitudes and behaviors. It conceptualized that emotional sincerity as "refers to honest expressions of internally experienced emotions; that is, the congruence between experienced and expressed emotions" (Caza et al., 2015).

2.8 Underpinning Theory: Social Exchange Theory

Three theories were found to be appropriate and applicable to support the theoretical framework of this study namely: social exchange theory (Homans & Merton, 1961), emotion regulation theory (Gross, 1998), and authentic leadership theory (Avolio & Gardner, 2005). Social exchange theory (Homans & Merton, 1961) is the main theory that underpinning the whole framework. Besides this, emotion regulation theory (Gross, 1998), and authentic leadership theory (Avolio & Gardner, 2005) are the supporting theories that explain the relationship between under-study constructs.

The social exchange theory (SET) elaborates the employment relationship as the resource exchange process that is directed by the rule of reciprocity (Coyle-Shapiro, Kessler, & Purcell, 2004). This relationship is also based on the continuous process of re-balancing between obligations and expectations (Coyle-Shapiro & Morrow, 2006). Employees feel satisfied and compelled to reciprocate when the organization meets their expectations and treats them fairly (Guzzo & Noonan, 1994). The social exchange theory is based purely on obligations and reciprocations. It identified that obligations and responsibilities are generated throughout the series of interactions between two parties (Cropanzano & Mitchell, 2005). This theory described that "unfair exchanges trigger an aversive state that motivates attempts to repair the injustice" (Homans & Merton, 1961).

Based on the social exchange theory (Homans & Merton, 1961), when employees perceive that their efforts regarding emotion regulations did not pay the same return while interacting with others, they feel that the relationship is unfair (Taris, Peeters, Le Blanc, Schreurs, & Schaufeli, 2001). On the basis of previous studies, emotional labor

may also be characterized in terms of the equilibrium between the employees' efforts towards emotional labor strategies and the returned outcomes during the interaction process (Holman, Martinez-Iñigo, & Totterdell, 2008; Richards & Gross, 2000).

Social exchange theory is the main theory that underpins the framework. This study is attempted to examine the effect of leaders' emotions management on followers' attitudes and behaviors. There is a reciprocal association between leaders and their followers in align with social exchange theory. When leaders fulfill their obligations and perform their required emotions while interacting with followers, they hope that their followers' attitudes and behaviors will be positive as the return of their emotional efforts. Thus, the relationship of leaders' emotions management with followers' attitudes and behaviors is based on social exchange theory (Homans & Merton, 1961).

2.9 Supplementary Theories

As discussed earlier, underpinning theory of this study is social exchange theory. However, this study also consider the following theories as supplementary theories that also partially support to theoretical framework.

2.9.1 Emotion Regulation Theory

"Emotion regulation theory" was presented by Gross (1998) who defined emotional regulation as a process in which individuals are influenced by emotions, and it is about how they express these emotions (Gross, 1998). It is micro-level theory in which individuals engage themselves in two input processes which are "response focused process" and "antecedent focused process". Moreover, response process is aligned with surface acting, and involves the modification of emotions and this process of emotion

regulation manipulates output. The antecedent process is the same as deep acting in which individuals manage the situation before the creation of emotions, and it manipulates inputs (Gross, 1998).

Furthermore, Grandey (2000) discussed this theory as a guiding theory to understand the mechanism of emotional labor. He further identified the model for emotional labor which covered the organizational, individual and situational antecedents of emotional labor and also focused on consequences of emotional labor. This approach considered emotional labor as internal emotions management that indicated that emotional labor strategies are skills that can be developed and learned (Grandey et al., 2005). Based on the theory, individuals regulate and manage their emotions to influence others. This study based on interpersonal effect leaders' emotions management on followers' outcomes.

This theory deals with antecedent-focused process and response-focused process, thereby leaders' emotions management seems to fit this description in a well-mannered way. Response-focused process deals with ongoing emotional experiences and leaders' emotional outcomes may influence their followers' attitudes and behaviors. Based on this theory, this study has employed both the antecedent-focused and response-focused processes in the theoretical framework. Emotion regulation theory by Gross (1998) supports this study as it has attempted to examine the leaders' emotions management towards their followers' attitudes and behaviors. Hence, based on emotion regulation theory, it is expected that leaders' emotional labor strategies, emotional intelligence, and emotional consonance may influence to followers' attitudes and behaviors.

2.9.2 Authentic Leadership Theory

The concept of authenticity was originated by the ancient Greeks, and it means to "be true to oneself" (Harter, 2002). The authentic leadership theory (Avolio & Gardner, 2005) has been evolving over the last few years with the connection of leadership, ethics, and literature of positive organizational behaviors (Avolio, Gardner, Walumbwa, Luthans, & May, 2004; Luthans, 2002). Meanwhile, one of the previous studies integrated different definitions and perspectives of authentic leadership and introduced a "self-based model of authentic leadership". This model is focused on the self-regulation and self-awareness components of authentic leadership (Gardner, Avolio, Luthans, May, & Walumbwa, 2005).

Based on this "self-based model", authentic leadership is defined as "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development". (Avolio & Gardner, 2005; Avolio et al., 2004). According to this theory, the conceptualization of authentic leadership includes five sub-dimensions named as the internalized regulation (authentic behaviors), balanced processing, relational transparency, positive moral perspectives and self-awareness (Gardner et al., 2005).

Moreover, Relational authenticity (that is one of the five dimensions) means to present one's self-authentic behavior to others, and such behavior promotes trust because leaders try to minimize the display of inappropriate emotions (Kernis, 2003). Emotions are deemed as important for the authentic leadership process and development

51

(Lazarus, 1991), thereby, there is a need to integrate emotions with authenticity. The authentic leadership theory also signifies the importance of emotional sincerity and authenticity in leadership effectiveness. It proposes that the sincerity attributes positively influence to leadership effectiveness (Avolio et al., 2004). Likewise, the authentic leadership theory also discusses that leaders lead through integrity, honesty and moral standards. Emotional sincerity is also about integrity and personal authenticity. Authentic leaders try to build integrity and kindness with their subordinates by encouraging and sharing their feelings (Avolio et al., 2004). Based on the authentic leadership theory (Avolio & Gardner, 2005), it was expected that leaders' emotional sincerity may moderate the association of leaders' emotional labor strategies with followers' attitudes and behaviors.

2.10 Theoretical Framework

Based on literature, variables of study encompassed leaders' emotional labor strategies (surface acting and deep acting), leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions), leaders' emotional consonance, perceived transformational leadership, perceived emotional sincerity, followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). The research framework is presented in Figure 2.1. Social exchange theory (Homans & Merton, 1961), emotion regulation theory (Gross, 1998), and authentic leadership theory (Avolio & Gardner, 2005) were utilized to develop this research framework.

In essence, research framework postulates that leaders' emotional labor strategies (surface acting & deep acting) directly influence followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). This argument is aligned with previous studies (Becker, Cropanzano, Van Wagoner, & Keplinger, 2017; Little et al., 2016; Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016; McCauley & Gardner, 2016; Wang, 2011) which reported that leaders' emotional labor strategies are significantly related to followers' attitudes and behaviors. This study further proposed that leaders' emotional intelligence and emotional consonance directly influences to followers' attitudes and behaviors. This is also consistent with previous studies (Choudhary, Naqshbandi, Philip, & Kumar, 2017; Dhani, Sehrawat, & Sharma, 2017; Edelman & van Knippenberg, 2018; Gangai & Agrawal, 2018; Miao et al., 2016; Miao, Humphrey, & Qian, 2018; Suehs, 2015).

53

Moreover, this study has examined the mediating role of perceived transformational leadership consistent with Wang (2011) who proved that perceived transformational leadership mediated the association between leaders' emotional labor strategies and followers' outcomes. It further postulated that followers' perceived emotional sincerity might moderate the relationship of leaders' emotional labor strategies and followers' outcomes. It is one of the first attempts to check the moderating effect of perceived emotional sincerity as Caza et al. (2015) identified that future studies might investigate the moderating behavior of emotional sincerity in leadership and emotion related studies.
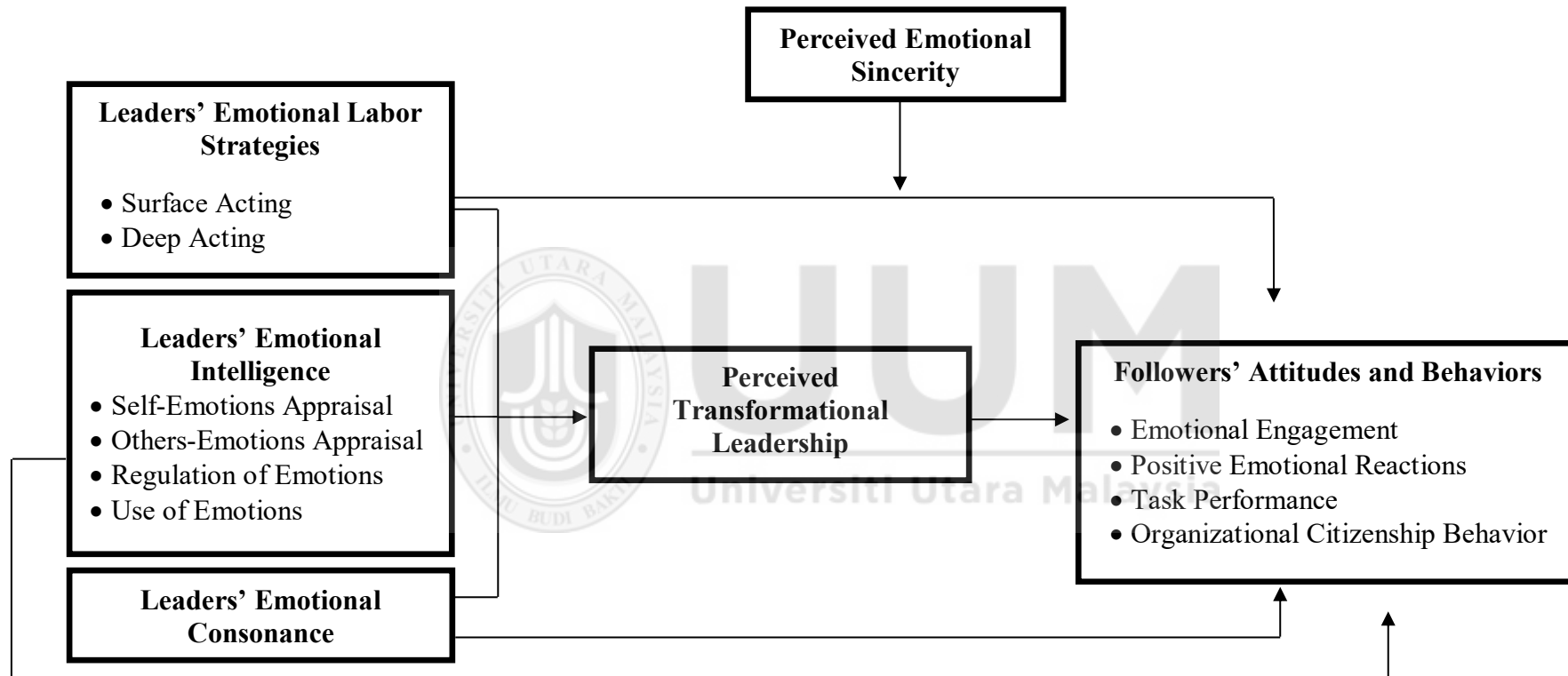
Figure 2. 1
Theoretical Framework

2.11 Hypotheses Development

The research hypotheses for this study have been postulated on the basis of the research framework. Specifically, the hypotheses formulated were aimed to answer the research questions in this study. Following section includes the relationship between study constructs.

2.11.1 Leaders' Emotional Labor Strategies and Followers' Attitudes and Behaviors

The following literature discussed the relationship of leaders' emotional labor strategies with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

2.11.1.1 Leaders' Emotional Labor Strategies and Followers' Emotional Engagement

A study by L. Lam et al. (2018) empirically investigated the role of emotional engagement in emotionally demanding jobs. He highlighted that employees' emotional engagement is a key element in organizations, and leaders' emotions play crucial role in enhancing their emotional engagement level at the workplace. Another study conducted by Reina, Rogers, Peterson, Byron, and Hom (2018) also revealed that leaders are deemed as a significant source to influence their followers' emotional engagement. Different studies summed up that, leaders manage their emotions to positively influence their subordinates' motivational states (Humphrey et al., 2008; Bono & Ilies, 2006). Although the main purpose of the leader-subordinate relationship is to complete work tasks (Yulk, 2010), but leaders adopt emotional labor strategies

to encourage their subordinates to accomplish their work role effectively (Brotheridge, Lee, Humphrey, Pollack, & Hawver, 2008).

Additionally, another study by Yoo and Yoo (2016) also examined the role of emotional labor strategies to improve the employees' engagement. This study collected data from retail banks and insurance companies in Korea. The findings revealed that there would be negative association between surface acting and employees' engagement while deep acting had a positive relationship with the employees' engagement. Likewise, Mroz and Kaleta (2016) collected data from 137 employees from different services industries in Poland and proved a significant relationship between emotional labor, engagement and job satisfaction. One of the previous studies examined and integrated emotional labor with emotional engagement in the nursing sector. It identified that caring, emotional labor and emotional engagement were deemed as emerging concepts that had been used in different disciplines (Henderson, 2001). A similar study purported a significant relationship between emotional labor strategies, customer orientation and engagement. The findings revealed that surface acting and deep acting significantly related to the employees' engagement (Yoo & Arnold, 2014). Besides this, another study also proposed that emotional labor would be significantly related to job engagement (Mauno et al., 2016).

According to Humphery et al. (2008), leaders adopt emotional labor to show confidence in the organizational goals. When leaders use emotional labor, followers perceive them as emotionally engaged in their work, and they try to be emotionally attached to their work and organization. In addition, a qualitative study also summed up that leaders adopt strategic emotions to motivate their followers in order to achieve

something. Grandey et al. (2005) enlightened that, positive associations between leaders' emotional labor strategies and subordinates' engagement exist only for deep acting and naturally felt emotions. When leaders adopt surface acting, their subordinates perceive them negatively and as being unreliable. Due to surface acting, followers become less emotionally engaged in their assigned tasks (Kahn, 1990). Based on literature, this study proprosed that leaders' emotional labor strategies may influence to followers' emotional engagement. Thus, following hypotheses have been proposed:

H1: Leaders' surface acting is significantly and negatively related to followers' emotional engagement.

H2: Leaders' deep acting is significantly and positively related to followers' emotional engagement.

2.11.1.2 Leaders' Emotional Labor Strategies and Followers' Positive Emotional Reactions

Previous studies summed up that leaders adopt emotional labor strategies to influence and manage their followers' emotions (Glaso, Ekerholt, Barman, & Einarsen, 2006; Humphrey, 2008). When leaders express confidence and optimistic behaviors, their subordinates also feel hopeful and confident (Humphrey, 2008). Leaders regulate their emotions with a view to keep their followers away from unlikeable emotions (Becker et al., 2017; Glaso et al., 2006). Emotional contagion is basically deemed as the process in which leaders try to influence their subordinates' emotions (Barsade, 2002; Bono & Ilies, 2006; Erez & Isen, 2002). Most of the time, followers try to mimic and imitate the facial expressions and feel their leaders' emotions (Hatfield et al., 1994).

58

In organizations, leaders are considered icons and salient figures with more influencing personalities (Dasborough, 2006; George, 2000). A study by Visser (2013) elaborated that followers catch and mimic their emotions with more intensity and it could lead to effective leadership (Visser et al., 2013).

Additionally, previous studies also purported that leaders' emotions could be transferred to their followers through the emotional contagion process (Cherulnik, Donley, Wiewel, & Miller, 2001; Johnson, 2008; Sy, Côté, & Saavedra, 2005). Followers try to imitate leaders' smiles, so their moods are positively influenced by their leaders' emotions (Bono & Ilies, 2006; Cherulnik et al., 2001). Likewise, this contagion process becomes stronger in a leader-subordinate relationship. Followers became conscious and attentive to their leaders' emotions due to the status and power differences (Cote, 2005). When leaders adopt different emotional labor strategies to show positive emotions, subordinates employ their leaders' emotions and tend to have affirmative and positive emotional reactions (Brotheridge et al., 2008; Wang, 2011).

Moreover, a study by Humphrey (2012) also noted that leaders adopt emotional labor strategies to manage followers' attitudes and performance. Wang (2011) examined the role of leaders' emotional labor strategies in leadership effectiveness in the services sector and purported the effect of emotional labor on followers' positive and negative emotional reactions. The study results divulged that surface acting has a negative association with followers' positive emotional reactions. The results also revealed that when leaders properly regulated emotions during the interaction, their followers tended to have positive emotional reactions towards them (Wang, 2011). It can be concluded that leaders' emotional labor strategies may influence to followers' positive

emotional reactions during their interactions. Thereby, following hypotheses were postulated:

H3: Leaders' surface acting is significantly and negatively related to followers' positive emotional reactions.

H4: Leaders' deep acting is significantly and positively related to followers' positive emotional reactions.

2.11.1.3 Leaders' Emotional Labor Strategies and Followers' Task Performance

A study by Moon, Hur, and Choi (2019) revealed that leaders' perceived emotional labor strategies significantly influence followers' job performance. One of the previous studies examined the association between emotional labor and employees' performance in Chinese hotels. This study collected data from 111 dyads (leader-follower) and the findings showed that leaders' emotional labor significantly influenced their followers' work performance. Likewise, surface acting was negatively related to followers' performance, and deep acting had positive relationship with their performance (Chen et al., 2012). Maneotis, Grandey, and Krauss (2014) collected data from 214 leaders, and they found that leaders' surface acting weakened the relationship of pro-social motivation and employees' performance, while deep acting strengthened this relationship. It means that leaders may influence the employees' performance while adopting emotional labor strategies. Another study enlightened that deep acting positively influenced the employees' performance (Hülsheger, Lang, & Maier, 2010).

Furthermore, Wang and Seibert (2015) purported that leaders' emotions had a significant effect on followers' performance. Leaders' emotional displays are significantly related to followers' performance. Another study examined the influence of emotional labor on employees' commitment and performance. Data were collected from 136 nurses who were serving in community hospitals. The results of this study also divulged that surface acting has negative effect on employees' job performance. On the other hand, deep acting was significantly and positively related to employees' performance (Alsakarneh, Hong, Eneizan, & AL-kharabsheh, 2018; Ghalandari, Jogh, Imani, & Nia, 2012; Lam, Huo, & Chen, 2018; van Gelderen, Konijn, & Bakker, 2017). Likewise, another meta-analysis study proved that surface acting has negative relationship with employees' job performance, and deep acting has a pattern of positive associations with performance (Kammeyer-Mueller et al., 2013). A study conducted by Humphrey et al. (2015) also explored the bright side of emotional labor and their results illuminated that deep acting has a significant and positive association and surface acting has a negative association with performance (Humphrey et al., 2015).

Meanwhile, few studies integrated emotional labor with task performance (Bursali, Bağcı, & Kök, 2014; Onay, 2011; Wang, 2011). Onay (2011), examined the relationship between emotional labor and employees' task performance. He conducted his study on hospitals and data collected from 72 nurses. The findings revealed that emotional labor strategies had significant associations with the employees' task performance. Similarly, Bursali et al. (2014) also checked the association between emotional labor and task performance. Data were collected from 135 employees working in private banks in Denizli. The study proved that there was a negative association between surface acting and task performance while deep acting had

61

significant and positive relationship with employees' task performance (Bursali et al., 2014).

Besides this, a study conducted by Caglıyan, Fındık, and Doganalp (2013) in the health sector also elaborated the significant association between emotional labor and task performance. Onur and Yurur (2011), also carried out their study in the services sector and proved that emotional labor strategies played significant role in improving the employees' task performance. They elaborated the relationship between positive emotions and task performance, and described that positive emotions could increase employees' task performance.

Furthermore, Choudhary et al. (2017) revealed that leaders' emotions management abilities play significant role to influence followers' task performance. Wang, Seibert, and Boles (2011), also carried out a meta-analysis study and reviewed the 30 years of research on emotional labor. This study also supported the argument that surface acting had negative relationship while deep acting had positive and significant relationship with employees' task performance. Hence, this study measured task performance as followers' behaviors, and it integrated the role of leaders' emotional labor with followers' task performance. From the above arguments, following hypotheses have been purported:

H5: Leaders' surface acting is significantly and negatively related to followers' task performance.

H6: Leaders' deep acting is significantly and positively related to followers' task performance.

62

2.11.1.4 Leaders' Emotional Labor Strategies and Followers' Organizational Citizenship Behavior

Bursali et al. (2014), investigated the relationship between emotional labor and contextual/task performance. Data were collected from 135 employees of banks. They summed up that surface acting had negative and significant relationship with the employees' contextual and task performance. Similarly, deep acting also had significant and positive association with the individuals' contextual and task performance. A study conducted by Aykan (2014) also proved that emotional competence played a significant and positive role in contextual and task performance. Additionally, Onay (2011) explored the impact of emotional labor and emotional intelligence on contextual and task performance. A survey had been made among 72 nurses in hospitals. He claimed that surface acting was negatively and significantly related to the employees' organizational citizenship behavior while on the other hands; there was a positive association between deep acting and organizational citizenship behavior. Similarly, one of the previous studies also investigated the effect of emotional labor strategies on individuals' extra role behaviors, and the findings proved that there is a significant association between emotional labor strategies and organizational citizenship behavior (Becker et al., 2017; Chin & Chien, 2017).

Furthermore, another study investigated the effect of employees' emotional labor strategies and job satisfaction on their organizational citizenship behavior in business hotel chains. Data were collected from 150 staff members of hotels and the results revealed that emotional labor strategies had significant associations with organizational citizenship behavior (Lu, Shih, & Chen, 2013). Kiffin-Petersen, Jordan, and Soutar (2011), also carried out their study to examine the mediating role of

emotional labor strategies while discussing organizational citizenship behavior. They identified that surface acting is negative and significantly related to organizational citizenship behavior. The study results also depicted that deep acting has a significant and positive association with organizational citizenship behavior.

Additionally, a study by Chiang, Liu, Zhang, Akutsu, and Katsumura (2017) noted that leaders' emotional labor strategies have a key role to influence followers' organizational citizenship behavior. Wang (2011) empirically explored the role of leaders' emotional labor towards followers' attitudes and performance. This study also supported this argument that leaders' emotional labor strategies play great role in shaping their subordinates' attitudes and organizational citizenship behavior, positively. Moreover, a study by Little et al. (2016) also discussed the role of leaders' emotions management towards followers' outcomes. Data were collected using 165 dyads (leader-follower) by applying an appropriate sampling technique. This study highlighted that leaders' interpersonal emotions management strategies influenced followers' organizational citizenship behavior. On the basis of the above-mentioned literature, this study assumed that leaders' emotional labor strategies might influence their followers' extra role behaviors. Hence, following hypotheses have been proposed:

H7: Leaders' surface acting is significantly and negatively related to followers' organizational citizenship behavior.

H8: Leaders' deep acting is significantly and positively related to followers' organizational citizenship behavior.

2.11.2 Leaders' Emotional Intelligence and Followers' Attitudes and Behaviors

The following literature discussed the relationship between leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

2.11.2.1 Leaders' Emotional Intelligence and Followers' Emotional Engagement

A study by Stewart (2018) found that leaders' emotional intelligence is positively and significantly related to their followers' engagement. Similarly, Zhu, Liu, Guo, Zhao, and Lou (2015) investigated the association between emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) and employees' engagement. Data were collected from 511 nurses from public hospitals. It was found that self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions are positively correlated with employees' engagement. They proved that emotional intelligence has a significant relationship with employees' engagement (Gangai & Agrawal, 2018). Another study collected data from 193 police leaders and identified that leaders' emotional intelligence was a significant predictor for employees' engagement (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012; Toyama & Mauno, 2017). Besides this, Thor (2012) also signified that emotional intelligence has a strong positive association with employees' engagement. Number of previous studies also identified that components of emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have a positive and significant association with

employees' engagement (Devi, 2016; Liu & Cho, 2018; Quang, Khuong, & Le, 2015; Ravichandran, Arasu, & Kumar, 2011; Smith, 2017; Thor & Johnson, 2011; Waldron, 2017; Washington, 2017; Yan, Yang, Su, Luo, & Wen, 2018).

Meanwhile, Suehs (2015) also examined the impact of leaders' emotional intelligence and followers' engagement in the healthcare industry. He summed up that the supervisors' emotional intelligence had a significant relationship with their followers' engagement. He further indicated that future studies should examine this relationship to gain an insightful understanding of this mechanism. A study conducted by Toyama and Mauno (2017) linked the components of emotional intelligence with social support, creativity and employees' engagement. Data were collected from 489 nurses and the results highlighted that trait-based emotional intelligence was a significant predictor for employees' engagement. Another study focused on the individual dimensions of emotional intelligence and it was found that self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions are positively correlated with work engagement. Use of emotions has higher correlation with employees' engagement as compared to other dimensions of emotional intelligence (Yan, Yang, Su, Luo, & Wen, 2018).

Previously, less attention had been paid to followers' emotional engagement in emotional intelligence related studies. Most of the above-mentioned studies were only focused to examine the effect of leaders' emotional intelligence on followers' engagement and ignored the perpective of emotional engagement in this relationship. Moreover, most of the previous studies measured emotional intelligence as a whole and did not integrate the dimensions of emotional intelligence with outcomes. This study is one of the few attempts to integrate all the components of leaders' emotional

66

intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) with followers' emotional engagement. Thereby, following hypotheses have been postulated:

H9: Self-emotions appraisal is significantly and positively related to followers' emotional engagement.

H10: Others-emotions appraisal is significantly and positively related to followers' emotional engagement.

H11: Regulation of emotions is significantly and positively related to followers' emotional engagement.

H12: Use of emotions is significantly and positively related to followers' emotional engagement.

2.11.2.2 Leaders' Emotional Intelligence and Followers' Positive Emotional Reactions

A study by Edelman and van Knippenberg (2018) examined the effect of leaders' emotional intelligence on followers' emotions management and leadership effectiveness. The results revealed that leaders' emotional intelligence significantly relates to followers' emotions. Moreover, a study by Jordan, Ashkanasy, and Hartel (2002) elaborated the effect of emotional intelligence on emotional and behavioral reactions. They highlighted that individuals with high level of emotional intelligence tend to have positive emotional reactions. Emotional contagion theory (Hatfield et al., 1992) elaborated that individuals catch the emotions expressed by others because the

emotional contagion is the propensity of any individual to imitate and mimic others' emotions unconsciously (Neumann & Strack, 2000).

Leaders are deemed as being salient figures with more influencing personalities (Dasborough, 2006; George, 2000); therefore, followers catch and mimic their emotions (Visser et al., 2013). It means that followers' emotional reactions depend upon leaders' emotions. Therefore, followers may have positive emotional reactions for those leaders who have high level of emotional intelligence. Leaders with high level of emotional intelligence can manage their emotions effectively that may influence followers' emotional reactions. Previous studies have almost ignored to integrate leaders' emotional intelligence with followers' positive emotional reactions. This study proposed that leaders with high level of emotional intelligence may positively influence their followers' emotional reactions. Hence, the following hypotheses have been postulated:

H13: Self-emotions appraisal is significantly and positively related to followers' positive emotional reactions.

H14: Others-emotions appraisal is significantly and positively related to followers' positive emotional reactions.

H15: Regulation of emotions is significantly and positively related to followers' positive emotional reactions.

H16: Use of emotions is significantly and positively related to followers' positive emotional reactions.

2.11.2.3 Leaders' Emotional Intelligence and Followers' Task Performance

A study by Bozionelos and Singh (2017) noted that emotional intelligence is significantly related to task performance. They identified that four dimensions of EI (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) are also related to task performance. It was found that use of emotions and regulation of emotions have greater influence on task performance as compared to self-emotions appraisal and others-emotions appraisal. These four dimensions of emotional intelligence accounted for significant amount of change in task performance. Moreover, Devonish and Devonish (2016) examined the effect of emotional intelligence on employees' task performance. Data were collected from 500 employees of different retail and wholesale organizations. They identified that emotional intelligence was a significant predictor for employees' task performance. Another study also revealed that emotional intelligence has a positive association with the employees' team performance (Rezvani, Barrett, & Khosravi, 2019).

Likewise, another study by Dhani et al. (2017) explored the impact of emotional intelligence and job performance. The results purported that employees with high level of emotional intelligence are considered to be good team players, more competent and more accurate than employees with low level of emotional intelligence. They further elaborated that all components of emotional intelligence (emotion recognition, emotion appraisal and emotion perceptions) were significantly and positively related to employees' job performance (Dhani et al., 2017). Similarly, a study conducted by Koronios et al. (2019) also examined the impact of emotional intelligence on employees' performance and summed up that all the components of emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of

69

emotions, and use of emotions) have a significant association with employees' performance. It was also found that regulation of emotions and appraisal of emotions are positively correlated with job performance. Moreover, regulation of emotions has positive influence on employees' performance. Another study by Miao et al. (2018) carried out a meta-analysis to examine the role of leaders' emotional intelligence on their followers' task performance. The results revealed that leaders' emotional intelligence is positively related to their followers' task performance. In align with previous literature, this study proposed that leaders' emotional intelligence may positively influence followers' task performance; thereby, following hypotheses have been proposed:

H17: Self-emotions appraisal is significantly and positively related to followers' task performance.

H18: Others-emotions appraisal is significantly and positively related to followers' task performance.

H19: Regulation of emotions is significantly and positively related to followers' task performance.

H20: Use of emotions is significantly and positively related to followers' task performance.

70

2.11.2.4 Leaders' Emotional Intelligence and Followers' Organizational Citizenship Behavior

Miao et al. (2018), conducted a cross-cultural meta-analysis about the effect of leaders' emotional intelligence on their followers' organizational citizenship behavior. The findings revealed that leaders' emotional intelligence is positively and significantly related to followers' OCB. Another study by Overstreet (2016) also elaborated that there is a significant association between leaders' emotional intelligence and employees' organizational citizenship behavior.

A longitudinal study by Butt, Nisar, Nadeem, and Baig (2017) examined the role of emotional intelligence towards OCB and data were collected from 480 employees of the telecommunication sector. They also proved that emotional intelligence was significantly related to the employees' organizational citizenship behavior. According to Irshad and Hashmi (2014), leaders' emotional intelligence and organizational citizenship behavior play crucial role in organizational success. They summed up that leaders' emotional intelligence is positively related to organizational citizenship behavior. Meanwhile, another study also examined and proved a positive association between leaders' emotional intelligence and followers' organizational citizenship behavior (Florescu & Nastase, 2014).

Additionally, Korkmaz and Arpacı (2009) noted that leaders with high level of emotional intelligence would be able to inspire their followers, and their subordinates would put forth extra efforts that would ultimately improve their citizenship behaviors. One of the previous studies identified that different components of managers' emotional intelligence have a significant influence on their subordinates' extra-role

citizenship behaviors (Moghadasi, Hamidi, & Chavoshi, 2011). Yunus, Othman, Noormala, and Norlia (2010), also examined the influence of emotional intelligence on followers' organizational citizenship behavior. They enlightened that regulation of emotions and others-emotions appraisal (components of emotional intelligence) have a positive and significant relationship with followers' organizational citizenship behavior (Yunus, 2012). Similarly, another study also focused on the dimensions of emotional intelligence and integrated these four dimensions with employees' extra-role behaviors. They identified that four self-emotions appraisal and regulation of emotions are also significantly related to organizational citizenship behavior (Bozionelos & Singh, 2017). Literature supported that all the components of leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) played a significant role in shaping followers' organizational citizenship behavior, positively. Thus, following hypotheses have been postulated:

H21: Self-emotions appraisal is significantly and positively related to followers' organizational citizenship behavior.

H22: Others-emotions appraisal is significantly and positively related to followers' organizational citizenship behavior.

H23: Regulation of emotions is significantly and positively related to followers' organizational citizenship behavior.

H24: Use of emotions is significantly and positively related to followers' organizational citizenship behavior.

2.11.3 Leaders' Emotional Consonance and Followers' Attitudes and Behaviors

A study by Walsh (2019) examined the role of employees' naturally felt emotions (emotional consonance) towards employees' outcomes. Data were collected from service employees. He elaborated that the employees needed to manage their emotions due to their job requirements. The findings of his study noted that employees' natural emotions played significant role in influencing their attitudes and behaviors. Emotional consonance is considered as a driving key for employees' outcomes (Walsh, 2019).

Likewise, Wang (2011) also highlighted the crucial role of leaders' naturally felt emotions towards followers' outcomes. He purported that leaders' original emotions have positive associations with followers' emotional engagement, positive emotional reactions and organizational citizenship behavior. The findings also elaborated that leaders who display natural emotions are likely to have emotional engagement and they serve as role models for their subordinates (Wang, 2011). Contrary to this, when leaders adopt fake emotions, followers perceive their leaders to be unreliable and dishonest (Grandey et al., 2005; Wang, 2011), due to this, followers become less emotionally engaged in their assigned tasks (Kahn, 1990).

Leaders have influencing personalities (Dasborough, 2006; George, 2000), so followers catch their emotions with more intensity (Visser et al., 2013). In addition, Humphrey (2008) also argued that leaders need to express and manage their appropriate and natural emotions to influence their followers' emotions. When leaders display fake emotions, followers tend to catch their negative emotions and also express negative emotional reactions. On the other hands, when leaders express original and

appropriate emotions, followers tend to have positive emotional reactions. Similarly, Wang (2011) also proved that leaders' original emotions played great role in shaping followers' positive emotional reactions.

Additionally, a study conducted by Ahmad et al. (2019) empirically examined the effect of leaders' emotions on their attitudes. They summed up that, individuals' emotions had a feisty effect on their attitudes. They further directed that leaders' emotional consonance needs to be integrated with followers' attitudes and behaviors. One of the previous studies also highlighted that leaders' original emotions played significant role in shaping followers' organizational citizenship behavior (Wang, 2011). When leaders express their actual emotions, their followers perceive them as being trustworthy, loyal and honest (Gardner et al., 2009), thus followers tend to trust their leaders (Colquitt, Scott, & LePine, 2007). Consequently, when followers have trust in their leaders, they engage in extra-role behaviors (OCB) as they believe that their efforts were being recognized by their trusted leaders (Dirks & Ferrin, 2002).

Previously, a number of studies had only focused on two dimensions of emotional labor, deep acting and surface acting, but scant studies focused on naturally felt emotions. There is a need to add genuine emotions/emotional consonance in further studies to have a clear picture (Humphrey et al., 2015). Further research is required to explain the role of naturally felt emotions that could influence individual outcomes (Torland, 2013). Meanwhile, emotional consonance has been almost ignored in previous studies as researchers did not consider it as a separate variable in emotion related studies. One of the latest studies introduced emotional consonance and directed that, in future, studies should examine the effect of emotional consonance on

individual and organizational outcomes (Kim, 2016). On the basis of the above literature and theoretical gaps, the following hypotheses have been postulated:

H25: There is a significant and positive relationship between leaders' emotional consonance and followers' emotional engagement.

H26: There is a significant and positive relationship between leaders' emotional consonance and followers' positive emotional reactions.

H27: There is a significant and positive relationship between leaders' emotional consonance and followers' task performance.

H28: There is a significant and positive relationship between leaders' emotional consonance and followers' organizational citizenship behavior.

2.11.4 Leaders' Emotional Labor Strategies and Perceived Transformational Leadership

A study by Humphrey et al. (2016) highlighted the benefits of integrating leaders' emotions with leadership. They revealed that leaders' emotional labor and emotional contagion played key role to polish transformational leaders by developing high-quality leader and follower relationship. It further highlighted the opportunities to link up leaders' emotional labor strategies with transformational leadership to clearly understand the role of emotions in the leadership context (Humphrey et al., 2016). Another study by Bono and Ilies (2006) investigated the influence of the emotions of transformational leaders on followers' outcomes. The results proved that leaders' emotions are positively and significantly related to followers' perceptions of transformational leaders. Meanwhile, leaders adopt emotional labor strategies as a part of impression management tactics and consciously used this strategy to show themselves as being charming, warm and transformational to their followers (Rozell & Gundersen, 2003).

Despite this, Humphrey (2012) also elaborated that leaders' emotional labor is a particular set of behaviors that facilitate them in performing transformational leadership behaviors. Another study integrated emotional labor with transformational leadership and summed up that emotional labor strategies are significantly related to transformational leadership (Xupei & Wang, 2013). Another qualitative study enlightened that leaders try to hide their negative emotions in order to develop an enviable image in their followers eyes (Glaso et al., 2006). When leaders perform surface acting, followers consider them as being manipulative, dishonest, and

insincere (Grandey et al., 2005); therefore, followers give a low rating in transformational leadership to those leaders who frequently perform surface acting.

In contrast, leaders who try to show their naturally felt emotions and modify their inner emotions have a positive influence on their followers (Humphrey et al., 2008; Gardner et al., 2009). Leaders as deep actors try to show the expected emotions and these emotions are perceived as original emotions (Groth, Hennig-Thurau, & Walsh, 2009). When leaders continuously adopt deep acting and naturally felt emotions to display appropriate emotions, they are perceived as transformational (Epitropaki & Martin, 2004).

Furthermore, Humphrey et al. (2008) revealed that leaders display appropriate emotions to make themselves appear to be honest, motivated, active, sincere, powerful and confident of making their communication more influential, thoughtful and inspiring. Leaders with the above-mentioned characteristics like to be perceived as transformational leaders. Meanwhile, Wang (2011) also proposed that there was a significant association between leaders' emotional labor strategies and perceived transformational leadership. The findings revealed that surface acting has a negative association with perceived transformational leadership while deep acting and the display of genuine emotions are positively associated with followers' perceptions regarding transformational leadership. From the above arguments, this study proposed that leaders' emotional labor strategies (surface acting and deep acting) may significantly relate to followers' perceived transformational leadership, and the following hypotheses have been postulated:

H29: Leaders' surface acting is significantly and negatively related to perceived transformational leadership.

H30: Leaders' deep acting is significantly and positively associated with perceived transformational leadership.

2.11.5 Leaders' Emotional Intelligence and Perceived Transformational Leadership

Baba, Makhdoomi, and Siddiqi (2019), examined the role of leaders' emotional intelligence towards transformational leadership in higher learning institutions. Data were collected from the academicians of the selected universities in India. It was found that emotional intelligence of the academic leaders had a significant interplay with transformational leadership. Moreover, results revealed that components of emotional intelligence (managing emotions, self-motivation, commitment & altruism, self-awareness, empathy, emotional stability, and value orientation with integrity) were key predictor for transformational leadership in the universities because leaders with high level of emotional intelligence were sure to adopt transformational leadership styles at the workplace (Baba et al., 2019).

A study by Ramchunder and Martins (2014) investigated the relationship between emotional intelligence, self-efficacy, and leadership styles. Data were collected by 107 police personnel. Findings revealed that components of emotional intelligence (use of emotions, managing of emotions, managing own emotions, and managing others' emotions) has positive correlation with dimensions of transformational leadership (idealized influence, inspirational motivation, individual consideration, and intellectual stimulation).

A study by Vasilagos, Polychroniou, and Maroudas (2017) examined the association between leaders' emotional intelligence and transformational leadership. Data were collected from 149 managers of hotels. The findings highlighted that leaders' emotional intelligence was significantly related to the transformational leadership in the hotels. Dimensions of emotional intelligence (self-regulation of emotions, self-awareness, empath, social skills and motivation) are positively and significantly related to transformational leadership. They further elaborated that leaders needed to develop their emotional intelligence competencies to improve their transformational leadership behaviors with a key focus on human resource development (Vasilagos et al., 2017).

According to Rathore and Pandey (2018), emotional intelligence played a great role in influencing the effectiveness of transformational leaders. Emotional intelligence has a significant association with leadership competencies. Another study investigated the relationship between personality traits, emotional intelligence and transformational leadership. Data were collected from 134 leaders that were working in the energy sector. The results proved that there was a significant and positive association between leaders' emotional intelligence and transformational leadership (Cavazotte, Moreno, & Hickmann, 2012).

Similarly, Potter, Egbelakin, Phipps, and Balaei (2018) carried out a study to examine the effect of leaders' emotional intelligence on transformational leadership behaviors in project managers of the construction industry. They found that leaders with high level of emotional intelligence were likely to opt for the transformational leadership style. It was also found that self-emotions appraisal, others-emotions appraisal, use of emotions and regulation of emotions were also has significant correlation with

transformational leadership. Another study conducted by Dabke (2016) examined the role of leaders' emotional intelligence and transformational leadership towards followers' perceptions regarding leadership effectiveness. He concluded that the components of emotional intelligence have significant relationship with followers' perceived leadership effectiveness. These results elaborated that subordinates have positive perceptions for their transformational leaders due to the high level of leaders' emotional intelligence.

Likewise, Chan et al. (2018) also explored the association between emotional intelligence and transformational leadership among leaders of manufacturing companies in Malaysia. The result found that leaders with emotional intelligence had effective transformational leadership skills. Another study investigated the role of ability-based emotional intelligence and trait-based emotional intelligence towards transformational leadership and found that trait-based emotional intelligence played a greater role in transformational leadership behaviors (Harms & Crede, 2010). Meanwhile, another study integrated the components of emotional intelligence with transformational leadership and revealed that dimension of EI are significantly related to perceived transformational leadership (Polychroniou, 2009). Most of the above mentioned studies treated emotional intelligence as a whole and ignored the dimensions. From the above arguments, this study attempted to propose that components of leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) may have a significant association with perceived transformational leadership. Therefore, the following hypotheses have been proposed:

H31: Self-emotions appraisal is significantly and positively related to perceived transformational leadership.

H32: Others-emotions appraisal is significantly and positively related to perceived transformational leadership.

H33: Regulation of emotions is significantly and positively related to perceived transformational leadership.

H34: Use of emotions is significantly and positively related to perceived transformational leadership.

2.11.6 Leaders' Emotional Consonance and Perceived Transformational Leadership

A study by Ahmad et al. (2019) examined the crucial role of leaders' emotions towards effective leadership. They highlighted that emotional consonance needs to be integrated with emotional labor strategies to investigate their effect on leadership effectiveness. One of the previous studies highlighted that leaders' emotions are positively and significantly related to subordinates' perceptions regarding transformational leaders (Bono & Ilies, 2006).

Additionally, Wang (2011) conducted his study to examine the role of leaders' emotional labor in effective leadership and data were collected from leaders and their direct followers. The findings divulged that leaders' fake emotional displays were significantly and negatively associated with followers' perceptions of their transformational leadership. According to the dramaturgical perspective of

81

transformational leadership, leaders are deemed as social performers who consciously manage their emotions to be perceived as transformational leaders during interactions with their followers (Conger & Kanungo, 1987). Moreover, Walsh (2019) highlighted the importance of emotional consonance at the workplace and revealed that employees' naturally felt emotions played key role in influencing the individual outcomes. Followers have no doubt on the sincerity of their leaders' emotions when leaders express their naturally felt emotions during interactions with the subordinates.

Due to leaders' sincerity, their followers perceive them as being transformational and emotionally expressive. It means that emotional consonance/display of genuine emotions has a significant role to positively influence followers' perceptions regarding transformational leaders (Gardner & Avolio, 1998). In contrast, sometimes leaders do not express their genuine emotions and display their fake emotions to deceive their followers (Humphrey, 2008). Due to these fake emotions, they lose their sincerity and followers have unfavorable perceptions regarding their leaders (Grandey et al., 2005). Despite this, another study by Arnold, Connelly, Walsh, and Martin Ginis (2015) also integrated leaders' genuine emotions and transformational leadership and proved that transformational leaders express originally felt emotions at the workplace. This study assumed that leaders' emotional consonance might have a significant contribution to positively influence followers' perceptions of their transformational leaders. Hence, the following hypothesis has been postulated:

H35: Leaders' emotional consonance has a significant and positive relationship with perceived transformational leadership.

2.11.7 Perceived Transformational Leadership and Followers' Attitudes and Behaviors

This section elaborates the relationship between perceived transformational leadership and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

2.11.7.1 Perceived Transformational Leadership and Followers' Emotional Engagement

Previous experimental and theoretical studies proposed that followers' perceptions regarding transformational leadership may affect their emotional engagement (Bass, 1985; Zhu, Avolio, & Walumbwa, 2009). Theories of transformational leadership also supported this argument that followers' perceptions regarding transformational leadership may also affect the different dimensions of emotional engagement, such as availability, meaningfulness and psychological security (Zhu et al., 2009; Kahn, 1990). Leaders with transformational behaviors focus on individualism and they show sympathy and care about their subordinates' growth, support and needs. Leaders try to interact with their followers on an individual basis (Bass, 1985) due to which their subordinates feel a sense of supporting behavior (Avolio, 1999; Eisenberger, Fasolo, & Davis-LaMastro, 1990) and psychological security (Bono, Foldes, Vinson, & Muros, 2007).

Furthermore, transformational leaders build a shared vision by inspirational motivation and this shared vision aligns followers' beliefs, morale and values with their work activities due to which followers feel a sense of importance and perceive their work as being significant, meaningful and imperative (Bono & Judge, 2003).

83

Kark and Medler-Liraz (2007), explained that due to an attribute of idealized influence in transformational leaders, followers strengthen their sense of meaningfulness. Intellectual stimulation in transformational leaders increases their followers' efficacy and self-confidence due to which followers feel that they have the abilities, skills and resources to put into their assigned job tasks (Kark & Medler-Liraz, 2007).

Besides this, another study examined the association between transformational leadership and subordinates' engagement by concentrating on the moderating role of the subordinates' characteristics. Data were collected from 48 leaders and their 140 subordinates from different industries in South Africa. A positive and significant relationship was found between transformational leadership and followers' engagement level (Caniels, Semeijn, & Renders, 2018; Zhu et al., 2009). Leaders with transformational behaviors care about their followers' feelings, needs and concerns to develop and polish their new skills (Dvir & Shamir, 2003; Sosik, 2006). Therefore, followers may feel a sense of belongingness and emotional attachment with organizations (Zhu et al., 2009). Another empirical study was conducted on 150 graduate students from the U.S.A. and examined the relationship between transformational leadership and the employees' engagement. The results purported that all the dimensions were significantly related with the employees' engagement (Koppula, 2008).

Moreover, Wang (2011) suggested that transformational leadership significantly influenced to subordinates' feelings of availability, psychological security, and meaningfulness due to which followers try to emotionally engage themselves in their assigned work activities. An empirical study also enlightened that transformational leadership has a positive and significant association with subordinates' job

engagement. Wang (2011) proved that perceived transformational leadership is significantly associated with followers' emotional engagement.

Previous studies have almost ignored the influence of perceived transformational leadership on followers' outcomes. On the basis of the above discussion and literature, it was expected that followers' perceptions about transformational leadership may influence their level of emotional engagement. Therefore, this study proposed the following hypothesis:

H36: Perceived transformational leadership has a significant and positive relationship with followers' emotional engagement.

2.11.7.2 Perceived Transformational Leadership and Followers' Emotional Reactions

Transformational leaders played a great role to encourage and motivate their followers to tackle the issues (Seltzer & Bass, 1990). Different meta-analytical studies (Degroot et al., 2000; Wang et al., 2011) indicated that transformational leadership was positively and significantly related to followers' motivations, attitudes, and performance (Judge & Piccolo, 2004). When employees are motivated and have positive attitudes towards their leaders, they may express positive emotions in return. Leaders with transformational leadership skills demonstrated others' behaviors in effective manners (Wang et al., 2011; Judge & Piccolo, 2004).

Moreover, previous studies summed up that, positive emotions of transformational leaders may positively influence followers' emotional attitudes (Newcomb & Ashkanasy, 2002; Van Kleef et al., 2009). Emotional elements have been intensively

85

used in transformational leadership theories (Connelly et al., 2002; Bono & Ilies, 2006 and Ashkanasy & Tse, 2000), and conceptualization of transformational leadership has described and emphasized the importance of emotions. In transformational leadership, leaders can use both negative and positive emotions to influence their followers. Theorists have also proposed that most of the time, followers emotionally react to the emotions of leaders with transformational behaviors. When followers have positive perceptions regarding their transformational leaders, they express positive emotional outcomes (Ashkanasy & Tse, 2000; Erez et. al., 2008). Transformational leaders express emotions to show empathy and care for their followers; therefore, followers feel psychological safety and emotional attachment with their leaders (Bass, 1998; Avolio, 1999). Emotions of the transformational leaders may influence followers' emotional reactions and engagement, and they emotionally invest in their job performance (Zhu et al., 2009).

Meanwhile, Wang (2011) also examined the effect of perceived transformational leadership on followers' outcomes. He elaborated that followers' positive perceptions regarding their transformational leaders significantly influence their emotional engagement (Wang, 2011). When employees become satisfied and emotionally engaged, they may express positive emotional reactions. On the basis of his findings and other studies, this study wanted to examine the effect of perceived transformational leadership on followers' emotional reactions. Thusly, the following hypothesis was proposed:

H37: Perceived transformational leadership has a significant and positive relationship with followers' positive emotional reactions.

86

2.11.7.3 Perceived Transformational Leadership and Followers' Task Performance

Task performance is defined as the effectiveness of the job towards performing activities which contribute to organizational services (Borman & Motowidlo, 1993). Previous studies effectively conceptualized task performance and used this construct in their studies, but the line of research was unclear about the role of task performance to measure the leadership effectiveness. Wang (2011) examined task performance as followers' outcomes which ultimately lead towards effective leadership. Transformational leaders are motivators and they motivate and facilitate their subordinates to accomplish their assigned tasks and job responsibilities effectively. They also integrate followers' work tasks with the organizational persuasive vision and due to this, followers perceive their tasks as being more momentous and perform their duties with more potential (Bono & Judge, 2003). A study by Para-Gonzalez, Jimenez-Jimanez, and Martinez-Lorente (2018) revealed that transformational leaders played a key role to positively influence performance (Para-Gonzalez et al., 2018).

Similarly, another study also examined the relationship between transformational leadership, employees' engagement and employees' performance on the micro level with a specific focus on leader-follower interactions. The findings summed up that transformational leadership has a significant relationship with employees' performance (Sandell, 2007). Another study integrated transformational leadership with employees' task performance and purposed that leaders with transformational behaviors could facilitate individuals to accomplish their task performance (Wang, Law, Hackett, Wang, & Chen, 2005). Different meta-analyses also supported this argument that transformational leadership has a significant relationship with

employees' performance on the team level as well as organizational level (Frieder, Wang, & Oh, 2018; Luo, Guchait, Lee, & Madera, 2019). A study was conducted by Wang et al. (2011) on a meta-analytical analysis of 113 previous studies during the last 25 years. The findings also purported that transformational leadership has a significant and positive association with followers' contextual and task performance (Wang, Oh, Courtright, & Colbert, 2011).

Previous studies regarding emotions management and leadership effectiveness also ignored the crucial role of employees' task performance as the consequence of emotions management. Literature supported this argument that followers' perceptions regarding transformational leadership played significant role in accomplishing their task performance. Therefore, on the basis of the above-mentioned literature, the following hypothesis has been proposed:

H38: Perceived transformational leadership has a significant and positive relationship with followers' task Performance.

2.11.7.4 Perceived Transformational Leadership and Followers' Organizational Citizenship Behavior

Buil, Martinez, and Matute (2019), investigated the effect of transformational leadership towards employees' organizational citizenship behavior. Data were collected from 323 employees of hotels. The results showed that transformational leadership was significantly related to the employees' OCB. Moreover, a meta-analytic review of the last 25 years conducted by Wang, Oh, et al. (2011) examined the role of transformational leadership to boost up followers' tasks and organizational citizenship behavior (OCB). Based on 117 previous articles, the study results depicted

88

that transformational leadership has a positive relationship with followers' organizational citizenship behavior. Meanwhile, transformational leadership has a greater influence on organizational citizenship behavior as compared to task performance. Another study divulged that there were positive associations between transformational leadership behaviors and extra role performance (AlKindy, Shah, & Jusoh, 2016; Khalili, 2017; Young, 2018; Yuan, Nguyen, & Vu, 2018).

Meanwhile, a study was conducted by Podsakoff, MacKenzie, Moorman, and Fetter (1990) to examine the impact of transformational leadership behaviors on followers' organizational citizenship behavior with the mediating role of trust and satisfaction. They purported that transformational leadership played a significant role to positively shape followers' organizational citizenship behavior. Leaders with transformational behaviors influence their followers to engage in citizenship behaviors. Similarly, another meta-analytic study also showed that transformational leadership is significantly and positively related to followers' organizational citizenship behavior and task performance (Gorman & Messal, 2017; Wang, Oh, et al., 2011).

Additionally, another study conducted by Wang (2011) examined the role of leaders' emotional labor strategies in leadership effectiveness. He also investigated the impact of perceived transformational leadership on followers' attitudes and behaviors. The study results identified that perceived transformational leadership is significantly and positively related to followers' organizational citizenship behavior. On the basis of the above-mentioned literature, this study also proposed that followers' perceptions regarding transformational leadership may influence their extra role behaviors. Therefore, the following hypothesis is proposed:

89

H39: Perceived transformational leadership has a significant and positive relationship with followers' organizational citizenship behavior.

2.11.8 Mediating Role of Perceived Transformational Leadership

A study by Wang (2011) was the first attempt to introduce perceived transformational leadership as a mediator in the relationship of leaders' emotions and followers' outcomes. He examined the mediating role of perceived transformational leadership between the relationship of leaders' emotional labor strategies and followers' attitudes and behaviors. The findings revealed that followers' perceptions of their transformational leaders significantly mediated the relationship between leaders' emotional labor strategies and followers' attitudes and behaviors. Another study by Humphrey et al. (2016) highlighted that there is need to integrate leaders' emotions with transformational leadership that further influence to followers' outcomes. Most of the previous studies focused to investigate the intrapersonal role of emotions at workplace and ignored to integrate leadership styles with emotions.

Hence it is need to discuss the role of transformational leadership along with leaders' emotions and followers' outcomes. Meanwhile, transformational leadership played an explaining role in shaping followers' attitudes and behaviors. Leaders with transformational behaviors manage their emotions effectively. Emotional elements intensively used in transformational leadership theories (Bono & Ilies, 2006) that emphasized on the importance of emotions at workplace. In transformational leadership, leaders can use both negative and positive emotions to influence their followers. Therefore, this study proposed that perceived transformational leadership

may explain the relationship of leaders' emotions management with followers' attitudes and behaviors.

Moreover, previous empirical studies examined the direct relationship between leaders' emotions and followers' outcomes (Little et al., 2015; McCauley & Gardner, 2016; Visser, 2013; Wang, 2011) and ignored the mediating role of perceived transformational leadership between emotions management and followers' outcomes. Therefore, this study proposed that perceived transformational leadership may mediate the relationship between leaders' emotional labor strategies and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). Thus, the following hypotheses have been postulated:

H40: Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' emotional engagement.

H41: Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' emotional engagement.

H42: Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' positive emotional reactions.

H43: Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' positive emotional reactions.

H44: Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' task performance.

H45: Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' task performance.

H46: Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' organizational citizenship behavior.

H47: Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' organizational citizenship behavior.

A study by Cavazotte et al. (2012) investigated the mediating role of perceived transformational leadership between the association of emotional intelligence and individual outcomes. The study results divulged that transformational leadership perceptions significantly mediated the relationship between leaders' emotional intelligence and outcomes. Meanwhile, another study also proved the mediating effect of transformational leadership between leaders' emotional intelligence and team outcomes (Hur, van den Berg, & Wilderom, 2011). It seemed that transformational leadership might be an effective mediating predictor because it has also used antecedents of different leadership outcomes in different contexts (Dumdum, Lowe, & Avolio, 2013). There is theoretical evidence that supports the process model through the mediating role of transformational leadership (Cavazotte et al., 2012) because leadership is considered as a combination of individual attributes that promote leadership effectiveness (Zaccaro, Kemp, & Bader, 2004). Likewise, less attention has been paid to examining the mediating role of perceived transformational leadership in this context (Cavazotte et al., 2012; Hur et al., 2011). Therefore, this study attempted to examine the mediating role of perceived transformational leadership between the relationship of emotional intelligence (self-emotions appraisal, others-emotions

appraisal, regulation of emotions, and use of emotions) and followers' attitudes and behaviors.

Furthermore, a study by Wang (2011) examined the mediating role of perceived transformational leadership between the association of leaders' genuine emotions and followers' attitudes and behaviors. This study assumed that leaders' emotional consonance might have a significant contribution to influence followers' perceptions for their transformational leaders. Hence, this study predicted that perceived transformational leadership might mediate the relationship between leaders' emotional consonance and followers' attitudes and behaviors. From the above arguments, it was proposed that perceived transformational leadership may mediate the relationship of leaders' emotional consonance and leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). Therefore, the following hypotheses have been postulated:

H48: Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' emotional engagement.

H49: Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' emotional engagement.

H50: Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' emotional engagement.

93

H51: Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' emotional engagement.

H52: Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' positive emotional reactions.

H53: Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' positive emotional reactions.

H54: Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' positive emotional reactions.

H55: Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' positive emotional reactions.

H56: Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' task performance.

H57: Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' task performance.

H58: Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' task performance.

H59: Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' task performance.

H60: Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' organizational citizenship behavior.

H61: Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' organizational citizenship behavior.

H62: Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' organizational citizenship behavior.

H63: Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' organizational citizenship behavior.

Based on theoretical and empirical evidences, this study proposed that perceived transformational leadership may mediate the relationship of leaders' emotional consonance with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). Therefore, following hypotheses are proposed:

H64: Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' emotional engagement.

H65: Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' positive emotional reactions.

H66: Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' task performance.

H67: Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' organizational citizenship behavior.

2.11.9 Moderating Role of Perceived Emotional Sincerity

Leaders' emotions play great role in shaping their followers' outcomes and significantly influencing the leadership effectiveness. Followers not only mimic their leaders' emotions but also perceive and acknowledge the sincerity of their leaders' emotions that ultimately influence the leadership effectiveness (Eberly & Fong, 2010). One of the previous studies examined the mediating role of emotional sincerity on the relationship of leaders' emotions and perceived leadership effectiveness. This study also proved that leaders' valence played a significant role in leadership effectiveness during the interaction with followers (Eberly & Fong, 2010). The authentic leadership theory also signified the importance of emotional sincerity and authenticity in leadership effectiveness. This theory proposed that sincerity attributes positively influence the leadership effectiveness (Avolio et al., 2004). Likewise, leaders' integrity also played a crucial role in leadership as one of the previous studies purported how leaders' integrity influences their outcomes, such as integrity, satisfaction, trust and performance (Palanski & Yammarino, 2009). Integrity means being true with others and it is significantly associated with leadership; but still, less

96

attention has been paid to determine the role of integrity and sincerity in the leadership context (Palanski & Yammarino, 2007, 2009).

Moreover, Caza et al. (2015) explored this ignored area and examined the influence of leaders' perceived emotional sincerity on subordinates' trust. This study mainly focused on the subordinates' reactions towards leaders' perceived emotional sincerity. A study conducted by Palanski and Yammarino (2009) elaborated that perceived emotional sincerity is different from the authentic leadership, trust, integrity and emotional labor constructs. Emotional labor strategies are also considered the antecedents of emotional sincerity (Grandey, 2000), and trust is deemed as consequence of leaders' emotional sincerity (Caza et al., 2015). Previous studies ignored the role of perceived emotional sincerity in the leadership context.

This construct becomes more important in emotions management studies when leaders perform different emotional labor strategies during the interaction process. Their followers can perceive the sincerity of their displayed emotions. When leaders perform emotional labor with sincerity and integrity, ultimately their followers perceive them as being sincere, which lead towards positive outcomes. Followers' perceptions regarding their leaders' emotional sincerity may strengthen their relationship and it may also influence the associations of leaders' emotional labor and followers' outcomes. Caza et al. (2015), claimed that it was the first study to examine the effect of emotional sincerity on followers' outcomes. They indicated that in future, researchers should consider this construct as a moderator in leadership studies. It is possible that leaders' emotional labor strategies along with emotional sincerity play significant role towards followers' attitudes and behaviors. One of the few studies also proved that followers' perceptions regarding their leaders' emotional sincerity

97

significantly affect their behaviors and attitudes. It means that, when followers perceive their leader is sincere, they have more trust and positive behaviors towards their leader. Leaders' emotional sincerity really matters for their followers (Caza et al., 2015).

Besides this, Moorman et al. (2018) highlighted the importance of leaders' emotional integrity and sincerity to influence their followers' behaviors. Moreover, Morgan (2017) identified emotional sincerity as an emerging construct in leadership literature and also examined the moderating role of leaders' perceived emotional sincerity. He further directed that it is needed to examine the conceptual, theoretical and empirical uniqueness of leaders' perceived emotional sincerity in further studies. He further proved that perceived emotional sincerity played a crucial role of positively influencing followers' outcomes (Morgan, 2017).

Therefore, this study has attempted to examine the moderating role of perceived emotional sincerity on the relationship of leaders' emotional labor strategies and followers' attitudes and behaviors. It is believed that the sincerity of leaders' emotions may strengthen or weaken the association between leaders' emotions and followers' outcomes. Therefore, it is the first attempt to examine the moderating role of perceived emotional sincerity on the relationship of leaders' emotional labor and followers' attitudes and behaviors. Thereby, on the basis of the above discussion, the following hypotheses have been proposed:

H68: Perceived emotional sincerity significantly moderates on the negative relationship between leaders' surface acting and followers' emotional engagement.

H69: Perceived emotional sincerity significantly moderates on the negative relationship between leaders' surface acting and followers' positive emotional reactions.

H70: Perceived emotional sincerity significantly moderates on the negative relationship between leaders' surface acting and followers' task performance.

H71: Perceived emotional sincerity significantly moderates on the negative relationship between leaders' surface acting and followers' organizational citizenship behavior.

H72: Perceived emotional sincerity significantly moderates on the positive relationship between leaders' deep acting and followers' emotional engagement.

H73: Perceived emotional sincerity significantly moderates on the positive relationship between leaders' deep acting and followers' positive emotional reactions.

H74: Perceived emotional sincerity significantly moderates on the positive relationship between leaders' deep acting and followers' task performance.

H75: Perceived emotional sincerity significantly moderates on the positive relationship between leaders' deep acting and followers' organizational citizenship behavior.

2.12 Summary

This chapter elaborated the conceptualization of constructs and relevant empirical evidences. It further discussed supporting theories, and theoretical framework is formulated on the basis of theoretical lens. Besides this, hypotheses were developed on the basis of theoretical and empirical literature to test the relationship of leaders' emotional labor strategies, emotional intelligence, and emotional consonance with followers' attitudes and behaviors. It also examined the mediating effect of perceived transformational leadership and moderating effect of perceived emotional sincerity. The next chapter discusses the methodology to carry out the study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter facilitates in justifying and describing the procedure and methods adopted to answer the research questions and to achieve the research objectives that were presented in chapter one. The purpose of this chapter is to map out the steps used to carry out the research. It presents the suitable methodology for this empirical study. All methodological details with the research design, target population, sampling, instruments, data collection procedure, and statistical analyses are presented in this chapter.

3.2 Research Design

The research design is a systematic plan to achieve the study objectives and answer the designed research questions (Saunders et al., 2003). This study has been based on deductive approach because it follows the philosophy and characteristics of this approach. It was correlational field study employed to study the relationship among the variables. This study used cross-sectional survey design by concentrating on the research purpose at one point in time with a view to minimizing the loss of the respondents and to increase the economy of time which are considered crucial benefits of the cross-sectional surveys (Leedy & Ormrod, 2005). It used quantitative data through using survey questionnaire with a view to identifying the role of leaders' emotions management towards followers' attitudes and behaviors.

3.3 Target Population and Sample

The targeted population included leaders and their direct followers of all registered NGOs in Pakistan and Peninsular Malaysia. This study used sampling in two steps. Firstly, the NGOs were selected from clusters and then leaders and their direct followers were selected by applying the appropriate sampling technique in the second step. The following sections include the details of these two steps.

3.3.1 Selection of the NGOs

For Pakistan, the lists of the NGOs were obtained from the "Social Welfare Departments" of the selected clusters. Table 3.1 identifies eight clusters in Pakistan, and four clusters were selected randomly out of these eight clusters. Research randomizer tool is used for random selection of clusters because it is appropriate way to assign random numbers. Firstly, numbers assigned to all clusters form 1 to 8. After that, randomizer generate four random numbers, thus four clusters (Punjab, Sindh, Baluchistan, and Khyber Pakhtunkhwa) were selected for next steps.

Table 3.2 illustrates that 4336 NGOs were registered in these clusters. According to Krejcie and Morgan (1970), the appropriate sample size for this population was 354 NGOs. Therefore, a total of 354 NGOs were randomly selected and contacted for data collection. Most of the NGOs were non-functional and refused to participate. Out of the 354 selected NGOs, only 105 NGOs were actively working and agreed to participate. Table 3.2 shows that data were collected from 105 NGOs which were located in the selected four clusters (Punjab, Sindh, Baluchistan, and Khyber Pakhtunkhwa).

Meanwhile, Table 3.1 illustrates the thirteen clusters in Malaysia. In the first stage, the Peninsular Malaysia was divided into thirteen clusters, and after that four clusters were selected randomly. Random selection is performed by using 'Research Randomizer' tool that is an effective and quick resource for researchers to generate random numbers. Firstly, this study assigned numbers to all clusters form 1 to 13 and then chose this online tool to generate random numbers. Out of 13 numbers (clusters), four numbers were generated randomly. Penang, Kedah, Pahang, and Wilayah Persekutuan Kuala Lumpur were selected out of 13 clusters. The lists of the NGOs were obtained from the 'The Registry of Societies' of the selected clusters. Table 3.2 reveals that 21546 NGOs were registered under "The Registry of Societies" in the selected clusters (Penang, Kedah, Pahang, and Wilayah Persekutuan Kuala Lumpur).

Following the Krejcie and Morgan (1970) table for the determination of the sample size, the total of 377 was the appropriate sample size. This study selected 377 NGOs from these clusters, but most of the NGOs were not willing to cooperate with us due to their busy schedules. Moreover, these NGOs were reluctant to participate due to their policies. Refer to Table 3.2, out of the 377 NGOs, only 100 NGOs participated in this survey.

Table 3. 1
Clusters in Both Countries

Sr.#	Clusters in Pakistan	Clusters in Peninsular Malaysia
1	"Punjab"	"Johor"
2	"FATA"	"Kedah"
3	"khyber Pakhtunkhwa (KPK)"	"Kelantan"
4	"Sindh"	"Wlayah Persekutuan Kuala Lumpur"
5	"Baluchistan"	"Melaka"
6	"Federal"	"Negeri Sembilan"
7	"Azad Jammu Kashmir"	"Pahang"
8	"Gilgit Baltistan"	"Perak"
9	----	"Perlis"
10	----	"Pulau Pinang"
11	----	"Putrajaya"
12	----	"Selangor"
13	----	"Terengganu"

Table 3. 2
Selection of NGOs

Sr.#	Clusters in Pakistan	No. of NGOs	Selected NGOs	Clusters in Malaysia	No. of NGOs	Selected NGOs
1	Punjab	1906	57	Penang	5402	27
2	Baluchistan	612	12	Kedah	3498	23
3	KPK	681	13	Pahang	3347	25
4	Sindh	1142	22	WP Kuala Lumpur	9299	25
	Total	**4336**	**105**		**21546**	**100**

3.3.2 Sampling Procedure

This study used multi-stage sampling and in the first stage, the cluster sampling technique was used because it does not depend on a sampling frame (Sekaran, 2009). The targeted population of both countries was divided into clusters and then four

104

clusters were selected randomly from each country. In the second stage, the NGOs from each country were selected by applying simple random sampling. Additionally, in the third stage, simple random sampling was used to collect data from the selected NGOs. The study respondents were leaders and their direct followers.

The elements of investigation in this study were leaders and their direct followers of NGOs in Pakistan and Malaysia. Table 3.3 summarizes that the total population of the selected NGOs in the 4 clusters of Pakistan was almost 1710 dyads (Social Welfare Department, Pakistan). Moreover, as shown in Table 3.3, the total population of the selected NGOs in the 4 clusters of Malaysia was almost 1850 dyads. According to Krejcie and Morgan (1970), if the population is more than 1700, a minimum sample size of 318 is enough. Meanwhile, Field (2000) also identified that the sample size of a minimum 300 usually provided reliable results. As the response rate in NGOs is relatively low (Noor, 2015; Yusoff & Adamu, 2016), therefore, to ensure the minimum 318 dyads, a total of 1000 and 1040 matched paired questionnaires were distributed in the selected NGOs of Malaysia and Pakistan, respectively. The required sample was proportionate to the total number of elements in each cluster. As shown in Table 3.3, it was calculated by dividing the required sample with total population size in each cluster and then multiplying it with the total sample size. The following formula was used for the calculation.

nz = (NZ/N) * n

In this formula, nz is the required sample size in every cluster and NZ is the total population of each cluster, N is the total population size and n is the total sample size.

Table 3.3
Sample Size Calculation

Clusters in Pakistan	Target Population (Dyads)	Sample Size (Dyads)	Questionnaires Distributed (Paired)	Clusters in Malaysia	Target Population (Dyads)	Sample Size (Dyads)	Questionnaires Distributed (Paired)
Punjab	880	163	480	Penang	545	94	270
Baluchistan	240	45	170	Kedah	410	71	230
KPK	215	40	135	Pahang	470	81	250
Sindh	375	70	205	Kuala Lumpur	425	74	250
Total	**1710**	**318**	**1040**		**1850**	**320**	**1000**

3.4 Unit of Analysis

The research focus guides about the type of unit analysis needs to be selected (Sekeran, 2003). As this study is undertaken to examine the role of leaders' emotions management towards followers' attitudes and behaviors, unit of analysis was the "dyad". Data were collected from leaders and their direct followers. It defined term 'leader' as project leader/head/supervisor in NGOs who are responsible to supervise funded projects of NGOs. Besides this, 'followers' are the immediate subordinates of project leaders/head/supervisor in a hierarchical relationship, and they are dependent on leaders' direction to accomplish their assigned role.

3.5 Data Collection Procedure

NGOs were selected to examine the role of leaders' emotions management towards followers' attitudes and behaviors. The survey questionnaire method was used to collect the data from leaders and their direct followers. As the unit of analysis was the dyad, matching method was used (matching of leaders' responses with their followers' responses). Thus, two sets of questionnaires (Set A and Set B) were used (attached in the Appendices). Set A was filled in by leaders and Set B was responded by their direct followers.

Prior to collect data from the participants, many procedures had to be fulfilled. Firstly, a letter of recommendation for the data collection and request letter to obtain the list of the NGOs (attached in the appendices) were sent to 'The Registry of Societies' of the selected clusters in Malaysia and the 'Social Welfare Departments' of the selected provinces in Pakistan. After obtaining the lists of NGOs from the concerned authorities of both countries, selected NGOs were requested to participate but only

107

105 NGOs and 100 NGOs agreed to participate in study from Pakistan and Malaysia, receptively. An introductory and approval letter was sent to the concerned authorities of the selected NGOs to explain the objective of the study; and after their formal acceptance, data were collected by using the personally administrated and postal survey methods. After having an appointment with the "Human Resource Departments", the selected NGOs were visited to collect their responses. The postal survey method was also used for data collection and sets of questionnaires were also sent by using the postal services. The NGOs posted back the questionnaires in a couple of weeks.

To make sure of the smooth matching process for the questionnaire, a questionnaire was divided into two sets, "Set A" and "Set B". The respondents submitted the completed matchup set of questionnaires to the concerned authority. Furthermore, the HR department put all the completed questionnaires into the stamped envelope given by the researcher. As the data were collected from two countries, the distribution and collection of the questionnaires took almost 10 months, from August 2017 to May 2018, to be completed.

3.6 Measures

All measures and instruments in this study were adapted from previously valid and reliable scales. A 5-point Likert scale was used to measure the items of the questionnaire. In the 5-point Likert scale, "5=strongly agree, 4=agree, 3=neutral, 2=disagree and 1 =strongly disagree". The 5-point Likert scale was used because it increased the response quality and response rate along with mitigating the respondents' frustration level (Babakus & Mangold, 1992). Meanwhile, all the scales had been adapted from previous studies and these studies also used a 5-point Likert scale, so it is possible to compare the reliability coefficients with other studies of the same nature using the 5-point likert scale (Saleh & Ryan, 1991).

Moreover, data were collected from two sources: leaders and their direct followers. Leaders evaluated the independent variables (emotional labor strategies, emotional intelligence and emotional consonance) and the dependent variables (followers' task performance and organizational citizenship behavior), whereas their direct followers evaluated the mediating variable (perceived transformational leadership), moderating variable (perceived emotional sincerity) and dependent variables (emotional engagement and positive emotional reactions).

Leaders' questionnaire (Set 'A') contained two sections. Section I comprised 49 items measuring surface acting (7 items), deep acting (4 items), emotional intelligence (16 items), emotional consonance (8 items), followers' task performance (6 items), and followers' organizational citizenship behavior (8 items). Section II consisted of 5 demographic factors, which were gender, age, education, nature of employment, and length of service. Followers' questionnaire (Set 'B') was comprised of two sections.

Section I consisted of 34 items measuring perceived transformational leadership (20), perceived emotional sincerity (6 items), emotional engagement (4 items) and positive emotional reactions (4 items). Section II consisted of 5 demographic factors, which were gender, age, education, nature of employment, and length of service.

3.6.1 Followers' Attitudes and Behaviors

The following measures were used to measure followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

3.6.1.1 Followers' Emotional Engagement

A scale by May et al. (2004) with 4 items was used to measure followers' emotional engagement. Table 3.4 includes all the adapted items of emotional engagement.

Table 3. 4
Scale for Emotional Engagement

Construct	Item Code	Survey Items	Source of Scale
	EE1	"I really put my heart into my job."	
Emotional Engagement	EE2	"I get excited when I perform well on my job."	May et al. (2004)
	EE3	"I often feel emotionally detached from my job."	
	EE4	"My own feelings are affected by how well I perform my job."	

110

3.6.1.2 Followers' Positive Emotional Reactions

Positive emotional reactions were measured with 4-items by using two scales which were adapted from the "affective reaction scale" (Van Kleef et al., 2009) and the scale for positive and negative emotions (Bono et al., 2007). This scale was first used by Wang (2011) and he selected two items from the affective reactions scale and three items from the scale of positive and negative emotions. Wang (2011), reported a high value for the coefficient alpha (α=0.91) for this scale. Table 3.5 shows all the items of positive emotional reactions.

Table 3. 5
Scale for Positive Emotional Reactions

Construct	Item Code	Survey Items	Source of Scale
	PER1	"My leader makes me enthusiastic."	
	PER2	"My leader makes me feel good."	(Van Kleef et al., 2009)
Positive Emotional Reactions	PER3	"My leader makes me feel energetic."	(Bono et al., 2007)
	PER4	"My leader makes me feel optimistic."	

3.6.1.3 Followers' Task Performance

Followers' task performance were measured with a 6-items scale that was developed by Turnley, Bolino, Lester, and Bloodgood (2003) as shown in Table 3.6. This scale was frequently used in previous studies with high coefficient alpha values (Tsai, Chen, & Liu, 2007). Wang (2011) also reported the high value of the coefficient alpha value (α=0.95) for task performance.

111

Table 3. 6
Scale for Task Performance

Construct	Item Code	Survey Items	Source of Scale
	FTP1	"He fulfills all the responsibilities specified in his job description."	
	FTP2	"He consistently meets the formal performance requirements of his job."	(Turnley et al., 2003)
Followers' Task Performance	FTP3	"He conscientiously performs tasks that are expected to him."	
	FTP4	"He adequately completes all his assigned duties."	
	FTP5	"He performs essential duties of his job."	
	FTP6	"He pays attention to aspects of the job that he obligated to perform."	

3.6.1.4 Followers' Organizational Citizenship Behavior

A scale constructed by Williams and Anderson (1991) that included 4 items was adapted to measure followers' extra-role behaviors (OCB-I). Meanwhile, OCB-O was also measured with a 4-items scale developed by Welbourne, Johnson, and Erez (1998). All the items of organizational citizenship behavior are shown in Table 3.7. This scale had been adapted in previous studies (Purvanova, Bono & Dzieweczynski, 2006; Stamper & Van Dyne, 2001).

Table 3. 7
Scale for Organizational Citizenship Behavior

Construct	Item Code	Survey Items	Source of Scale
	OCB1	"He/she willingly gives time to aid others who have work-related problems."	
	OCB2	"He/she generally helps others who have heavy workloads."	
	OCB3	"He/she generally takes time to listen to coworkers' problems and worries."	Williams and Anderson (1991)
Organizational Citizenship Behavior	OCB4	"He/she passes along work-related information to coworkers."	Welbourne et al. (1998).
	OCB5	"He/she does things to promote the company."	
	OCB6	"He/she works for the overall good of the company."	
	OCB7	"He/she helps so that the company is a good place to be."	
	OCB8	"He/she does the thing that helps others when it's not part of the job."	

3.6.2 Leaders' Emotional Labor Strategies

In this study, emotional labor was measured with two dimensions: surface acting and deep acting. Table 3.8 illustrates that surface acting and deep acting were measured by a 7-items and 4-items scale, respectively, developed by Diefendorff et al. (2005). These original scales were developed to examine surface acting and deep acting of service workers during customers' interactions. An original item for surface acting is *"I put on an act in order to deal with customers in an appropriate way"*. This item

113

was modified and adapted as "I put on an act in order to deal with my followers in an appropriate way" to express the context of leaders and subordinates interactivity.

The coefficient alpha values for surface acting and deep acting were 0.91 and 0.82, respectively (Diefendorff et al., 2005). Similarly, another study also reported alpha values of 0.74 and 0.85 for surface acting and deep acting, respectively (Brotheridge & Grandey, 2002). Meanwhile, Brotheridge and Lee (2003) also reported high coefficient alpha values of 0.82 and 0.83 for surface acting and deep acting, respectively.

Table 3. 8
Scale for Emotional Labor Strategies

Construct	Item Code	Survey Items	Source of Scale
Surface Acting	SA1	"I put a mask in order to display appropriate emotions toward my subordinates."	
	SA2	"I behave as an 'actor' in order to deal with subordinates in an appropriate way."	
	SA3	"I fake an appropriate mood when interacting with subordinates."	
	SA4	"I put on a show or performance when interacting with subordinates."	Diefendorff et al. (2005)
	SA5	"I just pretend to have the emotions I need to display toward my subordinates."	
	SA6	"I show feelings to subordinates that are different from what I feel inside."	
	SA7	"I fake the emotions I show when dealing with subordinates."	

114

Table 3.8 (Continued)

Construct	Item Code	Survey Items	Source of Scale
Deep Acting	DA1	"I try to actually experience the emotions that I must show to my subordinates."	
	DA2	"I make an effort to actually feel the emotions that I need to display toward my subordinates."	
	DA3	"I work at developing the feelings inside of me that I need to show to my subordinates."	
	DA4	"I work hard to feel the emotions that I need to show to my subordinates."	

3.6.3 Leaders' Emotional Intelligence

A scale by Wong and Law (2002) was used to evaluate leaders' emotional intelligence. As mentioned in Table 3.9, a 16-items scale was used to measure emotional intelligence. This scale was grounded on a model designed by Salovey and Mayer (1990). Wong and Law (2002), reported a high coefficient alpha value (α=0.94) for emotional intelligence. Similarly, another previous study also reported a high coefficient alpha value for emotional intelligence (α=0.84) (Brunetto et al., 2012).

Table 3. 9
Scale for Emotional Intelligence

Construct	Item Code	Survey Items	Source of Scale
Self-Emotions Appraisal	SEA1	"I have a good sense of why I have certain feelings most of the time."	
	SEA2	"I have a good understanding of my own emotions."	
	SEA3	"I really understand what I feel."	
	SEA4	"I always know whether or not I am happy."	
Others-Emotions Appraisal	OEA1	"I always know my friends' emotions from their behavior."	Wong and Law (2002).
	OEA2	"I am a good observer of others' emotions."	
	OEA3	"I am sensitive to the feelings and emotions of others."	
	OEA4	"I have a good understanding of the emotions of people around me."	
Use of Emotions	UOE1	"I always set goals for myself and then try my best to achieve them."	
	UOE2	"I always tell myself I am a competent person."	
	UOE3	"I am a self-motivated person."	
	UOE4	"I would always encourage myself to try my best."	
Regulation of Emotions	ROE1	"I am able to control my temper and handle difficulties rationally."	
	ROE2	"I am quite capable of controlling my own emotions."	
	ROE3	"I can always calm down quickly when I am very angry."	
	ROE4	"I have good control of my own emotions."	

3.6.4 Leaders' Emotional Consonance

A scale developed by Diefendorff et al. (2005) that comprised 8 items was used to measure leaders' emotional consonance. This scale was previously used to measure leaders' display of genuine emotions/original emotions, and emotional consonance is also concerned with the expression of originally felt emotions. Table 3.10 illustrates all the items used to measure this construct. A high coefficient alpha value was reported (α=0.84) in previous studies (Diefendorff et al., 2005).

Table 3. 10
Scale for Emotional Consonance

Construct	Item Code	Survey Items	Source of Scale
	EC1	"The emotions I express to my subordinates are genuine."	
	EC2	"The emotions I show my subordinates come naturally."	
	EC3	"The emotions I show my subordinates match what I spontaneously feel."	
Emotional Consonance	EC4	"I purposely use my natural emotions to influence my subordinates."	Diefendorff et al. (2005)
	EC 5	"I am careful about the genuine emotions I show my subordinates."	
	EC 6	"I let my subordinates know how I really feel when it seems constructive."	
	EC 7	"I am selective about the genuine emotions I show my subordinates."	
	EC 8	"I show my subordinates my genuine emotions."	

3.6.5 Perceived Transformational Leadership

"Multifactor Leadership Questionnaire" was used to measure followers' perceptions about transformational leadership that was developed by Bass and Avolio (1995). This scale was mostly adapted to measure transformational leadership (Wang, Oh, et al., 2011). The multifactor leadership questionnaire measured the idealized influence with an 8-items scale and other three dimensions of transformational leadership (i.e., individual considerations, intellectual considerations and inspirational motivation) were measured with a 4-items scale for each dimension, as shown in Table 3.11. Previous studies have adopted this scale frequently and proved its significance and consistency reliability (Colbert, Kristof-Brown, Bradley, & Barrick, 2008).

Table 3. 11
Scale for Perceived Transformational Leadership

Construct	Item Code	Survey Items	Source of Scale
	TL1	"He instills pride in others."	
	TL2	"He goes beyond self-interest for the good of the group."	
	TL3	"He acts in ways that builds others."	
	TL4	"He displays a sense of power and confidence."	
	TL5	"He talks about most important values and beliefs."	
	TL6	"He specifies the importance of having a strong sense of purpose."	
	TL7	"He considers the moral and ethical results of decisions."	
	TL8	"He emphasizes the importance of having a collective sense of mission."	
	TL9	"He talks positively about the future."	Bass and Avolio (1995)

Table 3.11 (Continued)

Construct	Item Code	Survey Items	Source of Scale
Transformational Leadership	TL10	"He talks excitedly about what needs to be accomplished."	
	TL11	"He clears a compelling vision of the future."	
	TL12	"He expresses confidence that goals will be achieved."	
	TL13	"He re-examines critical assumptions for correctness."	
	TL14	"He seeks different perspectives when solving problems."	
	TL15	"He gets others look at problems from many different angles."	
	TL16	"He suggests new ways of looking at how to complete assignments."	
	TL17	"He spends time teaching and coaching."	
	TL18	"He treats others as an individual rather than just as a member of a group."	
	TL19	"He considers an individual as having different needs, abilities, and aspirations from others."	
	TL20	"He helps others to develop their strengths."	

3.6.6 Perceived Emotional Sincerity

A scale developed by Caza et al. (2015) that included 6 items was used to measure perceived emotional sincerity. Caza et al. (2015), claimed that there was no existing measure to evaluate the individuals' perceptions regarding the emotional sincerity of others. They used relatively closed scales for this construct, such as emotional labor scale developed by Diefendorff et al. (2005) and the personal authenticity scale

119

developed by Kernis and Goldman (2006). Caza and his colleagues selected 10 appropriate items and after modifying those items, they were given to ten practitioners and research experts along with the items from closely related constructs, such as authentic leadership (Neider & Schriesheim, 2011) and perceived leaders' integrity (Craig & Gustafson, 1998). Finally, they retained 6 items on the basis of the majority decision of the experts. The following Table 3.12 includes all the items of this perceived emotional sincerity. A study reported a high coefficient alpha value (α=0.95) (Caza et al., 2015).

Table 3. 12
Scale for Perceived Emotional Sincerity

Construct	Item Code	Survey Items	Source of Scale
	PES1	"My leader's emotions are credible."	
	PES2	"My leader shows his/her true feelings when dealing with me."	
	PES3	"My leader is sincere about his/her emotions."	Caza et al. (2015)
Perceived Emotional Sincerity	PES4	"My leader pretends or puts on an act about his/her emotions."	
	PES5	"My leader fakes his/her emotions and feelings."	
	PES6	"My leader uses fake emotions."	

120

3.7 Translation of the Questionnaire

This study collected data by using two separate sets of survey questionnaires: leaders and their direct followers. All the instruments were originally in English. The data needed to be collected from two countries (Malaysia & Pakistan); therefore, all the questionnaire instruments were carefully translated into 'Bahasa Melayu' and 'Urdu'. Both leaders' questionnaire and followers' questionnaire were prepared in two languages: English and Bahasa Melayu to collect data from Malaysia; English and Urdu to gather data from Pakistan. The questionnaires were translated using the back-translation method introduced by Brislin (1970).

Translation and editing services (English to Bahasa Melayu) were given by the editing and translation section of the Professional Development Unit in the School of Languages, Civilisation and Philosophy at Universiti Utara Malaysia. The original questionnaires were translated into Bahasa Melayu by the first translator. Then the translated questionnaire was given to the second translator for the back translation of questionnaire to English. After that English and Bahasa Melayu versions were compared to find any discrepancies. For Pakistan, the translation services were given by the School of Urdu and Asian Languages at Minhaj University Lahore. The same translation process was adopted to translate the questionnaires from English to the Urdu language. Moreover, original questionnaire was translated into the Urdu language by the first translator. Then translated questionnaire was given to the second translator for the back translation of the questionnaire into English. The English and Urdu versions were compared to find any discrepancies. All differences were sought out by the translators.

3.8 Pilot Study

A pilot study was conducted to confirm that items of constructs were understandable and clear to the respondents. After getting formal approval from the concerned authorities, 100 matched questionnaires were delivered to ten NGOs and 45 paired questionnaires were returned back. Leaders and followers were selected randomly and they were requested to fill in the questionnaire and give comments regarding the questionnaire items. Comments and feedback from both leaders and their subordinates were noted. The questionnaires required no amendments at all. Moreover, a reliability analysis was carried out to find out the internal consistency of the scales used in the study. The purpose of measuring the consistency was to confirm that the items of each scale were inter-correlated and measuring the same construct. Table 3.13 shows the reliability of the study variables.

The results of the pilot study revealed the reliability coefficients of all the constructs. The reliability coefficients of the measures were: surface acting (0.843), deep acting (0.925), self-emotions appraisal (0.812), others-emotions appraisal (0.793), use of emotions (0.775), regulation of emotions (0.810), emotional consonance (0.903), perceived transformational leadership (0.896), perceived emotional sincerity (0.888), emotional engagement (0.880), positive emotional reactions (0.875), task performance (0.746), and organizational citizenship behavior (0.904). The internal consistency of all the measures in this study was acceptable as the alpha values were more than 0.70. Hence, the questionnaires were distributed for the actual study.

Table 3. 13
Reliability Analysis

Constructs	No. of Items	Cronbach's Alpha
Surface Acting	7	0.843
Deep Acting	4	0.925
Self-Emotions Appraisal	4	0.812
Others-Emotions Appraisal	4	0.793
Use of Emotions	4	0.775
Regulation of Emotions	4	0.810
Emotional Consonance	8	0.903
Perceived Transformational Leadership	20	0.896
Perceived Emotional Sincerity	6	0.888
Followers' Emotional Engagement	4	0.880
Followers' Positive Emotional Reactions	4	0.875
Task Performance	6	0.746
Organizational Citizenship Behavior	8	0.904

3.9 Data Processing and Analysis

After completing the data collection, a combination of descriptive and inferential statistics was used for the data analysis. Validity and reliability analyses were conducted to check the validity of the scales and the internal consistency through the confirmatory factor analysis in SMART PLS. The structural equation modeling (SEM) technique was used through PLS-SEM to test the hypotheses.

This study attempted to predict and explain the study constructs with the help of underpinning and supporting theories. PLS-SEM is a useful tool when the major objective of applying the structural modeling is explanation and the prediction of constructs (Hair, Hult, Ringle, & Sarstedt, 2016). PLS-SEM is considered as a flexible approach for model building (Christian Ringle, Sven Wende, & Alexander Will, 2005). Moreover, the theoretical model of this study was complex and PLS is

applicable for complex structural models with a number of constructs. It also makes fever demands regarding sample size as compared to other techniques and it does not require normally distributed data (Hair et al., 2016) thus, this study used this technique to avoid data normality issues.

3.9.1 Preliminary Analysis and Descriptive Statistics

Data screening was carried out before data analysis with a view to check the multivariate outliers and random missing values. Missing values occur when respondents do not answer certain questions and these values are treated by replacing them with mean values. A study by Hair, Black, Babin, Anderson, and Tatham (2010) suggested that it is appropriate to use the mean replacement method if the amount of data with missing values is small. Outliers in the data are extreme responses given by respondents for the study variables that could misrepresent the findings (Tabachnick & Fidell, 2007). The multivariate outliers were examined by using the Mahalanobis distance formula. The case was deemed an outlier and removed if the Mahalanobis score was greater than the critical value.

Furthermore, the descriptive analysis was used to get a feel of the collected data. It was used to identify the characteristics of the data and the demographic profiles of the respondents. Frequency distribution was used to report the charactiristics of respondents and descriptive statistics was performed in order to have a look about the perceptions of the respondents regarding each construct.

3.9.2 Measurement Model Assessment

The measurement model was assessed to evaluate and clarify the validity and reliability of the constructs. Confirmatory factor analysis was carried out to check the validity of constructs (Convergent validity and discriminant validity) and reliability. Confirmatory factor analysis was used to test the conformity of data to the assumed model (Tanakinjal, Deans, & Gray, 2010). Convergent validity was assessed through the average variance extract (AVE), composite reliability (CR) and factor loadings. The discriminant validity was checked by using Fornell Larcker criterion and heterotrait-monotrait ratio (HTMT).

3.9.3 Structural Model Assessment

Structural equation modeling (SEM) is a significant statistical technique that has the ability to test multiple relationships simultaneously (Hair, Black, Babin, Anderson & Tatham, 2010). The SEM technique was used through PLS-SEM to test the hypotheses and to conduct the simultaneous regression analysis. Furthermore, mediating and moderating effects were also analyzed through the bootstrapping technique. Path coefficients, coefficient of determinants (R^2), effect size (f^2) and predictive relevance (Q^2) were also assessed in the structural model assessment.

3.9.4 Multi-Group Analysis (MGA)

As the study was also comparative in nature, a multi-group analysis (PLS-MGA) was performed to make a comparison between Malaysia and Pakistan. The two models were compared together through the multi-group analysis.

3.10 Summary

This chapter discussed the research design, target population, sampling, research instruments, data collection procedure, pilot study, and statistical analyses. This study was descriptive, quantitative, cross-sectional and correlational in nature, examining the relationship between the variables. The unit of analysis was dyad, and survey questionnaire method was employed to collect data from the respondents. The PLS-SEM technique was adopted for the data analyses, and Smart PLS 3 software was used.

CHAPTER 4

FINDINGS

4.1 Introduction

This chapter bestows data analysis and empirical findings of this study. Firstly, the response rate of the respondents was obtained, followed by the demographic characteristics of the respondents and preliminary analysis by using Statistical Package for the Social Sciences (SPSS) version 24. Moreover, confirmatory factor analysis (CFA) was employed to examine the convergent and discriminant validity of the constructs. Data analysis and path modeling were performed by using PLS-SEM (Partial Least Square-Structural Equation Modeling) with Smart PLS software. SEM was used to test the direct, mediation and moderation hypotheses. Lastly, the multi-group analysis (PLS-MGA) was carried out to make a comparison between the groups (Pakistan and Malaysia).

4.2 Response Rate

A total of 1000 matched paired questionnaires were distributed to leaders and their direct followers at 100 NGOs in Peninsular Malaysia. Out of the 1000 paired questionnaires distributed, 424 were returned, yielding a response rate of 42%. However, 50 sets were omitted as they were incomplete and found to be unusable because of missing pairs. Refer to Table 4.1, only 374 paired questionnaires were used for the data analysis. The response rate was relatively low as the data were collected by postal survey along with the self-administrated survey.

However, according to Sekaran (2003), a response rate of 30% is acceptable for survey studies. Moreover, 12% to 20% response rates are also deemed acceptable for cross-

sectional studies (Churchill, 1999; Iacobucci & Churchill, 2004; O'Sullivan & Abela, 2007). Different studies in the Malaysian context also reported low response rates by using survey methods (Ahmed, Hj. Hassan, & Taha, 2004; Anuar & Othman, 2010; Kumar & Che Rose, 2010; Noor, 2015; Osman, CF, & Galang, 2011; Sadiq Sohail & Boon Hoong, 2003). In addition, studies conducted in Malaysian NGOs (Noor, 2015; Yusoff & Adamu, 2016) also reported low response rates.

Table 4. 1

Response Rate from Peninsular Malaysia

Clusters	Sample Identified	Distributed Paired Questionnaires	Returned Paired Questionnaires	Valid Paired Questionnaires
Penang	94	270	103	95
Kedah	71	230	119	101
Pahang	81	250	90	78
Kuala Lumpur	74	250	112	100
	320	1000	424	374

A total of 1040 matched paired questionnaires were distributed to leaders and their direct followers at 105 NGOs in Pakistan. Table 4.2 illustrates that out of the 1040 matched leader-follower paired questionnaires distributed, only 490 questionnaires were returned, yielding a response rate of 47%. Moreover, 106 paired questionnaires were found to be non-usable because of missing pairs and were discarded. Therefore, only 383 paired questionnaires were used for the data analysis. The details are shown in Table 4.2.

The possible reasons for the low response rate from Pakistan were the geographical dispersion and the postal survey method. The low response rate, however, was not an

issue as Rindfuss, Choe, Tsuya, Bumpass, and Tamaki (2015) identified that a low response rate does not bias the findings.

Table 4. 2
Response Rate from Pakistan

Clusters	Sample Identified	Distributed Paired Questionnaires	Returned Paired Questionnaires	Valid Paired Questionnaires
Punjab	163	480	241	199
Baluchistan	45	170	65	54
KPK	40	135	69	49
Sindh	70	205	115	81
Total	**318**	**1040**	**490**	**383**

4.3 Respondents' Profile

This section presents the demographic characteristics of the respondents (Leaders and their direct followers) of this study. The characteristics were gender, age, education, job nature and length of service.

4.3.1 Leaders' Profile

This section deals with the demographic characteristics of leaders in the NGOs. Leaders' demographic profiles for both countries (Malaysia and Pakistan) are presented in Table 4.3. A total of 374 leaders participated in this survey from Malaysia. Table 4.3 shows that out of 374 leaders, 55.3% (207) were male and 44.7% (167) were female. The findings reported that the majority of the leaders were aged from 26-45 years. The survey accounted for 67.1% (251) of leaders being in that age group. While 24.9% (93) of leaders were of ages up to 25 years old, and the remaining 8% (30) belonged to the age group of 46-55 years.

129

In terms of qualification, 74.6% (279) of leaders had bachelor's degree, followed by 21.4% (80) with Master's degree, 2.4% (9) fell in the others' category (Diploma or Professional Qualification), and the remaining 1.6% (6) had obtained their Ph.D. Meanwhile, 56.7% (212) of leaders had permanent job positions, while 40.1% (150) were on the contractual nature of employment and the remaining 3.2% (12) of leaders were Internees in their respective organizations. The results relating to leaders' length of service, found that 21.1% (79) of leaders had up to one-year job experience, 47.9% (179) of leaders had 2-5 years of experience, while 19.3% (72) had 5-10 years of experience, and remaining 11.8% (44) had 10+ years of job experience in their respective NGOs.

As for Pakistan, a total of 383 leaders participated in this study. As shown in Table 4.3, out of 383 leaders, 83% (318) were male and 17% (65) were female. The results reported that the majority of the leaders were aged from 26-45 years. The survey accounted for 55.6% (213) of leaders being in that age group. While 29.5% (113) of leaders were of the ages up to 25 years and the remaining 14.9% (57) belonged to the age group of 46-55 years.

Education-wise, 63.7% (244) of leaders had bachelor's degree, followed by 33.2% (127) with Master's degree and 3.1% (12) fell in the others' category (Diploma or Professional Qualification). In terms of job nature, 72.1% (276) of leaders had permanent job positions, while 19.6% (75) were on the contractual nature of employment, and remaining 8.4% (32) of leaders were Internees in their respective organizations. Additionally, the findings also elucidated that 15.4% (59) of leaders had up to one-year job experience, 35% (134) of leaders had 2-5 years of experience,

while 42% (161) had 5-10 years of experience and the remaining 7.6% (29) had 10+

years of job experience in their organizations.

Table 4. 3
Profile of Respondents (Leaders)

Demographic Variables	Categories	Malaysia(N=374)		Pakistan(N=383)	
		Frequency	Percentage	Frequency	Percentage
Gender	Male	207	55.3	318	83.0
	Female	167	44.7	65	17.0
Age	Up to 25	93	24.9	113	29.5
	26-45	251	67.1	213	55.6
	46-55	30	8.0	57	14.9
	56+	0	0	0	0
Qualification	Bachelor's	279	74.6	244	63.7
	Master's	80	21.4	127	33.2
	PhD	6	1.6	0	0
	Others	9	2.4	12	3.1
Nature of Employment	Contractual	150	40.1	75	19.6
	Permanent	212	56.7	276	72.1
	Internee	12	3.2	32	8.4
Length of Service	Up to 1 Year	79	21.1	59	15.4
	2-5 Years	179	47.9	134	35.0
	5-10 Years	72	19.3	161	42.0
	10+ Years	44	11.8	29	7.6

4.3.2 Followers' Profile

This section presents the demographic characteristics of followers in the NGOs. Table 4.4 signifies the demographic characteristics of the respondents (followers) working in the NGOs of Malaysia and Pakistan. In Malaysian context, findings revealed that the majority of the followers (290) were female (77.5%) as compared to male with 22.5% (84). Followers spanned the range of age groups from teenage to 55 Years, with the majority of the followers (52.9%) involved in this study being between 26 and 45 years, followed by the up to 25 year age group at 42.5% (159) and the remaining age group was 46-55 years at 4.5% (17). There was no follower belonging to the age group of 56+ years.

Moreover, the statistics on the qualification signified that the majority of the followers (77.3%) had Bachelor's degree (289), while 13.6% (51) of the followers had Master's degree and the remaining 9.1% (34) had other professional education or diploma. No follower had the Doctoral degree. Furthermore, 53.7% (201) of the followers had contractual job positions while 32.6% (122) were working on a permanent basis, and remaining 13.6% (51) of the respondents were doing Internships in their respective NGOs. Besides this, the analysis on working experience showed that the majority of the followers (54.8%; 205) had up to 1-year job experience, followed by 42.8% (160) of the respondents having 2-5years for their length of service, and remaining 2.4% (9) had 5 to 10 years of working experience.

In addition, Table 4.4 also elucidated the demographic profiles of the respondents (followers) working in Pakistan. The results showed that the majority of the followers (231) were female (60.3%) as compared to male with 39.7% (152) from Pakistan. The followers spanned the range of age groups from teenage to 55 years, with the majority

132

of the followers (71.8%) involved in this study being up to 25 years, followed by the age group of 26-45 years at 25.6% (98), and the remaining age group was 46-55 years at 2.6% (10). There was no follower belonging to the age group of 56+ years.

Moreover, the statistics on the qualification signified that the majority of the followers (70%) had Bachelor's degree (268), while 21.1% (81) of followers had Master's degree, and remaining 8.9% (34) had other professional education or diploma. Meanwhile, 66.1% (253) of followers had their jobs on a contract basis and 20.6% (79) were working on a permanent basis, while the remaining 13.3% (51) of the respondents were doing internships in their respective NGOs. Table 4.4 also showed that the majority of the followers (62.1%) had up to 1-year job experience, followed by 35% (134) of the respondents having 2-5 years for their length of service and the remaining 2.9% (11) had 5 to 10 years of working experience. There was no respondent with more than 10 years of experience.
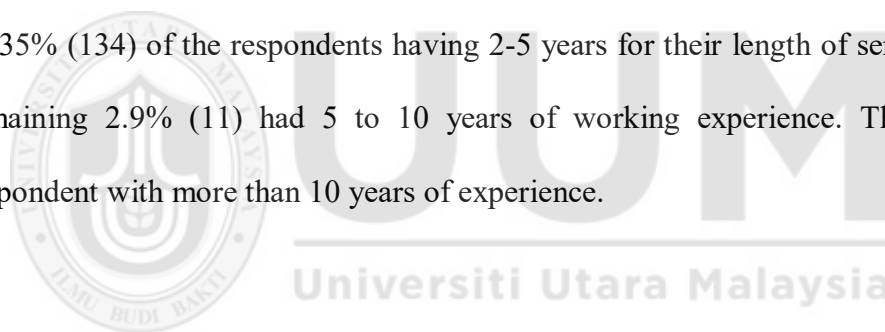
Table 4. 4
Profile of Respondents (Followers)

Demographic Variables	Categories	Malaysia(N=374)		Pakistan(N=383)	
		Frequency	Percentage	Frequency	Percentage
Gender	Male	84	22.5	152	39.7
	Female	290	77.5	231	60.3
Age	Up to 25	159	42.5	275	71.8
	26-45	198	52.9	98	25.6
	46-55	17	4.5	10	2.6
	56+	0	0	0	0
Education	Bachelor's	289	77.3	268	70.0
	Master's	51	13.6	81	21.1
	PhD	0	0	0	0
	Others	34	9.1	34	8.9
Nature of Employment	Contractual	201	53.7	253	66.1
	Permanent	122	32.6	79	20.6
	Internee	51	13.6	51	13.3
Length of Service	Up to 1 Year	205	54.8	238	62.1
	2-5 Years	160	42.8	134	35.0
	5-10 Years	9	2.4	11	2.9
	10+ Years	0	0	0	0

4.4 Non-Response Bias

In this study, testing of non-response bias could not be carried out because of the way data were collected, by being personally administered and postal survey. Since all the respondents (leaders and followers) abided with the given time period in responding to the questionnaires, the test for differences between the non-respondents and respondents could not be conducted because all the questionnaires were returned within the stipulated time.

134

4.5 Data Coding

After the confirmation that there was no issue of non-response bias, data coding process was embarked on by the researcher. According to Churchill (1999), data coding is mainly divided into two categories. One category is in regards to assign code numbers to each construct for identification and glitch-free analysis. Another category assumes that each construct has its own diverse section that asks questions about this particular construct. Therefore, this study arranged the questions in conformity with the constructs. All the variables used in this study were coded as shown in Table 4.5.

Table 4. 5
Data Coding

Constructs		Code
Surface Acting	IV	SA
Deep Acting	IV	DA
Emotional Intelligence	IV	EI
Self-Emotions Appraisal	IV	SEA
Others-Emotions Appraisal	IV	OEA
Regulation of Emotions	IV	ROE
Use of Emotions	IV	UOE
Emotional Consonance	IV	EC
Perceived Transformational Leadership	Mediator	PTL
Idealized Influence	---	II
Individual Consideration	---	IC
Inspirational Motivation	---	IM
Intellectual Stimulation	---	IS
Perceived Emotional Sincerity	Moderator	PES
Followers Emotional Engagement	DV	FEE
Followers Positive Emotional Reactions	DV	PER
Task Performance	DV	TP
Organizational Citizenship Behavior	DV	OCB

4.6 Preliminary Analysis

This section gives a brief discussion on the preliminary analysis using the SPSS before the assessments of the measurement model and structural model. The preliminary tests included data screening with missing value analysis, outlier detection, fundamental statistical assumptions, and descriptive analysis.

4.6.1 Data Screening

Data screening needs to be performed on raw data before proceeding with the statistical analysis with a view to ensuring the accuracy of data. It is crucial as it makes sure that the collected data are good enough to proceed with the various analyses that are needed to test the hypotheses for the study. Meanwhile, Hair, Money, Samouel, and Page (2007) also described that data screening is considered an important step before performing a multivariate analysis. Following steps are performed for data screening.

4.6.1.1 Missing Values Treatment

A number of analysis techniques are available that do not tolerate data with missing values (Hair et al., 2010). However, there are various approaches to treat the issue of missing values in the data. Previous studies suggested that using the mean as a replacement is an easy approach to replace missing values when the percentage of the missing values is 5% or less (Little & Rubin, 2014; Raymond, 1986; Tabachnick & Fidell, 2007). For this study, randomly missing values were replaced by using the mean replacement method because missing data were less than 5% (Appendix IX).

Moreover, Tabachnick and Fidell (2007) agreed that the missing rate of 5% or less is non-significant. The following table indicates the missing values in the data sets.

In this study, 21 and 17 values were found to be missing in Malaysia and Pakistan, respectively (Appendix IX). In the Malaysian context, deep acting and idealized influence had 5 and 3 missing values, respectively. Similarly, surface acting, use of emotions, inspirational motivation, and task performance had 2 missing values in the dataset. Likewise, regulation of emotions, self-emotions appraisal, individual consideration, intellectual stimulation and organizational citizenship behavior only had 1 missing value each, respectively. On the other hand, no missing value was found in others-emotions appraisal, emotional consonance, perceived emotional sincerity, followers' emotional engagement, and followers' positive emotional reactions.

Furthermore, data collected from Pakistan showed that task performance, deep acting and emotional consonance had 5, 3 and 3 missing values, respectively. Individual consideration and followers' positive emotional reactions had 2 missing values. Additionally, use of emotions and others-emotions appraisal only had 1 missing value in each. While there was no missing value found in surface acting, regulation of emotions, self-emotions appraisal, idealized influence, individual consideration, intellectual stimulation, perceived emotional sincerity, followers' emotional engagement, and organizational citizenship behavior.

Table 4. 6
Missing Values

Constructs	Missing Values (Malaysia)	Missing Values (Pakistan)
Surface Acting	2	0
Deep Acting	5	3
Regulation of Emotions	1	0
Self-Emotions Appraisal	1	0
Use of Emotions	2	1
Others-Emotions Appraisal	0	1
Emotional Consonance	0	3
Idealized Influence	3	0
Individual Consideration	1	2
Inspirational Motivation	2	0
Intellectual Stimulation	1	0
Perceived Emotional Sincerity	0	0
Followers Emotional Engagement	0	0
Followers Positive Emotional Reactions	0	2
Task Performance	2	5
Organizational Citizenship Behavior	1	0
Total	**21**	**17**

4.6.1.2 Detection of Multivariate Outliers

Outliers are defined as observations that are inconsistent with the rest of the data (Barnett & Lewis, 1994). The presence of outliers in data can misrepresent the estimates of the regression coefficients that lead to unreliable findings (Verardi & Croux, 2009). Outliers in data are detected to refute the effect of extreme values on the mean values of the items (Sekaran, 2003). There are different methods used to identify the extreme values in data. This study used the "Mahalanobis distance" to detect the outliers as it is the preferred technique to detect outliers. This method has the ability to detect observations that are located away from the mean of the data (Hair,

138

Black, Babin, Anderson, & Tatham, 2006). Therefore, this method was employed by using SPSS and no outlier was found for both datasets.

4.6.2 Fundamental Statistical Assumptions

This study used Smart PLS3 (Ringle et al., 2015) for the data analysis, and it is non-parametric software that does not need to fulfill statistical assumptions. But, it is important to refer some basic assumptions of normality and multicollinearity regarding the constructs to confirm the results and to deal with the occurrence of errors (Hair et al., 2010; Hair et al., 2006).

4.6.2.1 Multicollinearity

The presence of multicollinearity among predictors could increase the standard errors of the coefficients (Tabachnick & Fidell, 2007) and, it could also affect the regression coefficients and statistical significance tests (Hair et al., 2006). Therefore, it was crucial to assess the multicollinearity before the assessment of the proposed model. Table 4.7 reveals that the VIF values for all the predictors were less than 5, as suggested by Hair et al. (2011); so, it could be said that there was no issue regarding multicollinearity.

Table 4. 7
Multicollinearity

Constructs	VIF (Malaysia)	VIF (Pakistan)
Surface Acting	1.897	1.528
Deep Acting	1.132	1.151
Self-Emotions Appraisal	1.602	1.906
Others-Emotions Appraisal	1.749	2.297
Regulation of Emotions	1.875	1.849
Use of Emotions	2.297	2.974
Emotional Consonance	1.999	1.848
Perceived Transformational Leadership	3.239	3.77
Perceived Emotional Sincerity	1.087	1.074

4.6.2.2 Data Normality

Data normality is the basic assumption required for structural equation modeling (Byrne, 2016). Nevertheless, this issue is less severe while using partial least square-structural equation modeling (Hair et al., 2016). PLS-SEM employs a bootstrapping technique to determine the significant relationship in the proposed model for non-normal data. There is no need to fulfill the normality assumption in PLS-SEM and it handles non-normal data; this is one of the major advantages of using PLS-SEM (Bontis, Booker, & Serenko, 2007).

Despite this, Hair et al. (2016) suggested that data must be removed before the application of PLS-SEM when it contained extreme non-normal values. Although PLS-SEM does not require normally distributed data, it is crucial to assess the data normality distribution before applying inferential statistics (Hair et al., 2007). Therefore, as recommended by Munro (2005), this study checked the data normality by using the Skewness, Kurtosis, and histogram plots. The results showed that the data

140

for this study were not normally distributed (Appendix XI and Appendix XII). Fortunately, there was no indication of highly non-normal data. As stated by Hair, Hult, Ringle, and Sarstedt (2017), PLS-SEM generally makes no assumption about the data normality because it is a non-parametric analysis technique that does not require the data to be normally distributed. Hence, this study proceeded with the subsequent analysis by using PLS-SEM.

4.7 Descriptive Statistics

Descriptive analysis were employed to get a feel of the collected data. It indicated the mean values and standard deviation of all constructs. As illustrated in Table 4.8, mean value of use of emotions was 4.052 and mean value of deep acting was 4.047, which were the highest mean values of all the variables for the Malaysian and Pakistani data, respectively. Surface acting had lower mean values (M_M= 1.831; M_P=1.815) for both data sets. In the Malaysian context, the mean values of all the other variables were ranged between 3.38 and 4.046. Similarly, for the data collected from Pakistan, the mean values of all the other variables were ranged between 3.432 and 3.979.

Moreover, the mean values for followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) were ranged between 3.482 and 3.996 for Malaysia and 3.432 and 3.905 for Pakistan. Likewise, all the dimensions of emotional intelligence (regulation of emotions, self-emotions appraisal, use of emotions and others-emotions appraisal) were ranged between 3.883 and 4.052 for Malaysia, and 3.491 and 3.979 for Pakistan. Table 4.8 has also revealed that the mean values of all the dimensions of perceived transformational leadership (idealized influence, individual consideration,

141

inspirational motivation, and intellectual stimulation) were also ranged between 3.386

and 3.902 for Malaysia and 3.710 and 3.923 for Pakistan, respectively. Lastly,

emotional consonance and perceived emotional sincerity had mean values of 3.798

and 3.854 for Malaysia and 3.513 and 3.977 for Pakistan, respectively.

Table 4. 8
Descriptive Statistics

	Malaysia		Pakistan	
Construct	Mean	S.D.	Mean	S.D.
Surface Acting	1.834	0.512	1.815	0.521
Deep Acting	4.046	0.363	4.047	0.360
Regulation of Emotions	3.981	1.005	3.522	0.791
Self-Emotions Appraisal	4.046	0.852	3.491	1.070
Use of Emotions	4.052	0.849	3.979	0.815
Others-Emotions Appraisal	3.883	1.005	3.535	0.853
Emotional Intelligence	3.990	0.773	3.632	0.584
Emotional Consonance	3.798	0.838	3.513	0.680
Idealized Influence	3.768	0.678	3.710	0.706
Individual Consideration	3.767	0.912	3.889	0.689
Inspirational Motivation	3.902	0.995	3.843	0.758
Intellectual Stimulation	3.386	1.271	3.923	0.925
Perceived Transformational Leadership	3.706	0.634	3.841	0.618
Perceived Emotional Sincerity	3.854	0.997	3.977	0.623
Followers Emotional Engagement	3.773	0.799	3.670	0.812
Followers Positive Emotional Reactions	3.691	0.788	3.777	0.792
Task Performance	3.996	0.669	3.432	0.626
Organizational Citizenship Behavior	3.482	0.509	3.905	0.555

4.8. Measurement Model Assessment (Outer Model)

This study employed PLS-SEM approach and it involved a two-staged process: "assessment of the measurement model and assessment of the structural model" (Chin, 1998b; Hair, Sarstedt, Ringle, & Mena, 2012; Henseler, Ringle, & Sinkovics, 2009).

A measurement model is a structural association between constructs and indicators (Tabachnick & Fidell, 2007). A study by Henseler et al. (2009) described that the measurement model should be assessed on the basis of convergent and discriminant validity. The evaluation of the reflective measurement model involved an assessment of validity and reliability with respect to the latent variables (Hair et al., 2017). This study used the confirmatory factor analysis (CFA) to assess the measurement model by probing the association between the indicators and their respective constructs, using Smart PLS software (Ringle, Wende, & Will, 2005). It was carried out to evaluate the internal consistency (composite reliability), convergent validity (average variance extract), and discriminant validity (Fornell Larcker criterion and heterotrait-monotrait ratio) of all constructs. This study verified both the reliability and validity to assess the measurement model. The reliability was assessed by using the composite reliability (CR) and the construct validity was measured by using the convergent validity and discriminant validity. Besides this, in Table 4.9 and Table 4.10, it can be seen that perceived transformational leadership (PTL) was conceptualized as second-order construct. Therefore, this study followed the repeated indicator approach to model the higher order construct.

4.8.1 Composite Reliability

Composite reliability (CR) fulfills the same task as Cronbach's alpha, however, composite reliability is preferable compared to Cronbach's alpha (Barroso, Carrión, & Roldán, 2010). Traditionally, internal consistency reliability is evaluated based on the alpha value (Cronbach, 1951). In this approach, all indicators are supposed to have the same outer loadings (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014), but PLS-SEM focuses on the individual reliability of the indicators. Consequently, due to the drawbacks of the alpha, a more vigorous method, known as composite reliability, was used to measure the internal consistency reliability (Starkweather, 2012).

The composite reliability was calculated to evaluate the internal consistency of the constructs. For this, factor loadings for all the items of the constructs were calculated. Hair et al. (2014), recommended that an item loading should exceed the cutoff value of 0.50. Table 4.9 reveals that all the items were loaded on their respective constructs in the Malaysian context. As shown in Figure 4.1, all the loadings were greater than the recommended threshold of 0.50. Similarly, for Pakistan, refer to Table 4.10 and Figure 4.2, all item loadings were also greater than the recommended threshold of 0.50, which identified that more than half of the variance in the observed variable was elucidated by the constructs. Moreover, items with lower loadings were deleted to obtain the required threshold value of the composite reliability. Factor loadings for all the items have been also shown in Figure 4.1 and Figure 4.2 for Malaysia and Pakistan, respectively.

The findings showed that internal consistency of all the constructs was within an acceptable range after deleting the items from the scale. According to Table 4.9, the

CR values for all the constructs ranged from 0.788 to 0.948 for the data collected from Malaysia, which exceeded the suggested threshold value of 0.70 (Hair et al., 2010). Similarly, for Pakistan, as shown in Table 4.10, the CR values for all the constructs ranged from 0.789 to 0.947, which were also above the recommended threshold value of 0.70 (Hair et al., 2010). The results illustrated that all the constructs had a high level of inter-item consistency.

4.8.2 Construct Validity

"Construct validity assesses the extent that the results obtained from the use of a measure fit the theories around which the test is designed" (Sekaran & Bougie, 2010). Convergent validity and discriminant validity are two major categories in construct validity (Bagozzi, Yi, & Phillips, 1991).

4.8.2.1 Convergent Validity

As suggested by Hair et al. (2010), the average variance extract (AVE) was used in order to verify the convergent validity (Hair et al., 2014). As a rule of thumb, the average variance extract (AVE) of constructs should be greater than 0.50 for establishing adequate convergent validity (Fernandes, 2012; Hair et al., 2017; Hair et al., 2011; Hair et al., 2014).

Refer to Table 4.9 and Table 4.10, all the values of AVE were in the acceptable range for the data collected from Malaysia and Pakistan, respectively. For Malaysia, the AVE values were higher than 0.50 and ranged from 0.512 to 0.920, which indicated adequate convergent validity. Similarly, the data collected from Pakistan had AVE values that were also greater than 0.50 and ranged from 0.501 to 0.899, which also

145

indicated adequate convergent validity. The average variance extract (AVE) values were higher than 0.50 that identified that the latent constructs elucidated more than half of the variance of their respective indicators. Hence, the convergent validity for all the constructs was confirmed in this study for both countries.

Table 4. 9
Summary for Reliability and Convergent Validity of the Constructs (Malaysia)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
Surface Acting				0.944	0.739
		SA1	0.894		
		SA2	0.898		
		SA3	0.821		
		SA4	0.774		
		SA5	0.872		
		SA6	0.893		
Deep Acting				0.809	0.587
		DA1	0.682		
		DA2	0.834		
		DA4	0.775		
Regulation of Emotions				0.940	0.888
		ROE1	0.972		
		ROE3	0.915		
		ROE4	0.940		
Self-Emotions Appraisal				0.934	0.780
		SEA1	0.828		
		SEA2	0.908		
		SEA3	0.916		
		SEA4	0.877		
Use of Emotions				0.920	0.742
		UOE1	0.854		
		UOE2	0.860		
		UOE3	0.867		
		UOE4	0.865		
Others-Emotions Appraisal				0.935	0.784
		OEA1	0.847		
		OEA2	0.912		
		OEA3	0.890		
		OEA4	0.890		
Emotional Consonance				0.908	0.665
		EC3	0.814		

Table 4.9 (Continued)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
		EC4	0.777		
		EC5	0.863		
		EC7	0.791		
		EC8	0.828		
Idealized Influence				0.942	0.767
		II1	0.915		
		II2	0.929		
		II3	0.884		
		II4	0.782		
		II5	0.861		
Individual Consideration				0.913	0.726
		IC1	0.876		
		IC2	0.691		
		IC3	0.901		
		IC4	0.921		
Inspirational Motivation				0.942	0.920
		IM1	0.950		
		IM2	0.981		
		IM4	0.947		
Intellectual Stimulation				0.948	0.851
		IS1	0.945		
		IS2	0.920		
		IS3	0.914		
		IS4	0.911		
	Perceived Transformational Leadership			0.788	0.512
		II	0.853		
		IC	0.827		
		IM	0.755		
		IS	0.260		
Perceived Emotional Sincerity				0.812	0.522
		PES1	0.790		

148

Table 4.9 (Continued)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
		PES2	0.731		
		PES3	0.761		
		PES4	0.592		
Followers' Emotional Engagement				0.810	0.590
		FEE1	0.880		
		FEE3	0.661		
		FEE4	0.748		
Followers' Positive Emotional Reactions				0.861	0.674
		PER1	0.843		
		PER2	0.859		
		PER4	0.757		
Followers' Task Performance				0.931	0.729
		TP1	0.814		
		TP2	0.888		
		TP3	0.854		
		TP4	0.894		
		TP5	0.815		
Followers' Organizational Citizenship Behavior				0.868	0.623
		OCB1	0.736		
		OCB2	0.750		
		OCB3	0.840		
		OCB4	0.826		

Note: AVE= Average Variance Extract; CR= Composite Reliability

1 Item deleted from Surface Acting
1 Item deleted from Deep Acting
1 Item deleted from Regulation of Emotions
3 Items deleted from Emotional Consonance
3 Items deleted from Idealized Influence
1 Item deleted from Inspirational motivation
2 Items deleted from Perceived Emotional Sincerity
1 Item deleted from Followers' Emotional Engagement
1 Item deleted from Followers' Positive Emotional Reactions
4 items deleted from Followers' Organizational Citizenship Behavior
1 item deleted from Followers' Task Performance
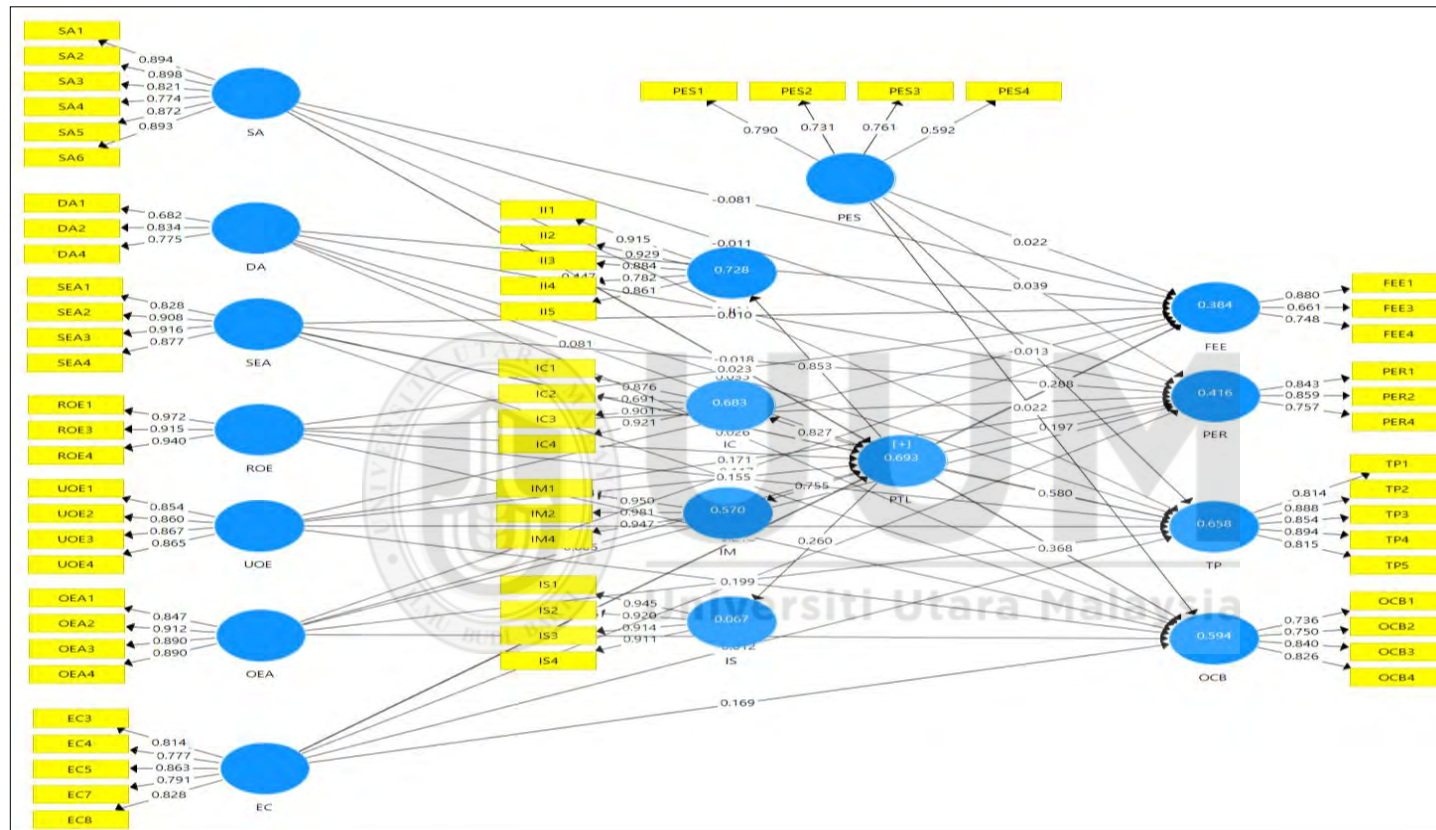
Figure 4. 1
Measurement Model Assessment (Malaysia)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

Table 4. 10
Summary of Reliability and Convergent Validity of Constructs (Pakistan)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
Surface Acting				0.947	0.748
		SA1	0.897		
		SA2	0.900		
		SA3	0.829		
		SA4	0.786		
		SA5	0.874		
		SA6	0.896		
Deep Acting				0.810	0.589
		DA1	0.666		
		DA2	0.840		
		DA4	0.787		
Regulation of Emotions				0.930	0.869
		ROE3	0.940		
		ROE4	0.924		
Self-Emotions Appraisal				0.947	0.899
		SEA1	0.944		
		SEA4	0.953		
Use of Emotions				0.858	0.609
		UOE1	0.818		
		UOE2	0.834		
		UOE3	0.551		
		UOE4	0.876		
Others-Emotions Appraisal				0.931	0.819
		OEA1	0.864		
		OEA2	0.929		
		OEA3	0.920		
Emotional Consonance				0.895	0.683
		EC3	0.898		
		EC4	0.834		
		EC7	0.879		
		EC8	0.674		

Table 4.10 (Continued)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
Idealized Influence				0.895	0.633
		II1	0.821		
		II2	0.752		
		II3	0.856		
		II4	0.870		
		II5	0.658		
Individual Consideration				0.891	0.733
		IC1	0.924		
		IC2	0.875		
		IC3	0.762		
Inspiration Motivation				0.911	0.774
		IM1	0.884		
		IM2	0.872		
		IM4	0.884		
Intellectual Stimulation				0.898	0.687
		IS1	0.841		
		IS2	0.757		
		IS3	0.835		
		IS4	0.879		
	Perceived Transformational Leadership			0.904	0.701
		II	0.871		
		IC	0.806		
		IM	0.839		
		IS	0.832		
Perceived Emotional Sincerity				0.816	0.528
		PES1	0.776		
		PES2	0.744		
		PES3	0.765		
		PES4	0.610		

Table 4.10 (Continued)

First Order Constructs	Higher Order Constructs	Items	Loadings	CR	AVE
Followers' Emotional Engagement				0.836	0.719
		FEE1	0.853		
		FEE4	0.843		
Positive Emotional Reactions				0.789	0.501
		PER1	0.877		
		PER2	0.568		
		PER3	0.610		
		PER4	0.703		
Followers' Task Performance				0.868	0.623
		TP1	0.744		
		TP2	0.757		
		TP3	0.835		
		TP4	0.817		
Followers' Organizational Citizenship Behavior				0.935	0.781
		OCB1	0.857		
		OCB2	0.916		
		OCB3	0.888		
		OCB4	0.874		

Note: AVE= Average Variance Extract; CR= Composite Reliability

1 Item deleted from Surface Acting
1 Item deleted from Deep Acting
2 Items deleted from Regulation of Emotions
2 Items deleted from Self-Emotions Appraisal
1 Item is deleted from Others-Emotions Appraisal
4 Items deleted from Emotional Consonance
3 Items deleted from Idealized Influence
1 Item deleted from Individual Consideration
1 Item deleted from Inspirational Motivation
2 Items deleted from Perceived Emotional Sincerity
2 Items deleted from Followers' Emotional Engagement
2 items are deleted from Followers' Task Performance
4 items deleted from Followers' Organizational Citizenship Behavior
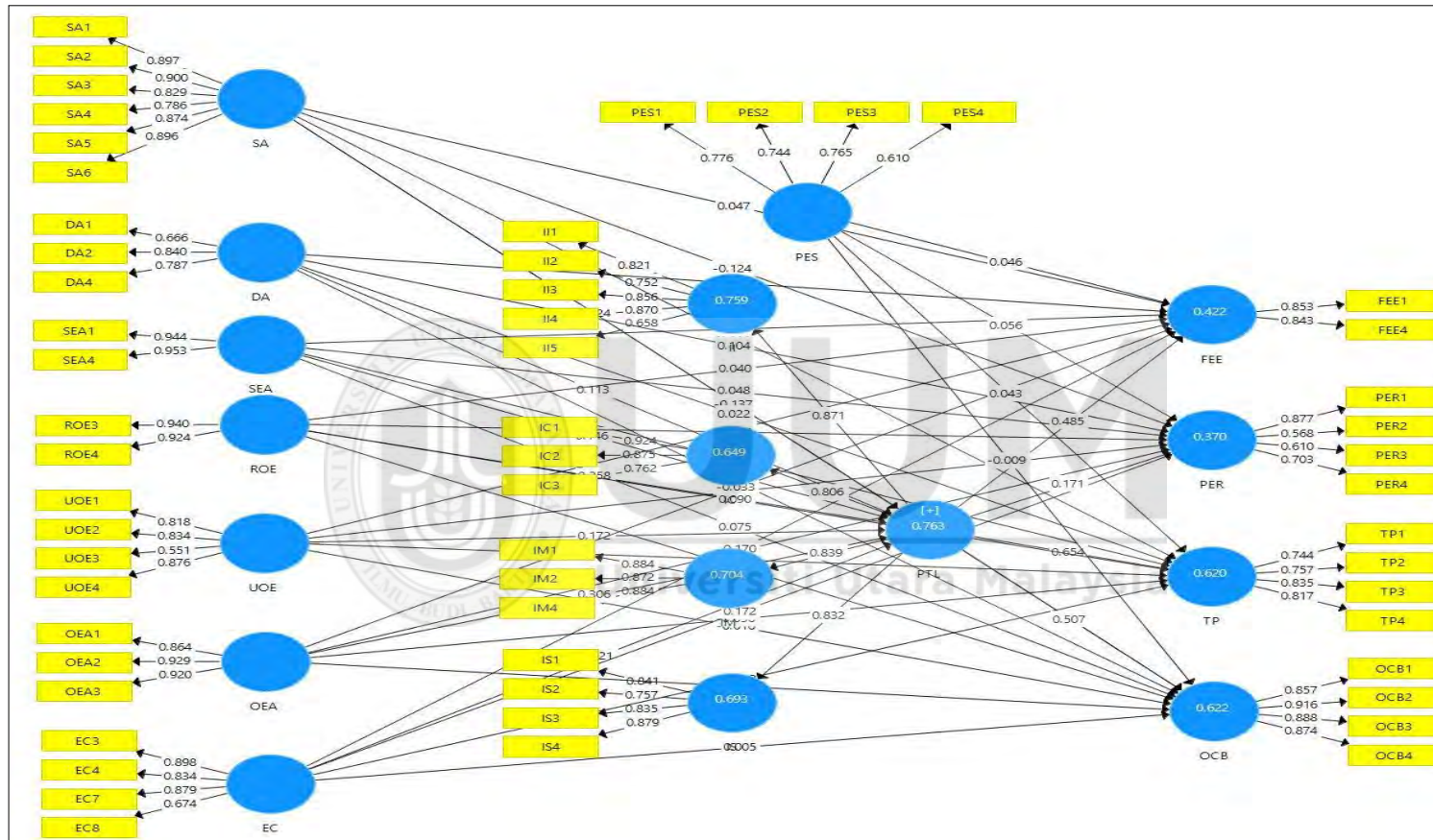
Figure 4. 2
Measurement Model Assessment (Pakistan)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

154

4.8.2.2 Discriminant Validity

Discriminant validity refers to the degree to which a variable is actually distinct from other variables (Hair et al., 2010). To evaluate discriminant validity, two methods were used in this study: Fornell & Larcker Criterion (Fornell & Larcker, 1981) and heterotrait-monotrait ratio (Henseler, Ringle, & Sarstedt, 2015).

4.8.2.2.1 Fornell & Larcker Criterion

Firstly, the discriminant validity was measured by using the Fornell & Larcker Criterion, and the square root of the AVE for all the constructs was utilized and compared against the correlation values of other constructs (Fornell & Larcker, 1981). The square root of the average variance extract (AVE) coefficients was demonstrated in the correlation matrix along the diagonal. The square root of the AVE should be higher than the squared correlation estimates to establish discriminant validity (Hair et al., 2006). In simple words, the diagonal elements should be greater than the off-diagonal coefficients or elements in the corresponding rows and columns to establish discriminant validity.

As shown in Table 4.11 and Table 4.12, the square root of the AVE values exceeded the correlation of all the first order and second order constructs in the Malaysian context, respectively. Moreover, refer to Table 4.13 and Table 4.14, the square root of the AVE values exceeded the correlation of all the first order and second order constructs in the Pakistani context, respectively. As mentioned from Table 4.11 to Table 4.14, all the diagonal elements were greater than the off-diagonal elements in the corresponding rows and columns, which confirms the adequate discriminant validity of all the constructs.

155

Table 4. 11
Fornell-Larcker Criterion (First-order Constructs for Malaysia)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA	**0.766**															
EC	0.296	**0.815**														
FEE	0.238	0.500	**0.768**													
IC	0.333	0.676	0.539	**0.852**												
II	0.176	0.395	0.437	0.541	**0.876**											
IM	0.138	0.413	0.423	0.555	0.444	**0.959**										
IS	-0.006	-0.044	0.132	0.054	0.171	0.123	**0.922**									
OCB	0.253	0.587	0.686	0.697	0.491	0.436	0.104	**0.789**								
OEA	0.227	0.476	0.421	0.470	0.401	0.334	0.110	0.590	**0.885**							
PER	0.331	0.504	0.379	0.546	0.419	0.342	0.144	0.681	0.475	**0.821**						
PES	0.009	0.129	0.168	0.168	0.244	0.200	0.132	0.190	0.144	0.172	**0.723**					
ROE	0.254	0.592	0.422	0.673	0.464	0.366	-0.029	0.561	0.443	0.428	0.129	**0.943**				
SA	-0.069	-0.255	-0.382	-0.34	-0.734	-0.437	-0.262	-0.32	-0.309	-0.323	-0.236	-0.293	**0.860**			

Table 4.11 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
SEA	-0.013	0.269	0.280	0.313	0.433	0.204	0.066	0.430	0.510	0.301	0.210	0.273	-0.278	**0.883**		
TP	0.226	0.494	0.484	0.656	0.735	0.491	0.152	0.637	0.483	0.493	0.207	0.570	-0.531	0.463	**0.854**	
UOE	0.131	0.388	0.387	0.517	0.521	0.354	0.078	0.583	0.620	0.473	0.203	0.430	-0.415	0.610	0.514	**0.861**

Note: "Diagonals (in bold) represent the square root of AVE while the other entries (off-diagonal) represent the correlation."

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; IC- Individual Consideration; II- Idealized Influence; IM-Inspirational Motivation; IS- Intellectual Stimulation; OCB- Organizational Citizenship Behavior; OEA- Others-Emotions Appraisal; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; ROE- Regulation of Emotions; SA- Surface Acting; SEA- Self-Emotions Appraisal; TP- Task Performance; UOE- Use of Emotions.

Table 4. 12
Fornell-Larcker Criterion (Higher-Order Constructs for Malaysia)

	DA	EC	FEE	OCB	OEA	PER	PES	PTL	ROE	SA	SEA	TP	UOE
DA	**0.766**												
EC	0.296	**0.815**											
FEE	0.238	0.500	**0.768**										
OCB	0.253	0.587	0.686	**0.789**									
OEA	0.227	0.476	0.421	0.590	**0.885**								
PER	0.331	0.504	0.379	0.681	0.475	**0.821**							
PES	0.009	0.129	0.168	0.190	0.144	0.172	**0.723**						
PTL	0.256	0.579	0.566	0.654	0.489	0.536	0.261	**0.625**					
ROE	0.254	0.592	0.422	0.561	0.443	0.428	0.129	0.596	**0.943**				
SA	-0.069	-0.255	-0.382	-0.320	-0.309	-0.323	-0.236	-0.606	-0.293	**0.860**			
SEA	-0.013	0.269	0.280	0.430	0.510	0.301	0.210	0.405	0.273	-0.278	**0.883**		
TP	0.226	0.494	0.484	0.637	0.483	0.493	0.207	0.582	0.570	-0.531	0.463	**0.854**	
UOE	0.131	0.388	0.387	0.583	0.620	0.473	0.203	0.569	0.430	-0.415	0.610	0.514	**0.861**

 Note: "Diagonals (in bold) represent the square root of AVE while the other entries (off-diagonal) represent the correlation."

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; OCB- Organizational Citizenship Behavior; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; PTL- Perceived Transformational Leadership; SA- Surface Acting; TP- Task Performance; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; SEA-Self-Emotions Appraisal; UOE- Use of Emotions.

Table 4. 13
Fornell-Larcker Criterion (First-order Constructs for Pakistan)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA	**0.768**															
EC	0.288	**0.826**														
FEE	0.238	0.493	**0.848**													
IC	0.166	0.382	0.447	**0.856**												
II	0.311	0.607	0.583	0.701	**0.795**											
IM	0.110	0.362	0.502	0.547	0.576	**0.880**										
IS	0.218	0.484	0.516	0.500	0.557	0.745	**0.829**									
OCB	0.198	0.454	0.530	0.784	0.712	0.543	0.542	**0.884**								
OEA	-0.021	0.276	0.346	0.507	0.380	0.631	0.577	0.496	**0.905**							
PER	0.251	0.463	0.374	0.419	0.528	0.372	0.414	0.450	0.249	**0.700**						
PES	0.008	0.122	0.165	0.245	0.162	0.175	0.150	0.179	0.199	0.165	**0.727**					
ROE	0.248	0.554	0.447	0.459	0.655	0.420	0.471	0.548	0.277	0.411	0.098	**0.932**				
SA	-0.07	-0.201	-0.284	-0.719	-0.418	-0.371	-0.336	-0.500	-0.269	-0.362	-0.231	-0.263	**0.865**			

Table 4.13 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
SEA	0.128	0.389	0.374	0.479	0.599	0.367	0.379	0.481	0.210	0.408	0.183	0.358	-0.414	**0.948**		
TP	0.239	0.542	0.682	0.524	0.715	0.614	0.624	0.639	0.428	0.669	0.169	0.544	-0.279	0.461	**0.789**	
UOE	0.079	0.479	0.457	0.542	0.565	0.626	0.631	0.560	0.636	0.459	0.130	0.370	-0.392	0.576	0.596	**0.780**

Note: "Diagonals (in bold) represent the square root of AVE while the other entries (off-diagonal) represent the correlation."

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; IC- Individual Consideration; II- Idealized Influence; IM- Inspirational Motivation; IS- Intellectual Stimulation; OCB- Organizational Citizenship Behavior; OEA- Others-Emotions Appraisal; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; ROE- Regulation of Emotions; SA- Surface Acting; SEA- Self-Emotions Appraisal; TP- Task Performance; UOE- Use of Emotions.

Table 4. 14
Fornell-Larcker Criterion (Higher-Order Constructs for Pakistan)

	DA	EC	FEE	OCB	OEA	PER	PES	PTL	ROE	SA	SEA	TP	UOE
DA	**0.768**												
EC	0.288	**0.826**											
FEE	0.238	0.493	**0.848**										
OCB	0.198	0.454	0.530	**0.884**									
OEA	-0.021	0.276	0.346	0.496	**0.905**								
PER	0.251	0.463	0.374	0.450	0.249	**0.700**							
PES	0.008	0.122	0.165	0.179	0.199	0.165	**0.727**						
PTL	0.253	0.565	0.620	0.659	0.609	0.528	0.214	**0.676**					
ROE	0.248	0.554	0.447	0.548	0.277	0.411	0.098	0.613	**0.932**				
SA	-0.070	-0.201	-0.284	-0.500	-0.269	-0.362	-0.231	-0.535	-0.263	**0.865**			
SEA	0.128	0.389	0.374	0.481	0.210	0.408	0.183	0.557	0.358	-0.414	**0.948**		
TP	0.239	0.542	0.682	0.639	0.428	0.669	0.169	0.652	0.544	-0.279	0.461	**0.789**	
UOE	0.079	0.479	0.457	0.560	0.636	0.459	0.130	0.602	0.370	-0.392	0.576	0.596	**0.780**

Note: "Diagonals (in bold) represent the square root of AVE while the other entries (off-diagonal) represent the correlation."

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; OCB- Organizational Citizenship Behavior; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; PTL- Perceived Transformational Leadership; SA- Surface Acting; TP- Task Performance; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; SEA-Self-Emotions Appraisal; UOE- Use of Emotions.

4.8.2.2.2 Cross-Loadings

The analysis on the cross-loadings of the items was also carried out. As suggested by Hair et al. (2010), loading estimates should be 0.50 or greater and ideally 0.70 or greater. Meanwhile, items with low factor loadings should be removed.

Moreover, all items of a construct should be significantly loaded on their respected constructs (Hair et al., 2016). Refer to Table 4.15 and Table 4.16, the loadings of all the items were higher than the cross-loadings of the other constructs. As all the indicators were loaded on their underlying constructs, there was no cross-loading existing among the indicators for the data collected from Malaysia and Pakistan.

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Table 4. 15
Cross Loadings (Malaysia)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA1	**0.682**	0.166	0.163	0.200	0.132	0.070	0.042	0.220	0.185	0.274	0.029	0.195	-0.056	0.103	0.210	0.143
DA2	**0.834**	0.277	0.218	0.327	0.142	0.162	-0.030	0.206	0.154	0.262	-0.022	0.213	-0.075	-0.174	0.163	0.054
DA4	**0.775**	0.233	0.157	0.228	0.126	0.076	-0.030	0.143	0.185	0.216	0.017	0.167	-0.02	0.064	0.139	0.109
EC3	0.296	**0.814**	0.363	0.497	0.307	0.288	-0.059	0.406	0.389	0.410	0.076	0.507	-0.171	0.190	0.344	0.283
EC4	0.198	**0.777**	0.371	0.491	0.284	0.265	-0.065	0.452	0.440	0.384	0.157	0.398	-0.182	0.295	0.371	0.324
EC5	0.243	**0.863**	0.481	0.658	0.384	0.428	-0.001	0.591	0.419	0.475	0.109	0.532	-0.266	0.243	0.505	0.380
EC7	0.254	**0.791**	0.338	0.472	0.276	0.256	-0.072	0.368	0.350	0.374	0.078	0.477	-0.127	0.157	0.315	0.239
EC8	0.223	**0.828**	0.452	0.595	0.338	0.403	-0.004	0.529	0.345	0.396	0.105	0.494	-0.260	0.203	0.439	0.331
FEE1	0.219	0.498	**0.880**	0.549	0.364	0.375	0.088	0.712	0.433	0.388	0.201	0.439	-0.299	0.331	0.447	0.423
FEE3	0.186	0.250	**0.661**	0.256	0.167	0.188	0.059	0.385	0.275	0.204	0.037	0.266	-0.154	0.110	0.272	0.188
FEE4	0.147	0.354	**0.748**	0.376	0.429	0.372	0.152	0.426	0.242	0.248	0.108	0.241	-0.395	0.152	0.367	0.232
IC1	0.264	0.665	0.499	**0.876**	0.350	0.519	0.012	0.604	0.391	0.420	0.089	0.632	-0.215	0.230	0.503	0.389
IC2	0.331	0.390	0.319	**0.691**	0.644	0.435	0.111	0.514	0.471	0.516	0.177	0.477	-0.443	0.343	0.731	0.501
IC3	0.269	0.596	0.519	**0.901**	0.409	0.423	0.047	0.617	0.350	0.457	0.140	0.560	-0.238	0.238	0.486	0.436
IC4	0.260	0.644	0.494	**0.921**	0.414	0.503	0.010	0.625	0.374	0.449	0.158	0.612	-0.245	0.244	0.488	0.417

163

Table 4.15 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
II1	0.151	0.316	0.385	0.442	**0.915**	0.361	0.147	0.392	0.331	0.324	0.209	0.407	-0.643	0.316	0.579	0.447
II2	0.166	0.361	0.395	0.473	**0.929**	0.385	0.103	0.434	0.360	0.402	0.175	0.418	-0.640	0.367	0.662	0.467
II3	0.133	0.402	0.397	0.569	**0.884**	0.445	0.171	0.518	0.376	0.450	0.285	0.428	-0.647	0.473	0.717	0.511
II4	0.127	0.359	0.335	0.478	**0.782**	0.389	0.166	0.470	0.410	0.392	0.216	0.400	-0.630	0.485	0.731	0.485
II5	0.195	0.282	0.397	0.392	**0.861**	0.358	0.159	0.324	0.275	0.253	0.175	0.373	-0.654	0.242	0.517	0.360
IM1	0.123	0.364	0.412	0.519	0.447	**0.950**	0.145	0.406	0.332	0.339	0.217	0.330	-0.469	0.194	0.462	0.344
IM2	0.150	0.364	0.394	0.495	0.411	**0.981**	0.119	0.389	0.325	0.320	0.187	0.331	-0.443	0.185	0.466	0.323
IM4	0.123	0.458	0.411	0.582	0.420	**0.947**	0.091	0.459	0.304	0.326	0.171	0.392	-0.345	0.209	0.486	0.351
IS1	-0.004	-0.044	0.120	0.052	0.201	0.115	**0.945**	0.096	0.126	0.137	0.125	-0.014	-0.280	0.089	0.163	0.104
IS2	-0.022	-0.040	0.103	0.041	0.138	0.120	**0.920**	0.086	0.076	0.129	0.110	-0.033	-0.243	0.031	0.149	0.041
IS3	0.009	-0.031	0.158	0.067	0.157	0.130	**0.914**	0.131	0.093	0.157	0.138	0.002	-0.236	0.064	0.131	0.088
IS4	-0.007	-0.049	0.102	0.036	0.123	0.085	**0.911**	0.064	0.110	0.103	0.109	-0.071	-0.201	0.053	0.114	0.046
OCB1	0.193	0.441	0.330	0.531	0.449	0.299	0.083	**0.736**	0.368	0.584	0.160	0.488	-0.277	0.332	0.548	0.444
OCB2	0.169	0.332	0.313	0.471	0.402	0.265	0.155	**0.750**	0.426	0.700	0.158	0.416	-0.285	0.353	0.541	0.439
OCB3	0.214	0.532	0.709	0.609	0.364	0.419	0.048	**0.840**	0.515	0.466	0.141	0.443	-0.233	0.351	0.458	0.504
OCB4	0.217	0.527	0.757	0.578	0.349	0.377	0.056	**0.826**	0.541	0.439	0.146	0.430	-0.226	0.325	0.481	0.449

164

Table 4.15 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
OEA1	0.195	0.402	0.329	0.363	0.361	0.265	0.072	0.459	**0.847**	0.393	0.082	0.362	-0.283	0.446	0.419	0.559
OEA2	0.205	0.425	0.358	0.423	0.362	0.293	0.122	0.502	**0.912**	0.368	0.129	0.425	-0.283	0.469	0.448	0.564
OEA3	0.161	0.404	0.423	0.390	0.331	0.291	0.131	0.556	**0.890**	0.410	0.145	0.376	-0.258	0.429	0.398	0.496
OEA4	0.239	0.451	0.378	0.480	0.368	0.329	0.067	0.565	**0.890**	0.500	0.148	0.402	-0.272	0.462	0.446	0.576
PER1	0.227	0.494	0.333	0.466	0.365	0.309	0.181	0.599	0.385	**0.843**	0.163	0.363	-0.274	0.226	0.443	0.361
PER2	0.391	0.374	0.279	0.367	0.326	0.222	0.107	0.541	0.406	**0.859**	0.138	0.277	-0.244	0.218	0.338	0.367
PER4	0.197	0.366	0.320	0.510	0.340	0.312	0.062	0.534	0.377	**0.757**	0.122	0.416	-0.277	0.300	0.433	0.438
PES1	0.003	0.107	0.116	0.155	0.218	0.172	0.145	0.148	0.128	0.144	**0.790**	0.117	-0.245	0.176	0.210	0.211
PES2	-0.064	0.048	0.148	0.118	0.186	0.110	0.107	0.140	0.073	0.088	**0.731**	0.033	-0.125	0.174	0.158	0.127
PES3	0.056	0.102	0.133	0.122	0.191	0.162	0.046	0.154	0.127	0.170	**0.761**	0.143	-0.184	0.122	0.137	0.132
PES4	0.043	0.142	0.078	0.072	0.068	0.133	0.080	0.100	0.079	0.076	**0.592**	0.065	-0.094	0.141	0.056	0.098
ROE1	0.246	0.594	0.425	0.674	0.479	0.393	0.009	0.578	0.440	0.447	0.161	**0.972**	-0.315	0.272	0.592	0.431
ROE3	0.245	0.560	0.382	0.647	0.415	0.306	-0.074	0.518	0.432	0.408	0.055	**0.915**	-0.215	0.279	0.507	0.427
ROE4	0.225	0.517	0.383	0.575	0.414	0.331	-0.021	0.484	0.376	0.350	0.144	**0.940**	-0.294	0.218	0.505	0.354
SA1	-0.060	-0.213	-0.355	-0.311	-0.654	-0.373	-0.209	-0.289	-0.240	-0.270	-0.280	-0.260	**0.894**	-0.205	-0.398	-0.370
SA2	-0.090	-0.198	-0.27	-0.226	-0.624	-0.331	-0.199	-0.207	-0.268	-0.301	-0.159	-0.240	**0.898**	-0.180	-0.398	-0.331
SA3	0.013	-0.142	-0.322	-0.259	-0.635	-0.381	-0.291	-0.265	-0.284	-0.245	-0.194	-0.187	**0.821**	-0.291	-0.476	-0.339
SA4	-0.031	-0.307	-0.377	-0.375	-0.602	-0.424	-0.255	-0.356	-0.273	-0.275	-0.190	-0.299	**0.774**	-0.362	-0.607	-0.402
SA5	-0.108	-0.237	-0.35	-0.328	-0.644	-0.390	-0.193	-0.295	-0.256	-0.296	-0.228	-0.264	**0.872**	-0.187	-0.411	-0.357

165

Table 4.15 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
SA6	-0.088	-0.190	-0.264	-0.217	-0.608	-0.321	-0.187	-0.200	-0.262	-0.273	-0.150	-0.240	**0.893**	-0.166	-0.396	-0.318
SEA1	-0.101	0.196	0.240	0.244	0.364	0.156	0.019	0.369	0.402	0.255	0.207	0.198	-0.207	**0.828**	0.379	0.513
SEA2	0.033	0.253	0.248	0.308	0.436	0.177	0.086	0.376	0.466	0.291	0.208	0.252	-0.278	**0.908**	0.422	0.591
SEA3	0.005	0.257	0.239	0.269	0.385	0.164	0.090	0.354	0.484	0.273	0.165	0.253	-0.275	**0.916**	0.412	0.535
SEA4	0.009	0.240	0.260	0.282	0.341	0.223	0.035	0.417	0.446	0.244	0.161	0.257	-0.220	**0.877**	0.421	0.514
TP1	0.186	0.400	0.397	0.503	0.592	0.339	0.147	0.469	0.397	0.338	0.172	0.469	-0.417	0.396	**0.814**	0.450
TP2	0.135	0.464	0.443	0.570	0.690	0.443	0.160	0.560	0.381	0.423	0.173	0.497	-0.482	0.449	**0.888**	0.431
TP3	0.175	0.428	0.408	0.539	0.663	0.373	0.078	0.592	0.403	0.397	0.202	0.511	-0.445	0.424	**0.854**	0.430
TP4	0.230	0.439	0.408	0.609	0.630	0.467	0.120	0.566	0.476	0.489	0.165	0.493	-0.502	0.382	**0.894**	0.481
TP5	0.245	0.374	0.411	0.575	0.556	0.471	0.147	0.528	0.407	0.454	0.171	0.462	-0.416	0.324	**0.815**	0.403
UOE1	0.073	0.327	0.333	0.431	0.491	0.277	0.084	0.541	0.539	0.439	0.192	0.360	-0.351	0.585	0.463	**0.854**
UOE2	0.132	0.337	0.377	0.444	0.417	0.312	0.067	0.520	0.548	0.406	0.143	0.334	-0.340	0.447	0.412	**0.860**
UOE3	0.151	0.364	0.298	0.464	0.446	0.333	0.057	0.446	0.535	0.378	0.174	0.412	-0.380	0.511	0.444	**0.867**
UOE4	0.099	0.311	0.324	0.442	0.438	0.301	0.059	0.495	0.512	0.403	0.190	0.377	-0.361	0.555	0.451	**0.865**

Note: "Bold values are loadings for items which are above the recommended value of 0.5"

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; IC- Individual Consideration; II- Idealized Influence; IM-Inspirational Motivation; IS- Intellectual Stimulation; OCB- Organizational Citizenship Behavior; OEA- Others-Emotions Appraisal; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; ROE- Regulation of Emotions; SA- Surface Acting; SEA- Self-Emotions Appraisal; TP- Task Performance; UOE- Use of Emotions.

166

Table 4. 16
Cross Loadings (Pakistan)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA1	**0.666**	0.150	0.170	0.128	0.188	0.130	0.174	0.173	0.086	0.161	0.029	0.191	-0.058	0.061	0.211	0.104
DA2	**0.840**	0.270	0.211	0.130	0.304	0.039	0.153	0.142	-0.176	0.235	-0.023	0.214	-0.069	0.156	0.199	-0.007
DA4	**0.787**	0.238	0.160	0.124	0.214	0.090	0.177	0.139	0.069	0.173	0.018	0.159	-0.029	0.067	0.130	0.097
EC3	0.289	**0.898**	0.425	0.317	0.492	0.304	0.415	0.363	0.219	0.353	0.076	0.506	-0.152	0.301	0.415	0.419
EC4	0.194	**0.834**	0.420	0.323	0.475	0.341	0.453	0.386	0.322	0.377	0.156	0.394	-0.159	0.280	0.460	0.416
EC7	0.247	**0.879**	0.396	0.287	0.469	0.262	0.380	0.339	0.194	0.325	0.079	0.480	-0.113	0.278	0.382	0.374
EC8	0.216	**0.674**	0.374	0.321	0.545	0.275	0.336	0.392	0.164	0.450	0.085	0.438	-0.226	0.405	0.504	0.357
FEE1	0.217	0.499	**0.853**	0.397	0.466	0.398	0.420	0.447	0.258	0.331	0.164	0.340	-0.241	0.311	0.599	0.363
FEE4	0.187	0.335	**0.843**	0.360	0.523	0.454	0.455	0.452	0.329	0.302	0.115	0.419	-0.240	0.323	0.557	0.412
IC1	0.129	0.380	0.494	**0.924**	0.683	0.540	0.473	0.743	0.506	0.380	0.261	0.427	-0.616	0.470	0.536	0.517
IC2	0.119	0.349	0.425	**0.875**	0.572	0.506	0.499	0.747	0.514	0.321	0.188	0.393	-0.588	0.399	0.488	0.543
IC3	0.195	0.237	0.186	**0.762**	0.538	0.335	0.286	0.494	0.246	0.387	0.173	0.356	-0.666	0.351	0.292	0.304
II1	0.251	0.600	0.445	0.373	**0.821**	0.383	0.421	0.497	0.231	0.488	0.058	0.602	-0.180	0.543	0.617	0.479
II2	0.318	0.380	0.526	0.678	**0.752**	0.537	0.541	0.711	0.383	0.298	0.154	0.484	-0.421	0.451	0.535	0.444
II3	0.259	0.541	0.498	0.416	**0.856**	0.437	0.394	0.471	0.248	0.495	0.106	0.528	-0.198	0.459	0.628	0.415
II4	0.250	0.595	0.487	0.429	**0.870**	0.413	0.418	0.490	0.245	0.471	0.122	0.579	-0.206	0.535	0.636	0.465
II5	0.146	0.305	0.339	0.829	**0.658**	0.485	0.412	0.616	0.372	0.354	0.188	0.407	-0.610	0.386	0.419	0.426

Table 4.16 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
IM1	0.071	0.328	0.454	0.520	0.511	**0.884**	0.642	0.497	0.604	0.323	0.167	0.374	-0.325	0.304	0.561	0.578
IM2	0.128	0.337	0.435	0.451	0.492	**0.872**	0.671	0.446	0.483	0.370	0.127	0.348	-0.320	0.331	0.537	0.534
IM3	-0.026	-0.070	0.105	0.129	0.065	**0.101**	0.056	0.080	0.095	0.094	0.113	-0.068	-0.189	0.079	0.089	-0.013
IM4	0.093	0.290	0.436	0.473	0.516	**0.884**	0.655	0.491	0.576	0.290	0.167	0.387	-0.335	0.334	0.522	0.539
IS1	0.187	0.397	0.396	0.393	0.403	0.570	**0.841**	0.433	0.453	0.321	0.068	0.365	-0.258	0.272	0.473	0.545
IS2	0.146	0.348	0.413	0.486	0.521	0.780	**0.757**	0.487	0.528	0.288	0.154	0.411	-0.360	0.351	0.471	0.537
IS3	0.157	0.383	0.407	0.350	0.413	0.517	**0.835**	0.412	0.430	0.400	0.129	0.370	-0.232	0.292	0.558	0.488
IS4	0.231	0.474	0.485	0.410	0.493	0.573	**0.879**	0.453	0.486	0.368	0.139	0.405	-0.252	0.330	0.565	0.512
OCB1	0.181	0.374	0.412	0.649	0.572	0.469	0.479	**0.857**	0.431	0.379	0.153	0.483	-0.402	0.367	0.489	0.441
OCB2	0.129	0.428	0.467	0.735	0.649	0.464	0.454	**0.916**	0.467	0.427	0.154	0.489	-0.458	0.463	0.578	0.483
OCB3	0.166	0.391	0.461	0.703	0.627	0.476	0.444	**0.888**	0.443	0.393	0.181	0.488	-0.425	0.391	0.606	0.510
OCB4	0.221	0.409	0.529	0.683	0.667	0.511	0.537	**0.874**	0.415	0.393	0.145	0.478	-0.478	0.474	0.582	0.543
OEA1	-0.099	0.232	0.305	0.419	0.311	0.547	0.472	0.412	**0.864**	0.219	0.194	0.216	-0.198	0.173	0.387	0.541
OEA2	0.031	0.262	0.319	0.505	0.380	0.602	0.552	0.469	**0.929**	0.230	0.194	0.265	-0.267	0.205	0.397	0.590
OEA3	0.004	0.254	0.314	0.449	0.337	0.562	0.538	0.464	**0.920**	0.228	0.152	0.268	-0.262	0.191	0.379	0.594
PER1	0.217	0.453	0.370	0.382	0.525	0.408	0.428	0.419	0.300	**0.877**	0.190	0.423	-0.294	0.381	0.685	0.461
PER2	0.164	0.273	0.229	0.206	0.231	0.173	0.218	0.230	0.100	**0.568**	0.081	0.225	-0.124	0.149	0.350	0.237
PER3	0.180	0.213	0.176	0.174	0.231	0.166	0.253	0.235	0.080	**0.610**	0.040	0.256	-0.156	0.184	0.361	0.205
PER4	0.147	0.303	0.231	0.356	0.401	0.222	0.218	0.331	0.147	**0.703**	0.107	0.209	-0.389	0.361	0.394	0.313

168

Table 4.16 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
PES1	0.002	0.081	0.130	0.229	0.151	0.183	0.151	0.181	0.161	0.096	**0.776**	0.086	-0.241	0.160	0.131	0.082
PES2	-0.064	0.044	0.080	0.194	0.125	0.121	0.078	0.149	0.160	0.162	**0.744**	0.022	-0.132	0.109	0.129	0.151
PES3	0.056	0.110	0.166	0.182	0.126	0.111	0.123	0.113	0.127	0.133	**0.765**	0.121	-0.181	0.143	0.138	0.054
PES4	0.044	0.151	0.100	0.070	0.043	0.079	0.072	0.049	0.133	0.077	**0.610**	0.046	-0.091	0.120	0.081	0.102
ROE3	0.237	0.551	0.458	0.432	0.658	0.452	0.481	0.529	0.298	0.372	0.044	**0.940**	-0.192	0.330	0.540	0.385
ROE4	0.225	0.477	0.370	0.424	0.558	0.323	0.392	0.491	0.213	0.396	0.145	**0.924**	-0.305	0.338	0.470	0.300
SA1	-0.064	-0.173	-0.237	-0.619	-0.399	-0.331	-0.276	-0.375	-0.215	-0.340	-0.274	-0.235	**0.897**	-0.353	-0.255	-0.344
SA2	-0.090	-0.164	-0.264	-0.588	-0.303	-0.295	-0.284	-0.370	-0.168	-0.253	-0.160	-0.213	**0.900**	-0.312	-0.174	-0.276
SA3	0.010	-0.099	-0.233	-0.648	-0.328	-0.317	-0.293	-0.458	-0.271	-0.307	-0.191	-0.166	**0.829**	-0.366	-0.232	-0.348
SA4	-0.033	-0.238	-0.247	-0.645	-0.405	-0.360	-0.311	-0.579	-0.345	-0.355	-0.186	-0.279	**0.786**	-0.408	-0.319	-0.420
SA5	-0.109	-0.201	-0.245	-0.622	-0.400	-0.314	-0.290	-0.380	-0.195	-0.339	-0.225	-0.236	**0.874**	-0.367	-0.257	-0.332
SA6	-0.088	-0.146	-0.239	-0.572	-0.298	-0.283	-0.274	-0.372	-0.151	-0.253	-0.147	-0.212	**0.896**	-0.305	-0.170	-0.270
SEA1	0.123	0.313	0.344	0.465	0.525	0.331	0.351	0.425	0.175	0.397	0.205	0.309	-0.473	**0.944**	0.394	0.511
SEA4	0.119	0.420	0.364	0.444	0.608	0.364	0.367	0.485	0.222	0.378	0.145	0.367	-0.319	**0.953**	0.477	0.579
TP1	0.184	0.406	0.612	0.465	0.570	0.469	0.429	0.578	0.343	0.333	0.151	0.484	-0.246	0.318	**0.744**	0.388
TP2	0.159	0.306	0.700	0.450	0.508	0.485	0.461	0.553	0.367	0.317	0.153	0.423	-0.253	0.281	**0.757**	0.396
TP3	0.203	0.500	0.456	0.385	0.613	0.516	0.532	0.443	0.338	0.687	0.113	0.414	-0.205	0.448	**0.835**	0.574
TP4	0.204	0.480	0.421	0.369	0.562	0.469	0.541	0.461	0.310	0.728	0.121	0.403	-0.185	0.393	**0.817**	0.505

Table 4.16 (Continued)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
UOE1	0.005	0.320	0.317	0.320	0.341	0.461	0.475	0.322	0.576	0.326	0.049	0.187	-0.219	0.265	0.419	**0.818**
UOE2	0.001	0.385	0.303	0.410	0.350	0.452	0.505	0.422	0.569	0.327	0.036	0.281	-0.266	0.251	0.432	**0.834**
UOE3	0.151	0.316	0.322	0.433	0.498	0.301	0.350	0.431	0.167	0.381	0.176	0.304	-0.448	0.950	0.378	**0.551**
UOE4	0.082	0.441	0.447	0.492	0.531	0.670	0.596	0.529	0.627	0.382	0.130	0.350	-0.288	0.350	0.583	**0.876**

Note: "Bold values are loadings for items which are above the recommended value of 0.5"

DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; IC- Individual Consideration; II- Idealized Influence; IM- Inspirational Motivation; IS- Intellectual Stimulation; OCB- Organizational Citizenship Behavior; OEA- Others-Emotions Appraisal; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; ROE- Regulation of Emotions; SA- Surface Acting; SEA- Self-Emotions Appraisal; TP- Task Performance; UOE- Use of Emotions.

4.8.2.2.3 Heterotrait-Monotrait Ratio

A study by Henseler et al. (2015) introduced a new criterion to evaluate discriminant validity for variance-based structural equation modeling. They agreed that the Fornell-Larcker criterion and cross-loadings are the major approaches to assess the discriminant validity for variance-based structural equation modeling. Besides this, they argued that these approaches had not detected the lack of discriminant validity in various research situations. Therefore, Henseler et al. (2015) proposed an alternative approach, "heterotrait-monotrait ratio of correlations", which is based on the "multitrait-multimethod matrix" to assess the discriminant validity. There are various studies that also used the HTMT ratio to assess the discriminant validity and also recommended the use of this approach to evaluate the discriminant validity (Hamid, Sami, & Sidek, 2017; Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018; Haider, Jabeen, & Ahmad, 2018; Henseler et al., 2015; Hussein & Baharudin, 2017; Janadari, Sri Ramalu, & Wei, 2016).

There are two ways to evaluate discriminant validity by using the HTMT ratio; the first one is as a criterion and the second one is as a statistical test (Henseler et al., 2015). In the first approach, the HTMT ratio should be less than 0.85 (Clark & Watson, 1995; Kline, 2011) or it should be less than 0.90 (Gold, Malhotra, & Segars, 2001). When the HTMT ratio is higher than the above-mentioned thresholds, there is a problem of discriminant validity. The second one is to test the null hypothesis (H0: HTMT $\geq$ 1) against the alternative hypothesis (H1: HTMT < 1) and if the confidence interval encompasses value one, this indicates the lack of discriminant validity (Henseler et al., 2015). This study used the first approach to assess the discriminant validity using the HTMT ratio.

171

Table 4.17 and Table 4.18 have presented all the values of the HTMT ratio for the first-order constructs and higher order construct, respectively, in the Malaysian context. As shown in Table 4.17, all the values of the HTMT ratio for the first-order constructs were less than 0.90 and passed the criterion of the HTMT<0.90 (Gold et al., 2001). Thus, these findings indicated that discriminant validity had been established for all the first-order constructs. Similarly, in Table 4.18, the findings identified that all the values of the HTMT ratio for the second-order construct were also less than 0.90 and passed the criterion of the HTMT<0.90 (Gold et al., 2001), thereby discriminant validity had also been established for the higher-order construct.

Moreover, Table 4.19 and Table 4.20 have showed all the values of the HTMT ratio for the first-order constructs and second-order construct, respectively, in the Pakistani context. The findings showed that the values of the HTMT ratio for the first-order constructs and the higher order construct were less than 0.90 and passed the criterion of the HTMT<0.90 (Gold et al., 2001).

Table 4. 17
HTMT for 1st Order Constructs (Malaysia)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA																
EC	0.395															
FEE	0.362	0.618														
IC	0.437	0.763	0.678													
II	0.227	0.431	0.535	0.596												
IM	0.170	0.438	0.510	0.608	0.472											
IS	0.059	0.061	0.163	0.060	0.181	0.129										
OCB	0.344	0.679	0.886	0.832	0.575	0.493	0.123									
OEA	0.297	0.532	0.531	0.524	0.438	0.357	0.119	0.686								
PER	0.469	0.612	0.516	0.672	0.499	0.403	0.167	0.893	0.570							
PES	0.117	0.175	0.222	0.205	0.282	0.243	0.159	0.251	0.174	0.226						
ROE	0.322	0.649	0.521	0.743	0.497	0.384	0.051	0.648	0.478	0.508	0.150					
SA	0.102	0.268	0.462	0.366	0.790	0.457	0.274	0.367	0.335	0.385	0.274	0.308				
SEA	0.194	0.299	0.334	0.350	0.471	0.219	0.071	0.507	0.562	0.366	0.265	0.294	0.294			
TP	0.293	0.541	0.610	0.734	0.801	0.527	0.164	0.755	0.533	0.595	0.243	0.616	0.567	0.511		
UOE	0.177	0.434	0.478	0.587	0.574	0.386	0.082	0.691	0.692	0.579	0.249	0.472	0.453	0.681	0.575	

Table 4. 18
HTMT for Higher Order Construct (Malaysia)

	DA	EC	FEE	OCB	OEA	PER	PES	PTL	ROE	SA	SEA	TP	UOE
DA													
EC	0.395												
FEE	0.362	0.618											
OCB	0.344	0.679	0.886										
OEA	0.297	0.532	0.531	0.686									
PER	0.469	0.612	0.516	0.893	0.570								
PES	0.117	0.175	0.222	0.251	0.174	0.226							
PTL	0.323	0.609	0.676	0.720	0.510	0.622	0.326						
ROE	0.322	0.649	0.521	0.648	0.478	0.508	0.150	0.602					
SA	0.102	0.268	0.462	0.367	0.335	0.385	0.274	0.715	0.308				
SEA	0.194	0.299	0.334	0.507	0.562	0.366	0.265	0.418	0.294	0.294			
TP	0.293	0.541	0.610	0.755	0.533	0.595	0.243	0.820	0.616	0.567	0.511		
UOE	0.177	0.434	0.478	0.691	0.692	0.579	0.249	0.587	0.472	0.453	0.681	0.575	

Note: IC- Individual Consideration; II- Idealized Influence; IM- Inspirational Motivation; IS- Intellectual Stimulation; OEA- Others-Emotions Appraisal; ROE-

Regulation of Emotions; UOE- Use of Emotions; SEA-Self-Emotions Appraisal; DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; OCB- Organizational Citizenship Behavior; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; PTL- Perceived Transformational Leadership; SA- Surface Acting; TP- Task Performance.

Table 4. 19
HTMT for 1ˢᵗ Order Constructs (Pakistan)

	DA	EC	FEE	IC	II	IM	IS	OCB	OEA	PER	PES	ROE	SA	SEA	TP	UOE
DA																
EC	0.389															
FEE	0.376	0.685														
IC	0.237	0.451	0.611													
II	0.411	0.718	0.806	0.823												
IM	0.152	0.424	0.697	0.644	0.668											
IS	0.296	0.570	0.715	0.584	0.644	0.866										
OCB	0.258	0.515	0.712	0.899	0.799	0.617	0.614									
OEA	0.191	0.316	0.471	0.578	0.428	0.723	0.659	0.553								
PER	0.389	0.600	0.577	0.561	0.678	0.470	0.545	0.571	0.298							
PES	0.115	0.169	0.248	0.301	0.193	0.218	0.186	0.211	0.252	0.228						
ROE	0.331	0.652	0.619	0.551	0.768	0.488	0.549	0.624	0.315	0.542	0.127					
SA	0.104	0.219	0.375	0.828	0.450	0.410	0.370	0.530	0.284	0.439	0.269	0.295				
SEA	0.163	0.442	0.508	0.560	0.687	0.420	0.432	0.533	0.235	0.511	0.232	0.411	0.451			
TP	0.327	0.648	0.895	0.641	0.866	0.744	0.756	0.757	0.511	0.878	0.221	0.661	0.318	0.539		
UOE	0.188	0.586	0.657	0.663	0.686	0.752	0.769	0.659	0.758	0.621	0.192	0.446	0.457	0.709	0.741	

Table 4. 20
HTMT for Higher Order Construct (Pakistan)

	DA	EC	FEE	OCB	OEA	PER	PES	PTL	ROE	SA	SEA	TP	UOE
DA													
EC	0.389												
FEE	0.376	0.685											
OCB	0.258	0.515	0.712										
OEA	0.191	0.316	0.471	0.553									
PER	0.389	0.600	0.577	0.571	0.298								
PES	0.115	0.169	0.248	0.211	0.252	0.228							
PTL	0.332	0.647	0.828	0.836	0.670	0.662	0.259						
ROE	0.331	0.652	0.619	0.624	0.315	0.542	0.127	0.694					
SA	0.104	0.219	0.375	0.530	0.284	0.439	0.269	0.582	0.295				
SEA	0.163	0.442	0.508	0.533	0.235	0.511	0.232	0.616	0.411	0.451			
TP	0.327	0.648	0.995	0.757	0.511	0.878	0.221	0.877	0.661	0.318	0.539		
UOE	0.188	0.586	0.657	0.659	0.758	0.621	0.192	0.820	0.446	0.457	0.709	0.741	

Note: IC- Individual Consideration; II- Idealized Influence; IM- Inspirational Motivation; IS- Intellectual Stimulation; OEA- Others-Emotions Appraisal; ROE-

Regulation of Emotions; UOE- Use of Emotions; SEA-Self-Emotions Appraisal; DA- Deep Acting; EC- Emotional Consonance; FEE- Followers' Emotional Engagement; OCB- Organizational Citizenship Behavior; PER- Followers' Positive Emotional Reactions; PES- Perceived Emotional Sincerity; PTL- Perceived Transformational Leadership; SA- Surface Acting; TP- Task Performance.

4.9 Structural Model Assessment (Inner Model)

After the evaluation of the measurement model, a structural model was also assessed. This section elaborates the methods and criteria that were used to assess the structural model. Firstly, the significance of the model was evaluated on the basis of the t-values, path coefficients and standard errors. The hypotheses were tested for the main, mediation and moderation effects through the bootstrapping procedure in Smart PLS (Ringle et al., 2005).

Additionally, coefficient of determination (R^2) was also assessed as suggested by Cohen (1988) and Chin (1998a) to evaluate the variance explained in the endogenous constructs by the predictors. Moreover, the Cohen (1988) criterion was used to assess the effect size (f^2) of all the exogenous constructs and the moderating variable. Blindfolding procedure was also employed to assess the predictive relevance, and cross-validated redundancy measure (Q^2) was calculated to assess the predictive relevance (Geisser, 1974; Ringle, Sarstedt, & Straub, 2012; Stone, 1974).

4.9.1 Path Analysis

This section elaborates the direct relationship between the study variables. Table 4.21 illustrates the proposed relationship among the study variables for both countries. The structural equation modeling technique (SEM) was used and the path coefficients have been presented in Table 4.21. The findings revealed that there was a statistically insignificant relationship between leaders' surface acting and followers' emotional engagement for Malaysia (β = -0.081, t = 1.066; LL = -0.206, UL = 0.042) and for Pakistan (β = 0.047, t = 0.740; LL = -0.064, UL = 0.141), thus H1 was not supported. Leaders' deep acting was also not significantly related to followers' emotional

engagement for Malaysia (β = 0.061, t = 1.361; LL = -0.012, UL = 0.135) and for Pakistan (β = 0.054, t = 1.281; LL = -0.021, UL = 0.119), subsequently, H2 was also not supported for both countries.

Furthermore, leaders' surface acting had no significant association with followers' positive emotional reactions in the Malaysian context (β = -0.011, t = 0.139; LL= -0.151, UL=0.107), hence H3 was not supported for Malaysia. In the Pakistani context, leaders' surface acting had negatively significant relationship with followers' positive emotional reactions (β = -0.124, t = 1.735; LL= -0.236, UL= -0.004) and H3 was supported for Pakistan. Besides this, a significant and positive relationship between leaders' deep acting and followers' positive emotional reactions was found for Malaysia (β = 0.164, t = 3.605; LL= 0.089, UL= 0.236) as well as for Pakistan (β = 0.104, t = 2.118; LL= 0.023, UL= 0.185), consequently H4 was supported for both countries.

Moreover, leaders' surface acting was not related to followers' task performance for Malaysia (β = -0.063, t = 1.175; LL = -0.156, UL = 0.020), and for Pakistan (β = 0.171, t = 4.361; LL = 0.106, UL = 0.235) hence, H5 was not supported for both countries. Hypothesis 5 is not supported for Pakistan even the critical ratio is greater than 1.645 because relationship is significant but with reverse direction as stated in hypothesis. Additionally, a statistically insignificant relationship was also found between leaders' deep acting and followers' task performance for Malaysia (β = 0.035, t = 1.075; LL = -0.020, UL = 0.087) and in the Pakistani context as well (β = 0.022, t = 0.649; LL = -0.038, UL = 0.073), consequently, H6 was not statistically supported. As shown in Table 4.21, a significant and negative association was found between leaders' surface acting and followers' organizational citizenship behavior for Malaysia (β = -0.144, t

178

= 3.176; LL = -0.217, UL = -0.060), and for Pakistan (β = -0.137, t = 2.658; LL = -0.228, UL = -0.060) thereby, H7 was supported. Moreover, leaders' deep acting was not a significant predictor for followers' organizational citizenship behavior in Malaysia (β = 0.026, t = 0.757; LL = -0.035, UL = 0.080), and in Pakistan (β = 0.016, t = 0.462; LL = -0.043, UL = 0.071), hence H8 was not supported.

Furthermore, it was found that leaders' self-emotions appraisal is not related to followers' emotional engagement in Malaysia (β = 0.010, t = 0.183; LL = -0.079, UL = 0.095) and in Pakistan (β = 0.009, t = 0.164; LL = -0.075, UL = 0.102), as a result H9 is not supported. Leaders' others-emotions appraisal has significant and positive association with followers' emotional engagement (β = 0.117, t = 1.763; LL = 0.004, UL = 0.223), but same relationship became insignificant in Pakistani context (β = -0.033, t = 0.531; LL = -0.134, UL = 0.069), therefore H10 is supported in Malaysian context and not supported in Pakistani context.

In addition, leaders' regulation of emotions and leaders' use of emotions are not related to followers' emotional engagement in Malaysia (β = 0.023, t = 0.300; LL = -0.102, UL = 0.153), (β = 0.004, t = 0.057; LL = -0.122, UL = 0.109) and in Pakistan (β = 0.040, t = 0.618; LL = -0.070, UL = 0.143), (β = 0.044, t = 0.593; LL = -0.071, UL = 0.172) respectively, so H11 and H12 were not empirically supported. Besides this, leaders' self-emotions appraisal and leaders' regulation of emotions were not significantly related to followers' positive emotional reactions in Malaysia (β = -0.018, t = 0.295; LL = -0.111, UL = 0.086), (β = 0.016, t = 0.266; LL = -0.089, UL = 0.133) and in Pakistan (β = 0.048, t = 0.837; LL = -0.045, UL = 0.140), (β = 0.086, t = 1.175; LL = -0.032, UL = 0.207) respectively, thus H13 and H15 were also not supported.

179

Hypothesis 14 predicted a direct positive and significant relationship between leaders' others-emotions appraisal and followers' positive emotional reactions for Malaysia (β = 0.134, t = 2.361; LL = 0.046, UL = 0.234) and for Pakistan (β = 0.106, t = 1.656; LL = 0.010, UL = 0.210), hence H14 is supported for both countries. Moreover, Leaders' use of emotions is also positively and significantly related to followers' positive emotional reactions for Malaysia (β = 0.171, t = 2.636; LL = 0.065, UL = 0.277) and for Pakistan (β = 0.201, t = 2.514; LL = 0.064, UL = 0.325), hence H16 is also supported.

As shown in Table 4.21, leaders' self-emotions appraisal has significant and positive relationship with followers' task performance in Malaysian context (β = 0.178, t = 3.331; LL = 0.092, UL = 0.265), but same relationship is found to be insignificant in Pakistani (β = 0.010, t = 0.299; LL = -0.060, UL = 0.082), thereupon H17 was supported for Malaysia but not supported for Pakistan. It was also found that leaders' others-emotions appraisal is not related to followers' task performance in Malaysia (β = 0.048, t = 1.036; LL = -0.030, UL = 0.122), but same relationship is significant in Pakistan (β = 0.090, t = 1.918; LL = 0.016, UL = 0.182), therefore H18 is not supported in Malaysian context but empirically supported for Pakistan. Findings of this study also revealed that leaders' regulation of emotions was a significant predictor for followers' task performance in Malaysia (β = 0.155, t = 2.732; LL = 0.055, UL = 0.243) and for Pakistan (β = 0.090, t = 1.793; LL = 0.008, UL = 0.173), consequently H19 was supported. Furthermore, leaders' use of emotions is not a significant predictor for followers' task performance in Malaysia (β = -0.040, t = 0.808; LL = -0.130, UL = 0.045), but leaders' use of emotions has significant and positive relationship with followers' task performance for Pakistan (β = 0.180, t = 3.018; LL =

0.080, UL = 0.277), thereupon H20 is not supported for Malaysia but supported in Pakistani context.

Besides this, leaders' self-emotions appraisal is not related to followers' organizational citizenship behavior for Malaysia (β = 0.040, t = 0.900; LL = -0.032, UL = 0.112) but this relationship is significant for Pakistan (β = 0.075, t = 1.686; LL = 0.001, UL = 0.146), henceforth H21 was not supported for Malaysia but supported in Pakistani context. Leaders' others-emotions appraisal and leaders' regulation of emotions are significantly related to followers' organizational citizenship behavior in Malaysia (β = 0.193, t = 3.834; LL = 0.106, UL = 0.273), (β = 0.105, t = 1.790; LL = 0.006, UL = 0.202) and in Pakistan (β = 0.106, t = 2.019; LL = 0.018, UL = 0.191), (β = 0.145, t = 2.633; LL = 0.049, UL = 0.234) respectively, hence H22 and H23 were supported. Leaders' use of emotions is positively and significantly related to followers' organizational citizenship behavior for Malaysia (β = 0.170, t = 2.993; LL = 0.074, UL = 0.261) but same relationship is insignificant in Pakistani context (β = -0.010, t = 0.286; LL = -0.106, UL = 0.075), thereby H24 is supported for Malaysia but not supported for Pakistan.

Refer to Table 4.21, leaders' emotional consonance was positively and significantly related to followers' emotional engagement for Malaysia (β = 0.218, t = 2.645; LL = 0.082, UL = 0.353) and for Pakistan (β = 0.170, t = 2.616; LL = 0.062, UL = 0.275), followers' positive emotional reactions for Malaysia (β = 0.199, t = 3.129; LL = 0.088, UL = 0.298) and for Pakistan (β = 0.172, t = 2.213; LL = 0.050, UL = 0.304), so H25 and H26 were supported. Moreover, it was found that leaders' emotional consonance is not related to followers' task performance in Malaysia (β = -0.012, t = 0.250; LL = -0.088, UL = 0.063) and for Pakistan (β = 0.082, t = 1.565; LL = -0.002, UL = 0.169),

thus H27 was not supported. Results proved a significant and positive relationship between leaders' emotional consonance and followers' organizational citizenship behavior for Malaysia (β = 0.169, t = 2.846; LL = 0.071, UL = 0.266) but this relationship is insignificant in Pakistani scenario (β = 0.005, t = 0.114; LL = -0.063, UL = 0.069), hence H28 is supported for Malaysia but not supported for Pakistan.

As shown in Table 4.21, leaders' surface acting negatively and significantly contributed to the prediction of perceived transformational leadership in the Malaysian context (β = -0.447, t = 9.713; LL = -0.521, UL = -0.371) and the Pakistani context (β = -0.224, t = 4.169; LL = -0.313, UL = -0.139), and H29 was supported. While, on the other hands, leaders' deep acting was also significantly and positively related to the transformational leadership perceptions for Malaysia (β = 0.081, t = 2.323; LL = 0.025, UL = 0.140) and for Pakistan (β = 0.113, t = 3.658; LL = 0.063, UL = 0.165), consequently, H30 was supported.

Moreover, results predicted a direct positive and significant association of leaders' self-emotions appraisal, leaders' regulation of emotions and leaders' use of emotions with perceived transformational leadership in the Malaysian context (β = 0.072, t = 1.909; LL = 0.008, UL = 0.131), (β = 0.226, t = 4.975; LL = 0.153, UL = 0.303), (β = 0.144, t = 2.901; LL = 0.066, UL = 0.229) respectively and for Pakistan (β = 0.146, t = 5.066; LL = 0.100, UL = 0.196), (β = 0.258, t = 6.578; LL = 0.192, UL = 0.321), (β = 0.172, t = 4.005; LL = 0.104, UL = 0.246) respectively, thereupon H31, H33 and H34 were supported. It was also found that leaders' others-emotions appraisal is not a significant predictor for perceived transformational leadership in Malaysia (β = -0.005, t = 0.108; LL = -0.075, UL = 0.070), but leaders' others-emotions appraisal has significant association with perceived transformational leadership in Pakistani context

182

(β = 0.306, t = 6.870; LL = 0.232, UL = 0.377), therefore H32 is not supported for Malaysia but supported in Pakistan.

Table 4.21 also postulated that leaders' emotional consonance also significantly and positively predicted the perceived transformational leadership for Malaysia (β = 0.235, t = 4.876; LL = 0.153, UL = 0.314) and for Pakistan (β = 0.121, t = 3.905; LL = 0.072, UL = 0.173), accordingly H35 was supported. Furthermore, results also divulged that perceived transformational leadership had a positive and significant relationship with followers' emotional engagement (β = 0.288, t = 3.412; LL = 0.143, UL = 0.423), followers' positive emotional reactions (β = 0.197, t = 2.207; LL = 0.047, UL = 0.339), followers' task performance (β = 0.580, t = 9.765; LL = 0.481, UL = 0.678) and followers' organizational citizenship behavior (β = 0.368, t = 5.852; LL = 0.266, UL = 0.475) in the Malaysian context and H36, H37, H38 and H39 were supported, respectively for Malaysia.

Additionally, as shown in Table 4.21, it was found that there was a direct positive and significant relationship of perceived transformational leadership with followers' emotional engagement (β = 0.485, t = 4.970; LL = 0.318, UL = 0.638), followers' task performance (β = 0.654, t = 9.332; LL = 0.534, UL = 0.764) and followers' organizational citizenship behavior (β = 0.507, t = 5.894; LL = 0.364, UL = 0.644), hence H36, H38 and H39 were supported, respectively, in the Pakistani context. Refer to Table 4.21, the results showed that perceived transformational leadership was not related to followers' positive emotional reactions (β = 0.171, t = 1.599; LL = -0.002, UL = 0.347), so H37 was not supported in the Pakistani context. Moreover, refer to Figure 4.3 and Figure 4.4, t-values were highlighted with the structural model.

183

Table 4. 21
Path Analysis

		Malaysia						Pakistan					
Hypotheses	Relationships	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H1	SA -> FEE	-0.081	0.076	1.066	-0.206	0.042	Not Supported	0.047	0.063	0.740	-0.064	0.141	Not Supported
H2	DA -> FEE	0.061	0.045	1.361	-0.012	0.135	Not Supported	0.054	0.042	1.281	-0.021	0.119	Not Supported
H3	SA -> PER	-0.011	0.079	0.139	-0.151	0.107	Not Supported	-0.124	0.071	1.735*	-0.236	-0.004	Supported
H4	DA -> PER	0.164	0.045	3.605**	0.089	0.236	Supported	0.104	0.049	2.118*	0.023	0.185	Supported
H5	SA -> TP	-0.063	0.054	1.175	-0.156	0.020	Not Supported	0.171	0.039	4.361**	0.106	0.235	Not Supported
H6	DA -> TP	0.035	0.033	1.075	-0.020	0.087	Not Supported	0.022	0.033	0.649	-0.038	0.073	Not Supported
H7	SA -> OCB	-0.144	0.045	3.176**	-0.217	-0.06	Supported	-0.137	0.052	2.658**	-0.228	-0.06	Supported
H8	DA -> OCB	0.026	0.035	0.757	-0.035	0.080	Not Supported	0.016	0.035	0.462	-0.043	0.071	Not Supported
H9	SEA -> FEE	0.010	0.053	0.183	-0.079	0.095	Not Supported	0.009	0.054	0.164	-0.075	0.102	Not Supported
H10	OEA -> FEE	0.117	0.066	1.763*	0.004	0.223	Supported	-0.033	0.062	0.531	-0.134	0.069	Not Supported
H11	ROE -> FEE	0.023	0.078	0.300	-0.102	0.153	Not Supported	0.040	0.064	0.618	-0.070	0.143	Not Supported
H12	UOE -> FEE	0.004	0.070	0.057	-0.122	0.109	Not Supported	0.044	0.075	0.593	-0.071	0.172	Not Supported
H13	SEA -> PER	-0.018	0.060	0.295	-0.111	0.086	Not Supported	0.048	0.057	0.837	-0.045	0.140	Not Supported
H14	OEA -> PER	0.134	0.057	2.361**	0.046	0.234	Supported	0.106	0.064	1.656*	0.010	0.210	Supported

184

Table 4.21 (Continued)

		Malaysia						Pakistan					
Hypotheses	Relationships	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H15	ROE -> PER	0.016	0.060	0.266	-0.089	0.113	Not Supported	0.086	0.073	1.175	-0.032	0.207	Not Supported
H16	UOE -> PER	0.171	0.065	2.636**	0.065	0.277	Supported	0.201	0.080	2.514**	0.064	0.325	Supported
H17	SEA -> TP	0.178	0.053	3.331**	0.092	0.265	Supported	0.010	0.044	0.229	-0.060	0.082	Not Supported
H18	OEA -> TP	0.048	0.046	1.036	-0.030	0.122	Not Supported	0.090	0.050	1.918*	0.016	0.182	Supported
H19	ROE -> TP	0.155	0.057	2.732**	0.055	0.243	Supported	0.090	0.050	1.793*	0.008	0.173	Supported
H20	UOE -> TP	-0.044	0.054	0.808	-0.130	0.045	Not Supported	0.180	0.060	3.018**	0.080	0.277	Supported
H21	SEA -> OCB	0.040	0.045	0.900	-0.032	0.112	Not Supported	0.075	0.044	1.686*	0.001	0.146	Supported
H22	OEA -> OCB	0.193	0.050	3.834**	0.106	0.273	Supported	0.106	0.052	2.019*	0.018	0.191	Supported
H23	ROE -> OCB	0.105	0.059	1.790*	0.006	0.202	Supported	0.145	0.055	2.633**	0.049	0.234	Supported
H24	UOE -> OCB	0.170	0.057	2.993**	0.074	0.261	Supported	-0.01	0.055	0.286	-0.106	0.075	Not Supported
H25	EC -> FEE	0.218	0.082	2.645**	0.082	0.353	Supported	0.170	0.065	2.616**	0.062	0.275	Supported
H26	EC -> PER	0.199	0.063	3.129**	0.088	0.298	Supported	0.172	0.078	2.213*	0.050	0.304	Supported
H27	EC -> TP	-0.012	0.047	0.250	-0.088	0.063	Not Supported	0.082	0.052	1.565	-0.002	0.169	Not Supported
H28	EC -> OCB	0.169	0.059	2.846	0.071	0.266	Supported	0.005	0.040	0.114	-0.063	0.069	Not Supported

Table 4.21 (Continued)

Hypotheses	Relationships	Malaysia						Pakistan					
		Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H29	SA -> PTL	-0.447	0.046	9.713**	-0.521	-0.371	Supported	-0.224	0.054	4.169**	-0.313	-0.139	Supported
H30	DA -> PTL	0.081	0.035	2.323*	0.025	0.140	Supported	0.113	0.031	3.658**	0.063	0.165	Supported
H31	SEA -> PTL	0.072	0.038	1.909*	0.008	0.131	Supported	0.146	0.029	5.066**	0.100	0.196	Supported
H32	OEA -> PTL	-0.005	0.044	0.108	-0.075	0.070	Not Supported	0.306	0.045	6.870**	0.232	0.377	Supported
H33	ROE -> PTL	0.226	0.045	4.975**	0.153	0.303	Supported	0.258	0.039	6.578**	0.192	0.321	Supported
H34	UOE -> PTL	0.144	0.049	2.901**	0.066	0.229	Supported	0.172	0.043	4.005**	0.104	0.246	Supported
H35	EC -> PTL	0.235	0.048	4.876**	0.153	0.314	Supported	0.121	0.031	3.905**	0.072	0.173	Supported
H36	PTL -> FEE	0.288	0.084	3.412**	0.143	0.423	Supported	0.485	0.098	4.970**	0.318	0.638	Supported
H37	PTL -> PER	0.197	0.089	2.207*	0.047	0.339	Supported	0.171	0.107	1.599	-0.002	0.347	Not Supported
H38	PTL -> TP	0.580	0.059	9.765**	0.481	0.678	Supported	0.654	0.070	9.332**	0.534	0.764	Supported
H39	PTL -> OCB	0.368	0.063	5.852**	0.266	0.475	Supported	0.507	0.086	5.894**	0.364	0.644	Supported

Note: *p < 0.05 (t >1.645); **p < 0.01 (t > 2.33)

SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; PTL- Perceived Transformational Leadership; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior; L.L.- Lower Limits; U.L.- Upper Limits.

4.9.2. Indirect Effects

After the direct relationships were tested, the mediation test was performed. This study followed the steps defined by Hayes (2009). Bootstrapping (3000 Subsamples) was performed to test the indirect effects in Smart PLS 3 and Table 4.22 shows the indirect effects. Refer to Table 4.22, the indirect effect for leaders' surface acting (β = -0.129, t = 3.020; LL = -0.203, UL = -0.064) and leaders' deep acting (β = 0.123, t = 3.727; LL = 0.092, UL = 0.275) with respect to followers' emotional engagement indicated that perceived transformational leadership significantly mediated and explained the relationship of surface acting and deep acting with followers' emotional engagement, so H40 and H41 were supported in the Malaysian context. For Pakistan, perceived transformational leadership also significantly mediated the relationship of surface acting (β = -0.109, t = 4.190; LL = -0.160, UL = -0.072) and deep acting (β = 0.055, t = 3.389; LL = 0.031, UL = 0.085) with followers' emotional engagement, by that means H40 and H41 were supported in Pakistani context.

Furthermore, as shown in Table 4.22, transformational leadership perceptions also significantly mediated the associations of leaders' surface acting and followers' positive emotional reactions (β = -0.088, t = 2.171; LL = -0.154, UL = -0.022), hence, H42 was supported for Malaysia, but this indirect effect was found to be insignificant (β = -0.038, t = 1.209; LL = -0.099, UL = -0.001) in the Pakistani context, so H42 was not supported for Pakistan. Meanwhile, no mediation was found between leaders' deep acting and followers' positive emotional reactions for Malaysia (β = 0.016, t = 1.487; LL = 0.003, UL = 0.040) and for Pakistan (β = 0.019, t =1.297; LL = 0.001, UL = 0.049), as a result H43 was not supported for both countries.

Moreover, refer to Table 4.22, the indirect effect for leaders' surface acting (β = -0.259, t = 8.064; LL = -0.314, UL = -0.209) and leaders' deep acting (β = 0.047, t = 2.291; LL = 0.015, UL = 0.083) with respect to followers' task performance indicated that perceived transformational leadership significantly mediated and explained the relationship of surface acting and deep acting with followers' task performance, consequently H44 and H45 were supported in the Malaysian context. Similarly, for the Pakistani context, perceived transformational leadership also significantly mediated the relationship of leaders' surface acting (β = -0.147, t = 3.643; LL = -0.217, UL = -0.086) and leaders' deep acting (β = 0.074, t = 3.553; LL = 0.042, UL = 0.111) with followers' task performance, therefore H44 and H45 were supported.

Table 4.22 postulated that perceived transformational leadership also significantly mediated the relationship of leaders' surface acting (β = -0.164, t = 5.406; LL = -0.219, UL = -0.117) and leaders' deep acting (β = 0.030, t = 2.123; LL = 0.010, UL = 0.056) with followers' organizational citizenship behavior, subsequently H46 and H47 were supported in the Malaysian context. Similarly, in the Pakistani context, the indirect effect for leaders' surface acting (β = -0.114, t = 3.850; LL = -0.168, UL = -0.071) and leaders' deep acting (β = 0.057, t = 3.405; LL = 0.033, UL = 0.090) with respect to followers' organizational citizenship behavior also indicated that perceived transformational leadership also mediated the relationship of leaders' surface acting and deep acting with followers' organizational citizenship behavior, thusly H46 and H47 were supported in the Pakistani context.

Additionally, no mediation of perceived transformational leadership was found in the association of leaders' self-emotions appraisal and others-emotions appraisal with followers' emotional engagement in Malaysian context (β = 0.021, t = 1.683; LL = 0.004, UL = 0.045) and (β = -0.001, t = 0.104; LL = -0.023, UL = 0.020) respectively, subsequently H48 and H49 were not supported for Malaysia. While on the other hands, perceived transformational leadership significantly mediated the association of leaders' self-emotions appraisal and others-emotions appraisal with followers' emotional engagement in Pakistani context (β = 0.071, t = 3.305; LL = 0.041, UL = 0.114) and (β = 0.148, t = 4.096; LL = 0.093, UL = 0.214), consequently H48 and H49 were supported in Pakistan. Refer to Table 4.22, In Malaysian context, perceived transformational leadership significantly mediated the relationship of leaders' regulation of emotions (β = 0.065, t = 2.714; LL = 0.032, UL = 0.111) and leaders' use of emotions (β = 0.041, t = 2.544; LL = 0.020, UL = 0.076) with followers' emotional engagement. While in Pakistani context, perceived transformational leadership also significantly mediated the relationship of leaders' regulation of emotions (β = 0.125, t = 3.743; LL = 0.077, UL = 0.192) and leaders' use of emotions (β = 0.084, t = 2.736; LL = 0.041, UL = 0.145) with followers' emotional engagement, thereby H50 and H51 were supported for both countries.

Refer to Table 4.22, it was found that perceived transformational leadership did not mediate the relationship of leaders' self-emotions appraisal (β = 0.014, t = 1.329; LL = 0.001, UL = 0.037), leaders' others-emotions appraisal (β = -0.001, t = 0.101; LL = -0.015, UL = 0.014), and leaders' use of emotions (β = 0.028, t = 1.646; LL = 0.007, UL = 0.068) with followers positive emotional reactions in Malaysian context, thus H52, H53, and H55 were not supported. Results showed significant indirect effect between leaders' regulation of emotions and followers' positive emotional reactions

189

(β = 0.044, t = 2.232; LL = 0.015, UL = 0.081), subsequently H54 is supported for Malaysia.

In Pakistani context, it was also found that perceived transformational leadership did not mediate the relationship of leaders' self-emotions appraisal (β = 0.025, t = 1.666; LL = 0.003, UL = 0.053), others-emotions appraisal (β = 0.052, t = 1.677; LL = 0.003, UL = 0.109), regulation of emotions (β = 0.044, t = 1.761; LL = 0.003, UL = 0.090), and use of emotions (β = 0.029, t = 1.562; LL = 0.003, UL = 0.065) with followers' positive emotional reactions, so H52, H53, H54, and H55 were not statistically supported for Pakistan.

Besides this, perceived transformational leadership significantly mediated the relationship of leaders' self-emotions appraisal, regulation of emotions, and use of emotions with followers' task performance with significant indirect effects (β = 0.042, t = 2.100; LL = 0.005, UL = 0.079), (β = 0.131, t = 4.075; LL = 0.084, UL = 0.191), and (β = 0.083, t = 2.680; LL = 0.036, UL = 0.140) respectively, hence H56, H58 and H59 were supported for Malaysia. Moreover, no mediation was found in the relationship of leaders' others-emotions appraisal and followers' task performance as the indirect effect was insignificant (β = -0.003, t = 0.108; LL = -0.044, UL = 0.040), because of that H57 was not supported in Malaysia.

In Pakistani context, it was also found that perceived transformational leadership significantly mediated the relationship of leaders' self-emotions appraisal (β = 0.096, t = 4.776; LL = 0.065, UL = 0.131), others-emotions appraisal (β = 0.200, t = 5.819; LL = 0.148, UL = 0.263), regulation of emotions (β = 0.169, t = 5.702; LL = 0.124, UL = 0.224), and use of emotions (β = 0.113, t = 3.410; LL = 0.064, UL = 0.174) with

190

followers' task performance, hence H56, H57, H58, and H59 were statistically supported for Pakistan.

Refer to Table 4.22, it can be seen that perceived transformational leadership mediates the association of leaders' self-emotions appraisal, regulation of emotions, and use of emotions with followers' organizational citizenship behavior by significant indirect effects ($\beta = 0.026$, t = 2.166; LL = 0.005, UL = 0052), ($\beta = 0.083$, t = 3.678; LL = 0.051, UL = 0.129), and ($\beta = 0.053$, t = 2.490; LL = 0.024, UL = 0.096) respectively, by that means H60, H62 and H63 were supported in Malaysian context. Moreover, no mediation was found between leaders' others-emotions appraisal and followers' organizational citizenship behavior ($\beta = -0.002$, t = 0.108; LL = -0.028, UL = 0.026), therefore H61 was not supported for Malaysia.

In Pakistani context, it was also found that perceived transformational leadership significantly mediated the relationship of leaders' self-emotions appraisal ($\beta = 0.074$, t = 4.014; LL = 0.048, UL = 0.110), others-emotions appraisal ($\beta = 0.155$, t = 4.509; LL = 0.104, UL = 0.219), regulation of emotions ($\beta = 0.131$, t = 4.573; LL = 0.090, UL = 0.185), and use of emotions ($\beta = 0.087$, t = 2.904; LL = 0.046, UL = 0.146) with followers' organizational citizenship behavior, hence H60, H61, H62, and H63 were statistically supported for Pakistan.

Moreover, findings revealed that perceived transformational leadership mediated the association of leaders' emotional consonance with followers' emotional engagement ($\beta = 0.068$, t = 2.634; LL = 0.032, UL = 0.117), positive emotional reactions ($\beta = 0.046$, t = 2.095; LL = 0.015, UL = 0.088), task performance ($\beta = 0.136$, t = 4.222; LL = 0.088, UL = 0.197), and organizational citizenship behavior ($\beta = 0.086$, t = 3.688;

191

LL = 0.053, UL = 0.131), consequently H64, H65, H66, and H67 were supported in Malaysian context.

In Pakistani context, It was also found that perceived transformational leadership mediated the relationship of leaders' emotional consonance with followers' emotional engagement (β = 0.059, t = 3.105; LL = 0.033, UL = 0.096), followers' task performance (β = 0.079, t = 3.564; LL = 0.045, UL = 0.118), and followers' organizational citizenship behavior (β = 0.061, t = 3.246; LL = 0.035, UL = 0.099), thereupon H64, H66, and H67 were supported. Moreover, no mediation was found between leaders' emotional consonance and followers' positive emotional reactions (β = 0.021, t = 1.379; LL = 0.002, UL = 0.051), therefore H65 was not supported for Pakistan.

Table 4. 22
Indirect Effects

		Malaysia						Pakistan					
Hypotheses	**Relationships**	**Std. beta**	**Std. Error**	**t-Value**	**L.L**	**U.L.**	**Decision**	**Std. beta**	**Std. Error**	**t-Value**	**L.L**	**U.L.**	**Decision**
H40	SA -> PTL -> FEE	-0.129	0.043	3.020**	-0.203	-0.064	Supported	-0.109	0.026	4.190**	-0.160	-0.072	Supported
H41	DA -> PTL -> FEE	0.123	0.033	3.727**	0.092	0.275	Supported	0.055	0.016	3.389**	0.031	0.085	Supported
H42	SA -> PTL -> PER	-0.088	0.040	2.171*	-0.154	-0.022	Supported	-0.038	0.032	1.209	-0.099	-0.001	Not Supported
H43	DA -> PTL -> PER	0.016	0.011	1.487	0.003	0.040	Not Supported	0.019	0.015	1.297	0.001	0.049	Not Supported
H44	SA -> PTL -> TP	-0.259	0.032	8.064**	-0.314	-0.209	Supported	-0.147	0.040	3.643**	-0.217	-0.086	Supported
H45	DA -> PTL -> TP	0.047	0.021	2.291*	0.015	0.083	Supported	0.074	0.021	3.553**	0.042	0.111	Supported
H46	SA -> PTL -> OCB	-0.164	0.030	5.406**	-0.219	-0.117	Supported	-0.114	0.030	3.850**	-0.168	-0.071	Supported
H47	DA -> PTL -> OCB	0.030	0.014	2.123*	0.010	0.056	Supported	0.057	0.017	3.405**	0.033	0.090	Supported
H48	SEA -> PTL -> FEE	0.021	0.012	1.683	0.004	0.045	Not Supported	0.071	0.021	3.305**	0.041	0.114	Supported
H49	OEA -> PTL -> FEE	-0.001	0.013	0.104	-0.023	0.020	Not Supported	0.148	0.036	4.096**	0.093	0.214	Supported
H50	ROE -> PTL -> FEE	0.065	0.024	2.714**	0.032	0.111	Supported	0.125	0.033	3.743**	0.077	0.192	Supported
H51	UOE -> PTL -> FEE	0.041	0.016	2.544*	0.020	0.076	Supported	0.084	0.031	2.736**	0.041	0.145	Supported

Table 4.22 (Continued)

		Malaysia						Pakistan					
Hypotheses	Relationships	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H52	SEA -> PTL -> PER	0.014	0.011	1.329	0.001	0.037	Not Supported	0.025	0.015	1.666	0.003	0.053	Not Supported
H53	OEA -> PTL -> PER	-0.001	0.009	0.101	-0.015	0.014	Not Supported	0.052	0.031	1.677	0.003	0.109	Not Supported
H54	ROE -> PTL -> PER	0.044	0.020	2.232*	0.015	0.081	Supported	0.044	0.025	1.761	0.003	0.090	Not Supported
H55	UOE -> PTL -> PER	0.028	0.018	1.646	0.007	0.068	Not Supported	0.029	0.019	1.562	0.003	0.065	Not Supported
H56	SEA -> PTL -> TP	0.042	0.020	2.100**	0.005	0.079	Supported	0.096	0.020	4.776**	0.065	0.131	Supported
H57	OEA -> PTL -> TP	-0.003	0.026	0.108	-0.044	0.040	Not Supported	0.200	0.034	5.819**	0.148	0.263	Supported
H58	ROE -> PTL -> TP	0.131	0.032	4.075**	0.084	0.191	Supported	0.169	0.030	5.702**	0.124	0.224	Supported
H59	UOE -> PTL -> TP	0.083	0.031	2.680**	0.036	0.140	Supported	0.113	0.033	3.410**	0.064	0.174	Supported
H60	SEA -> PTL -> OCB	0.026	0.012	2.166	0.005	0.052	Supported	0.074	0.018	4.014**	0.048	0.110	Supported
H61	OEA -> PTL -> OCB	-0.002	0.016	0.108	-0.028	0.026	Not Supported	0.155	0.034	4.509**	0.104	0.219	Supported
H62	ROE -> PTL -> OCB	0.083	0.023	3.678**	0.051	0.129	Supported	0.131	0.029	4.573**	0.090	0.185	Supported
H63	UOE -> PTL -> OCB	0.053	0.021	2.490*	0.024	0.096	Supported	0.087	0.030	2.904**	0.046	0.146	Supported

Table 4.22 (Continued)

		Malaysia						Pakistan					
Hypotheses	Relationships	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H64	EC -> PTL -> FEE	0.068	0.026	2.634**	0.032	0.117	Supported	0.059	0.019	3.105**	0.033	0.096	Supported
H65	EC -> PTL -> PER	0.046	0.022	2.095*	0.015	0.088	Supported	0.021	0.015	1.379	0.002	0.051	Not Supported
H66	EC -> PTL -> TP	0.136	0.032	4.222**	0.088	0.197	Supported	0.079	0.022	3.564**	0.045	0.118	Supported
H67	EC -> PTL -> OCB	0.086	0.023	3.688**	0.053	0.131	Supported	0.061	0.019	3.246**	0.035	0.099	Supported

Note: $*p < 0.05$ (t >1.96); $**p < 0.01$ (t > 2.58)

SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; PTL- Perceived Transformational Leadership; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior; L.L.- Lower Limits; U.L.- Upper Limits
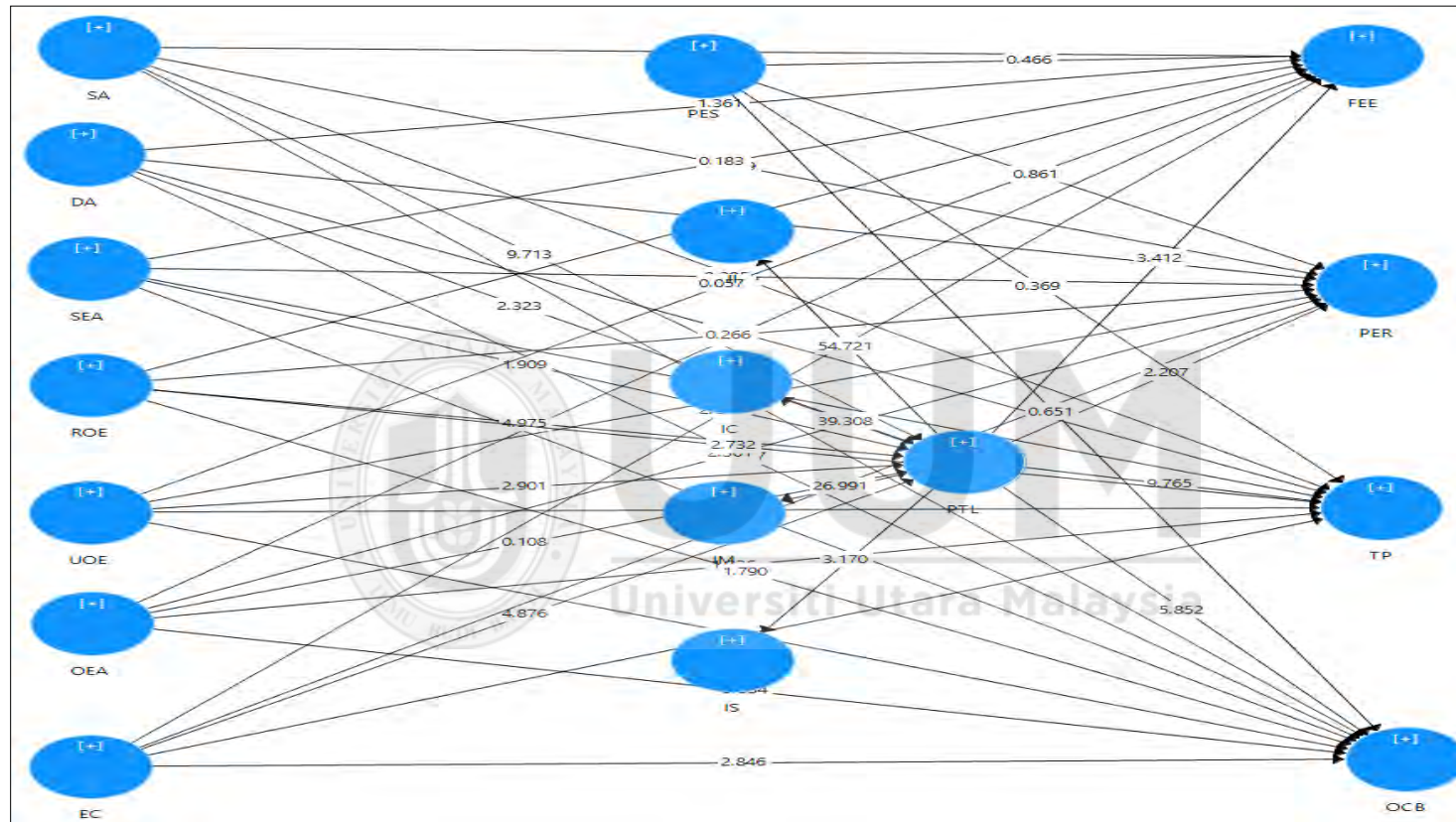
Figure 4. 3
Path Coefficients of Structural Model (Malaysia)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

196
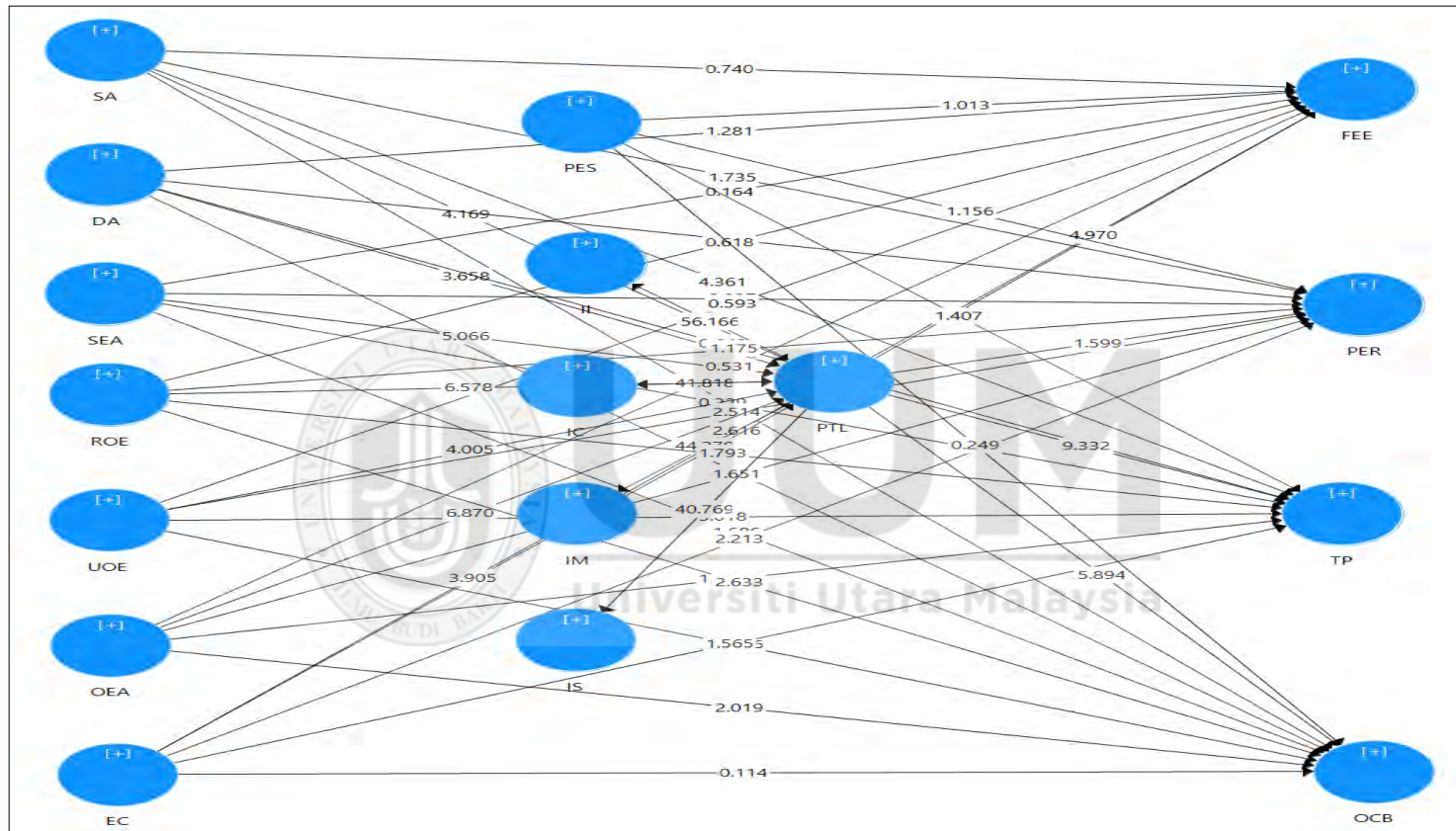
Figure 4. 4
Path Coefficients of Structural Model (Pakistan)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

4.9.3 Assessment of the Coefficient of Determination (R^2)

The coefficient of determination (R^2) is the variance explained in the endogenous construct by all the exogenous constructs (Henseler et al., 2009). The R^2 is the predictive power of all the endogenous constructs in the structural model and it reflects the combined effect of all the exogenous constructs on the endogenous constructs (Chin, 2010; Hair et al., 2014; Henseler et al., 2009).

Besides this, Gotz, Liehr-Gobbers, and Krafft (2010) identified that the coefficient of determination (R^2) is an alternative approach to assess the quality of a structural model in variance-based structural equation modeling (SEM); the same as the goodness of fit in covariance-based structural equation modeling (SEM). Moreover, there are different criteria used to evaluate it, such as Chin (1998a) and Cohen (1988) who suggested a rule of thumb for the R^2 value. The R^2 value can be described as weak (0.02), moderate (0.13) and substantial (0.26) for the endogenous constructs (Cohen, 1992). On the other hands, Chin (2010) reported that R^2 values of 0.25, 050 and 0.75 for the endogenous constructs are deemed as weak, moderate and substantial, respectively. Similarly, another study by Chin (1998b) also suggested that R^2 values of 0.19, 0.33 and 0.67 in PLS-SEM can be deemed as weak, moderate and substantial. Table 4.23 shows the R^2 values for all the endogenous variables.

Referring to Table 4.23, the exogenous constructs (surface acting, deep acting, self-emotions appraisal, others-emotions appraisal, regulation of emotions, use of emotions, and emotional consonance) contributed 69.3% and 76.3% of the variance in perceived transformational leadership for Malaysia and Pakistan, respectively. Similarly, all the predictors also explained the variance of 38.4% and 42.2% in followers' emotional

198

engagement for both countries, respectively. Table 4.23 also elucidated that 41.6% and 37% of the variance in followers' positive emotional reactions was also explained by all the exogenous constructs in the Malaysian and Pakistani contexts, respectively. Moreover, as can be seen in Table 4.23, all the predictors accounted for 65.8% and 62% of the variance in followers' task performance for both countries, respectively.

Lastly, all the exogenous variables also explained 59.4% and 62.2% of the variance in followers' organizational citizenship behavior in the Malaysian and Pakistani contexts, respectively. Hence, the values of the R^2 for all the endogenous constructs were substantial as all the values were greater than 0.26 (Cohen, 1992). Henseler et al. (2009) described that the R^2 values for all the endogenous constructs with three or more predictors (exogenous constructs) should be at least substantial; consequently, that criterion was met in this study.

Table 4. 23
R-square of Endogenous Constructs

Construct	Malaysia		Pakistan	
	R^2	Effect	R^2	Effect
Perceived Transformational Leadership	0.693	Substantial	0.763	Substantial
Followers' Emotional Engagement	0.384	Substantial	0.422	Substantial
Followers' Positive Emotional Reactions	0.416	Substantial	0.370	Substantial
Followers' Task Performance	0.658	Substantial	0.620	Substantial
Followers' Organizational Citizenship Behavior	0.594	Substantial	0.622	Substantial

4.9.4 Assessment of the Effect Size (f^2)

Chin (2010), defined that the effect size refers to the influence of the exogenous constructs on the endogenous constructs through the change of the R^2 value. Meanwhile, the f^2 value could be measured by focusing on the change in the R^2 value when a specific latent construct has been eliminated from the model (Cohen, 2013). According to Cohen (2013), f^2 values of 0.35, 0.15 and 0.02 are considered large, medium and small, respectively**.**

Table 4.24 has shown the effect sizes for all the path coefficients of both countries. The results enlightened that surface acting had a large effect on perceived transformational leadership ($f^2 > 0.35$) in the Malaysian context. There was a medium effect size ($0.35 > f^2 > 0.15$) with respect to perceived transformational leadership to followers' task performance in the Malaysian perspective. Meanwhile, there was a medium effect size with respect to surface acting to perceived transformational leadership, others-emotions regulation to perceived transformational leadership, regulation of emotions to perceived transformational leadership, perceived transformational leadership to task performance and organizational citizenship behavior in Pakistani context. All other significant relationships had small effects ($0.15 > f^2 > 0.02$) and there were few predictors that had no effect on the endogenous constructs as they were not statistically significant.

Table 4. 24
Effect Size

	Malaysia		Pakistan	
	f^2	Effect	f^2	Effect
Surface Acting->Followers' Emotional Engagement	0.006	No Effect	0.002	No Effect
Surface Acting->Followers' Positive Emotional Reactions	0.001	No Effect	0.016	No Effect
Surface Acting->Followers' Task Performance	0.006	No Effect	0.050	Small
Surface Acting-> Followers' Organizational Citizenship Behavior	0.027	Small	0.033	Small
Surface Acting->Perceived Transformational Leadership	0.525	Large	0.165	Medium
Deep Acting->Followers' Emotional Engagement	0.005	No Effect	0.004	No Effect
Deep Acting->Followers' Positive Emotional Reactions	0.039	Small	0.014	No Effect
Deep Acting-> Followers' Task Performance	0.003	No Effect	0.001	No Effect
Deep Acting-> Followers' Organizational Citizenship Behavior	0.001	No Effect	0.001	No Effect
Deep Acting->Perceived Transformational Leadership	0.019	No Effect	0.048	Small
Self-Emotions Appraisal->Followers' Emotional Engagement	0.001	No Effect	0.001	No Effect
Self-Emotions Appraisal->Followers' Positive Emotional Reactions	0.001	No Effect	0.002	No Effect
Self-Emotions Appraisal->Followers' Task Performance	0.053	Small	0.001	No Effect
Self-Emotions Appraisal->Followers' Organizational Citizenship Behavior	0.002	No Effect	0.008	No Effect
Self-Emotions Appraisal->Perceived Transformational Leadership	0.002	No Effect	0.051	Small
Others-Emotions Appraisal->Followers' Emotional Engagement	0.011	No Effect	0.001	No Effect
Others-Emotions Appraisal->Followers' Positive Emotional Reactions	0.016	No Effect	0.008	No Effect

Table 4.24 (Continued)

	Malaysia		Pakistan	
	f²	Effect	f²	Effect
Others-Emotions Appraisal->Followers' Task Performance	0.003	No Effect	0.011	No Effect
Others-Emotions Appraisal->Followers' Organizational Citizenship Behavior	0.047	Small	0.013	No Effect
Others-Emotions Appraisal->Perceived Transformational Leadership	0.001	No Effect	0.214	Medium
Regulation of Emotions->Followers' Emotional Engagement	0.001	No Effect	0.001	No Effect
Regulation of Emotions>Followers' Positive Emotional Reactions	0.001	No Effect	0.006	No Effect
Regulation of Emotions->Followers' Task Performance	0.037	Small	0.011	No Effect
Regulation of Emotions->Followers' Organizational Citizenship Behavior	0.014	No Effect	0.030	Small
Regulation of Emotions->Perceived Transformational Leadership	0.097	Small	0.180	Medium
Use of Emotions->Followers' Emotional Engagement	0.001	No Effect	0.001	No Effect
Use of Emotions>Followers' Positive Emotional Reactions	0.022	Small	0.022	Small
Use of Emotions->Followers' Task Performance	0.002	No Effect	0.029	Small
Use of Emotions->Followers' Organizational Citizenship Behavior	0.031	Small	0.001	No Effect
Use of Emotions->Perceived Transformational Leadership	0.030	Small	0.045	Small
Emotional Consonance->Followers' Emotional Engagement	0.040	Small	0.040	Small
Emotional Consonance ->Followers' Positive Emotional Reactions	0.035	Small	0.035	Small
Emotional Consonance ->Followers' Task Performance	0.001	No Effect	0.001	No Effect
Emotional Consonance -> Followers' Organizational Citizenship Behavior	0.037	Small	0.037	Small

Table 4.24 (Continued)

	Malaysia		Pakistan	
	f^2	Effect	f^2	Effect
Emotional Consonance ->Perceived Transformational Leadership	0.103	Small	0.103	Small
Perceived Transformational Leadership> Followers' Emotional Engagement	0.041	Small	0.096	Small
Perceived Transformational Leadership> Followers' Positive Emotional Reactions	0.020	Small	0.011	No Effect
Perceived Transformational Leadership -> Followers' Task Performance	0.298	Medium	0.266	Medium
Perceived Transformational Leadership> Followers' Organizational Citizenship Behavior	0.101	Small	0.161	Medium

203

4.9.5 Testing the Moderating Effect of Perceived Emotional Sincerity

This study employed the product indicator approach to examine the moderating role of perceived emotional sincerity on the relationship of emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement, positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

As suggested by Rigdon, Schumacker, and Wothke (1998), the product indicator approach is deemed appropriate when the moderating construct is continuous in nature. Moreover, Henseler and Fassott (2010) also recommended the use of the product terms approach because the results of this approach presented a better picture as compared to other approaches. Besides this, Cohen (1988) guidelines were also used to determine the effect size of the interaction terms. Table 4.25 illustrates the findings regarding the interaction terms. Table 4.25 shows the hypotheses testing regarding the moderating role of perceived emotional sincerity.

Referring to Table 4.25, perceived emotional sincerity significantly moderated the relationship of leaders' surface acting and followers' emotional engagement as the interaction term (SA*PES) was significant (β = 0.123, t = 2.388; LL = 0.019, UL = 0.184), thereby H68 was supported in the Malaysian context while, on the other hands, this interaction term was not significant (β = 0.068, t = 0.887; LL = -0.250, UL = 0.115) for the same relationship in the Pakistani context, thus H68 was not supported. As can be seen in Table 4.25, the results showed the significant moderating role of perceived emotional sincerity on the relationship of leaders' surface acting on followers' positive emotional reactions (β = 0.103, t = 2.237; LL = 0.014, UL = 0.154) in the Malaysian

context. This interaction term weakened the negative relationship, subsequently H69 was supported for Malaysia. On the other hands, no credible evidence was found for the moderating role of perceived emotional sincerity on the associations of leaders' surface acting and followers' positive emotional reactions because the interaction term was not statistically significant ($\beta = 0.084$, t = 1.247; LL = -0.169, UL = 0.158) in Pakistani context, so H69 was not supported.

Moreover, as shown in Table 4.25, perceived emotional sincerity also significantly moderated the relationship of leaders' surface acting with followers' task performance for Malaysia ($\beta = 0.111$, t = 2.746; LL = 0.025, UL = 0.160) and for Pakistan ($\beta = 0.140$, t = 2.928; LL = 0.057, UL = 0.204), and with followers' organizational citizenship behavior for Malaysia ($\beta = 0.132$, t = 2.962; LL = 0.056, UL = 0.195) and for Pakistan ($\beta = 0.120$, t = 2.423; LL = 0.023, UL = 0.178), thus H70 and H71 were supported, respectively, for both countries.

Besides this, the findings also purported that there was no evidence of moderation found for the relationship of leaders' deep acting and followers' emotional engagement for Malaysia ($\beta = 0.073$, t = 0.725; LL = -0.127, UL = 0.181) and for Pakistan ($\beta = -0.065$, t = 0.711; LL = -0.156, UL = 0.072), henceforth H72 was not supported for both countries. Moreover, there was no credible evidence for the moderating role of perceived emotional sincerity on the associations of leaders' deep acting and followers' positive emotional reactions because the interaction terms were not significant for Malaysia ($\beta = -0.013$, t = 0.170; LL = -0.130, UL = 0.113) and for Pakistan ($\beta = 0.091$, t = 0.816; LL = -0.141, UL = 0.191), thus H73 was also not supported for both countries.

Meanwhile, referring to Table 4.25, perceived emotional sincerity moderated the relationship of leaders' deep acting with followers' task performance for Pakistan (β = 0.154, t = 2.531; LL = 0.116, UL = 0.200), therefore H74 was supported but no moderation was found on the relationship of leaders' deep acting on followers' task performance in Malaysia context (β = 0.128, t = 1.721; LL = -0.094, UL = 0.185), thusly H74 was not supported for Malaysia. Results revealed that perceived emotional sincerity moderated the relationship of leaders' deep acting with followers' organizational citizenship behavior for Malaysia (β = 0.160, t = 2.440; LL = 0.152, UL = 0.203) and for Pakistan (β = 0.137, t = 2.224; LL = 0.071, UL = 0.194), thereby H75 was supported for both countries.

Overall, perceived emotional sincerity weakened the negative relationship between leaders' surface acting and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) for Malaysia. Besides this, In Pakistani context, it was found that perceived emotional sincerity weakened the negative relationship between leaders' surface acting and followers' behaviors (task performance and organizational citizenship behavior). While, on the other hands, perceived emotional sincerity strengthened the positive relationship between leaders' deep acting and followers' behaviors (organizational citizenship behavior) in Malaysian context. While in Pakistani context, perceived emotional sincerity strengthened the positive relationship between leaders' deep acting and followers' behaviors (task performance and organizational citizenship behavior). Referring to Figure 4.5 and Figure 4.6, the moderating effects have been shown in the path diagrams for both countries.

Table 4. 25
Interaction Term

		Malaysia						Pakistan					
Hypotheses	Relationships	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision	Std. beta	Std. Error	t-Value	L.L	U.L.	Decision
H68	SA*PES->FEE	0.123	0.051	2.388*	0.019	0.184	Supported	0.068	0.076	0.887	-0.250	0.115	Not Supported
H69	SA*PES->PER	0.103	0.046	2.237*	0.014	0.154	Supported	0.084	0.067	1.247	-0.169	0.158	Not Supported
H70	SA*PES ->TP	0.111	0.040	2.746**	0.025	0.160	Supported	0.140	0.048	2.928**	0.057	0.204	Supported
H71	SA*PES ->OCB	0.132	0.045	2.962**	0.056	0.195	Supported	0.120	0.049	2.423*	0.023	0.178	Supported
H72	DA*PES ->FEE	0.073	0.101	0.725	-0.127	0.181	Not Supported	-0.065	0.092	0.711	-0.156	0.072	Not Supported
H73	DA*PES ->PER	-0.013	0.078	0.170	-0.130	0.113	Not Supported	0.091	0.111	0.816	-0.141	0.191	Not Supported
H74	DA*PES ->TP	0.128	0.070	1.721	-0.094	0.185	Not Supported	0.154	0.061	2.531*	0.116	0.200	Supported
H75	DA*PES ->OCB	0.160	0.065	2.440	0.152	0.203	Supported	0.137	0.061	2.224*	0.071	0.194	Supported

Note: SA- Surface Acting; DA- Deep Acting; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.
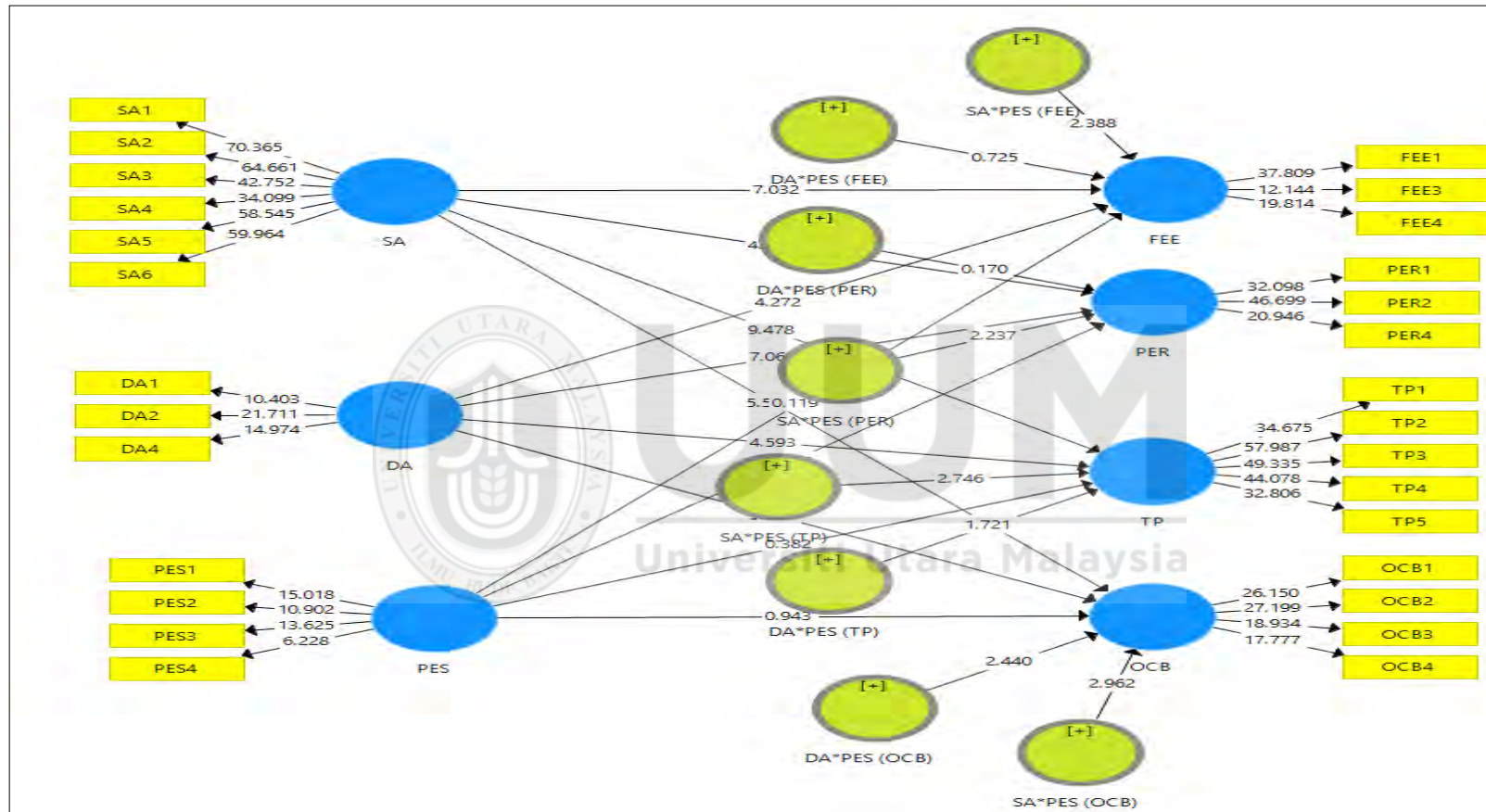
Figure 4. 5
PLS Bootstrapping for Interaction Terms (Malaysia)

Note: SA- Surface Acting; DA- Deep Acting; Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

208
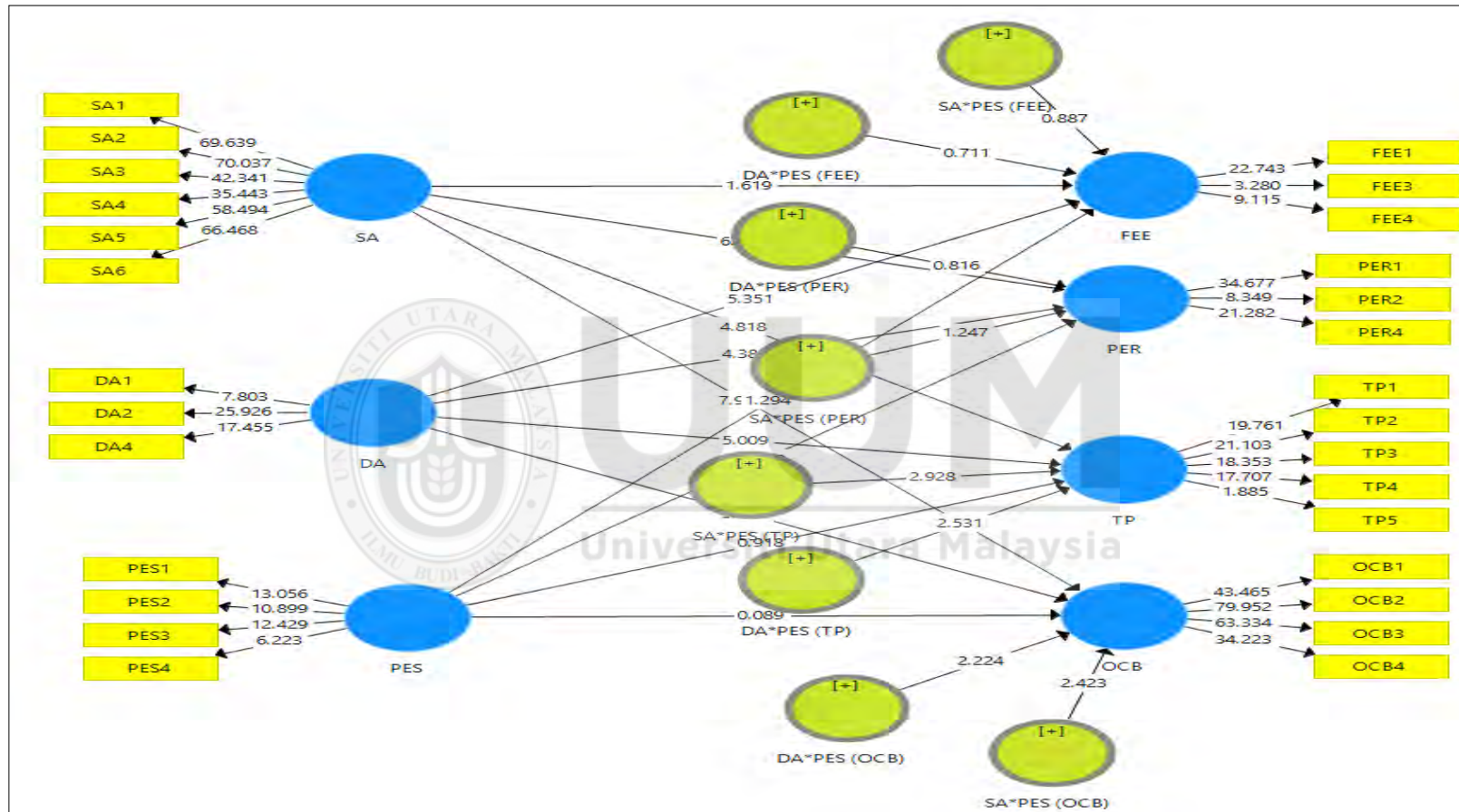
Figure 4. 6
PLS Bootstrapping for Interaction Terms (Pakistan)

Note: SA- Surface Acting; DA- Deep Acting; Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

209

In order to assess the strength of moderating effect of perceived emotional sincerity on relationship between emotional labor strategies (surface acting, deep acting) and followers' attitudes and behaviors (emotional engagement, positive emotional reactions, task performance and organizational citizenship behavior), Cohen's (1988) effect size was calculated. According to Cohen (2013), f^2 values of 0.35, 0.15 and 0.02 are considered large, medium and small, respectively. Table 4.26 indicates that most of the interaction terms have a small effect. As suggested by Chin, Marcolin, and Newsted (2003), low effect size of interaction term did not mean that moderating effect is insignificant. Even a small effect can be evocative and meaningful (Chin et al., 2003).

Table 4. 26
Effect Size for Interaction Terms

Relationships	Malaysia		Pakistan	
	f^2	Effect	f^2	Effect
SA*PES->FEE	0.02	Small	0.007	No Effect
SA*PES->PER	0.011	No Effect	0.021	Small
SA*PES ->TP	0.022	Small	0.026	Small
SA*PES ->OCB	0.023	Small	0.024	Small
DA*PES ->FEE	0.007	No Effect	0.005	No Effect
DA*PES ->PER	0.005	No Effect	0.007	No Effect
DA*PES ->TP	0.031	Small	0.034	Small
DA*PES ->OCB	0.036	Small	0.028	Small

Note: SA- Surface Acting; DA- Deep Acting; Perceived Emotional Sincerity; FEE-Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

4.9.5.1 Simple Slope Analysis for Interaction Terms (Malaysia)

Smart PLS 3 produces a simple slope analysis to interpret the moderation (interaction) results and for the visual presentation to show the strength and direction of the moderating effects. Slope plots are usually used to visualize the interaction terms and to have an insightful understanding about the moderation effect (Memon et al., 2019). Referring to the simple slope analysis, as shown in the following figures, the horizontal x-axis represents the predictors and the vertical y-axis represents the endogenous variables. In the simple slope plots, three lines illustrate the relationship between the exogenous and endogenous constructs for both the high and low level of the moderator.

The red line indicates the exogenous construct at the mean, and it shows the direction of the predictor on the endogenous construct without moderation. The blue line is one standard deviation unit below the mean and indicates the low level of the moderator. Moreover, the green line is one standard deviation unit above the mean and shows the high level of the moderator. As shown in Figure 4.7 and Figure 4.8, a high level of perceived emotional sincerity weakened the negative association between leaders' surface acting and followers' attitudes (emotional engagement and positive emotional reactions).
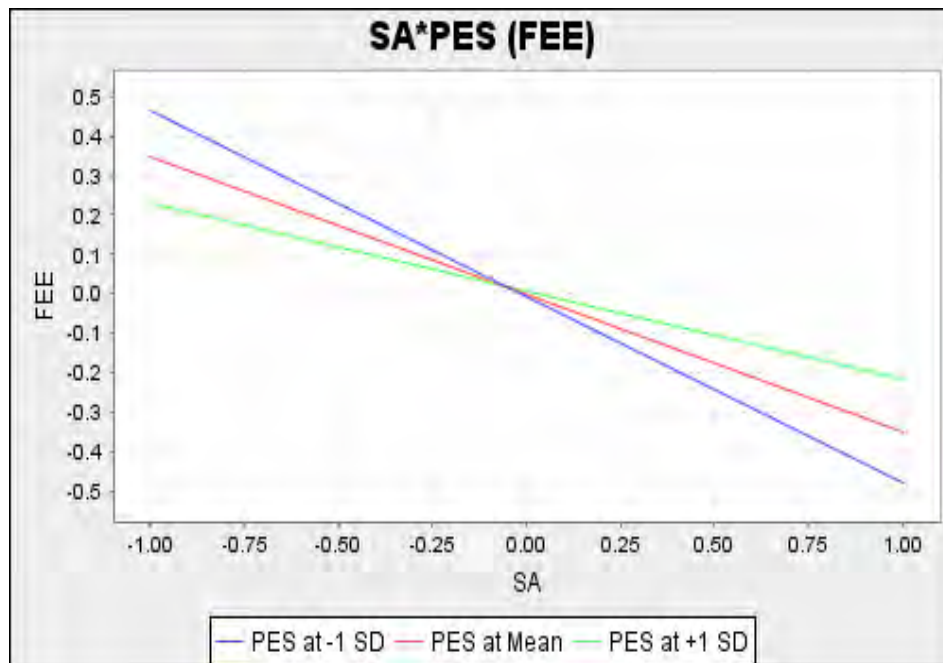
Figure 4. 7
Visual Presentation of Moderating Effect (SA PES->FEE)*

Figure 4. 8
Visual Presentation of Moderating Effect (SA PES->PER)*

212

Moreover, referring to Figure 4.9, and Figure 4.10, a high level of perceived emotional sincerity significantly weakened the negative relationship of leaders' surface acting with followers' behaviors (task performance and organizational citizenship behavior). Although leaders' surface acting negatively influence followers' attitudes and behaviors, but the intensity of these relationships were dampened due to the presence of leaders' emotional sincerity.

Figure 4. 9
Visual Presentation of Moderating Effect (SA* PES->TP)
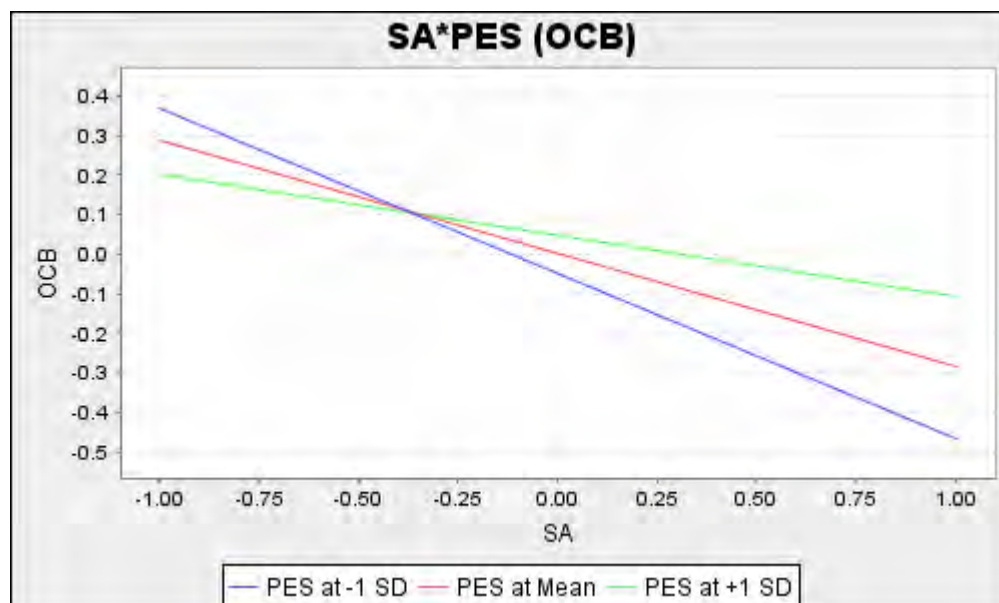
Figure 4. 10
Visual Presentation of Moderating Effect (DA* PES->TP)

213

As shown in Figures 4.11, when perceived emotional sincerity was high, the lines depicting the relationship between leaders' deep acting and followers' organizational citizenship behavior was strengthened. This identified that followers' high level of perceived emotional sincerity strengthened the effect of leaders' deep acting on followers' behaviors (OCB).
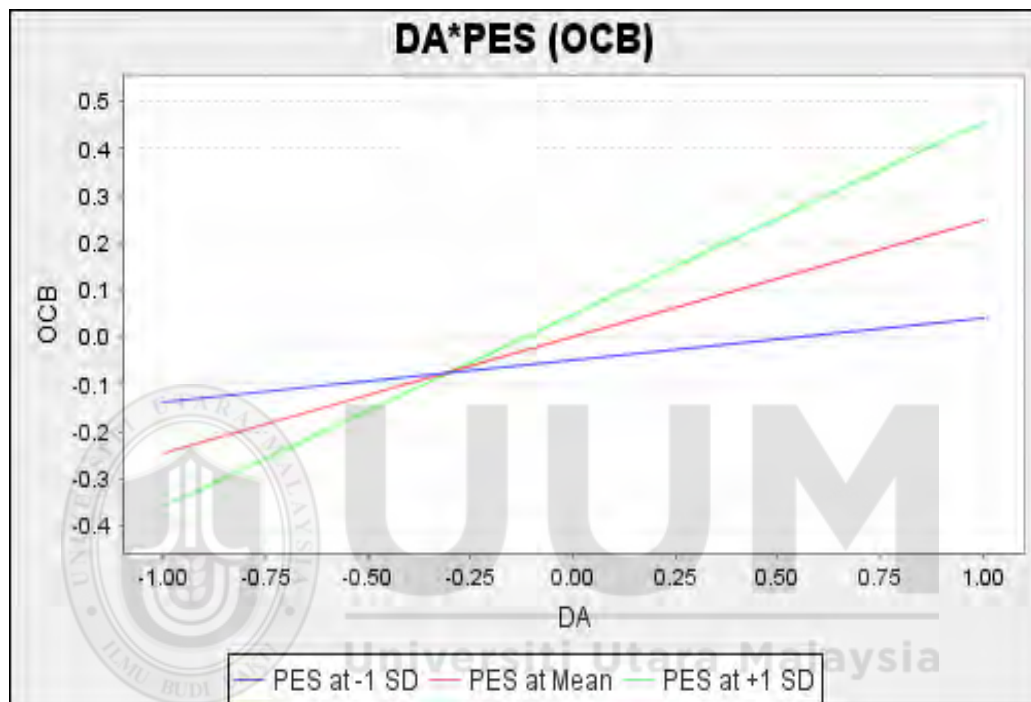
Figure 4. 11
Visual Presentation of Moderating Effect (DA*PES->OCB)

4.9.5.2 Simple Slope Analysis for Interaction Terms (Pakistan)

Referring to Figure 4.12 and Figure 4.13, the pattern of the data indicated that when perceived emotional sincerity was high, the lines showed that the negative relationship of leaders' surface acting with followers' behaviors (task performance and organizational citizenship behavior) were dampened. It showed that the presence of perceived emotional sincerity weakened the negative the relationship between leaders' surface acting and followers' behaviors.
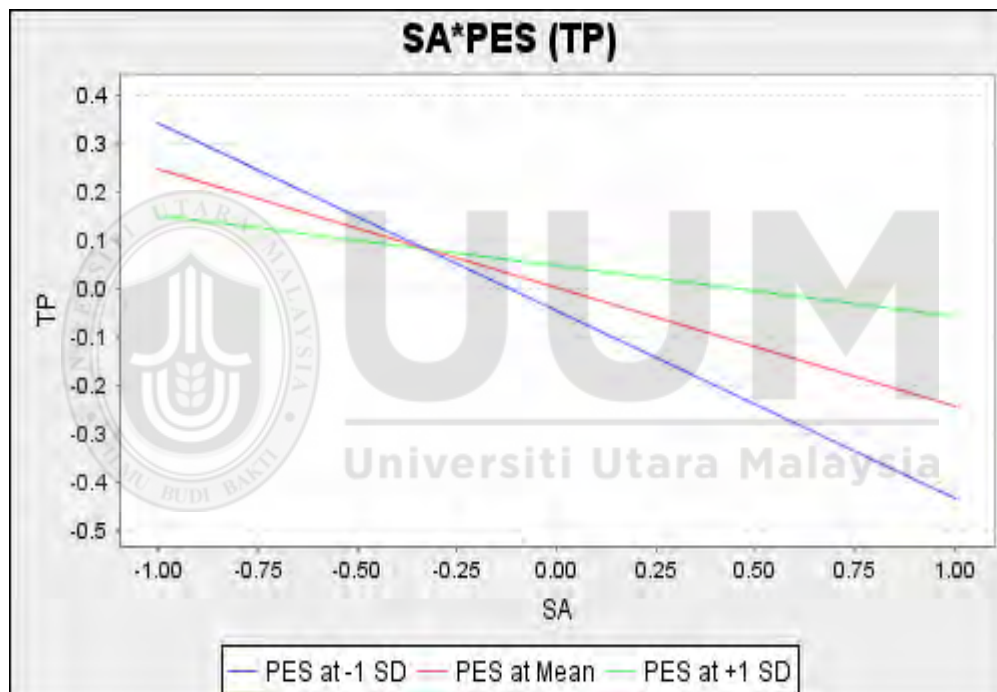
Figure 4. 12
Visual Presentation of Moderating Effect (SA* PES->TP)
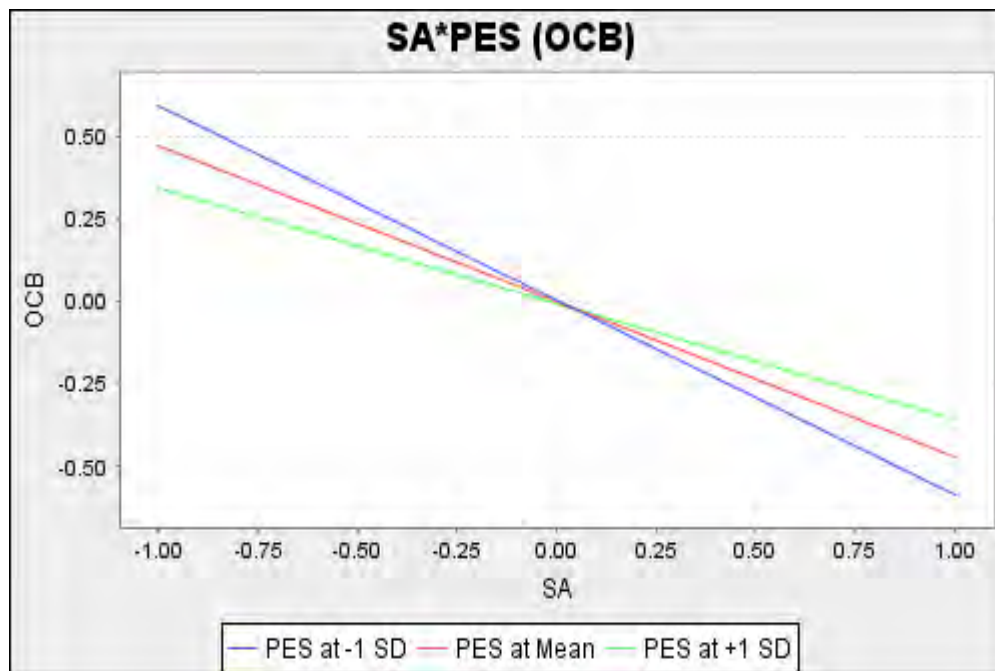
Figure 4. 13
Visual Presentation of Moderating Effect (SA* PES->OCB)

As shown in Figure 4.14 and Figure 4.15, a high level of perceived emotional sincerity significantly strengthened the relationship of leaders' deep acting with followers' behaviors (task performance and organizational citizenship behavior).
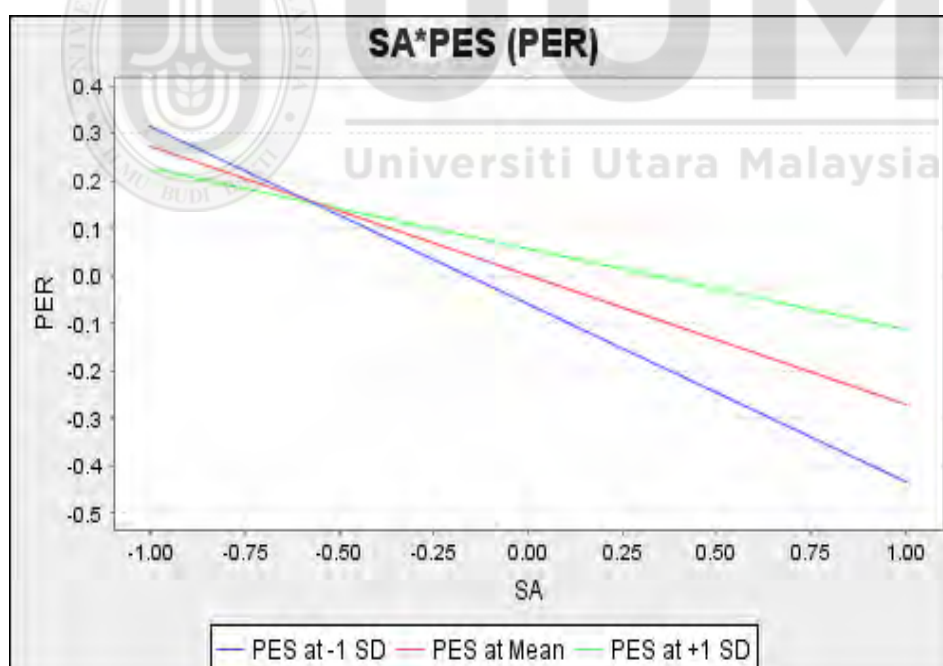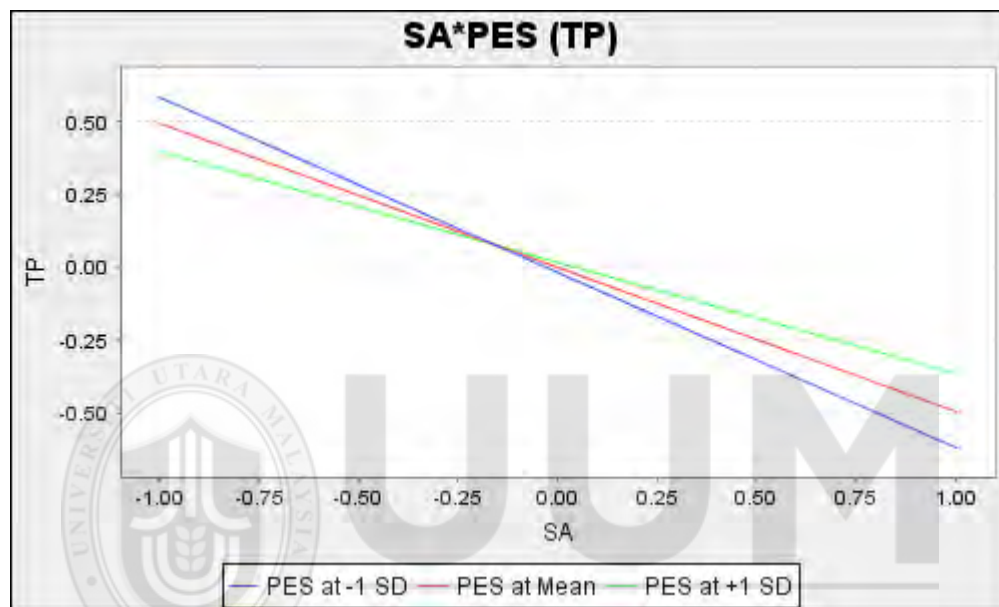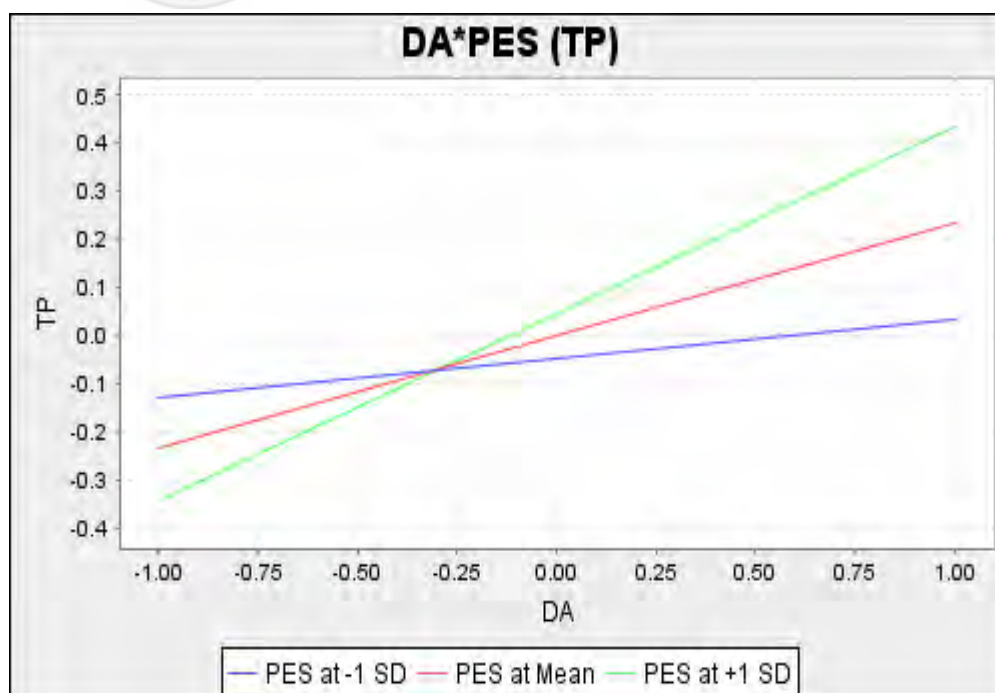

Figure 4. 14
Visual Presentation of Moderating Effect (DA* PES->TP)

216
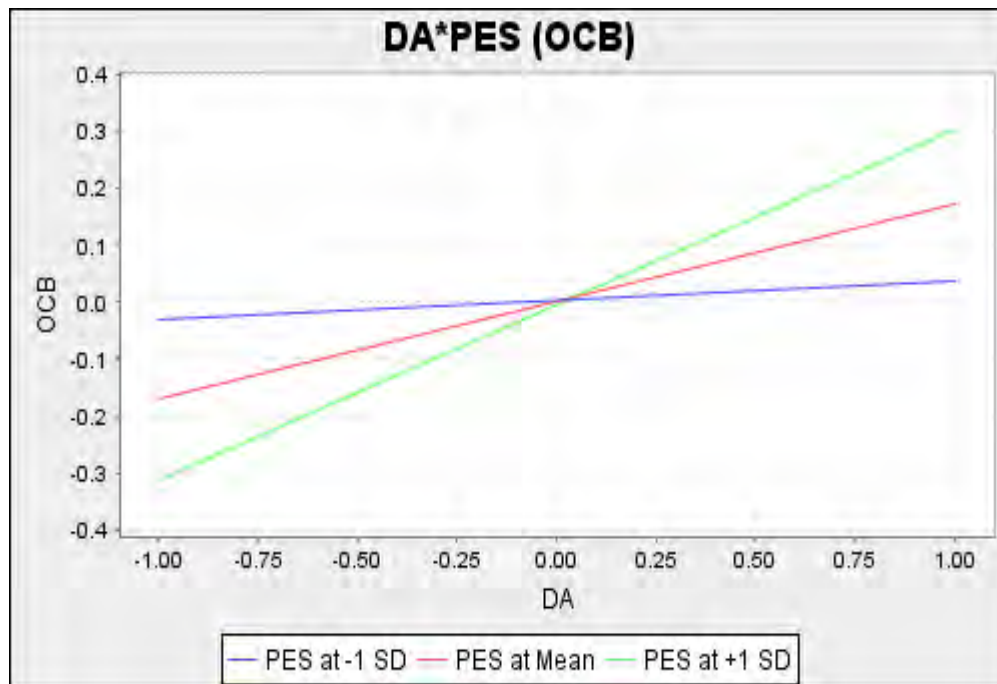
Figure 4. 15
Visual Presentation of Moderating Effect (DA* PES->OCB)

4.10 Predictive Relevance

Stone-Geisser's Q^2 value was used to assess the criterion of the predictive accuracy (Geisser, 1974; Stone, 1974). The blindfolding procedure was utilized to find the Q^2 value. Blindfolding is a sample re-uses technique that facilitates to calculate the Q^2 value. Hair et al. (2016), defined that "Blindfolding is a sample re-use technique that omits every dth data point in the endogenous construct's indicators and estimates the parameters with the remaining data points". Moreover, the Q^2 value can be assessed by using two different approaches: cross-validated redundancy approach and cross-validated communality approach. The cross-validated redundancy approach is highly recommended as it contains a structural model to predict the removed data points (Hair et al., 2016, 2017). Table 4.27 along with Figure 4.16 and Figure 4.17 have presented the summary of the predictive relevance model in this study.

As shown in Table 4.27, the values of the cross-validated redundancy (Q^2) of all the endogenous constructs were more than zero ($Q^2>0$). The findings elucidated that the Q^2 values were 0.203, 0.257, 0.444, 0.342, and 0.249 for followers' emotional engagement, positive emotional reactions, task performance, organizational citizenship behavior, and perceived transformational leadership respectively, in the Malaysian context. Similarly, in the Pakistani context, Table 4.27 also revealed that the values of the cross-validated redundancy of all the endogenous constructs were more than zero ($Q^2>0$). The results showed that the Q^2 values were 0.279, 0.162, 0.360, 0.453, 0.323 for followers' emotional engagement, positive emotional reactions, task performance, organizational citizenship behavior, and perceived transformational leadership respectively, in the Pakistani context. This indicated that the model had sufficient predictive relevance for both countries.

218

Table 4. 27
Predictive Relevance

	Malaysia			Pakistan		
	SSO	SSE	Q² (=1-SSE/SSO)	SSO	SSE	Q² (=1-SSE/SSO)
DA	1,122.00	1,122.00		1,149.00	1,149.00	
EC	1,870.00	1,870.00		1,532.00	1,532.00	
FEE	1,122.00	894.219	0.203	766	551.914	0.279
OCB	1,496.00	984.6	0.342	1,532.00	838.629	0.453
OEA	1,496.00	1,496.00		1,149.00	1,149.00	
PER	1,122.00	833.628	0.257	1,532.00	1,283.24	0.162
PES	1,496.00	1,496.00		1,532.00	1,532.00	
PTL	6,358.00	4,772.76	0.249	6,128.00	4,146.06	0.323
ROE	1,122.00	1,122.00		766	766	
SA	2,244.00	2,244.00		2,298.00	2,298.00	
SEA	1,496.00	1,496.00		766	766	
TP	1,870.00	1,040.24	0.444	1,532.00	980.21	0.360
UOE	1,496.00	1,496.00		1,532.00	1,532.00	

Note: *Omission distance 7*

SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.
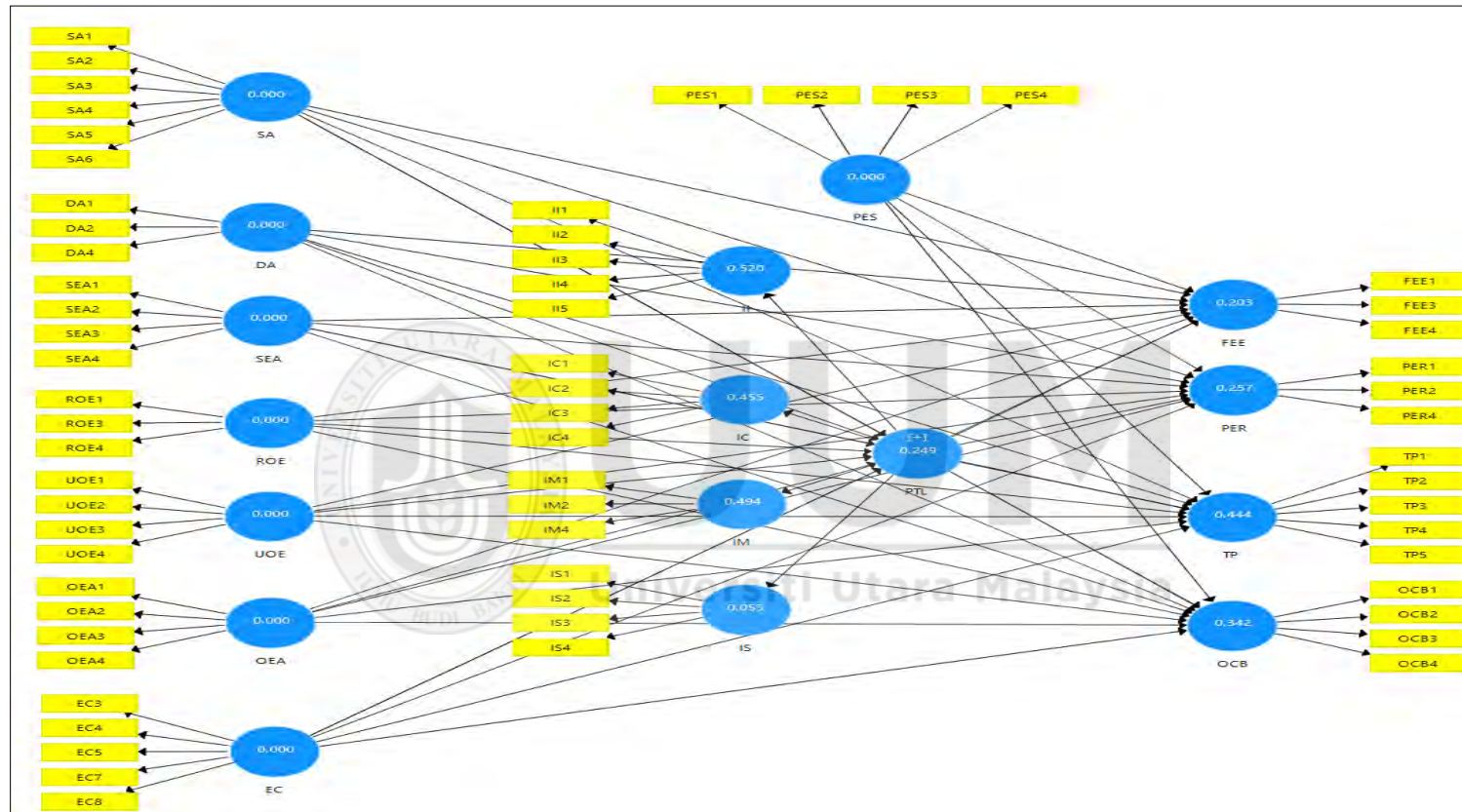
Figure 4. 16
Blindfolding (Malaysia)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.
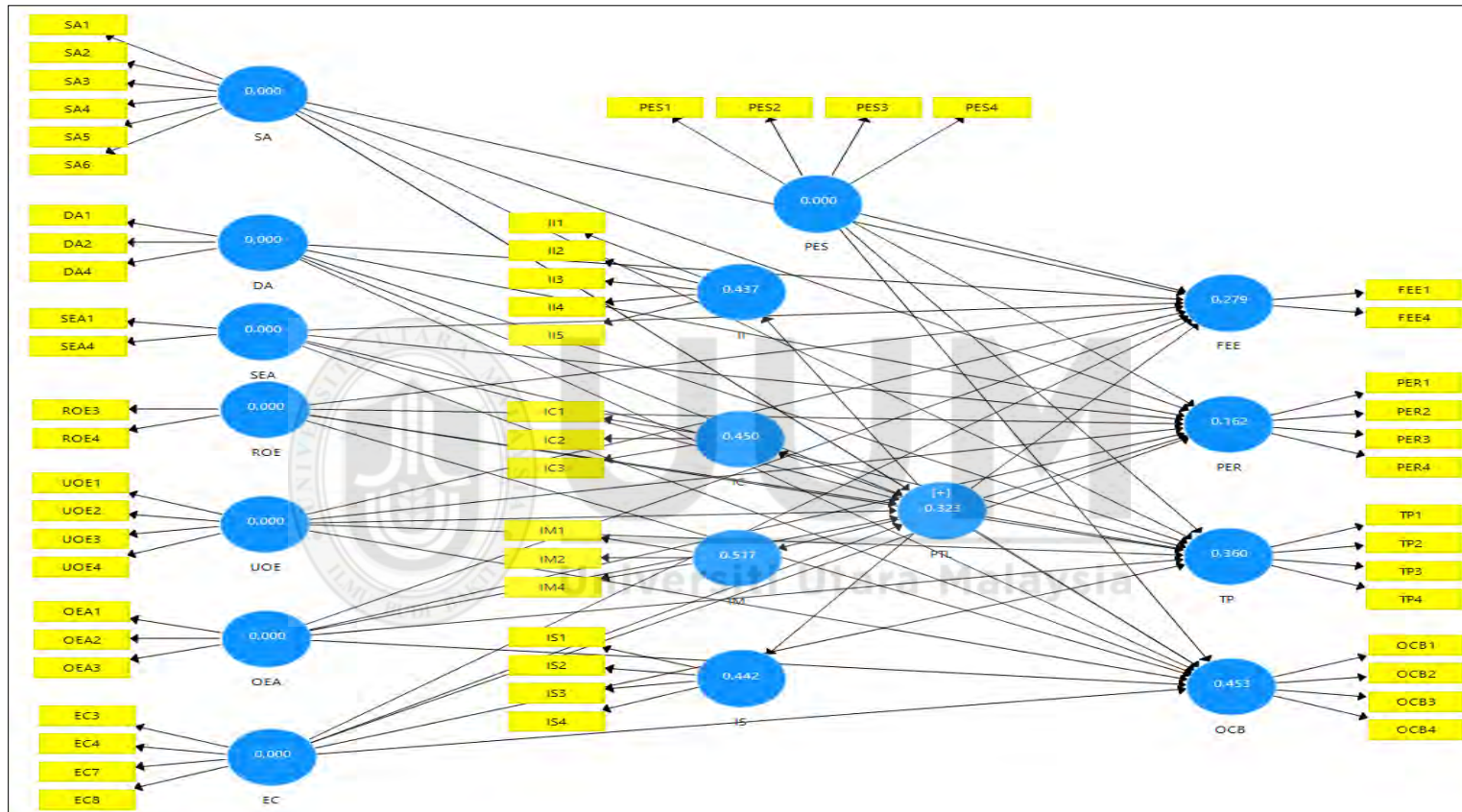
Figure 4. 17
Blindfolding (Pakistan)

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

4.11 Multi-Group Analysis (MGA)

This was the final step in the analysis of this study to examine the theoretical model across two countries (Malaysia & Pakistan) by employing the multi-group analysis (MGA). The entire data set was separated into Malaysian respondents (n=374) and Pakistani respondents (n=383) to compare the findings of both countries.

The multi-group analysis (MGA) allows to test the significant differences between groups in their specific parameter estimates (outer loadings, outer weights and path coefficients) (Hair, Sarstedt, Ringle, & Gudergan, 2018; Sarstedt, Henseler, & Ringle, 2011). Moreover, the PLS-MGA is a non-parametric significance test that determines the differences in group-specific results that are figured out on the basis of the bootstrapping results of the PLS-SEM. The results are significant at 5% if P<0.05 or P>0.95 for a difference of the group-specific path coefficients (Henseler et al., 2009).

4.11.1 Measurement Invariance Composite MICOM

Multi-group comparison needed to establish measurement invariance to confirm the validity of the outcomes (Millsap, 2012; Sarstedt et al., 2011). Researchers need to establish the invariance of their respective measures to avoid misleading comparisons while conducting a multi-group analysis in PLS-SEM (Hair et al., 2018). Therefore, it is needed to ensure that the constructs are invariant across the specific groups during the comparison of the path coefficients using the PLS-MGA (Hair et al., 2016).

In the last few decades, previous studies suggested a broad range of methods to evaluate the various aspects of measurement invariance (De Jong, Steenkamp, & Fox, 2007; Raju, Laffitte, & Byrne, 2002; Raykov & Calantone, 2014; Salzberger &

222

Sinkovics, 2006), but the applicability of these methods has been limited to only the common factor models that are used for reflective measurement. However, most of the studies followed the composite models as a philosophy of measurement as these models are considered the prominent measurement models of variance-based structural equation modeling (Henseler et al., 2014; Sarstedt, Ringle, Henseler, & Hair, 2014). A study by Henseler, Ringle, and Sarstedt (2016) introduced a novel procedure for measurement invariance evaluation in composite modeling (MICOM) on the basis of the literature regarding the nature of composite models (Henseler, 2012; Rigdon, 2014). They introduced a three-step approach that comprises the following steps: "configural invariance, compositional invariance, and equality of composite mean values and variances."

As suggested by Chin and Dibbern (2006), permutation allows to conduct a multi-group analysis in PLS-SEM (Hair et al., 2018). The permutation algorithm in Smart PLS 3 (Ringle et al., 2015) facilitates the support of the MICOM procedure to analyze the measurement invariance and to test the statistical differences between the data groups in their specific parameter estimates (Henseler et al., 2016). Meanwhile, it also gives the outcomes of step 2 ("compositional invariance") and step 3 ("the equality of composite mean values and variances) of the MICOM. Smart PLS generally establishes configural invariance (step 1 in the MICOM) automatically as the configural invariance evaluation needs an assessment of the selected settings, model set-up and other things that do not need any statistical tests. Moreover, in step 2, Smart PLS returns permutation-based confidence intervals that allow for determining if a composite has a correlation in Group A and Group B that is significantly lower than one. If this is not the case, the composite does not differ much in both groups and compositional invariance has been established. Finally, in step 3, permutation-based

223

confidence intervals for the mean values and the variances allow for assessing if a composite's mean value and variance differ across groups. These results are important to reveal if partial or full measurement invariance has been established (Henseler et al., 2016).

As suggested by Henseler et al. (2016), the measurement invariance of the composites was assessed using the permutation algorithm before performing the multi-group analysis between two groups by using PLS-SEM (Henseler et al., 2016). This study used the MICOM (Measurement Invariance Composite Method) that involves three steps: (1) evaluation of the configural assessment, (2) evaluation of the compositional invariance and (3) evaluation of equal means and variances. In alignment with the MICOM procedure, Table 4.28 indicates that this study established the partial measurement invariance for both groups: Malaysia and Pakistan (original correlation >5% quantile & P>0.05), which is an essential requirement to compare and interpret the group-specific differences of the PLS-SEM findings (Henseler et al., 2016). Meanwhile, for the evaluation of equal means and variances, the results regarding step 3 have also been presented in Table 4.28. The results revealed that few constructs did not establish full measurement invariance, while the majority of the study constructs established full measurement invariance along with partial measurement invariance.

Table 4. 28
Invariance Measurement Testing Using Permutation

Constructs	Configural Invariance	Compositional Invariance		Partial Measurement Invariance Established	Equal Mean Variance		Equal Variance		Full Measurement Invariance Established
		C=1	Confidence Interval (CI)		Differences	Confidence Interval (CI)	Differences	Confidence Interval (CI)	
SA	Yes	1	[0.998,1.00]	Yes	0.036	[-0.114,0.124]	-0.033	[-0.12, 0.11]	Yes
DA	Yes	1	[0.973,1.00]	Yes	-0.003	[-0.127, 0.119]	0.023	[-0.20,0.20]	Yes
ROE	Yes	0.923	[0.997,1.00]	Yes	0.377	[-0.123, 0.122]	0.412	[-0.14,0.14]	No
SEA	Yes	0.999	[0.997,1.00]	Yes	0.547	[-0.122, 0.119]	-0.481	[-0.14, 0.14]	No
UOE	Yes	1	[0.999,1.00]	Yes	0.092	[-0.124, 0.115]	0.062	[-0.17, 0.16]	Yes
OEA	Yes	0.885	[0.997,1.00]	Yes	0.05	[-0.121, 0.116]	0.091	[-0.16, 0.16]	Yes
EC	Yes	0.944	[0.996,1.00]	Yes	0.146	[-0.121, 0.118]	0.202	[-0.16, 0.15]	No
II	Yes	1	[0.999,1.00]	Yes	0.141	[-0.124, 0.118]	-0.043	[-0.17, 0.17]	Yes

225

Table 4.28 (Continued)

Constructs	Configural Invariance	Compositional Invariance		Partial Measurement Invariance Established	Equal Mean Variance		Equal Variance		Full Measurement Invariance Established
		C=1	Confidence Interval (CI)		Differences	Confidence Interval (CI)	Differences	Confidence Interval (CI)	
IC	Yes	0.945	[0.997,1.00]	Yes	-0.153	[-0.123, 0.116]	0.358	[-0.175, 0.176]	No
IM	Yes	0.995	[0.997,1.00]	Yes	-0.054	[-0.121, 0.116]	0.488	[-0.170, 0.172]	Yes
IS	Yes	0.999	[0.999,1.00]	Yes	-0.47	[-0.118, 0.122]	0.632	[-0.139, 0.131]	No
PTL	Yes	0.964	[0.997,1.00]	Yes	-0.108	[-0.122, 0.116]	-0.001	[-0.181, 0.177]	Yes
FEE	Yes	0.968	[0.986,1.00]	Yes	-0.054	[-0.122, 0.120]	0.27	[-0.202, 0.197]	Yes
PER	Yes	0.974	[0.988,1.00]	Yes	0.106	[-0.120, 0.118]	-0.127	[-0.188, 0.182]	Yes
TP	Yes	0.945	[0.998,1.00]	Yes	0.204	[-0.116, 0.114]	-0.036	[-0.172, 0.170]	Yes
OCB	Yes	0.999	[0.999,1.00]	Yes	-0.096	[-0.121, 0.116]	0.013	[-0.178, 0.176]	Yes

Note: SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES- Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

226

Table 4.29 illustrates the findings of the multi-group analysis using Henseler's MGA (Henseler et al., 2009). This technique is considered to be the most effective and conservative technique in PLS-SEM to assess the differences between the path coefficients of two groups (Sarstedt et al., 2011). In this method, the MGA makes a direct comparison of group-specific bootstrap estimates from bootstrap samples. This method recommends that p-values for the differences of path coefficients should be lower than 0.05 or higher than 0.95 specify a 5% level of significant differences between the path coefficients across the groups (Henseler et al., 2009; Sarstedt et al., 2011).

Refer to Table 4.29, the differences in the strength of the path coefficients for Malaysia and Pakistan were presented. The results showed significant differences between Malaysia and Pakistan with respect to the effect of leaders' surface acting and emotional consonance on perceived transformational leadership, followers' organizational citizenship behavior and followers' task performance. Findings also revealed that significant differences with respect to the effect of others-emotions appraisal on perceived transformational leadership, followers' positive emotional reactions, and followers' task performance; effect of self-emotions appraisal on followers' task performance; and effect of leaders' use of emotions on followers' task performance and organizational citizenship behavior. On the other hands, this study did not support any significant differences for other path coefficients between Malaysia and Pakistan due to the same nature of NGOs.

Table 4. 29
Results for PLS-MGA

Relationships	Path Coefficients-diff	P-Value
DA -> FEE	0.016	0.599
DA -> OCB	0.006	0.445
DA -> PER	0.073	0.132
DA -> PTL	0.044	0.819
DA -> TP	0.016	0.371
EC -> FEE	0.035	0.367
EC -> OCB	0.161	0.012*
EC -> PER	0.001	0.501
EC -> PTL	0.110	0.033*
EC -> TP	0.123	0.964*
OEA -> FEE	0.151	0.050
OEA -> OCB	0.092	0.104
OEA -> PER	0.210	0.006**
OEA -> PTL	0.308	0.999**
OEA -> TP	0.140	0.019*
PES -> FEE	0.021	0.618
PES -> OCB	0.033	0.251
PES -> PER	0.022	0.639
PES -> TP	0.058	0.894
PTL -> FEE	0.179	0.913
PTL -> IC	0.020	0.230
PTL -> II	0.018	0.802
PTL -> IM	0.084	0.996**
PTL -> IS	0.572	0.999**
PTL -> OCB	0.146	0.918
PTL -> PER	0.033	0.403
PTL -> TP	0.071	0.788
ROE -> FEE	0.023	0.590
ROE -> OCB	0.037	0.684
ROE -> PER	0.037	0.655
ROE -> PTL	0.035	0.720
ROE -> TP	0.080	0.147
SA -> FEE	0.141	0.910

Table 4.29 (Continued)

Relationships	Path Coefficients-diff	P-Value
SA -> OCB	0.266	0.001**
SA -> PER	0.122	0.130
SA -> PTL	0.256	0.999**
SA -> TP	0.230	0.999**
SEA -> FEE	0.028	0.642
SEA -> OCB	0.025	0.649
SEA -> PER	0.089	0.861
SEA -> PTL	0.059	0.886
SEA -> TP	0.152	0.013*
UOE -> FEE	0.008	0.529
UOE -> OCB	0.178	0.013*
UOE -> PER	0.007	0.528
UOE -> PTL	0.044	0.752
UOE -> TP	0.201	0.994**

Note: "In Henseler's MGA method, the *p*-value lower than 0.05 or higher than 0.95 indicates at the 5% level significant differences between specific path coefficients across two groups."
*$0.95 < p < 0.05$, **$0.95 < p < 0.01$.

SA- Surface Acting; DA- Deep Acting; SEA- Self-Emotions Appraisal; OEA- Others-Emotions Appraisal; ROE- Regulation of Emotions; UOE- Use of Emotions.; EC- Emotional Consonance; II- Idealized Influence; IC- Individual Consideration; IM- Inspirational Motivation; IS- Intellectual Stimulation; PTL- Perceived Transformational Leadership; PES-Perceived Emotional Sincerity; FEE- Followers' Emotional Engagement; PER- Followers' Positive Emotional Reactions; TP- Task Performance; OCB- Organizational Citizenship Behavior.

4.12 Summary of the Findings

Table 4.30 summarizes the hypotheses testing between the independent variables (leaders' emotional labor strategies, emotional intelligence and emotional consonance), dependent variables (followers' emotional engagement, positive emotional reactions, task performance and organizational citizenship behavior), mediating variable (perceived transformational leadership) and moderating variable (perceived emotional sincerity).

Table 4. 30
Summary of Hypotheses Testing

		Malaysia	Pakistan
	Hypotheses	**Decision**	**Decision**
H1	Leaders' surface acting is significantly and negatively related to followers' emotional engagement.	Not Supported	Not Supported
H2	Leaders' deep acting is significantly and positively related to followers' emotional engagement.	Not Supported	Not Supported
H3	Leaders' surface acting is significantly and negatively related to followers' positive emotional reactions.	Not Supported	Supported
H4	Leaders' deep acting is significantly and positively related to followers' positive emotional reactions.	Supported	Supported
H5	Leaders' surface acting is significantly and negatively related to followers' task performance.	Not Supported	Not Supported
H6	Leaders' deep acting is significantly and positively related to followers' task performance.	Not Supported	Not Supported
H7	Leaders' surface acting is significantly and negatively related to followers' organizational citizenship behavior.	Supported	Supported
H8	Leaders' deep acting is significantly and positively related to followers' organizational citizenship behavior.	Not Supported	Not Supported

Table 4.30 (Continued)

		Malaysia	Pakistan
	Hypotheses	**Decision**	**Decision**
H9	Self-emotions appraisal is significantly and positively related to followers' emotional engagement.	Not Supported	Not Supported
H10	Others-emotions appraisal is significantly and positively related to followers' emotional engagement.	Supported	Not Supported
H11	Regulation of emotions is significantly and positively related to followers' emotional engagement.	Not Supported	Not Supported
H12	Use of emotions is significantly and positively related to followers' emotional engagement.	Not Supported	Not Supported
H13	Self-emotions appraisal is significantly and positively related to followers' positive emotional reactions.	Not Supported	Not Supported
H14	Others-emotions appraisal is significantly and positively related to followers' positive emotional reactions.	Supported	Supported
H15	Regulation of emotions is significantly and positively related to followers' positive emotional reactions.	Not Supported	Not Supported
H16	Use of emotions is significantly and positively related to followers' positive emotional reactions.	Supported	Supported
H17	Self-emotions appraisal is significantly and positively related to followers' task performance.	Supported	Not Supported
H18	Others-emotions appraisal is significantly and positively related to followers' task performance.	Not Supported	Supported
H19	Regulation of emotions is significantly and positively related to followers' task performance.	Supported	Supported
H20	Use of emotions is significantly and positively related to followers' task performance.	Not Supported	Supported
H21	Self-emotions appraisal is significantly and positively related to followers' organizational citizenship behavior.	Not Supported	Supported

Table 4.30 (Continued)

	Hypotheses	Malaysia Decision	Pakistan Decision
H22	Others-emotions appraisal is significantly and positively related to followers' organizational citizenship behavior.	Supported	Supported
H23	Regulation of emotions is significantly and positively related to followers' organizational citizenship behavior.	Supported	Supported
H24	Use of emotions is significantly and positively related to followers' organizational citizenship behavior.	Supported	Not Supported
H25	There is a significant and positive relationship between leaders' emotional consonance and followers' emotional engagement.	Supported	Supported
H26	There is a significant and positive relationship between leaders' emotional consonance and followers' positive emotional reactions.	Supported	Supported
H27	There is a significant and positive relationship between leaders' emotional consonance and followers' task performance.	Not Supported	Not Supported
H28	There is a significant and positive relationship between leaders' emotional consonance and followers' organizational citizenship behavior.	Supported	Not Supported
H29	Leaders' surface acting is significantly and negatively related to perceived transformational leadership.	Supported	Supported
H30	Leaders' deep acting is significantly and positively associated with perceived transformational leadership.	Supported	Supported
H31	Self-emotions appraisal is significantly and positively related to perceived transformational leadership.	Supported	Supported
H32	Others-emotions appraisal is significantly and positively related to perceived transformational leadership.	Not Supported	Supported

Table 4.30 (Continued)

	Hypotheses	Malaysia Decision	Pakistan Decision
H33	Regulation of emotions is significantly and positively related to perceived transformational leadership.	Supported	Supported
H34	Use of emotions is significantly and positively related to perceived transformational leadership.	Supported	Supported
H35	Leaders' emotional consonance has a significant and positive relationship with perceived transformational leadership.	Supported	Supported
H36	Perceived transformational leadership has a significant and positive relationship with followers' emotional engagement.	Supported	Supported
H37	Perceived transformational leadership has a significant and positive relationship with followers' positive emotional reactions.	Supported	Not Supported
H38	Perceived transformational leadership has a significant and positive relationship with followers' task performance.	Supported	Supported
H39	Perceived transformational leadership has a significant and positive relationship with followers' organizational citizenship behavior.	Supported	Supported
H40	Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' emotional engagement.	Supported	Supported
H41	Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' emotional engagement.	Supported	Supported
H42	Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' positive emotional reactions.	Supported	Not Supported
H43	Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' positive emotional reactions.	Not Supported	Not Supported

Table 4.30 (Continued)

		Malaysia	Pakistan
	Hypotheses	**Decision**	**Decision**
H44	Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' task performance.	Supported	Supported
H45	Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' task performance.	Supported	Supported
H46	Perceived transformational leadership significantly mediates the relationship between leaders' surface acting and followers' organizational citizenship behavior.	Supported	Supported
H47	Perceived transformational leadership significantly mediates the relationship between leaders' deep acting and followers' organizational citizenship behavior.	Supported	Supported
H48	Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' emotional engagement.	Not Supported	Supported
H49	Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' emotional engagement.	Not Supported	Supported
H50	Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' emotional engagement.	Supported	Supported
H51	Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' emotional engagement.	Supported	Supported
H52	Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' positive emotional reactions.	Not Supported	Not Supported

234

Table 4.30 (Continued)

	Hypotheses	Malaysia Decision	Pakistan Decision
H53	Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' positive emotional reactions.	Not Supported	Not Supported
H54	Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' positive emotional reactions.	Supported	Not Supported
H55	Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' positive emotional reactions.	Not Supported	Not Supported
H56	Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' task performance.	Supported	Supported
H57	Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' task performance.	Not Supported	Supported
H58	Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' task performance.	Supported	Supported
H59	Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' task performance.	Supported	Supported
H60	Perceived transformational leadership significantly mediates the relationship between self-emotions appraisal and followers' organizational citizenship behavior.	Supported	Supported
H61	Perceived transformational leadership significantly mediates the relationship between others-emotions appraisal and followers' organizational citizenship behavior.	Not Supported	Supported

235

Table 4.30 (Continued)

	Hypotheses	Malaysia Decision	Pakistan Decision
H62	Perceived transformational leadership significantly mediates the relationship between regulation of emotions and followers' organizational citizenship behavior.	Supported	Supported
H63	Perceived transformational leadership significantly mediates the relationship between use of emotions and followers' organizational citizenship behavior.	Supported	Supported
H64	Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' emotional engagement.	Supported	Supported
H65	Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' positive emotional reactions.	Supported	Not Supported
H66	Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' task performance.	Supported	Supported
H67	Perceived transformational leadership significantly mediates the relationship between leaders' emotional consonance and followers' organizational citizenship behavior.	Supported	Supported
H68	Perceived emotional sincerity significantly moderates on the relationship between leaders' surface acting and followers' emotional engagement.	Supported	Not Supported
H69	Perceived emotional sincerity significantly moderates on the relationship between leaders' surface acting and followers' positive emotional reactions.	Supported	Not Supported

Table 4.30 (Continued)

		Malaysia	Pakistan
	Hypotheses	**Decision**	**Decision**
H70	Perceived emotional sincerity significantly moderates on the relationship between leaders' surface acting and followers' task performance.	Supported	Supported
H71	Perceived emotional sincerity significantly moderates on the relationship between leaders' surface acting and followers' organizational citizenship behavior.	Supported	Supported
H72	Perceived emotional sincerity significantly moderates on the relationship between leaders' deep acting and followers' emotional engagement.	Not Supported	Not Supported
H73	Perceived emotional sincerity significantly moderates on the relationship between leaders' deep acting and followers' positive emotional reactions.	Not Supported	Not Supported
H74	Perceived emotional sincerity significantly moderates on the relationship between leaders' deep acting and followers' task performance.	Not Supported	Supported
H75	Perceived emotional sincerity significantly moderates on the relationship between leaders' deep acting and followers' organizational citizenship behavior.	Supported	Supported

4.13 Summary

This chapter presented the key findings of this study. It focused on different statistical analyses, such as the descriptive statistics, confirmatory factor analysis (CFA), structural equation modeling (SEM) and multi-group analysis (PLS-MGA) for validity, hypotheses testing and groups comparison. The results showed that 75 hypotheses were tested for both countries. In the Malaysian context, 48 hypotheses were supported and 27 hypotheses were not supported due to some contextual factors. While in the Pakistani context, 48 hypotheses were empirically supported and 27 hypotheses were not supported due to the particular research settings and contextual changes. The following chapter discusses the results, followed by the theoretical contribution, practical implications, limitations, future research avenues, and concluding remarks.
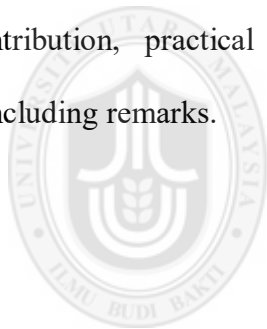
CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter reviews and discusses the findings of the study. The purpose of this section is to summarize results and draw a conclusion based on the major findings of the study. Research questions and research objectives of the study are reviewed and epitomized. The discussion of the findings is elucidated along with the justifications for both significant and insignificant results. Besides this, the theoretical contributions and practical implications are enumerated. Limitations of the study and future research avenues are highlighted in this chapter. Lastly, conclusion is presented which summarizes the complete study.

5.2 Recapitulation of the Findings

The purpose of this study was to examine the role of leaders' emotions management towards followers' attitudes and behaviors in the non-government organizations of Malaysia and Pakistan. It investigated the effect of leaders' emotional labor strategies (surface acting and deep acting), leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) and leaders' emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). The study also examined the mediating role of perceived transformational leadership and the moderating effect of perceived emotional sincerity. Accordingly, ten research questions were proposed to attain the research objectives of the study:

239

1. Do leaders' emotional labor strategies (surface acting and deep acting) have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

2. Does leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

3. Does leaders' emotional consonance have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

4. Do leaders' emotional labor strategies (surface acting and deep acting) have significant relationship with perceived transformational leadership?

5. Does leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have a significant relationship with perceived transformational leadership?

6. Does leaders' emotional consonance have a significant relationship with perceived transformational leadership?

7. Does perceived transformational leadership have significant relationship with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

8. Does perceived transformational leadership significantly mediate the relationship of leaders' emotional labor strategies, emotional intelligence and emotional consonance with followers' attitudes (emotional engagement and

positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

9. Does perceived emotional sincerity significantly moderate the relationship of leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior)?

10. What are the differences in the relationship of under-study constructs between the Malaysian and Pakistani NGOs?

Data were collected from two sources: leaders and their direct followers. Leaders evaluated independent variables (leaders' emotional labor strategies, emotional intelligence and emotional consonance) and dependent variables (followers' task performance and organizational citizenship behavior), while followers evaluated mediating variable (perceived transformational leadership), moderating variable (perceived emotional sincerity) and dependent variables (followers' emotional engagement and positive emotional reactions). To achieve the objectives, data were collected by leaders and their direct followers from NGOs of Malaysia and Pakistan. A total of 1000 and 1040 paired questionnaires were distributed in Malaysian and Pakistan, respectively. Out of 1040 and 1000 questionnaires distributed in both countries, only 374 (37%) and 383 (37.4%) were analyzed using SPSS and Smart PLS for Malaysia and Pakistan, respectively.

Confirmatory factor analysis (CFA) was used for the construct validity, and structural equation modeling (SEM) technique was adopted for the hypotheses testing. Out of 39 hypotheses on direct relationship between the constructs, 23 hypotheses were empirically supported for both countries. Meanwhile, out of 28 hypotheses on

mediation, 20 and 19 were supported for Malaysia and Pakistan, respectively. Out of 8 hypotheses for moderation, 5 and 4 hypotheses were statistically supported for Malaysia and Pakistan, respectively. Moreover, multi-group analysis (MGA) was also carried out to make a comparison between Malaysia and Pakistan. The findings postulated that significant differences exist between the two countries with respect to few relationships. Whereas, majority of the path estimates were the same for both countries due to the same characteristics of the NGOs.

5.3 Discussion

This section deals with discussion of the findings of this study. It explicitly focuses on several points. Firstly, the direct relationship between the determinants (leaders' emotional labor strategies, emotional intelligence, and emotional consonance), mediating construct (perceived transformational leadership) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) are discussed. Next, mediating role of perceived transformational leadership is explained. After that, discussion addresses moderating effect of perceived emotional sincerity on the relationship between emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). Lastly, the comparison between Malaysia and Pakistan is also elaborated to examine the differences in the relationship of the study constructs.

This study identified the key role of leaders' emotions management to shape followers' attitudes and behaviors that lead towards leadership effectiveness at the

workplace. Leaders need to manage their emotions during interactions with their followers. Leaders' emotional labor strategies, emotional intelligence, and emotional consonance are key predictors to influence followers' attitudes and behaviors. Moreover, leaders of NGOs need to adopt a transformational leadership style along with effective emotions to create favorable followers' attitudes and behaviors.

5.3.1 Leaders' Emotional Labor Strategies and Followers' Attitudes and Behaviors

This study examined the effect of leaders' emotional labor strategies (surface acting and deep acting) on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) in non-government organizations of Malaysia and Pakistan.

5.3.1.1 Leaders' Surface Acting and Followers' Attitudes and Behaviors

The findings predicted that leaders' surface acting was not related to followers' emotional engagement, positive emotional reactions, and task performance in Malaysian context. Leaders' surface acting also had no significant association with followers' emotional engagement in Pakistani context. Moreover, there was a significant relationship between leaders' surface acting and followers' task performance but hypothesis was not supported due to the positive relationship in these constructs. As hypothesis 5 proposed a negative significant relationship between leaders' surface acting and followers' task performance, but findings showed a positive significant relationship in Pakistani context. It means that leaders' inappropriate and negative emotions were not harmful to their followers' outcomes and there were different contextual reasons for these insignificant associations.

243

These findings are aligned with a study by Wang (2011), who also identified that leaders' surface acting is not directly related to their followers' emotional engagement, task performance, and organizational citizenship behavior. Meanwhile, the major reason for this insignificant association between leaders' surface acting and followers' outcomes was the social cohesiveness in Malaysian culture. There are different studies that have also identified the importance of this cohesiveness in the Malaysian perspectives (Abbas, 2013; Abdullah, Marzbali, Tilaki, & Bahauddin, 2018; Delhey et al., 2018). Due to this cohesive nature of the relationship, followers tried to ignore the inappropriate emotions of their leaders and showed their emotional attachment.

Besides that, a study by Brotheridge et al. (2008) highlighted that leaders usually express negative and social control type emotions when their followers display inappropriate and undesirable behaviors at the workplace. Due to this, followers realize that leaders are pretending to have surface acting due to their inappropriate behaviors. Followers interpret that their leaders are just expressing negative emotions to make them an effective organizational member. Consequently, leaders' negative emotions do not influence their followers' attitudes and behaviors.

In addition, leaders' surface acting was also not related to their followers' task performance for both countries. Sometimes leaders have to show negative emotions to followers to maximize their task performance. Leaders consciously adopt a surface acting strategy to achieve predefined goals. Leaders need to express anger and negative emotions when followers' performance is not up to the mark to accomplish the team objectives.

Findings further revealed that leader' surface acting was negatively and significantly related to followers' organizational citizenship behavior for both countries. It was also found that leaders' surface acting is negatively related to followers' positive emotional reactions for Pakistan. Their negative and inappropriate emotions negatively influenced the followers' positive emotional reactions and extra-role behaviors. This result is supported by different previous studies e.g., (Bursali et al., 2014; Chin & Chien, 2017; Choi & Kim, 2015; Onay, 2011). Similarly, these findings are also consistent with another study by Ramachandran, Jordan, Troth, and Lawrence (2011) as they also identified that emotional labor strategies significantly influenced the extra-role behavior in the Malaysian service industry. In NGOs, sometimes leaders consciously adopt surface acting strategy when followers tend to show undesirable behaviors. They express these negative emotions to make them realize about their negligence and to boost up their performance.

Meanwhile, in NGOs settings, leaders have to interact with their followers and people in their community due to nature of their jobs. Therefore, they have to manage their emotions properly. However, due to excessive emotional labor demands (Gardner et al., 2009), leaders become emotionally exhausted and express fake emotions (surface acting) while interacting with their followers. These inappropriate emotions lead to create unfavorable followers' emotional reactions and extra-role behaviors.

5.3.1.2 Leaders' Deep Acting and Followers' Attitudes and Behaviors

The findings of this study found that leaders' emotional labor strategies played crucial role in shaping their followers' positive emotional reactions. The results postulated a significant relationship between leaders' deep acting and followers' positive emotional reactions for both countries. When leaders perform deep acting and express the desired emotions during interactions, their followers try to mimic their positive emotions as suggested in the emotional contagion theory (Hatfield et al., 1994). They perceive that their leaders are sincere and loyal to them; resultantly, they tend to show positive emotional reactions in return.

When leaders adopt deep acting as their emotional labor strategy, followers also express positive emotions during the interaction process in return. This result is also backed by the social exchange theory (Homans & Merton, 1961). Meanwhile, a study by Visser et al. (2013) also supported the argument of this study, and they proclaimed that followers try to mimic and catch leaders' emotions, and it may lead towards leadership effectiveness. Leaders are deemed as swaying personalities within the organization (Dasborough, 2006); therefore, followers try to catch their emotions. The results proved that when leaders expressed positive and appropriate emotions, their followers also had positive emotional reactions.

Emotional display rules play key role in this significant relationship. These organizations display predefined rules for leaders regarding the expression of emotions. Leaders have to follow these rules during the interactions with their followers. Moreover, NGOs focus on social and moral values due to the nature of

246

social work; therefore, they put emphasis on leaders to express positive and appropriate emotions at the workplace.

Besides this, the results also provided evidence that leaders' deep acting was not related to followers' emotional engagement, task performance, and organizational citizenship behavior due to different contextual settings for both countries. There are different reasons for these insignificant relationships. Followers' perceptions about transformational leadership may explain these relationships in a better way. It means that when followers have negative perceptions regarding the leadership styles, they also ignore the positive emotions being expressed by their leaders. Moreover, most of the followers in both countries only had up to one-year job experience; it is quite possible that they were unable to perceive their leaders' emotions due to a lack of experience.
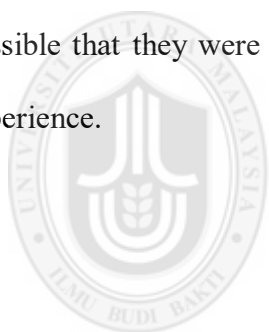
5.3.2 Leaders' Emotional Intelligence and Followers' Attitudes and Behaviors

This study examined the effect of leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior).

5.3.2.1 Leaders' Self-Emotions Appraisal and Followers' Attitudes and Behaviors.

Results found that leaders' self-emotions appraisal is not related to followers' emotional engagement and positive emotional reactions for both countries. It was also found that leaders' self-emotions appraisal has an insignificant association with followers' organizational citizenship behavior in Malaysian context and with followers' task performance in Pakistani context. These relationships are insignificant due to contextual settings. As leaders' self-emotions appraisal is the inner ability of a leader to understand his own deep emotions, therefore it is might be possible that their followers are unable to perceive that emotions effectively.

Results also depicted a positive and significant association of leaders' self-emotions appraisal with followers' task performance in Malaysia context and followers' organizational citizenship behavior in Pakistani context. These findings are aligned with previous studies. A recent study identified that four dimensions of emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) are related to task performance and extra-role behaviors (Bozionelos & Singh, 2017).

It shows that leaders' ability to understand their feelings and emotions have influence on their followers' behaviors. When leaders are expert to judge and recognize their emotions, they can manage their emotions effectively during the interaction with followers at the workplace. In return of these favorable emotions, followers tend to show positive behaviors and perform their assigned duties.

5.3.2.2 Leaders' Others-Emotions Appraisal and Followers' Attitudes and Behaviors.

The study examined the effect of leaders' others-emotions appraisal on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). It was found that leaders' others-emotions appraisal is positively related to followers' positive emotional reactions and organizational citizenship behavior. These findings are aligned with previous studies, as a study by Yunus et al. (2010) enlightened that regulation of emotions and others-emotions appraisal (components of emotional intelligence) have positive and significant relationship with followers' organizational citizenship behaviors. Besides this, leaders' others-emotions appraisal has significant relationship with followers' emotional engagement in Malaysian context and with followers' task performance in Pakistani context.

When leaders are able to perceive and understand the emotions of followers, they treat them according to their status of emotions, and consequently that leads to create favorable followers' attitudes and behaviors. Besides this, no significant association of leaders' others-emotions appraisal was found with followers' emotional engagement in Pakistani context and followers' task performance in Malaysian context.

5.3.2.3 Leaders' Regulation of Emotions and Followers' Attitudes and Behaviors.

This study found that leaders' regulation of emotions is not significantly related to followers' attitudes (emotional engagement and positive emotional reactions) for both countries due to contextual reasons. Sometimes, followers mainly focus on leadership styles and other personality traits to engage themselves in the organizations (Inceoglu & Warr, 2011; Tims, Bakker, & Xanthopoulou, 2011; Woods & Sofat, 2013). Hence, they may ignore the regulation of emotions by leaders, and consider other dominant characteristics of their leaders.

In addition, there was a significant relationship between leaders' regulation of emotions and followers' behaviors (task performance and organizational citizenship behavior). When leaders regulate their emotions effectively at the workplace, followers feel a sense of emotional belongingness with leaders, and resultantly they perform well. This result is aligned with previous studies e.g., (Cote & Miners, 2006; Dhani et al., 2017; Wong & Law, 2002). A study by Miao et al. (2018) carried out a meta-analysis and highlighted that components of leaders' emotional intelligence influenced the followers' performance. Besides this, Koronios et al. (2019) also summed up that all the components of emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) have a significant association with employees' performance.

It affirms that followers perform well and fulfill their assigned duties when their leaders are emotionally intelligent. Leaders with high level of emotional intelligence are good in regulating their emotions, and they try to express their appropriate emotions during the interaction with their followers due to which followers perceive

them as being loyal, sincere and honest. Consequently, followers are inspired by their leaders and invest to participate in teamwork to perform their duties effectively.

Furthermore, it was also found that leaders' regulation of emotions was an important antecedent for followers' organizational citizenship behavior. This finding is in line with a study by Miao et al. (2018) as they also spotted that leaders' emotional intelligence played a significant role in shaping followers' citizenship behaviors. This result is consistent with previous findings e.g. (Butt et al., 2017; Irshad & Hashmi, 2014; Overstreet, 2016).

5.3.2.4 Leaders' Use of Emotions and Followers' Attitudes and Behaviors.

Leaders' use of emotions is not related to followers' emotional engagement for both countries. Moreover, leaders' use of emotions also has insignificant association with followers' task performance for Malaysia and with followers' organizational citizenship behavior for Pakistan due to particular research settings. Such as a study by Greenslade and Jimmieson (2007) elaborated that when followers are involved in extra-role behaviors to significantly contribute to the psychological, social and organizational environment (Greenslade & Jimmieson, 2007), they may ignore leaders' emotional intelligence at the workplace.

Based on the findings, it can be seen that leaders' emotional intelligence with respect to use of emotions is positively related to followers' positive emotional reactions for both countries. When leaders are emotionally intelligent and they are good to use their emotions, their followers tend to show positive emotional reactions. Leaders with high level of emotional intelligence are always good in using their emotion, and also give

251

respect to their followers' emotions. Thusly, followers express emotional attachments and positive reactions to their leaders.

When leaders effectively use their emotions, followers express positive emotional reactions at the workplace. A study by Jordan et al. (2002) also signified that employees with high level of emotional intelligence experienced positive emotional reactions. Meanwhile, a study by Edelman and van Knippenberg (2018) integrated leaders' emotional intelligence with followers' emotions and described that leaders with high level of emotional intelligence are able to respond to their followers' emotions effectively. In addition, leaders' use of emotions was also positively and significantly related to followers' task performance in Pakistan and followers' organizational citizenship behavior for Malaysia.

Conclusively, this study signified that all the components of leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) play a key role to shape followers' attitudes and behaviors in both countries. Moreover, leaders' others-emotions appraisal is more prominent dimension of emotional intelligence as compared to others. Results also proved that leaders with high level of emotional intelligence with respect to regulation of emotions and use of emotion are able to influence their followers' attitudes and behaviors with great intensity. Leaders' emotional intelligence has significant importance in NGOs (Raman, Sambasivan, & Kumar, 2016) and these organizations arrange emotional competences training sessions to polish leaders' emotional intelligence level. Due to these training workshops, leaders are able to improve their emotional intelligence level, and they can understand others' emotions effectively. In NGOs context, leaders with high level of emotional intelligence are able to use their

emotions effectively at the workplace that consequently influence followers' behaviors.

5.3.3 Leaders' Emotional Consonance and Followers' Attitudes and Behaviors

This study examined the effect of leaders' emotional consonance (original emotions) on followers' attitudes and behaviors. Previous studies only focused on leaders' emotional labor strategies (surface acting and deep acting) and ignored their naturally felt emotions. The findings revealed that leaders' emotional consonance was significantly and positively related to followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (organizational citizenship behavior) for both countries.

Leaders' emotional consonance was found to be an important antecedent for followers' emotional engagement in both countries. When leaders display naturally felt emotions, their followers show emotional engagement and invest their emotional efforts into achieving the organizational goals. Besides this, leaders' emotional consonance was also related to followers' positive emotional reactions for Pakistan and Malaysia. The findings postulated that followers tended to have positive emotional reactions when their leaders expressed their actual emotions. Meanwhile, Visser (2013) illustrated that leaders have charismatic and influencing personalities and followers try to catch their emotions. When leaders express genuine emotions, followers try to mimic their emotions and express positive emotional reactions at the workplace. Another study by Humphrey (2008) found that when leaders express original and appropriate emotions, followers tend to have positive emotional reactions. Furthermore, this finding is also consistent with the emotional contagion theory

(Hatfield et al., 1992), as this theory described that individuals mimic the emotions expressed by others because emotional contagion is the propensity of any individual to imitate others' emotions unconsciously (Neumann & Strack, 2000). Meanwhile, the results of this study found that leaders' emotional consonance was also related to followers' organizational citizenship behavior for both countries. It shows that when leaders express their naturally felt emotions, followers express their extra-role behaviors at the workplace.

Results also found an insignificant relationship between leaders' emotional consonance and followers' task performance in both countries. Leaders' emotional consonance was unable to predict followers' task performance due to the breach of psychological contracts at the workplace. Followers tended to show low level of performance when they perceived that their psychological contracts and implied expectations were not fulfilled by their leaders. This might be the reason that leaders' emotional consonance is not a significant predictor for followers' task performance. In the state of emotional consonance, leaders express their naturally felt emotions; sometimes followers became unhappy due to leaders' original emotions and did not perform their assigned role.

Non-government organizations mainly focus on key social issues. Therefore, leaders need to express their naturally felt emotions to engage their team members in the projects. Leaders' emotional consonance is compulsory in NGOs due to the working style of these organizations. Leaders have to deal with followers politely, and have to express original emotions because they need to develop strong bond of relationship at the workplace. Hence, these natural emotions significantly affect followers' attitudes and behaviors.

254

This study has concluded that leaders' emotional consonance is a key predictor to enhance followers' task performance and extra-role behaviors in the non-government organizations of Malaysia and Pakistan. Leaders of the NGOs need to express their genuine emotions during the interactions to improve followers' task performance and citizenship behaviors. Moreover, leaders' display of original emotions also influences their followers' attitudes (emotional engagement and positive emotional reactions) that ultimately lead towards leadership effectiveness in the non-government organizations.

5.3.4 Leaders' Emotional Labor Strategies and Perceived Transformational Leadership

Leaders' emotional labor strategies play key role in influencing their followers' perceived transformational leadership. This study predicted that leaders' surface acting would be negatively and significantly related to perceived transformational leadership for both countries. Leaders' surface acting and inappropriate emotions may lead to have negative perceptions about transformational leadership by their subordinates. Followers do not perceive their leaders as being transformational when leaders adopt a surface acting strategy and they have negative perceptions about the transformational leadership characteristics. This finding is aligned with previous studies e.g. (Humphrey et al., 2016; Xupei & Wang, 2013). According to Grandey et al. (2005), when leaders adopted surface acting strategy, their followers considered them as being insincere, dishonest and manipulative. They gave a low rating in transformational leadership to those leaders who frequently performed surface acting.

255

NGOs rely on the funding agencies to complete their projects, and they have to show the performance of ongoing projects periodically. Followers' performance plays a crucial role in accomplishing the overall tasks. Therefore, under some circumstances, leaders need to adopt surface acting and have to show inappropriate emotions to enhance their level of performance. Followers have negative perceptions about transformational leadership due to their leaders' surface acting.

Besides this, leaders' deep acting was found to be a significant predictor for perceived transformational leadership for both countries. When leaders use deep acting as an emotional labor strategy, their followers have positive perceptions regarding their transformational leaders. Leaders' deep acting is deemed as a crucial element that influence to perceived transformational leadership. These results indicated that followers' perceptions about transformational leadership are influenced by their leaders' appropriate emotions. Meanwhile, in NGOs settings, leaders have to express appropriate emotions because they have an emotional attachment to each other. Hence, due to the culture of collectivism and quality of the relationship between leaders and followers, leaders use a deep acting strategy that ultimately affects perceived transformational leadership.

5.3.5 Leaders' Emotional Intelligence and Perceived Transformational Leadership

The study examined the effect of leaders' emotional intelligence (self-emotions appraisal, others-emotions appraisal, regulation of emotions, and use of emotions) on perceived transformational leadership.

5.3.5.1 Leaders' Self-Emotions Appraisal and Perceived Transformational Leadership

It was found that leaders' high level of emotional intelligence with respect to self-emotions appraisal is significantly and positively related to perceived transformational leadership for both countries. This finding is aligned with previous studies as a study by Polychroniou (2009) also integrated the components of emotional intelligence with transformational leadership and signified that all components of emotional intelligence are key predictor to influence transformational leadership. Leaders' self-emotions appraisal is the ability to understand their own deep feelings and emotions. Being transformational leaders, they always have to understand their emotion during the interaction with their followers. When leaders effectively understand their own emotions and react accordingly, followers perceive them as transformational leaders.

5.3.5.2 Leaders' Other-Emotions Appraisal and Perceived Transformational Leadership

Based on the findings, it can be seen that leaders' others-emotions appraisal has significant and positive relationship with perceived transformational leadership in Pakistani context. Leaders with transformational behaviors are able to understand and perceive their followers' emotions and due to this, followers have positive perceptions about their transformational leadership behavior. In NGOs, leaders with high level of emotional intelligence can effectively understand the emotions of followers at workplace and they can respond to their emotions.

While on the other hands, no significant relationship was found between leaders' others-emotions appraisal and perceived transformational leadership in Malaysian context. The age differences between leaders and their followers may have been one of the reasons for this insignificant relationship. Most of the followers were in the age category of up to 25 years, and leaders were mature with respect to age. It means that followers were quite younger as compared to their leaders in the Malaysian context. Due to the age differences, Followers were unable to understand the level of their leaders' emotional intelligence.

5.3.5.3 Leaders' Regulation of Emotions and Perceived Transformational Leadership

This study signified that leaders' regulation of emotions is positively related to perceived transformational leadership for both countries. This finding is aligned with previous studies (Baba et al., 2019; Polychroniou, 2009; Potter et al., 2018). In NGOs context, leaders with high level of emotional intelligence have ability to regulate and

tune-up their emotions during the interaction with their followers at the workplace. When leaders manage their appropriate emotions and take care of followers' emotional responses, followers tend to perceive them as transformational leaders.

5.3.5.4 Leaders' Use of Emotion and Perceived Transformational Leadership

The study examined the role of leaders' use of emotions towards perceived transformational leadership. The findings revealed that leaders' use of emotions is positively and significantly related to followers' perceptions regarding transformational leadership for both countries. Followers have favorable perceptions about their transformational leaders when leaders use their appropriate emotions.

This study examined the effect of leaders' emotional intelligence on perceived transformational leadership. It further demonstrated that leaders' emotional intelligence was significantly and positively related to perceived transformational leadership. Leaders with a high level of emotional intelligence play key role to positively change their followers' perceptions about transformational leadership. It shows that leaders with high level of emotional intelligence can show transformational behaviors to their followers in an effective way.

Furthermore, leaders in non-government organizations have the abilities to perceive and respond to their followers' emotions accordingly. When leaders deal with their followers in appropriate manners, they tend to become attached to their leaders and have positive perceptions about transformational leadership. This finding is aligned with previous studies that also integrated leaders' emotional intelligence with transformational leadership (Baba et al., 2019; Chan et al., 2018; Potter et al., 2018; Rathore & Pandey, 2018; Vasilagos et al., 2017).

259

Meanwhile, leaders' emotional intelligence was a key predictor for perceived transformational leadership in the NGOs of both countries. Malaysia and Pakistan are Muslim countries and the NGOs in both countries follow the Islamic values and teachings. A study by Alghamdi (2006) identified the crucial role of Islamic values in developing emotional intelligence abilities. Leaders of the NGOs follow the Islamic values to polish their emotional intelligence skills during interactions with their followers, and this leads to create favorable followers' attitudes and behaviors.

Conclusively, it is stated that leaders with high level of emotional intelligence are able to motivate their followers, articulate an appealing vision, inspire them, and consider the individuals' needs. These characteristics are helpful to create favorable perceptions of transformational leadership. This study summed up that leaders' emotional intelligence is a key predictor for perceived transformational leadership.

5.3.6 Leaders' Emotional Consonance and Perceived Transformational Leadership

A positive and significant relationship was found between leaders' emotional consonance and perceived transformational leadership for Malaysia and Pakistan. In the non-government organizations, when leaders expressed actual emotions without any manipulation, their followers perceived them as being transformational leaders. This study shows that followers perceived their leaders as being sincere when they expressed their genuine emotions.

Besides this, a study by Arnold et al. (2015) highlighted the crucial role of leaders' original emotions towards perceived transformational leadership. This study identified the key importance of leaders' emotional consonance during the interactions with their

260

followers. Leaders with transformational leadership characteristics need to express their genuine emotions to be perceived as being transformational leaders. Moreover, a study conducted by Walsh (2019) also illustrated the key role of naturally felt emotions towards individuals' outcomes. In NGOs, leaders' genuine emotions play crucial role in changing their followers' attitudes and behaviors in a positive sense. Leaders in NGOs need to express their genuine emotions to follow the emotional display rules by organizations which ultimately affect perceived transformational leadership. Due to teamwork and group cohesiveness, followers show emotional attachment to leaders, and they perceive them as being transformational leaders when they express genuine emotions at the workplace.

5.3.7 Perceived Transformational Leadership and Followers' Attitudes and Behaviors

This study investigated the effect of perceived transformational leadership on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). The results enlightened that perceived transformational leadership was a key antecedent for followers' attitudes and behaviors. A significant and positive relationship was found between perceived transformational leadership and followers' emotional engagement for both countries.

Moreover, this study elaborated that followers showed their emotional engagement at the workplace when they perceived that their leaders had transformational characteristics. Transformational leaders always emphasize on individual considerations by showing care about their followers' needs and try to motivate them

261

by displaying appealing and motivational behaviors. Due to this, followers feel a sense of psychological safety, belongingness and emotional attachment. Perceived transformational leadership was deemed as a significant predictor to enhance followers' emotional engagement in the non-government organizations of Malaysia and Pakistan.

In addition, this study was one of the few attempts to link perceived transformational leadership with followers' positive emotional reactions. It was also demonstrated that perceived transformational leadership also had significant and positive associations with followers' positive emotional reactions in Malaysian context. Transformational leaders play great role in improving their followers' positive emotional reactions at the workplace. Leaders with transformational characteristics always give respect to their followers' opinions and ideas. They try to express appropriate and positive emotions during their interactions at the workplace. Due to transformational leadership behaviors, followers tend to show positive emotional reactions in return. Previous studies also highlighted that the positive emotions of the transformational leaders might positively influence followers' emotional attitudes (Farahnak, Ehrhart, Torres, & Aarons, 2019).

On the other hands, contrary to the expectation, findings revealed that perceived transformational leadership was not a significant predictor for followers' positive emotional reactions in the Pakistani context. One of the possible justifications for this insignificant relationship was the difference between the demographic characteristics of leaders and their direct followers in the NGOs of Pakistan. Most of the leaders were male, but the majority of the followers were female. Due to their gender differences, sometimes followers were unable to perceive the leadership styles due to this gap. In

262

Pakistan, females like to be reserved, and they are not closely attached to their leaders. Pakistan is deemed as a male-dominant country in which the men occupy the majority of the leadership positions and women are deprived access to their rights (Sultana, 2012). Even though leaders may be transformational, their followers with the opposite gender do not like to express their positive emotional reactions at the workplace. Moreover, in line with the emotional contagion theory (Hatfield et al., 1994), followers' positive emotional reactions were mainly influenced by their leaders' emotions. Hence, followers tried to copy the emotions of their leaders and may have ignored their leadership styles.

The results also divulged a significant relationship between perceived transformational leadership and followers' task performance for both countries. Leaders in NGOs are considered a key element to boost up the followers' performance level. Transformational leaders inject a vision into their followers and always facilitate them in accomplishing their assigned goals. A study by Bono and Judge (2003) also identified that transformational leaders assist their followers in fulfilling their job responsibilities. Leaders also link the subordinates' tasks with the organizational vision and goals due to which the subordinates perform their assigned tasks efficiently. This finding is also aligned with previous studies e.g., (Frieder et al., 2018; Pachler, Kuonath, & Frey, 2019; Saleem, Bhutta, Nauman, & Zahra, 2019; Yuan et al., 2018). Similarly, a meta-analytic review by Wang, Oh, et al. (2011) also elaborated that transformational leadership is positively related to followers' task performance. The result is also supported by Para-Gonzalez et al. (2018) as they also identified transformational leadership as a key predictor to improving performance.

Furthermore, this study also found that perceived transformational leadership was significantly and positively related to followers' organizational citizenship behavior for both countries. In alignment with this finding, previous studies also found a significant relationship between transformational leadership and organizational citizenship behavior (AlKindy et al., 2016; Buil et al., 2019; Butar, Sendjaya, & Pekerti, 2019; Khalili, 2017). The results enlightened that followers' perceptions of transformational leaders are the cornerstone to influence their citizenship behaviors. When leaders adopt transformational leadership behaviors, followers also show the attachment and perform tasks that are beyond their assigned duties.

Moreover, in NGOs settings, transformational leadership is considered as significant predictor for followers' attitudes and behaviors due to the contextual factors. Transformational leadership is deemed as a key element in NGOs (Hassan et al., 2017; Shiva & Roy, 2008; Shiva & Suar, 2012). They concentrate on developing the transformational leadership skills in their leaders to positively shape their followers' attitudes and behaviors. They have an effective organizational culture to promote leadership effectiveness. In addition, leaders' moral values and social culture within these organizations facilitate them in adopting transformational behaviors. When followers perceive their leaders as being transformational, they tend to show positive outcomes in return. These organizations encourage their leaders to adopt transformational leadership style at the workplace.

Furthermore, this study concluded that perceived transformational leadership played a key role to positively shape followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). These followers' attitudes and behaviors are deemed to be an important

element to measure the leadership effectiveness (Little et al., 2015; McCauley & Gardner, 2016; Visser, 2013; Wang, 2011). These findings show the relative importance of transformational leadership style in the non-government organizations to develop an effective leadership mechanism.

5.3.8 Mediating Role of Perceived Transformational Leadership

Previous studies examined direct relationship of leaders' emotions with followers' outcomes, and almost ignored the mediating role of transformational leadership in this context. This study is one of the first attempts to investigate the mediating role of perceived transformational leadership between the relationship of leaders' emotional labor strategies, emotional intelligence and emotional consonance with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). Moreover, this study found that perceived transformational leadership played a crucial role in further explaining the relationship between leaders' emotions management and followers' outcomes.

5.3.8.1 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Labor Strategies and Followers' Attitudes and Behaviors

This study investigated the mediating effect of perceived transformational leadership between leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes and behaviors. The result proved that perceived transformational leadership significantly mediated the relationship of leaders' surface acting with followers' attitudes (emotional engagement and positive emotional reactions) and followers' behaviors (task performance and organizational citizenship behavior) for both countries. This study highlighted the crucial role of perceived transformational

265

leadership in emotion related studies. Moreover, followers' perceptions about transformational leadership explain that how leaders' surface acting is harmful to followers' attitudes and behaviors. The results also revealed that leaders' surface acting leads to create negative perceptions for transformational leaders and these negative perceptions ultimately influence the followers' attitudes and behaviors. Leaders' surface acting is negatively related to perceived transformational leadership (Humphrey, 2012; Xupei & Wang, 2013) and transformational leadership is deemed a key predictor for followers' attitudes and behaviors (Buil et al., 2019; Butar et al., 2019; Farahnak et al., 2019; Li et al., 2019; Luo et al., 2019; Pachler et al., 2019). Therefore, followers' perceptions of their transformational leaders play significant role in explaining the relationship between leaders' surface acting and followers' outcomes.

Finding also demonstrated that perceived transformational leadership did not mediate the relationship between leaders' emotional labor strategies (surface acting and deep acting) and followers' positive emotional reactions in Pakistani context. These indirect effects were insignificant because perceived transformational leadership was not a significant predictor for followers' positive emotional reactions in the Pakistani context. Furthermore, No mediation of perceived transformational leadership was found between leaders' deep acting and followers' attitudes (emotional engagement and positive emotional reactions) in Malaysia context.

Moreover, followers' perceptions about transformational leadership were unable to explain the relationship of leaders' emotional labor strategies with followers' outcomes due to certain reasons. Followers' emotional reactions were more related to their leaders' emotions. Meanwhile, a study by Humphrey (2008) highlighted that

266

leaders use their emotions to manage their followers' emotions. Followers may ignore the other aspects that may influence their relationship when they have an emotional attachment to their leaders. That might be one of the reasons for ignoring the leadership style in their emotion-oriented relationship.

Besides this, the nature of followers' jobs was also a reason for these contradictory findings. Most of the followers in both countries had jobs of a contractual nature. Due to the contractual jobs, they did not focus on accomplishing their assigned role even when leaders' express appropriate emotions with transformational leadership behaviors. A study by Chambel and Castanheira (2006) examined employees' behaviors with temporary jobs. They identified that employees with contractual status felt that organization was giving fewer incentives (e.g., promotions, financial rewards, career growth and permanent employment). Therefore, followers tended to avoid their tasks and extra-role behaviors due to unfavorable incentives even though their leaders expressed appropriate emotions during their interactions. Meanwhile, low frequency of interactions may have been one of the other reasons for this insignificant indirect effects. When leaders have less interaction with their followers, they are unable to perceive their leaders' transformational behaviors effectively. This study signified that perceived transformational leadership mediated the relationship between leaders' deep acting and followers' behaviors (task performance and organizational citizenship behavior) for both countries.

Additionally, it revealed the key role of transformational leadership style for leaders along with emotions management at the workplace. When leaders perform deep acting, it leads to create positive perceptions for their transformational leadership by their followers. These favorable perceptions significantly influence followers'

267

attitudes and behaviors. It means that perceived transformational leadership facilitates, along with leaders' emotional labor strategies (surface acting and deep acting) to explain followers' attitudes and behaviors effectively.

Furthermore, followers perceive their leaders to be transformational when leaders in the NGOs adopt a deep acting strategy. Due to these positive emotions, followers observe that their leaders are sincere, loyal and honest with them. This leads to shape their positive behaviors towards leaders and organizations. In the NGOs settings, transformational leadership is considered one of the most effective leadership styles (Shiva & Suar, 2012). Transformational leaders are involved in different projects at the grass-roots level, and they have to interact with their subordinates on an individual basis to accomplish the project-based goals. Therefore, they have to manage their emotions effectively during the interactions with their followers.

5.3.8.2 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Intelligence and Followers' Attitudes and Behaviors

In this study, it was evident that perceived transformational leadership mediated the relationship of leaders' self-emotions appraisal and others-emotions appraisal with followers' emotional engagement in Pakistani context, but same indirect effects became insignificant in Malaysian perspectives. Moreover, perceived transformational leadership significantly mediated the relationship of leaders' regulation of emotions and use of emotions with followers' emotional engagement for both countries.

It affirms that leaders' emotional intelligence enhances followers' emotional engagement through perceived transformational leadership. This result is consistent

with a finding of a previous study by Cavazotte et al. (2012) as this study examined the mediating role of transformational leadership between leaders' emotional intelligence and the employees' performance. In the same way, another study also proved the mediating effect of transformational leaderships between leaders' emotional intelligence and team outcomes (Hur et al., 2011). It shows that leaders' emotional intelligence along with followers' perceptions about transformational leaders plays a significant role to predict the followers' emotional engagement. When leaders are emotionally intelligent, their followers perceive them as being transformational leaders, and it further leads to influence the followers' emotional engagement at the workplace.

Besides this, results identified that perceived transformational leadership mediated the relationship of leaders' self-emotions appraisal and regulation of emotions with followers' positive emotional reactions for Malaysia but no mediation of perceived transformational leadership was found for same relationships in Pakistan. While on the other hands, perceived transformational leadership did not mediate the relationship of leaders' others-emotions appraisal and use of emotions with followers' positive emotional reactions for both countries.

Perceived transformational leadership was not able to significantly explain the association between leaders' emotional intelligence and followers' positive emotional reactions. This is due to emotional attachment between leaders and their followers. When leaders are emotionally intelligent, they are able to express the appropriate emotions and recognize their followers' emotions effectively. They develop a strong bond of relationship with them. Due to this emotional attachment, followers do not bother about the leadership styles, and this is why transformational leadership is

269

unable to mediate the relationship between leaders' emotional intelligence and followers' positive emotional reactions.

In addition, it was also found that perceived transformational leadership mediated the relationship of leaders' self-emotions appraisal and others-emotions appraisal with followers' behaviors (task performance and organizational citizenship behavior) in Pakistan but same indirect effects became insignificant for Malaysia. This study also demonstrated that perceived transformational leadership mediated the relationship of leaders' regulation of emotions and use of emotions with followers' behaviors (task performance and organizational citizenship behavior) for both countries. Followers' perceptions about transformational leaders significantly explain the relationship between leaders' emotional intelligence and followers' behaviors. This finding is aligned with Cavazotte et al. (2012) and Hur et al. (2011) as these studies elaborated the mediating role of transformational leadership and signified that transformational leadership mediated the association between leaders' emotional intelligence and followers' outcomes. Moreover, previous studies also identified that leaders' emotional intelligence is a significant predictor for transformational leadership (Sivanathan & Cynthia Fekken, 2002), and these followers' perceptions lead towards influencing followers' behaviors (Young, 2018; Yuan et al., 2018).

Furthermore, leaders who have a high level of emotional intelligence are capable to express the appropriate emotions by recognizing the followers' emotions, due to which followers' perceive their leadership style positively. These positive perceptions about transformational leadership are further positively influenced the followers' task performance and organizational citizenship behavior. It affirms that transformational leadership is a key element along with leaders' emotional intelligence to influence

270

followers' behaviors. This study emphasized on the key role of transformational leadership behaviors during the interactions with followers at the workplace.

5.3.8.3 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Consonance and Followers' Attitudes and Behaviors

This study investigated the mediating role of perceived transformational leadership in the relationship between leaders' emotional consonance and followers' outcomes. The findings depicted that perceived transformational leadership significantly mediated the associations between leaders' emotional consonance and followers' attitudes (emotional engagement) and behaviors (task performance and organizational citizenship behavior) for both countries, respectively. It was also found that perceived transformational leadership significantly mediated the relationship between leaders' emotional consonance and followers' positive emotional reactions for Malaysian context, but no mediation was found for same relationship in Pakistani context.

When leaders express naturally felt emotions, their followers perceive them to be transformational leaders which lead to influence the followers' attitudes and behaviors. One of the previous studies also identified the mediating role of perceived transformational leadership between the associations of leaders' displays of genuine emotions and followers' outcomes. He summed up that followers' perceptions about transformational leaders are considered as a cornerstone when leaders express their genuine emotions during the interactions with their followers (Wang, 2011).

In NGOs, organizational emotions display rules provide guidelines to leaders regarding their emotions management. Leaders follow these display rules and express their genuine emotions. Followers perceive them as transformational leaders when

271

leaders adopt emotional consonance (original emotions). These positive perceptions lead to create favorable followers' attitudes and behaviors.

5.3.9 Moderating Role of Perceived Emotional Sincerity

This study was one of the first attempts to examine the moderating role of perceived emotional sincerity on relationship of leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes (emotional engagement, positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). A study by Caza et al. (2015) introduced this construct as a predictor for followers' trust. He further identified this gap that future studies need to integrate leaders' emotions with perceived emotional sincerity. After that, few studies also examined the crucial role of perceived emotional sincerity in different contexts (Moorman et al., 2018; Morgan, 2017).

This study found that perceived emotional sincerity significantly moderated the relationship of leaders' surface acting and followers' emotional engagement in Malaysian context. Perceived emotional sincerity dampened the negative association of leaders' surface acting and followers' emotional engagement. It shows that when leaders adopt surface acting strategy along with their sincere emotions, their followers perceive them as being sincere, loyal, and honest that leads to influence the followers' emotional engagement. Although, leaders' surface acting negatively affects followers' emotional engagement, this relationship is dampened due to the presence of leaders' emotional sincerity. On the other hands, perceived emotional sincerity did not moderate the association of leaders' surface acting and followers' emotional engagement in the Pakistani context.

In Malaysian context, perceived emotional sincerity significantly moderated the relationship of leaders' surface acting and followers' positive emotional reactions. Followers' perceptions regarding their leaders' emotional sincerity weakened the association between leaders' surface acting and followers' positive emotional reactions. When leaders perform surface acting with sincerity, it leads to further weakening the effect of these negative emotions on followers' positive emotional reactions. No moderation was found on the relationship of leaders' surface acting and followers' positive emotional reactions in Pakistani context. As leaders' surface acting is probably transparent to their followers (Grandey et al., 2005), therefore, followers perceive leaders' emotional sincerity in a negative sense due to the adoption of the inappropriate emotions.

In the Pakistani context, when followers perceived their leaders as dual-faced personalities, they did not give importance to leaders' emotional sincerity for their emotional engagement. A study by Newcombe and Ashkanasy (2002) also identified that the high quality of the relationship between leaders and followers is based on the exchange of authentic emotions. Therefore, leaders' negative but sincere emotions may be interpreted by their followers that they have a low quality relationship with each other. Sometimes, leaders' emotional sincerity is interpreted as inauthentic due to the observable nature of leaders' surface acting (Grandey et al., 2005). Hence, leaders' surface acting along with the emotional sincerity was not a significant predictor of followers' emotional engagement and positive emotional reactions in the Pakistani context.

273

Moreover, perceived emotional sincerity also significantly moderated the relationship of leaders' surface acting and followers' behaviors (task performance and organizational citizenship behavior) for both countries. Followers' perceptions regarding their leaders' emotional sincerity weakened the association of leaders' surface acting with followers' task performance and organizational citizenship behavior. This shows that leaders' emotional sincerity plays a significant role in predicting followers' outcomes. The findings revealed that leaders need to express their sincere emotions while adopting emotional labor strategies to influence their followers' attitudes and behaviors. When leaders use negative emotions with sincerity, followers recognize that leaders are using these inappropriate emotions for the sake of individual and organizational development. Followers perceive these sincere emotions in their favor due to which the associations between leaders' surface acting and followers' outcomes become dampened in the presence of leaders' emotional sincerity.

Based on findings, it was found that perceived emotional sincerity was not a significant moderator on the relationship of leaders' deep acting and followers' attitudes (emotional engagement and positive emotional reactions) in both countries. Besides this, results revealed that perceived emotional sincerity did not moderate on the relationship of leaders' deep acting and followers' behaviors (task performance and organization citizenship behavior) in Malaysian context due to certain factors. Emotions have two elements: experiential and expressional. The experiential element deals with how an individual feels emotions. While, the expressional elements are concerned with how an individual expresses and displays his/her emotions which he/she has experienced (Elfenbein, 2007). Leaders' emotional sincerity belongs to the experiential part (inner) which means that it is quite possible that followers did not

274

perceive their leaders' emotional sincerity properly. Such as, another study by Schyns and Felfe (2006) identified that followers' personality traits play key role in shaping their perceptions of their leaders. One of the reasons for no moderation seems to be that followers were unable to recognize leaders' emotional sincerity because it is something that is an individual's inner experiential feelings. Moreover, emotional sincerity belongs internally to individuals (Harter, 2002). Therefore, followers need to be emotionally intelligent to effectively recognize their leaders' emotional sincerity.

Besides this, the study results also demonstrated that perceived emotional sincerity significantly moderated the relationship of leaders' deep acting and followers' behaviors (task performance and organizational citizenship behavior) for Pakistan. It shows that perceived emotional sincerity played a key role to strengthen the relationship between leaders' deep acting and followers' task performance and organizational citizenship behavior. Previous empirical studies enlightened that leaders' emotional sincerity may influence the outcomes of emotional displays (Cote, Hideg, & van Kleef, 2013; Diefendorff et al., 2005; Grandey, 2003). When leaders express and manage sincere emotions at the workplace, their followers put more efforts into enhancing their task performance, and they also involve themselves in extra-role behaviors. The emotional display becomes sincere if there is an alignment between the displayed emotions and the internal experienced emotions (Morgan, 2017). This study revealed the importance of leaders' emotional sincerity during emotions management at the workplace to influence their followers' outcomes.

In the NGOs context, leaders have to be emotionally sincere while expressing their emotions at the workplace. These organizations demand emotional authenticity from their leaders, and this authenticity and sincerity play key role during the emotions

275

management. NGOs have defined emotional display rules for their leaders that they have to express sincere emotions during the interactions with followers. Moreover, the relationship nature is also a reason that why leaders express their sincere emotions to influence their followers. Leaders' emotional sincerity strengthens or dampens the association between leaders' emotional labor and followers' attitudes and behaviors when leaders and followers have strongly bonded relationship, and they are emotionally attached to each other. Conclusively, it is evident from the findings that leaders' emotional sincerity play a significant role to shape the followers' attitudes and behaviors.

5.3.10 Multi-Group Comparison

The study examined the crucial role of leaders' emotions management towards followers' attitudes and behaviors in non-government organizations of Malaysia and Pakistan. One of the objectives of this study was to examine the differences in the relationship of the study constructs between the Malaysian and Pakistani NGOs. This study used the multi-group analysis (PLS-MGA) to make a comparison between the path estimates for both countries.

The multi-group analysis allowed for testing the significant differences between the groups in their specific parameter estimates. This study depicted the effect of leaders' emotions management on followers' attitudes and behaviors with two major segments (Malaysia and Pakistan). It also identified the differences in the strengths of the path coefficients for Malaysia and Pakistan. The finding revealed that the path coefficients were significantly different for the effect of leaders' emotional consonance on followers' behaviors (task performance and organizational citizenship behavior) and

276

perceived transformational leadership. Based on the findings, leaders' emotional consonance in a relationship with followers' task performance, followers' organizational citizenship behavior, and perceived transformational leadership was stronger in Malaysia as compared to Pakistan.

Additionally, the results also showed the significant differences between Malaysia and Pakistan for the effect of leaders' others-emotions appraisal on followers' positive emotional reactions, task performance, and perceived transformational leadership was higher in the Malaysian context as compared to the Pakistani context. Meanwhile, relationship between leaders' self-emotions appraisal and followers' task performance was also significantly different. It was also found that association of leaders' use of emotions with followers' behaviors (task performance and organizational citizenship behavior) was significantly different in both countries. It shows that leaders' emotional intelligence was a more dominant predictor for followers' outcomes in the Malaysian NGOs as compared to the Pakistani NGOs. Based on the results, leaders' surface acting in the relationship with followers' organizational citizenship behavior, task performance, and perceived transformational leadership was a stronger predictor in Malaysia as compared to Pakistan. This study concluded that the statistical differences between the strengths of the relationship exist due to cultural differences.

Based on findings, it can be seen that leaders' surface acting is more harmful for followers in Malaysian NGOs as compared to Pakistani NGOs. This study provides an indication to Malaysian NGOs that they need to revise their emotions display rules to control the leaders' fake and inappropriate emotions. Malaysia has culture of collectivism, thus followers in NGOs are sensitive and they react negatively in response to leaders' surface acting. It shows that Malaysian leaders need space for

277

emotional ventilation to overcome their burden of emotional exhaustion. Leaders are advised to manage their negative and phony emotions at workplace. Besides this, comparative analysis also proved that Malaysia leaders with high level of emotional intelligence play a greater role to positively influence the followers' attitudes and behaviors as compared to Pakistan. In Malaysian context, followers of NGOs give extra weightage to leaders' emotions and they are influenced by leaders' high level of emotional intelligence with greater intensity as compared to followers in Pakistani NGOs. Conclusively, this study revealed that leaders and followers in Malaysian NGOs have strong emotional bonding at workplace. Emotions are the key element in Malaysian culture, thus leaders have quality relationship with their followers. Effective management of leaders' emotions play a significant role to shape followers' attitudes and behaviors with more intensity in Malaysian context as compared to Pakistani context.

On the other hands, this study did not support the significant differences for other path coefficients between Malaysia and Pakistan. Most of the path estimates for both countries were almost the same due to the same characteristics and nature of the NGOs in both countries. The NGOs in Pakistan and Malaysia have almost the same characteristics, and these organizations are working on common thematic areas. Moreover, both are Muslim countries, located in the Asian region, multi-cultural, multi-lingual and multi-ethnic countries (Ali, 2014). It was concluded that few relationship were significantly different due to cultural factors but majority of relationships were not different due to same characteristics.

5.4 Contributions of the Study

The study has significant theoretical contributions and practical implications as discussed below.

5.4.1 Theoretical Contributions

This study has numerous contributions in theoretical perspectives. It contributed to enrich the body of knowledge regarding followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). It measured followers' attitudes and behaviors with emotion-based outcomes (emotional engagement and positive emotional reactions) and performance-based outcomes (task performance and organizational citizenship behavior). Previous studies almost ignored to discuss emotions with the leadership perspectives, thereby this study integrated emotions with leadership effectiveness. It also enriched the literature of followers' emotional engagement, positive emotional reactions, task performance and their organizational citizenship behavior with different perspectives. Therefore, an important theoretical contribution of this study is the integration of leaders' emotions with followers' attitudes and behaviors that are essential for leadership effectiveness.

Moreover, it empirically supported to social exchange theory (Blau, 1964; Homans & Merton, 1961) which posited that followers tend to reciprocate with favorable and positive attitudes and behaviors when their leaders manage their emotions properly. It facilitated to expand the scope of social exchange theory (Homans & Merton, 1961) because it attempted to relate this theory in emotions and leadership context. Furthermore, the findings of this study are also aligned with the emotional regulation

theory (Gross, 1998). It enlarged the scope of this theory because it discussed the emotional regulation theory with different perspectives. It complimented the research on leaders' emotions and extended the emotional regulation theory (Gross, 1998) and emotional labor theory (Hochschild, 1983) from the customer service sector to the leadership field.

Moreover, this study was one of the first attempts that examined the moderating role of perceived emotional sincerity on the relationship of leaders' emotional labor strategies and followers' outcomes. It enriched the body of knowledge regarding the key role of leaders' emotional sincerity at the workplace during emotions management, which was ignored in the previous literature. Therefore, it has significantly contributed to a new line of literature related to leaders' emotional sincerity.

Additionally, another important theoretical contribution of this study is that, prior studies on emotions management only focused on the intrapersonal impact of emotional labor, but this study focused on interpersonal effect and created a link between leaders' emotional labor strategies and followers' outcomes. Despite the extensive research work on emotions and behavioral outcomes, this study made an addition to the literature regarding leaders' emotional behaviors. It also shed light on explaining the different types of emotional labors (surface and deep acting) and the role of these strategies in influencing followers' outcomes. This study also concentrated on the psychological process that leaders adopt to manage their emotions at the workplace.

Furthermore, previous studies almost ignored to integrate leaders' emotional consonance and emotional intelligence with followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). The present study also covered this gap by examining the effect of leaders' emotional intelligence and their emotional consonance on followers' attitudes and behaviors. It also enriched the literature by integrating leaders' emotional consonance and emotional intelligence with transformational leadership.

In addition, another crucial theoretical contribution of the present study was to identify the key role of perceived transformational leadership in followers' attitudes and behaviors. It contributed to enrich the body of knowledge on transformational leadership as it examined the mediating role of perceived transformational leadership between leaders' emotions management and followers' outcomes (emotional engagement, positive emotional reactions, task performance and organizational citizenship behavior) which was almost ignored in the previous literature. It gave further insightful understanding regarding transformational leadership that elaborated that leaders can manage their positive feelings while interacting with their followers to be perceived as transformational leaders.

5.4.2 Practical Implications

This study provides implications for non-government organizations that how they have to manage their leaders' emotions to influence followers' attitudes and behaviors positively. Practically, the present study contributed to develop an insightful understanding of how leaders use emotional labor strategies efficiently. Emotions regulation is always challenging and considered a difficult job for leaders (Humphrey, 2012). Leaders can achieve their desired goals and influence their followers by adopting flexible emotions regulation strategies. It further identified the importance of leaders' responsibilities to perform emotional regulation strategies that can contribute to enhance leaders and followers' performance. It facilitates to shape the followers' attitudes and behaviors positively by creating an effective environment of hopefulness, sympathy, positive affectivity and support.

Additionally, this study is helpful for leaders to recognize the importance of emotions at the workplace. It facilitates them to differentiate between different emotional labor strategies, and leaders can align these strategies with their subordinates' needs and organizational goals. Leaders with emotional intelligence abilities can make room for mental and physical space for the emotional ventilation at the workplace. It provides directions for organizations to invest in training sessions for their leaders regarding the effective management of their emotions. Through trainings, organizations can also strengthen the basic abilities and skills to express naturally felt emotions that can lead to improve job performance (Ong, Edwards, & Bergeman, 2006).

This study is helpful for NGOs to recognize that leaders' emotions are crucial to manage quality of relationship between leaders and followers. Leaders need to understand in which scenario they have to use which form of emotional labor strategy.

Surface acting may be a useful tool to enhance followers' performance. However, due to surface acting, followers may have negative perceptions about transformational leadership. Similarly, deep acting is also a useful tool that leaders can use to motivate and satisfy their followers.

This study examined the role of leaders' emotional labor strategies in the leadership domain. Therefore, non-government and service organizations can utilize the study results and can make their employees more loyal, committed, emotionally engaged and satisfied by adopting effective leaders' emotional labor strategies. Organizations can minimize the job stress and emotional exhaustion of the employees by the effective implementation of the current findings. In addition, leaders can also develop good relationship with their subordinates by adopting emotional labor practices to achieve the desired organizational goals. It is also helpful for management people to manage their human resources effectively. Organizations can put efforts into developing and polishing leaders' emotions management skills by organizing effective HRM training programs. They can arrange emotional competences training sessions to polish leaders' emotions management skills.

Leaders in NGOs may improve the level of their perceived transformational leadership by expressing their original emotions while interacting with their followers. This study discussed the two dimensions of emotional labor with emotional consonance. Leaders can choose any specific form of emotional labor according to their desired performance outcomes. It further advised leaders to consider followers' emotions and feelings while expressing and managing their own emotions.

This study can also play a crucial role in promotions and personnel selection strategies. As, Holland, Sheehan, Donohue, and Pyman (2007) described that during the selection process, an organization could also adopt the test of emotional intelligence (Mayer, Salovey, Caruso, & Sitarenios, 2001). This test can be useful to select the right leader for the right job because leaders with emotional intelligence skills mostly adopt deep acting as an emotional labor strategy during interactions with their followers (Brotheridge, 2006; Brotheridge & Lee, 2002). This study highlighted the importance of leaders' emotions and transformational leadership to predict followers' attitudes and behaviors, therefore, the findings of this study are the guidelines for organizations to put efforts into articulating emotion display rules for their leaders at the workplace.

It provides guidelines in policy implementations at the national level for both countries. Political leaders and policymakers need to be emotionally intelligent, and they have to manage their emotions during the decision making for the betterment of the country. Emotion-driven policymaking is necessary to lead the country, and this study highlighted the significant role of emotions management that helps political leaders in the process of policies development and implementation in Malaysia and Pakistan.

In addition, human resource development policy is considered one of the significant policies for any country to mobilize their human resource towards country development. This study helps to policymakers in both countries for better understanding about the crucial role of individuals' emotions management during the policy-making and implementation stage. Findings of study also facilitate to the Ministry of Human Resources Malaysia (MOHR) because this official body is responsible for human resource development in Malaysia. It highlighted the

importance of leaders' emotions to influence their followers. Policy-makers may consider the role of emotions while designing human resource policies to strengthen the HRM process at the workplace. This study also identified that there is a need to organize training programs to enhance emotional competency of human resources. Hence, it would provide valuable guidelines in the policy-making and development of HR practices to improve human resource system in the country. It also facilitates in the designing of human resource policies of NGOs in both countries. Policymakers needs to put emphasize on emotional domains of human capital to develop the quality relationship between human resources.

5.5 Limitations and Future Directions

This study had valuable strengths, including consistent results across the two countries, but it also included limitations that recommend promising directions for future studies. This study was cross-sectional and ignored the changes in behaviors and attitudes over time. A longitudinal study is a future avenue to measure the changes in emotions and behaviors of leaders and followers over time. Longitudinal research will provide an ample avenue to keep track of followers' attitudes and behaviors with the passage of time. Moreover, it only focused on leaders and their direct followers of the NGOs in Malaysia and Pakistan; further studies may replicate this model in other services sectors and should make comparisons across different cultures. This study was quantitative and ignored the subjective approach to explore the under-study relationships. The qualitative and mixed approach provides valuable future avenues to improve the conceptual understanding of study constructs. Moreover, it also focused on the affective responses and ignored the cognitive responses. Further studies should

consider the cognitive responses along with affective responses in emotion-based studies.

This study only focused on the positive consequences of leaders' emotions management and completely ignored to the negative side of emotions management. It is interesting avenue to further examine the key role of leaders' emotions management toward the negative consequences that are harmful for organizations. Besides this, it was one of the first attempts to examine the moderating effect of perceived emotional sincerity; it provides a foundation for further studies to investigate the moderating role of leaders' emotional sincerity in emotion-based studies with leadership perspectives. Meanwhile, perceived emotional sincerity may also be used as a predictor or mediating construct to predict followers' attitudes and behaviors.

Furthermore, present study measured followers' perceptions about their leaders' emotional sincerity and transformational leadership behaviors and ignored the different important factors they may affect these perceptions. Future studies should concentrate on different factors that may strengthen or weaken the relationship between leaders' emotions and followers' perceptions. Followers' personality traits, emotional intelligence and their demographic characteristics may be considered as moderators in these relationships to deeply understand that how these factors contribute in influencing their perceptions. This study only focused on transformational leadership and ignored the other leadership styles that may also explain the relationship between leaders' emotions management and followers' outcomes. Other leadership styles along with transformational leadership may be considered as mediators to examine that which leadership style is a prominent predictor for followers' outcomes. Similarly, as suggested by Hsieh et al. (2016), the

mediating role of leader's self-efficacy and followers' perceived organizational justice may also need to be investigated in future studies.

In addition, this study only focused on the effect of leaders' emotions on followers' behaviors and attitudes and ignored leaders' behaviors that may also be influenced by their emotions management. There is a need to examine the effect of leaders' emotions management on leaders' attitudes and behaviors. The present study also ignored the effect of the emotional display rules of organizations that may also influence leaders' emotions management. Further studies should also measure how emotional display rules influence the overall leaders' emotion regulations.

5.6 Conclusion

This study examined the role of leaders' emotions management towards followers' attitudes and behaviors in non-government organizations of Malaysia and Pakistan. It investigated the effect of leaders' emotional labor strategies (surface acting and deep acting), emotional intelligence and emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) by concentrating on the mediating role of perceived transformational leadership. In addition, this study was one of the first attempts to examine the moderating role of perceived emotional sincerity on the associations of leaders' emotional labor strategies and followers' outcomes. The findings revealed that leaders' emotions management play crucial role in shaping followers' attitudes and behaviors. The results enlightened that, leaders' emotional labor strategies (surface acting and deep acting), emotional intelligence and emotional consonance are positively related to perceived transformational leadership and followers' attitudes and behaviors.

287

Moreover, perceived transformational leadership also positively and significantly influences followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). The findings also revealed that perceived transformational leadership significantly mediated the relationship of leaders' emotional labor strategies (surface acting and deep acting), emotional intelligence and emotional consonance with followers' attitudes and behaviors. Furthermore, the results also identified that perceived emotional sincerity significantly moderated the relationship between leaders' emotional labor strategies (surface acting and deep acting) and followers' attitudes and behaviors. A multi-group comparison was also carried out, and the findings signified that the majority of the relationships were not significantly different in both countries due to the same characteristics of the NGOs. However, few relationships were significantly different due to cultural differences. This study contributed to the body of existing knowledge with different perspectives and also provided practical implications for the NGOs. It has successfully answered all research questions and achieved all stated research objectives.

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305

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326

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APPENDICES

Appendix I: Survey Questionnaire for Leaders (Malaysia)

$$\boxed{\textbf{Survey Questionnaire}}$$

'SET A'

Dear Respondent,

I am PhD Candidate in School of Business Management at Universiti Utara Malaysia and I am conducting a study to examine the role of leaders' emotions management towards followers' attitudes and behaviors. You are invited to participate in this study by completing the attached questionnaire and you need to response as a "***Leader/Supervisor".***

I hope you will take few minutes to complete this questionnaire. Without the help of people like you, research on this topic could not be conducted. Thank you for taking the time to assist me in my educational endeavors. I value your cooperation very highly. The survey comprises of different kind of questions. There is no right and wrong answer to the question. We are interested in your personal opinions. Your responses will be treated in strict confidence and will only be used for research purposes.

The data collected will provide useful information regarding the role of leaders' emotions management and followers' attitudes behaviors in NGOs sector.

Your participation is voluntary and there is no penalty if you do not participate. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me at (+92) 336-4627828 or at qasimalinisar@yahoo.com. Thanking you in advance.

Regards,

Qasim Ali Nisar

PhD Candidate

School of Business Management

Universiti Utara Malaysia

I. The following are self-descriptive statements regarding perception on your emotional labor strategies which include surface acting and deep acting. Please indicate your responses by circling the number stated below.

Pernyataan berikut menjelaskan diri anda tentang persepsi anda terhadap Strategi "emotional labor" yang merangkumi lakonan luaran and lakonan dalaman. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*
1	2	3	4	5

1	I put a "mask" in order to display appropriate emotions toward my subordinates. *Saya meletakkan "topeng" untuk memaparkan emosi yang sesuai terhadap orang bawahan saya.*	1	2	3	4	5
2	I behave as an 'actor' in order to deal with subordinates in an appropriate way. *Saya bertindak sebagai 'pelakon' apabila berurusan dengan orang bawahan saya dengan cara yang sesuai.*	1	2	3	4	5
3	I fake an appropriate mood when interacting with subordinates. *Saya menyembunyikan emosi yang sesuai apabila berinteraksi dengan orang bawahan.*	1	2	3	4	5
4	I put on a "show" or "performance" when interacting with subordinates. *Saya membuat "persembahan" apabila berinteraksi dengan orang bawahan*	1	2	3	4	5
5	I just pretend to have the emotions I need to display toward my subordinates. *Saya hanya berpura-pura mempunyai emosi yang perlu untuk dipaparkan kepada orang bawahan saya.*	1	2	3	4	5

336

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*			
1	2	3	4	5			

6	I show feelings to subordinates that are different from what I feel inside (actually). *Saya menunjukkan perasaan yang berbeza daripada apa yang saya rasakan kepada orang bawahan.*	1	2	3	4	5
7	I fake the emotions I show when dealing with subordinates. *Saya menyembunyikan emosi saya apabila berurusan dengan orang bawahan.*	1	2	3	4	5
8	I try to actually experience the emotions that I must show to my subordinates. *Saya cuba untuk benar-benar mengalami emosi yang harus saya tunjukkan kepada orang bawahan saya.*	1	2	3	4	5
9	I make an effort to actually feel the emotions that I need to display toward my subordinates. *Saya berusaha untuk benar-benar merasai emosi yang saya perlu untuk dipaparkan kepada orang bawahan saya.*	1	2	3	4	5
10	I work at developing the feelings inside of me that I need to show to my subordinates. *Saya berusaha membina perasaan dalaman saya dan perlu menunjukkannya kepada orang bawahan saya*	1	2	3	4	5
11	I work hard to feel the emotions that I need to show to my subordinates. *Saya berusaha keras untuk merasai emosi yang saya perlu tunjukkan kepada orang bawahan saya*	1	2	3	4	5

337

II. The following statements are regarding perception on your emotional intelligence which includes regulation of emotions, self-emotions appraisal, use of emotions and others-emotions appraisal. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan dengan persepsi kepintaran emosi yang merangkumi peraturan emosi, penilaian emosi kendiri, penggunaan emosi and lain-lain penilaian emosi. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*				
1	2	3	4	5				

1	I have a good sense of why I have certain feelings most of the time. *Saya memahami dengan baik mengapa saya mempunyai perasaan tertentu pada sesuatu masa.*	1	2	3	4	5
2	I have good understanding of my own emotions. *Saya memahami emosi saya dengan baik.*	1	2	3	4	5
3	I really understand what I feel. *Saya benar-benar memahami apa yang saya rasa.*	1	2	3	4	5
4	I always know whether or not I am happy. *Saya sentiasa tahu sama ada saya gembira ataupun sebaliknya.*	1	2	3	4	5
5	I always know my friends' emotions from their behavior. *Saya sentiasa tahu emosi rakan-rakan saya melalui tingkah laku mereka.*	1	2	3	4	5
6	I am a good observer of others' emotions. *Saya pemerhati emosi yang baik.*					
7	I am sensitive to the feelings and emotions of others. *Saya sensitif terhadap perasaan dan emosi orang lain.*					

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*			
1	2	3	4	5			

8	I have good understanding of the emotions of people around me. *Saya mempunyai pemahaman yang baik ke atas emosi orang di sekeliling saya.*	1	2	3	4	5	
9	I always set goals for myself and then try my best to achieve them. *Saya sentiasa meletakkan matlamat untuk diri sendiri dan cuba yang terbaik untuk mencapainya*	1	2	3	4	5	
10	I always tell myself I am a competent person. *Saya sentiasa memberitahu diri saya sendiri yang saya seorang yang berwibawa.*	1	2	3	4	5	
11	I am a self-motivated person. *Saya seorang yang bermotivasi kendiri.*	1	2	3	4	5	
12	I would always encourage myself to try my best. *Saya akan sentiasa menggalakkan diri saya untuk mencuba yang terbaik.*	1	2	3	4	5	
13	I am able to control my temper and handle difficulties rationally. *Saya boleh mengawal kemarahan dan mengendali masalah secara rasional.*	1	2	3	4	5	
14	I am quite capable of controlling my own emotions. *Saya agak mampu mengawal emosi saya sendiri.*	1	2	3	4	5	
15	I can always calm down quickly when I am very angry. *Saya boleh bertenang dengan cepat apabila saya marah.*	1	2	3	4	5	
16	I have good control of my own emotions. *Saya dapat mengawal emosi saya dengan baik.*	1	2	3	4	5	

III. Please indicate the degree of your agreement or disagreement about your emotional consonance by circling the number as stated below.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang kesesuaian emosi dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*			
1	2	3	4	5			

1	The emotions I express to my subordinates are genuine. *Emosi yang saya luahkan kepada orang bawahan saya adalah benar.*	1	2	3	4	5
2	The emotions I show my subordinates come naturally. *Emosi yang saya tunjukkan kepada orang bawahan saya datang secara semula jadi.*	1	2	3	4	5
3	The emotions I show my subordinates match what I spontaneously feel. *Emosi yang saya tunjukkan kepada orang bawahan saya sepadan dengan apa yang saya rasa secara spontan.*	1	2	3	4	5
4	I purposely use my natural emotions to influence my subordinates. *Saya sengaja menggunakan emosi semula jadi saya untuk mempengaruhi orang bawahan saya*	1	2	3	4	5
5	I am careful about the genuine emotions I show my subordinates. *Saya berhati-hati dalam menunjukkan emosi sebenar kepada orang bawahan saya.*	1	2	3	4	5
6	I let my subordinates know how I really feel when it seems constructive. *Saya membenarkan orang bawahan saya tahu perasaan sebenar saya apabila merasakan bahawa ianya sesuatu yang membina.*	1	2	3	4	5

IV. The following are descriptive statements regarding your followers' job performance which includes task performance and organizational citizenship behavior. Please indicate your evaluation of their performance under your supervision by circling the number stated below.

Pernyataan berikut menjelaskan tentang prestasi kerja pengikut anda yang meliputi prestasi tugas dan kelakuan kewarganegaraan organisasi. Sila nyatakan penilaian anda terhadap prestasi kerja staf di bawah seliaan anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*		
1	2	3	4	5		

1	He/she fulfills all the responsibilities specified in his job description. *Beliau memenuhi semua tanggungjawab yang ditentukan dalam deskripsi kerja.*	1	2	3	4	5
2	He/she consistently meets the formal performance requirements of his job. *Beliau sentiasa memenuhi keperluan prestasi formal tugas saya.*	1	2	3	4	5

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*			
1	2	3	4	5			

3	He/she conscientiously performs tasks that are expected to him. *Beliau melaksanakan tugas dengan teliti seperti yang saya inginkan.*	1	2	3	4	5
4	He/she adequately completes all his assigned duties. *Beliau menyelesaikan semua tugasan yang saya berikan dengan memuaskan.*	1	2	3	4	5
5	He/she performs essential duties of his job. *Beliau melakukan tugas yang penting dalam pekerjaan saya.*	1	2	3	4	5
6	He/she pays attention to aspects of the job that he obligated to perform. *Beliau memberi perhatian terhadap setiap aspek pekerjaan yang saya wajibkan untuk dia laksanakan.*	1	2	3	4	5
7	He/she willingly gives time to aid others who have work-related problems. *Beliau sanggup meluangkan masa untuk membantu orang lain yang mempunyai masalah dalam kerja.*	1	2	3	4	5
8	He/she generally helps others who have heavy workloads. *Beliau secara amnya membantu orang lain yang mempunyai beban kerja yang berat.*	1	2	3	4	5
9	He/she generally takes time to listen to coworkers' problems and worries. *Beliau secara amnya mengambil masa untuk mendengar masalah dan kebimbangan rakan sekerja.*					
10	He/she passes along work-related information to coworkers. *Beliau menyampaikan maklumat berkaitan kerja kepada rakan sekerja.*					

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*			
1	2	3	4	5			

11	He/she does things to promote the company. *Beliau melakukan perkara yang membantu memajukan syarikat.*	1	2	3	4	5
12	He/she works for the overall good of the company. *Beliau bekerja untuk kebaikan keseluruhan syarikat.*	1	2	3	4	5
13	He/she helps so that the company is a good place to be. *Beliau membantu menjadikan syarikat sebagai tempat kerja yang baik .*	1	2	3	4	5
14	He/she does thing that help others when it's not part of the job. *Beliau melakukan perkara yang membantu orang lain walaupun ia bukan sebahagian daripada tugasnya .*	1	2	3	4	5

The following information is required to assist us understand your responses. Please indicate your responses by circling the number stated below.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Gender / *Jantina* : **1.**   Male / *Lelaki* **2**.   Female /*Perempuan*
Age Group / *Kumpulan Umur*: **1**. Up to 25 / *25 dan ke bawah* **2**. 26-45 / *26-45* **3**. 46-55 / *46-45* **4.** 56+ / *56 dan ke atas*
Education / *Pendidikan*: **1**.Bachelor / *Sarjana Muda* **2**. Masters / *Sarjana* **3.** PhD / *Doktor Falsafah* **4.** If other please specify / *Jika lain-lain, nyatakan* _____
Nature of employment / *Corak Pekerjaan:* **1**. Contractual / *Kontrak* **2**. Permanent / *Tetap* **3**. Others / *Lain-lain* _____
Length of service / *Tempoh Perkhidmatan:* **1.**   up to 1 year / *1 tahun ke bawah* **2.**   2-5years / *2 – 5 tahun* **3.**   5-10years / *5-10 tahun* **4.**   10+years / *10 tahun ke atas*

Appendix II: Survey Questionnaire for Followers (Malaysia)

<div style="border:1px solid">

Survey Questionnaire

</div>

'SET B'

Dear Respondent,

I am PhD Candidate in School of Business Management at Universiti Utara Malaysia and I am conducting a study to examine the role of leaders' emotions management towards followers' attitudes and behaviors. You are invited to participate in this study by completing the attached questionnaire and you need to response as a "*Follower/Subordinate".*

I hope you will take few minutes to complete this questionnaire. Without the help of people like you, research on this topic could not be conducted. Thank you for taking the time to assist me in my educational endeavors. I value your cooperation very highly. The survey comprises of different kind of questions. There is no right and wrong answer to the question. We are interested in your personal opinions. Your responses will be treated in strict confidence and will only be used for research purposes. he data collected will provide useful information regarding the role of leaders' emotions management and followers' attitudes and behaviors in NGOs sector.

Your participation is voluntary and there is no penalty if you do not participate. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me at (+92) 336-4627828 or at qasimalinisar@yahoo.com. Thanking you in advance.

Regards,

Qasim Ali Nisar

PhD Candidate

School of Business Management

Universiti Utara Malaysia

345

I. Please indicate the degree of your agreement or disagreement about your perception on transformational leadership.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang persepsi anda terhadap kepimpinan transformasi dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*	
1	2	3	4	5	

1	He/she instills pride in others. *Beliau memupuk perasaan bangga dalam diri orang lain.*	1	2	3	4	5
2	He/she goes beyond self-interest for the good of the group. *Beliau melangkaui kepentingan diri sendiri untuk kebaikan kumpulan.*	1	2	3	4	5
3	He/she acts in ways that builds others. *Beliau bertindak dengan cara tertentu untuk membina orang lain.*	1	2	3	4	5
4	He/she displays a sense of power and confidence. *Beliau menunjukkan kekuatan dan keyakinan*	1	2	3	4	5
5	He/she talks about most important values and beliefs. *Beliau bercakap tentang nilai dan kepercayaan yang paling penting .*	1	2	3	4	5
6	He/she specifies the importance of having a strong sense of purpose. *Beliau menyatakan kepentingan mempunyai tujuan yang kuat.*	1	2	3	4	5
7	He/she considers the moral and ethical results of decisions *Beliau mempertimbangkan keputusan dari segi moral dan etika.*	1	2	3	4	5
8	He/she emphasizes the importance of having a collective sense of mission *Beliau menekankan kepentingan mempunyai misi yang kolektif.*	1	2	3	4	5

Strongly Disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Neither Agree nor Disagree Tidak pasti	Agree Bersetuju	Strongly Agree Sangat bersetuju			
1	2	3	4	5			

9	He/she talks positively about the future. *Beliau bercakap secara positif tentang masa hadapan.*	1	2	3	4	5
10	He/she talks excitedly about what needs to be accomplished. *Beliau bercakap dengan penuh semangat tentang apa yang perlu dicapai.*	1	2	3	4	5
11	He/she clears a compelling vision of the future. *Beliau menerangkan dengan jelas visi masa hadapan yang menarik.*	1	2	3	4	5
12	He/she expresses confidence that goals will be achieved. *Beliau menyatakan keyakinan bahawa matlamat akan dicapai.*	1	2	3	4	5
13	He/she re-examines critical assumptions for correctness. *Beliau meneliti semula andaian kritikal bagi kebenaran.*	1	2	3	4	5
14	He/she seeks different perspectives when solving problems. *Beliau mencari perspektif yang berbeza dalam menyelesaikan masalah.*	1	2	3	4	5
15	He/she gets others look at problems from many different angles. *Beliau membuatkan orang lain melihat masalah daripada pelbagai sudut yang berbeza.*	1	2	3	4	5
16	He/she suggests new ways of looking at how to complete assignments. *Beliau mencadangkan cara-cara baharu dalam menyiapkan tugasan.*	1	2	3	4	5
17	He/she spends time teaching and coaching. *Beliau menggunakan masa dengan mengajar dan melatih.*	1	2	3	4	5
18	He/she treats others as an individual rather than just as a member of a group. *Beliau melayan orang lain sebagai seorang individu dan bukan hanya sebagai ahli dalam kumpulan.*	1	2	3	4	5

Strongly Disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Neither Agree nor Disagree Tidak pasti	Agree Bersetuju	Strongly Agree Sangat bersetuju	
1	2	3	4	5	

19	He/she considers an individual as having different needs, abilities, and aspirations from others. *Beliau menganggap seseorang individu mempunyai keperluan, kebolehan, dan aspirasi yang berbeza daripada orang lain.*	1	2	3	4	5
20	He/she helps others to develop their strengths. *Beliau membantu orang lain dalam membentuk kekuatan diri.*	1	2	3	4	5

II. Please indicate the degree of your agreement or disagreement about your perception on perceived emotional sincerity.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang persepsi anda terhadap tanggapan keikhlasan emosi

Strongly Disagree Sangat tidak bersetuju	Disagree Tidak bersetuju	Neither Agree nor Disagree Tidak pasti	Agree Bersetuju	Strongly Agree Sangat bersetuju	
1	2	3	4	5	

1	My leader's emotions are credible. *Emosi ketua saya boleh dipercayai.*	1	2	3	4	5
2	My leader shows his/her true feelings when dealing with me. *Ketua saya menunjukkan perasaan beliau yang sebenar apabila berurusan dengan saya.*	1	2	3	4	5
3	My leader is sincere about his/her emotions. *Ketua saya jujur dengan emosi beliau.*	1	2	3	4	5
4	My leader pretends or puts on an act about his/her emotions. *Ketua saya berpura-pura tentang emosi beliau*	1	2	3	4	5

348

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*
1	2	3	4	5

5	My leader fakes his/her emotions and feelings. *Ketua saya menipu tentang emosi dan perasaan beliau*	1	2	3	4	5
6	My leader uses fake emotions. *Ketua saya menggunakan emosi yang tidak benar.*	1	2	3	4	5

III. The following statements are about your emotional engagement. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan penglibatan emosi anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*
1	2	3	4	5

1	My leader makes me enthusiastic. *Ketua saya membuatkan saya bersemangat.*	1	2	3	4	5
2	My leader makes me feel good. *Ketua saya membuatkan saya berasa bagus.*	1	2	3	4	5
3	My leader makes me feel energetic. *Ketua saya membuatkan saya berasa bertenaga.*	1	2	3	4	5
4	My leader makes me feel optimistic. *Ketua saya membuatkan saya berasa yakin.*	1	2	3	4	5

IV. The following statements are about your positive emotional reactions. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan reaksi emosi positif anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Neither Agree nor Disagree *Tidak pasti*	Agree *Bersetuju*	Strongly Agree *Sangat bersetuju*				
1	2	3	4	5				

1	My leader makes me enthusiastic. *Ketua saya membuatkan saya bersemangat.*	1	2	3	4	5
2	My leader makes me feel good. *Ketua saya membuatkan saya berasa bagus.*	1	2	3	4	5
3	My leader makes me feel energetic. *Ketua saya membuatkan saya berasa bertenaga.*	1	2	3	4	5
4	My leader makes me feel optimistic. *Ketua saya membuatkan saya berasa yakin.*	1	2	3	4	5

The following information is required to assist us understand your responses. Please indicate your responses by circling the number stated below.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Gender / *Jantina* :

1. Male / *Lelaki*

2. Female /*Perempuan*

Age Group / *Kumpulan Umur*:

1. Up to 25 / *25 dan ke bawah*

2. 26-45 / *26-45*

3. 46-55 / *46-45*

4. 56+ / *56 dan ke atas*

Education / *Pendidikan*:

1.Bachelor / *Sarjana Muda*

2. Masters / *Sarjana*

3. PhD / *Doktor Falsafah*

4. If other please specify / *Jika lain-lain, nyatakan* _____

Nature of employment / *Corak Pekerjaan:*

1. Contractual / *Kontrak*

2. Permanent / *Tetap*

3. Others / *Lain-lain* _____

Length of service / *Tempoh Perkhidmatan:*

1. up to 1 year / *1 tahun ke bawah*

2. 2-5years / *2 – 5 tahun*

3. 5-10years / *5-10 tahun*

4. 10+years / *10 tahun ke atas*

Appendix III: Survey Questionnaire for Leaders (Pakistan)

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سروے کا سوالنامہ

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عزیز جواب دہندگان،

میں یونیورسٹی اتارا ملائیشیا کے سکول آف بزنس مینجمنٹ میں پی ایچ ڈی کا امیدوار ہوں اور میں "غیر سرکاری تنظیموں میں قیادت کو تبدیل کرنے کے لیے رہنماؤں کے اپنے جذبات کی مینجمنٹ کے کردار کا جائزہ لے رہا ہوں". آپ کو اس سوالنامے کو مکمل کرنے کے اس مطالعہ میں حصہ لینے کے لیے مدعو کیا جاتا ہے اور آپ "رہنما" کے طور پر جواب دیں.

مجھے امید ہے کہ آپ کو اس سوالنامے کو مکمل کرنے کے لیے چند منٹ لگیں گے. آپ جس طرح گورکی مدد کے بغیر، اس موضوع پر تحقیق نہیں کی جا سکتی ہے. میری تحقیق میں کوششوں میں مدد کرنے میں وقت نکالنے پر آپ کا شکریہ. میں آپ کے تعاون کی بہت زیادہ قدر کرتا ہوں. سروے میں مطلق فقط کے سوا تا پر مشتمل ہے. سوال کا کوئی صحیح اور غلط جواب نہیں ہے. میں آپ کی نئی رائے میں لینی چاہی رہا ہوں. آپ کے جوابات کو مکمل راز میں رکھا جائے گا اور صرف تحقیق کے قلم کے لیے ان کا استعمال کیا جائے گا.

جمع کیے گئے اعداد و شمار غیر سرکاری تنظیموں میں رہنماؤں کے اپنے جذبات کی مینجمنٹ اور ماتحتوں کے رویوں کے طرز عمل کے کردار کے بارے میں مفید معلومات فراہم کریں گا.

آپ کی شرکت رضاکارانہ ہے اور اگر آپ شرکت نہیں کرتے تو کوئی حرج نہیں ہے. اگر آپ کے پاس سوالنامہ کو مکمل کرنے یا اس مطالعہ میں حصہ لینے کے بارے میں کوئی سوال یا تشویشات ہیں تو، آپ مجھ سے رابطہ کر سکتے ہیں.

</div>

Regards,
Qasim Ali Nisar
Ph.D. Candidate
School of Business Management
Universiti Utara Malaysia

352

Items	Strongly Disagree بالکل متفق نہیں	Disagree متفق نہیں	Neutral غیر جانبدار	Agree متفق	Strongly Agree بالکل متفق
Surface Acting					
I put a "mask" in order to display appropriate emotions toward my subordinates. میں اپنے ماتحتوں کی جانب مناسب جذبات کو ظاہر کرنے کے لئے "ماسک" لگاتا ہوں۔	1	2	3	4	5
I behave as an 'actor' in order to deal with subordinates in an appropriate way. میں ایک مناسب طریقے سے ماتحتوں کے ساتھ نمٹنے کے لئے ایک 'اداکار' کے طور پر برتاؤ کتا ہوں۔	1	2	3	4	5
I fake an appropriate mood when interacting with subordinates. ماتحتوں کے ساتھ بات چیت کرتے وقت میں ایک مناسب غیر حقیقی رویہ اختیار کتا ہوں۔	1	2	3	4	5
I put on a "show" or "performance" when interacting with subordinates. ماتحتوں کے ساتھ بات کرتے وقت میں اداکاری کتا ہوں۔	1	2	3	4	5
I just pretend to have the emotions I need to display toward my subordinates. میں صرف ان جذبات کو ظاہر کتا ہوں جو مجھے اپنے ماتحتوں کو ظاہر کرنے کی ضرورت ہے۔	1	2	3	4	5
I show feelings to subordinates that are different from what I feel inside (actually). میں ماتحتوں کے ساتھ ان جذبات کا اظہار کتا ہوں جو میں محسوس نہیں کتا۔	1	2	3	4	5
I fake the emotions I show when dealing with subordinates. میں ماتحتوں سے بات کرتے وقت غیر حقیقی جذبات ظاہر کتا ہوں۔	1	2	3	4	5
Deep Acting					
I try to actually experience the emotions that I must show to my subordinates. در حقیقت میں ان جذبات کا تجربہ حاصل کرنے کی کوشش کتا ہوں جو مجھے اپنے ماتحتوں پر لازمی ظاہر کرنے چاہیے۔	1	2	3	4	5

Items	Strongly Disagree بالکل بھی متفق نہیں	Disagree متفق نہیں	Neutral غیر جانبدار	Agree متفق	Strongly Agree بالکل متفق
I make an effort to actually feel the emotions that I need to display toward my subordinates. درحقیقت میں ان جذبات کو محسوس کرنے کی کوشش کرتا ہوں جو مجھے اپنے ماتحتوں کو کھل کے دکھانے کی ضرورت ہے۔	1	2	3	4	5
I work at developing the feelings inside of me that I need to show to my subordinates میں اپنے اندر ان کیفیات کے فروغ پر کام کرتا ہوں کہ وہ مجھے اپنے ماتحتوں کو کھل کے دکھانے کی ضرورت ہے۔	1	2	3	4	5
I work hard to feel the emotions that I need to show to my subordinates. میں جذبات کو محسوس کرنے کے لئے سخت محنت کرتا ہوں جو مجھے میرے ماتحتوں کو کھل کے دکھانے کی ضرورت ہے۔	1	2	3	4	5
Leaders' Emotional Intelligence					
I have a good sense of why I have certain feelings most of the time. مجھے اس بات کی اچھی سمجھ ہے کہ میں زیادہ تر کیوں محسوس کرتا ہوں۔	1	2	3	4	5
I have good understanding of my own emotions. میں اپنے جذبات کو بہتر سمجھتا ہوں۔	1	2	3	4	5
I really understand what I feel. میں سمجھتا ہوں کہ میں کیا محسوس کرتا ہوں۔	1	2	3	4	5
I always know whether or not I am happy. مجھے معلوم ہوتا ہے کہ میں خوش ہوں یا نہیں۔	1	2	3	4	5
I always know my friends' emotions from their behavior. میں ہمیشہ اپنے دوستوں کے جذبات کو ان کے رویے سے جان لیتا ہوں۔	1	2	3	4	5
I am a good observer of others' emotions. میں دوسروں کی جذبات کا ایک اچھا مبصر ہوں۔	1	2	3	4	5
I am sensitive to the feelings and emotions of others. میں دوسروں کے جذبات اور احساسات کے معاملے میں حساس ہوں۔	1	2	3	4	5

354

Items	Strongly Disagree بالکل متفق نہیں	Disagree متفق نہیں	Neutral غیر جانبدار	Agree متفق	Strongly Agree بالکل متفق
I have good understanding of the emotions of people around me. میں اپنے ارد گرد کے لوگوں کے جذبات کو اچھی طرح سمجھتا ہوں۔	1	2	3	4	5
I always set goals for myself and then try my best to achieve them. میں ہمیشہ اپنے لئے اہداف مقرر کرتا ہوں اور پھر انکو حاصل کرنے کے لئے اپنی پوری کوشش کرتا ہوں۔	1	2	3	4	5
I always tell myself I am a competent person. میں ہمیشہ اپنے آپ کو بتاتا ہوں کہ میں ایک قابل شخص ہوں۔	1	2	3	4	5
I am a self-motivated person. میں ایک پر عزم شخص ہوں۔	1	2	3	4	5
I would always encourage myself to try my best. میں ہمیشہ بھرپور کوشش کرنے کے لئے اپنی حوصلہ افزائی کرتا ہوں۔	1	2	3	4	5
I am able to control my temper and handle difficulties rationally. میں اپنے مزاج پر قابو پا لیتا جانتا ہوں اور معقول طور پر مشکلوں سے نپٹ لیتا ہوں۔	1	2	3	4	5
I am quite capable of controlling my own emotions. میں اپنے جذبات کو کنٹرول کرنے کے قابل ہوں۔	1	2	3	4	5
I can always calm down quickly when I am very angry. میں انتہائی غصے کی صورت میں ہمیشہ جلد پرسکون ہو جاتا ہوں۔	1	2	3	4	5
I have good control of my own emotions. مجھے اپنے جذبات پر اچھا عبور حاصل ہے۔	1	2	3	4	5
Leaders' Emotional Consonance					
The emotions I express to my subordinates are genuine. میں اپنے ماتحتوں کے سامنے حقیقی جذبات کا اظہار کرتا ہوں۔	1	2	3	4	5
The emotions I show my subordinates come naturally. میں اپنے ماتحتوں کے سامنے خوش اسلوبی سے جذبات کا اظہار کرتا ہوں۔	1	2	3	4	5

Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The emotions I show my subordinates match what I spontaneously feel. ہیں جو جذبات محسوس کرتا ہوں وہی اپنے ماتحتوں پر ظاہر کرتا ہوں۔	1	2	3	4	5
I purposely use my natural emotions to influence my subordinates ہیں اپنے حقیقی جذبات اپنے ماتحتوں کو متاثر انداز کرنے کے لیے استعمال کرتا ہوں۔	1	2	3	4	5
I am careful about the genuine emotions I show my subordinates. ہیں اپنے حقیقی جذبات کے بارے ہیں محتاط ہوں جو ہیں اپنے ماتحتوں پر ظاہر کرتا ہوں۔	1	2	3	4	5
I let my subordinates know how I really feel when it seems constructive جب مجھے کچھ بھی فائدہ لگتا ہے تو ہیں اپنے ماتحتوں کو بتاتا ہوں۔	1	2	3	4	5
I am selective about the genuine emotions I show my subordinates. ہیں صرف مخصوص حقیقی جذبات کو اپنے ماتحتوں پر ظاہر کرتا ہوں۔	1	2	3	4	5
I show my subordinates my genuine emotions ہیں اپنے ماتحتوں پر اپنے حقیقی جذبات کا اظہار کرتا ہوں۔	1	2	3	4	5
Followers' Task Performance					
He fulfills all the responsibilities specified in his job description. وہ اپنے کام کی تفصیل ہیں بیان کردہ تمام ذمہ داریوں کو پورا کرتا ہے۔	1	2	3	4	5
He consistently meets the formal performance requirements of his job. وہ مسلسل اپنے کام کی رسمی کارکردگی کی ضروریات کو پورا کرتا ہے۔	1	2	3	4	5
He conscientiously performs tasks that are expected to him. وہ اچھے طریقے سے کام کرتا ہے جو اس سے توقع کی جاتی ہے۔	1	2	3	4	5
He adequately completes all his assigned duties. وہ اپنے تمام تفویضی فرائض کو مطلوب طریقے سے مکمل کرتا ہے۔	1	2	3	4	5

356

Items	Strongly Disagree بالکل متفق نہیں	Disagree متفق نہیں	Neutral غیر جانبدار	Agree متفق	Strongly Agree بالکل متفق
He performs essential duties of his job. وہ اپنے کام کے ضروری فرائض سرانجام دیتا ہے۔	1	2	3	4	5
He pays attention to aspects of the job that he obligated to perform. وہ اس کام کے پہلوؤں پر توجہ دیتا ہے جو اس نے سرانجام دینا ہوتا ہے۔	1	2	3	4	5
Followers' Organizational Citizenship Behaviors					
He willingly gives time to aid others who have work-related problems. دوسروں کے کام سے متعلق مسائل کو حل کرنے کے لئے وہ خوشی سے وقت نکالتا ہے۔	1	2	3	4	5
He generally helps others who have heavy workloads. عموماً وہ ان کی مدد کرتا ہے جن کے پاس زیادہ کام ہوتا ہے۔	1	2	3	4	5
He generally takes time to listen to coworkers' problems and worries. وہ عام طور پر ساتھی ورکرز کے مسائل اور پریشانیوں کو سننے کے لئے وقت نکالتا ہے۔	1	2	3	4	5
He passes along work-related information to coworkers. وہ اپنے ساتھی ورکرز کو کام سے متعلق معلومات فراہم کرتا ہے۔	1	2	3	4	5
He does things to promote the company. وہ کمپنی کے فروغ دینے کے لئے کام کرتا ہے۔	1	2	3	4	5
He works for the overall good of the company. وہ مجموعی طور پر کمپنی کی بھلائی کے لئے کام کرتا ہے۔	1	2	3	4	5
He helps so that the company is a good place to be کمپنی کو ایک اچھے ادارے کی طرح چلانے میں وہ اپنا کردار ادا کرتا ہے۔	1	2	3	4	5
He does thing that help others when it's not part of the job. وہ دوسروں کی ان کاموں میں مدد کرتا ہے جو رسمی طور پر اس کے کام کا حصہ نہیں۔	1	2	3	4	5

357

Appendix IV: Survey Questionnaire for Followers (Pakistan)

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سروے کا سوالنامہ

(حصہ بھی

عزیز جواب دہنگان،

میری یونیورسٹی اتارا میں میٹھی ایک سکول آفبزنس میں جہاں فٹ میری پی ایچ ڈی کا امیدوار ہوں اور میں "غیر سرکاری تنظیموں میں قیادت کے تعین تک کردار کے لیے رہنماؤں کے اپنے جذبات کی میں جہاں فٹ کے کردار کا جائزہ لے رہا ہوں". آپ کو اس سوالنامہ کے ملک کے اس مطالعہ میں حصہ لینے کے لئے مدعو کیا جاتا ہے اور آپ "میاحت" کے طور پر جواب ہیں.

مجھے امید ہے کہ آپ کو اس سوالنامہ کے ملک کرنے کے لیے چند منٹ لگیں گے. آپ جس سطح گوری کی مدد کے بغیر، اس موضوع پر تحقیق کی جاسکتی ہے. میری تنظیمی کوششوں میں مدد کرنے میں وقت نکالنے پر آپ کا اشکریہ. میں آپ کے تعاون کی بہت زیادہ قدر کرتا ہوں. سروے میں مختلف قسم کے سوالات پر مشتمل ہے. سوال کا کوئی صحیح اور غلط جواب نہیں ہے. میں آپ کی نئی رائے میں دلچسپی رکھتا ہوں. آپ کے جوابات کو کمل راز میں رکھا جائے گا اور صرف تحقیق کے قلص کے لئے استعمال کیا جائے گا.

جمع کئے گئے اعداد و شمار غیر سرکاری تنظیموں میں رہنماؤں کے اپنے جذبات کی میں جہاں فٹ اور متبعوں کے رویوں کے طرز عمل کے کردار کے بارے میں مفید معلومات فراہم کر سکے گا. آپ کی شرکت رضاکارانہ ہے اور اگر آپ شرکت نہیں کرتے تو کوئی حرج نہیں ہے. گر آپ کے پاس سوالنامہ کے ملک کرنے یا اس مطالعہ میں حصہ لینے کے بارے میں کوئی سوال یا خدشات ہوتے ہیں تو، آپ مجھ سے رابط کر سکتے ہیں.

</div>

Regards,
Qasim Ali Nisar
Ph.D. Candidate
School of Business Management
Universiti Utara Malaysia

358

Items	Strongly Disagree کلیۃً خالف ہے	Disagree خالف ہے	Neutral غیر جانبدار	Agree متفق ہے	Strongly Agree کلیۃً متفق ہے
Perceived Transformational Leadership					
He instills pride in others وہ دوسروں پر فخر کرتا ہے	1	2	3	4	5
He goes beyond self-interest for the good of the group. وہ دوسروں کے بھلے کے لیے اپنے ذاتی مفاد کو پسِ پردہ ڈال دیتا ہے۔	1	2	3	4	5
He acts in ways that builds others وہ اس طریقے سے کام کرتا ہے جو دوسروں کو بناتا ہے	1	2	3	4	5
He displays a sense of power and confidence وہ چستی اور اعتماد کا احساس دیتا ہے۔	1	2	3	4	5
He talks about most important values and beliefs. وہ سب سے اہم اقدار اور نظریات کے بارے میں بات کرتا ہے۔	1	2	3	4	5
He specifies the importance of having a strong sense of purpose. وہ قصد کی اہمیت بیان کرتا ہے۔	1	2	3	4	5
He considers the moral and ethical results of decisions وہ فیصلوں کے اخلاقی نتائج کو ملحوظ خاطر رکھتا ہے۔	1	2	3	4	5
He emphasizes the importance of having a collective sense of mission وہ اجتماعی قصد کے احساس کی اہمیت پر زور دیتا ہے۔	1	2	3	4	5
He talks positively about the future. وہ مستقبل کے بارے میں مثبت طور پر بات کرتا ہے۔	1	2	3	4	5
He talks excitedly about what needs to be accomplished. وہ قصد کو حاصل کرنے کے لیے پرجوش طریقے سے بات کرتا ہے۔	1	2	3	4	5
He clears a compelling vision of the future. وہ مستقبل کے بارے میں نقطہ نظر کو واضح کرتا ہے۔	1	2	3	4	5

359

Items	Strongly Disagree بالکل بھی متفق نہیں	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree سختی سے متفق
He expresses confidence that goals will be achieved وہ اعتماد کا اظہار کرتا ہے کہ اہداف حاصل کیے جائیں گے۔	1	2	3	4	5
He re-examines critical assumptions for correctness وہ بہتری کے لیے اہم فرضوں کا تنقیدی جائزہ لیتا ہے۔	1	2	3	4	5
He seeks different perspectives when solving problems. وہ مسائل کو حل کرنے کے دوران مختلف نقطہ نظر طلب کرتا ہے۔	1	2	3	4	5
He gets others look at problems from many different angles. وہ دوسروں کو مختلف زاویوں سے مسائل کا جائزہ لینے کے لیے کہتا ہے۔	1	2	3	4	5
He suggests new ways of looking at how to complete assignments. وہ کام کو پورا کرنے کے نئے طریقے تجویز کرتا ہے۔	1	2	3	4	5
He spends time teaching and coaching. تدریس مطالعے کے لیے وقت دیتا ہے۔	1	2	3	4	5
He treats others as an individual rather than just as a member of a group. وہ دوسروں کے ساتھ کسی گروپ کے رکن کے بجائے انفرادی سلوک کرتا ہے۔	1	2	3	4	5
He considers an individual as having different needs, abilities, and aspirations from others. وہ سمجھتا ہے کہ ہر فرد کی مختلف ضروریات، صلاحیتیں اور خواہشات ہیں۔	1	2	3	4	5
He helps others to develop their strengths. وہ دوسروں کی خوبیوں کو فروغ دینے میں مدد کرتا ہے۔	1	2	3	4	5
Perceived Emotional Sincerity					
My leader's emotions are credible. میرے رہنما کے جذبات قابل اعتماد ہیں۔	1	2	3	4	5
My leader shows his/her true feelings when dealing with me. میرا رہنما میرے ساتھ معاملات میں حقیقی احساسات کو ظاہر کرتا ہے۔	1	2	3	4	5
My leader is sincere about his/her emotions. میرا رہنما اپنے جذبات کے بارے میں مخلص ہے۔	1	2	3	4	5

360

Items	Strongly Disagree بالکل اتفاق نہیں	Disagree اتفاق نہیں	Neutral غیر جانبدار	Agree اتفاق	Strongly Agree بالکل اتفاق
My leader pretends or puts on an act about his/her emotions.(R) میرا رہنما اپنے جذبات کی عکسی میں اداکاری کرتا ہے۔	1	2	3	4	5
My leader fakes his/her emotions and feelings. (R) میرا رہنما غیر حقیقی جذبات اور احساسات رکھتا ہے۔	1	2	3	4	5
My leader uses fake emotions. (R) میرا رہنما غیر حقیقی جذبات کا استعمال کرتا ہے۔	1	2	3	4	5
Followers' Emotional Engagement					
I really put my heart into my job. میں دل سے اپنا کام کرتا ہوں۔	1	2	3	4	5
I get excited when I perform well on my job. اپنے کام میں اچھی کارکردگی پر میں بہت پر جوش ہوتا ہوں۔	1	2	3	4	5
I often feel emotionally detached from my job میں اکثر خود کو اپنے کام سے جذباتی طور پر منفصل محسوس کرتا ہوں۔	1	2	3	4	5
My own feelings are affected by how well I perform my job. کام میں اچھی کارکردگی سے میرے احساسات متاثر ہوتے ہیں.	1	2	3	4	5
Followers' Positive Emotional Reactions					
My leader makes me enthusiastic. میرے رہنما کی موجودگی مجھے پر جوش کرتی ہے.	1	2	3	4	5
My leader makes me feel good. میرے رہنما کی موجودگی مجھے خوشگوار احساس دتی ہے۔	1	2	3	4	5
My leader makes me feel energetic. میرا رہنما مجھے متحرک کرتا ہے۔	1	2	3	4	5
My leader makes me feel optimistic. میرا رہنما مجھے پر امید محسوس کرواتا ہے۔	1	2	3	4	5

361

Appendix V: Letter of Recommendation for Data Collection and Research Work

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN
MALAYSIA

UUM
Universiti Utara Malaysia

Tel : 604-928 7101/7115/7130
Faks (Fax): 604-928 7160
Laman Web (Web): www.oyagsb.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/4/1

14 July 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Qasim Ali Nisar (Matric No: 901691)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled *"The Role of Leaders Emotions Management Towards Leadership Effectiveness in Non-Government Organizations"* under the supervision of Assoc. Prof. Dr. Nararini Binti Othman.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully

FADHILNA BINTI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
        Student's File (901691)

Universiti Pengurusan Terkemuka
The Eminent Management University

362

Appendix VI: Permohonan Untuk Mendapat Senarai Nama-Nama Pertubuhan/Badan Bukan Kerajaan (NGO's).

Appendix VII: List of NGOs from Pakistan

		PUNJAB	
Sr.#	**Name of NGOs**	**Address**	**District**
1	SOCIAL WELFARE SOCIETY	Jahangir Road, Mughalpura, Lahore	Lahore
2	ASSOCIATION FOR NETWORK FOR COMMUNITY EMPOWERMENT - (ACNE)	Head Office: 10, New Shalimar Road, Nawkot, Multan Road, Lahore	Lahore
3	LAHORE EDUCATIONAL & WELFARE SOCIETY	93-k Gullberg III Lahore	Lahore
4	INDUS FOUNDATION FOR HUMAN DEVELOPMENT	226-Mehran Block, Allama Iqbal Town, Lahore	Lahore
5	SOCIAL ADVOCACY NETWORK PAKISTAN	H#26, St. No.1 , Madina Gardan, Ferozepur Road Lahore Cantt., Lahore,	Lahore
6	UMANG DEVELOPMENT FOUNDATION	D-4, E-123, Almadni Sanitary Store, Street Near Main Bazar, Chungi Amar Sidhu, Ferozpur Road, Lahore	Lahore
7	PEOPLES CARE FOUNDATION	House No. 46/a, Rafiq Street No. 2, Nawan Kot Chowck Nonareeyan Multan Road Lahore	Lahore
8	WOMEN HEALTH AND VOCATIONAL FOUNDATION	Firdous Market, Gulberg III, Lahore, Pakistan	Lahore
9	WOMEN ADVANCEMENT AND DEVELOPMENT ASSOCIATION.	325/326 Kiyani Chambers Session courts Gujranwala	Gujranwala
10	SOCIETY FOR ADVANCEMENT, TRANSFORMATION AND HARMONY	Mariam Sadiqa Town, Post office chanda Qila , Gujranwala	Gujranwala
11	SOCIETY FOR DEMOCRACY AND HUMAN DEVELOPMENT	50-D, New Officers Colony, Bahawalpur, Pakistan	Bahawalpur

Sr.#	Name of NGOs	Address	District
12	RESEARCH BASED ASSOCIATION FOR THE ADVANCEMENT OF SOCIETY	House Number BV 733 Mohallah Islam Pura Band Road Bahawalpur	Bahawalpur
13	AL-NISA WELFARE ORGANIZATION	Al-Nisa welfare organization Street # 1,near madina masjid Tibba badar sheer Bahawalpur	Bahawalpur
14	HUMAN DEVELOPMENT ORGANIATION	17981 street , mohallah Nawaban Bahawalpur	Bahawalpur
15	SOCIAL HELP & RESEARCH ORGANIZATION	83/B, Ehsan Awan Block , Phase-I , Sajid Awan Colony, Bahawalpur	Bahawalpur
16	NATIONAL ORGANIZATION FOR SOCIAL DEVELOPMENT	First Floor, House No.83/B, Ehsan Awan Block, Phase-I, Sajid Awan Colony, Bahawalpur	Bahawalpur
17	RURAL DEVELOPMENT ORGANIZATION	P # 3134, St # 8, Roza Park, Mansoorabad, Faisalabad, Pakistan.	Faisalabad
18	DANISH FOUNDATION	Steet No. 4, Bilal Town Faisalabad	Faisalabad
19	BEHBOOD-E-NISWAN NETWORK	P-982, Sabzi Mandi Road, Noor Pur	Faisalabad
20	HUMAN WELFARE SOCIETY	Bana Rana Advocate office No 17 Lyalpur Law Chamber District Court Faisalabad.	Faisalabad
21	HARMONY FOUNDATION	Daudnagar Warsipura, Faisalabad	Faisalabad
22	KHIDMAT-E-KHALQ WELFARE SOCIETY	Dhilwan P/O Phool Nagar Tehsil Pattoki Dist, Kasur	Kasur
23	WOMEN DEVELOPMENT FOUNDATION	Hanjrakalan Tehsil Pattoki Dist Kasur	Kasur

Sr.#	Name of NGOs	Address	District
24	PUKAR FOUNDATION	Sahari Road Basti Barad Shah	Kasur
25	SHINE HUMANITY ENCOURAGEMENT & DEVELOPMENT ORGANIZATION	Nasrat Colony Church road, Phool Nagar, Kasur	Kasur
26	PAKISTAN YOUNG COUNCIL MULTAN	House # 1772/ 7m Kirri jamandan Khuni Burj Multan	Multan
27	COMMUNITY DEVELOPMENT ORGANIZATION	Bohar, Tehsil Jalalpur Pirwala.	Multan
28	SOCIETY OF AWARENESS AND DEVELOPMENT FOR ALL	Ruby Villa, House # 1/18 Block X, Himmatabad New Multan	Multan
29	PARAGON WELFARE ANDDEVELOPMENT COUNCIL	H. # 4 Street # 3 , Peer Manzoor Colony Street , Behind Niaz Pump Chowk , Qadafi , Multan	Multan
30	PEOPLES WELFARE COUNCIL	Village Jaswala Via Kallar Saidan Tehsil Gujar Khan	Rawalpindi
31	SAFEED POSH WELFARE SOCIETY	P-256, Jama Masjid Road, Rawalpindi.	Rawalpindi
32	SERVING ALL THE HUMAN	G-60, P&T Colony Multan Road Lahore, Punjab, Pakistan	Sialkot
33	GREEN PAK WELFARE SOCIETY	Nadeem Market, Sahowala, Tehsil Sameryal , Sialkot-51060	Sialkot
34	ADAM WELFARE FOUNDATION PAKISTAN	BLOCK 5, SARGODHA .	Sargodha
35	UMEED WELFARE ORGANIZATION	Village Kohlian, Bhera, Sargodha.	Sargodha
36	PAK DEVELOPMENT ORGANIZATION	House name sheikh house thindar street madina park gujranwala road sheikhopura	Sheikhupura
37	AL-NISA WELFARE SOCIETY	Al-Nisa Welfare Society, Kot Ranjeet Gujranwala Road Sheikhupura	Sheikhupura

Sr.#	Name of NGOs	Address	District
38	AKHUWAT DEVELOPMENT FOUNDATION	Akhuwat development foundation jandiala sher khan Road Chak shah Pur Tehsil & District Sheikhupura.	Sheikhupura
39	COMMUNITY HOSTAGE INDIGENT NASTY WOMEN AID GUILD	Chinwag House 120-Gulberg Town Post Code No. 57070 (Kot Khadim Ali) Sahiwal Punjab Pakistan	Sahiwal
40	CONSTITUENCY RELATIONSHIP GROUP	Rao Hosue New Abadi Malka Hans	Pak Pattan
41	SAHARA WELFARE ASSOCIATION, PAKPATTAN.	Qasoori House, Street Tameer-e-Millat Model School, Naee Abadi, Tibba Sher Kot, Pakpattan.	Pak Pattan
42	HUMAN RESOURCE DEVELOPMENT SOCIETY	Qaboola Sherif, Pak Pattan	Pak Pattan
43	HUMAN RESOURCE DEVELOPMENT & FORMER SUPPORT COUNCIL	Human Resource Development & Former Support Council Pakpattan	Pak Pattan
44	SOCIAL DEVELOPMENT FOUNDATION PAKPATTAN	Sadat House, Sahiwal Road, Pakpattan	Pak Pattan
45	INITIATIVE FOR THE PARTICIPATORY DEVELOPMENT THROUGH PEACE	1st floor , Taj complex Abbasia Town Rahim Yar Khan	Rahim Yar Khan
46	ISLAMIC WELFARE SOCIETY	Islamic Welfare Society Chack 100/p Taranda Saway Kan RYK, Green Commission Shop Ghala Mandi Rahim Yar Khan.	Rahim Yar Khan
47	SAMAJ DEVELOPMENT FOUNDATION	First Floor, MCB Bank , Gulshan Iqbal Branch, Rahim Yar Khan	Rahim Yar Khan
48	ISLAMI SOCIAL WELFARE COUNCIL	515-E.B, Burewala.	Vehari
49	ASSOCIATION FOR PEACE & PROSPERITY	Street # 4, Christian Colony, Toba Tek Singh	Toba Tek Singh

Sr.#	Name of NGOs	Address	District
50	PIARA PAKISTAN SOCIAL WELFARE SOCIETY	Chak No. 709/G.B, Tehsil Kamalia, District Toba Tek Singh	Toba Tek Singh
51	KOHSAR WELFARE &EDUCATIONAL SOCIETY	House 1322-Street 20 Phase-1 Farash Town Islamabad	Islamabad
52	SOCIETY FOR SUSTAINABLE DEVELOPMENT	House No 24 A, street 1, Block A, Soan Gardens, Islamabad	Islamabad
53	ORGANIZATION FOR INTEGRATED AND SUSTAINABLE DEVELOPMENT	Flat# 1, Block 36-E, G-11/4, Near SLS Montessori School, Islamabad	Islamabad
54	HUMAN RESOURCE DEVELOPMENT SOCIETY	House no.143,St 7,F11/1	Islamabad
55	SOCIO-LEGAL ANCHORS FOUNDATION	House # 15, Street # 65, Sector: G-6/4, Islamabad	Islamabad
56	POVERTY ALLEVIATION AND SUSTAINABLE DEVELOPMENT ORGANIZATION	203, Al-Habib Plaza, Phase-IV B, Street 4, Ghauri Town, Islamabad	Islamabad
57	SOCIAL JUSTICE & DEVELOPMENT INSTITUTE	Office # 202, 2nd Floor Dossul Arcade East Block E, Jinnah Avenue, Blue Area, Islamabad	Islamabad

BALUCHISTAN

Sr.#	Name of NGOs	Address	District
1	KHIDMAT KHALQ FOUNDATION	Universal Complex Basement Ground Office 12 ma Jinnah Quetta	Quetta
2	Ã,Â CENTRE FOR RESEARCH & DEVELOPMENT BALOCHISTAN	(SCAMB)Engineering Institute Zarghoon Rd flat 11, Quetta.	Quetta
3	HUMAN ORGANIZATION FOR PEACEFUL ENVIRONMENT	B choke, Malik Afzal Banglor,Spini Road Quetta	Quetta
4	YOUTH ORGANIZATION	Habibzai Qaila Abdullah, Quetta	Quetta
5	HUMANITARIAN SURVIVAL AND PROMOTION ORGANIZATION	Balochistan(H.S.P.O) Arbab Ghulam Ali Road,Quetta	Quetta
6	WOMEN WELFARE ORGANIZATION FOR WOMEN	Winder welfare organization Care of Doctor Rahila Habib Civil Hospital Winder,Lasbela.	Lasbela
7	HEALTH DEVELOPMENT SOCIETY	C/o Killi Haji Dad M. Zarkoon Oryani Distt. Kholu Balochistan	Kohlu
8	EDUCATION HEALTH AND SOCIAL ACTIVITIES FOR SOCIETY	Ward no 5 nazd railway phatak Ehsas Balochistan Office Dera Murad Jamali Balochistan. 04-05-2012	Nasirabad
9	SUBHO-NU-WELFARE SOCIETY BALOCHISTAN	Subho-nu-Welfare Society pobox manji pur tehsil sohbatpur district jafarabad Balochistan.	Jafarabad
10	GHAREEB AWAM DEVELOPMENT ORGANIZATION	Care of Murabba photo state Opposite telephone exchange,Dera Allah yar ,Tehsil Jhat pat,Disst Jaffarabad Balochistan	Jafarabad
11	RURAL ORGANIZATION FOR AWARENESS AND DEVELOPMENT	(ROAD), Dist. kila safiullah, Balochistan	Qilla Saifullah
12	ZULAM TORE FALAHI TANZIM	Azizulla Bajkani Sadar Zulumtore Falahi Tanzeem Post Office Pahanwar Sanhri, U/C Sunhri Tahsil Suhbatpur	Jacobabad

KHYBER PAKHTUNKHWA

Sr.#	Name of NGOs	Address	District
1	PEACE & DEVELOPMENT FOUNDATION	Infront of Deans appartments,Old Bara Road,University Town Peshawar	Peshawar
2	INITIATIVE FOR SOCIAL TRANSFORMATION	H.No: 26, Jamal ud Din Afghani Road, University Town, Peshawar	Peshawar
3	AGHAZ INITIATIVES TOWARDS DEVELOPMENT	Upper Portion ,In front of Deans appartments,Old Bara Road, University Town Peshawar	Peshawar
4	RABTA ORGANIZATION FOR WOMEN EMPOWERMENT & CHILD PROTECTION	H # 2-B, Sarwar Street # 3, Sarwar Colony, Gulberg # 1, Peshawar Cantt, KP, Pakistan	Peshawar
5	SOCIETY FOR HUMAN EMPOWERMENT & DEVELOPMENT	3rd Nasim Jan Sher Flats, Near CIA Police Station,Gulberg III, Peshawar.	Peshawar
6	COMMUNITY WELFARE ORGANIZATION	CWO office, Mohallah Haji abad, near railway phattak, Shaidu, Nowshera.	Nowshera
7	YOUTH CATALYST-PAKISTAN	Nowshera Office Address: Malik Abad near G.T Road, Kabal River, Nowshera Kalyan,	Nowshera
8	CHARSADA WOMEN ORGANIZATION	New Shams Abad, Gali Tarkanan, Mardan Road, Tehsil and ,District Charsadda.	Charsadda
9	HAMDARD DEVELOPMENT ORGANIZATION	Nissata Mohallah Usmania, Village Nissata, District Charsadda.	Charsadda
10	ALFALAH WELFARE ORGANISATION	Nowdiha Market, Dosehra Chowk, Sugar Mill Road, Mardan.	Mardan
11	NAYA SOCH WELFARE ORGANIZATION MARDAN	Mohallah Doctor Nawab Ali, Bank Road, District Mardan.	Mardan
12	ORGANIZATION FOR SUSTAINABLE DEVELOPMENT AND SOCIAL INTEGRATION	Village and Post Office Kaddi,Tehsil & Distt: Swabi	Swabi
13	ITTEFAQ WELFARE ORGANIZATION	Ittefaq Welfare Organization, Chekar Kot Bala, District Kohat,	Kohat

Sr.#	Name of NGOs	Address	District
1	FLAME	C-29 Mezzanine Floor, Street 24, Tauheed Commercial Area, Phase V ,DHA ,xxx Karachi	Karachi
2	INITIATOR HUMAN DEVELOPMENT FOUNDATION	Suite No.5,2nd Floor,Block C-3,Taj Complex,M.A.Jinnah Road,Karachi-74400	Karachi
3	EDUCATION & CHILD WELFARE TRUST	B-58 lakhani pride block 14 gulistan-e-jouhor, opposite rabia city karachi	Karachi
4	THE PEACE ORGANIZATION	C-21, phase 3, KDA Flats, Shadman Town No.1 , karachi.	Karachi
5	HOPE FOR LIFE ORGANIZATION	89-E,Khalid Bin Waleed Road,PECHS block 2 karachi	Karachi
6	MUFAD-E-NISWAN TRUST	St-6/G Shah Faisal Colony-2 Karachi	Karachi
7	COMMUNITY DEVELOPMENT FOUNDATION PAKISTAN	Hussainabad Sakrand, District: Shaheed Benazir Abad, Sindh Pakistan	Nawabshah
8	SAATH WELFARE ASSOCIATION	Village And P.O Mashaikh Taluka Sakrand District Shaheed Benazir abad Sindh Pakistan	Nawabshah
9	SINDHICA REFORMS SOCIETY	Head Office: Sindhica Reforms Society, House No: A 1350 , Near Old Noorani Center, Garibabad Nawabshah	Nawabshah
10	SEWA DEVELOPMENT TRUST SINDH	A-3, 3RD FLOOR, CIVIC CENTER ,KHAIRPUR MIRS-66020 - SINDH	Khairpur
11	HUMAN RESOURCE ORGANIZATION	HRO office Village Khuwaja PO Ahmed Pur Taluka Kangri District Khairpu Mir's	Khairpur

371

Sr.#	Name of NGOs	Address	District
12	ABDUL KARIM GADAI SOCIAL WELFARE AND DEVELOPMENT ASSOCIATION	Main bazar Thul near Ali mohammad book store THUL district jacobabad sindh	Jacobabad
13	ALISHA WOMEN DEVELOPMENT SOCIETY SINDH	Head office:plot:no:3/h/5/37, Flat :no D-201 2nd floor Nazimabad Karachi Sindh	Jacobabad
14	HAMDARD DEVELOPMENT FOUNDATION	Opposite Shaikh Rice Mill, Station Road, Thul, PO & Taluka Thul, District Jacobabad, Sindh.	Jacobabad
15	HUMAN FRIENDS SOCIAL WELFARE ORGANIZATION	Village Kanga Taluka Larkana	Larkana
16	SINDH DHARTI SOCIAL DEVELOPMENT ORGANIZATION	Old Power House	Larkana
17	AFSHAN WOMEN SOCIAL WELFARE & EDUCATIONAL ASSOCIATION	Taluka P.Akil	Sukkur
18	SINDH EDUCATIONAL AND ENVIRONMETAL DEVELOPMENT ORGANIZATION	Junejo Muhalla, Post Office And Town Bagarji, Pakistan	Sukkur
19	PARTICIPATORY HUMAN DEVELOPMENT	H.No.C-631/49, Pir Makki Shah Colony Local Board Sukkur	Sukkur
20	SHADE WELFARE ASSOCIATION	Bunglow No A-11 Professor Housing Society Ste Area Square Sukkur Sindh	Sukkur
21	DEVELOPMENT & WOMEN ADVOCACY NET WORK SHIKARPUR	Jalbani Mohallah, Railway Station Road, Shaikarpur.	Shikarpur
22	SOCIETY FOR COMMUNITY EMPOWERMENT AND DEVELOPMENT (SCED)	House no. 305, Christian Colony, opposite BISE, Unit # 6 Latifabad Hyderabad	Hyderabad

Appendix VIII: List of NGOs from Malaysia

<div align="center">PAHANG</div>

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
1	PERSATUAN WANITA KRISTIAN KUANTAN PAHANG (YOUNG WOMENS CHRISTIAN ASSOCIATION OF KUANTAN)	KEBAJIKAN	KEBAJIKAN AHLI	48 JLN HJ ABD AZIZ
2	PERSATUAN WANITA TAMIL KUANTAN, PAHANG (KUANTAN TAMIL WOMEN'S ASSOCIATION KUANTAN, PAHANG)	KEBAJIKAN	KEBAJIKAN AHLI	NO. E-661, JALAN KAMPUNG TENGAH, LORONG SERI TERUNTUM 89
3	PERSATUAN INDUSTRI KECIL DAN SEDERHANA WANITA DAERAH PEKAN, PAHANG	PERDAGANGAN	INDUSTRI KECIL SEDERHANA	PLB 316, JALAN ISTANA PERMAI, KAMPUNG PANCHOR,
4	KELAB WANITA MELAYU BENTONG PAHANG	SOSIAL	PENDUDUK	TINGKAT BAWAH, BANGUNAN UMNO BENTONG
5	PERSATUAN USAHAWAN WANITA BUMIPUTRA MALAYSIA (ASSOCIATION OF BUMIPUTRA WOMEN ENTREPRENEURS MALAYSIA)	PERDAGANGAN	DEWAN PERNIAGAAN	NO. A-21-1, LORONG TUN ISMAIL 9, SERI DAGANGAN 2,
6	PERSATUAN WANITA INDIA KUANTAN, PAHANG (KUANTAN INDIAN WOMEN ASSCIATION)	KEBAJIKAN	KEBAJIKAN AHLI	NO. E-1437, LORONG MAT KILAU 2, No 155 felda sena jengka 16
7	PERSATUAN KEBAJIKAN DAN PEMBANGUNAN WANITA MARAN PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	
8	KELAB WANITA PROFESIONAL PAHANG	SOSIAL	PEKERJAAN	B-16, 1st FLOOR, LORONG SG. ISAP JAYA 1, PERKAMPUNGAN SG. ISAP JAYA

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
9	PERSATUAN WANITA UNIVERSITI MALAYSIA PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	D/A PEJABAT NAIB CANSELOR, UNIVERSITI MALAYSIA PAHANG, LEBUHRAYA TUN RAZAK,
10	PERSATUAN KEBAJIKAN WANITA SIKH DAERAH BENTONG PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	KT,253,KETARI,BENTONG
11	PERSATUAN KEBAJIKAN WANITA CAMERON HIGHLANDS	KEBAJIKAN	KEBAJIKAN AHLI	39, JALAN ODP 3, ORCHID DELUXE PARK RINGLET,
12	PERTUBUHAN SOLIDARITI HIJAU, KUANTAN, PAHANG	HAK ASASI	ALAM SEKITAR	B- 1938, LORONG SEKILAU 33, JALAN HAJI AHMAD,
13	PERTUBUHAN RANGKAIAN PEMBANGUNAN KESINAMBUNGAN MALAYSIA	HAK ASASI	ALAM SEKITAR	B-2114 TINGKAT 1JALAN HJ AHMAD
14	KELAB ALAM SEKITAR KILANG KELAPA SAWIT PAHANG	HAK ASASI	ALAM SEKITAR	KILANG KELAPA SAWIT RAUB SDN BHD, LOT 3023 MUKIM GALI, BUKIT KOMAN
15	PERTUBUHAN PENCINTA ECO ALAM MALAYSIA	HAK ASASI	ALAM SEKITAR	59,Jalan Daya 1, Taman Daya Kepong
16	KELAB PENCINTA ALAM SEKITAR KUANTAN PAHANG (KUANTAN ENVIRONMENT LOVER CLUB)(KELC)	HAK ASASI	ALAM SEKITAR	NO 109, JALAN PELINDUNG AMAN 1, BESERAH,
17	PERSATUAN KESEDARAN ALAM SEKITAR CAMERON HIGHLANDS (SOCIETY OF REGIONAL ENVIROMENTAL AWARENESS CAMERON HIGHLANDS), PAHANG (R.E.A.C.H)	HAK ASASI	ALAM SEKITAR	NO.1 MAIN ROAD,
18	PERSATUAN HAK ASASI PENGGUNA PAHANG	HAK ASASI	PENGGUNA	BILIK 36,TKT.1,NO.40, JALAN MAHKOTA

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
19	PERTUBUHAN GELOMBANG HIJAU KUANTAN PAHANG	HAK ASASI	ALAM SEKITAR	A7, 1ST FLOOR, JALAN TUN ISMAIL 2, SRI DAGANGAN 2,
20	KELAB PEWARIS KERAJAAN BARISAN NASIONAL (BN) MALAYSIA (KPKBNM)	HAK ASASI	MANUSIA	NO.118-1, JALAN 2/23 A, TAMAN DANAU KOTA OFF JALAN GENTING KLANG SETAPAK
21	PERSATUAN PERLINDUNGAN PENGGUNA MALAYSIA	HAK ASASI	PENGGUNA	NO. 3, LORONG KURNIA JAYA 1, TAMAN KURNIA JAYA,
22	PERTUBUHAN SALAM INSAN SEMALAYSIA (SALAM INSAN)	HAK ASASI	MANUSIA	LOT 535, KAMPUNG SALONG MEMPELAS
23	PERSATUAN SAYANGI SUNGAI PAHANG	HAK ASASI	ALAM SEKITAR	A49 GROUND FLOOR, JALAN TUN ISMAIL 1

JABATAN PENDAFTARAN PERTUBUHAN MALAYSIA NEGERI KEDAH
Aras 3, Bangunan Kementerian Dalam Negeri
Kompleks Pentadbiran Kerajaan Persekutuan
Bandar Mu'adzam Shah
06550 Alor Setar
Kedah Darul Aman

Pejabat Am: 04-7312700/04-7347144
No. Faks: 04-7350062
Laman Web: www.ros.gov.my

"MUAFAKAT KEDAH"

Ruj. Kami : PPP.161/KDH/PMT/8 Jld.3 (9)
Tarikh : 26 September 2017

Putri Khairani
3C 328 Inasis Tradewinds,
06010 UUM Sintok,
Kedah Darul Aman

Puan,

PERMOHONAN UNTUK MENDAPATKAN SENARAI NGO

Saya dengan segala hormatnya merujuk perkara di atas dan surat puan rujukan bertarikh 18 September 2017 adalah berkaitan.

2.   Semakan mendapati terdapat 27 buah pertubuhan yang berkaitan seperti yang diminta oleh pihak puan. Puan dikehendaki membuat bayaran sebanyak RM 54.00 di kaunter JPPM Kedah.

3.   Bersama-sama ini dikemukakan senarai pertubuhan aktif di Negeri Kedah yang berkaitan dengan hak manusia, hak wanita dan kesedaran kesihatan seperti yang diminta untuk maklumat dan tindakan puan selanjutnya.

Sekian, terima kasih.

" BERKHIDMAT UNTUK NEGARA "

Saya yang menurut perintah,

(NUR'AINI BINTI ROSLI)
b.p Pengarah
Jabatan Pendaftaran Pertubuhan Malaysia
Negeri Kedah

KEMENTERIAN DALAM NEGERI
"Persatuan Menjamin Keselamatan dan Kesejahteraan"

376

KEDAH

SENARAI PERTUBUHAN YANG BERDAFTAR DAN AKTIF SEHINGGA 28 SEPTEMBER 2017 DI NEGERI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
1	PPM-001-02-02072017	KELAB PENDIDIKAN DAN PEMELIHARAAN ALAM LEMBAH BUJANG LESTARI	HAK ASASI	ALAM SEKITAR	11 ,JLN MELATI 1,BANDAR AMANJAYA, 08000 SUNGAI PETANI, KEDAH
2	PPM-002-02-22072014	KELAB BIODIVERSITI SUNGAI MERBOK, KUALA MUDA, KEDAH	HAK ASASI	ALAM SEKITAR	KAMPUNG BARU, PULAU TIGA, 08000 SUNGAI PETANI, KEDAH
3	PPM-003-02-02041986	PERSATUAN PENGGUNA KEDAH (CONSUMER ASSOCIATION OF KEDAH) (CAKE)	HAK ASASI	PENGGUNA	50B, TINGKAT 2, JALAN PSK 1, PEKAN SIMPANG KUALA, 05400 ALOR SETAR, KEDAH
4	PPM-004-02-15022016	PERSATUAN GERAKAN PENGGUNA DAERAH SIK (GPD)	HAK ASASI	PENGGUNA	11 A, KAMPUNG BERONA KANAN, MUKIM JENIANG, 08200 SIK, KEDAH
5	PPM-004-02-30102014	BADAN BERTINDAK ANTI PENYELEWENGAN NEGERI KEDAH	HAK ASASI	MANUSIA	F-20, KAMPUNG PADANG JANGGUS, 09700 KARANGAN, KEDAH
6	PPM-005-02-21072000	PERSATUAN PEMBAYAR PEMBAYAR CUKAI NEGERI KEDAH	HAK ASASI	PENGGUNA	NO 1559 TINGKAT 3,JALAN KOTA, 05000 ALOR SETAR, KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
7	PPM-006-02-06022010	PERSATUAN PENGGUNA DAERAH BALING, KEDAH	HAK ASASI	PENGGUNA	NO. 1, BANGUNAN ZAKAT, JALAN BADLISHAH, 09100 BALING, KEDAH
8	PPM-007-02-09072010	PERSATUAN PENGGUNA DAERAH KOTA SETAR.	HAK ASASI	PENGGUNA	NO.3107, TAMAN PKNK, LORONG KENARI MERAH 3, JALAN TUN RAZAK, 05200 ALOR SETAR, KEDAH
9	PPM-008-02-22052014	KELAB INISIATIF PEMULIHARAAN ALAM SEKITAR	HAK ASASI	ALAM SEKITAR	17C & 18C, PUSAT PERNIAGAAN ANGGERIK PEREMBA, OFF LEBUHRAYA SULTANAH BAHIYAH, 05150 ALOR SETAR, KEDAH
10	PPM-009-02-25052016	PERSATUAN ALAM SEKITAR GUNUNG PULAI,BALING,KEDAH	HAK ASASI	ALAM SEKITAR	DI ALAMAT- MOHD DESA BIN MURAD KG PEKAN LAMA PULAI, MUKIM PULAI, 09100 BALING, KEDAH DARUL AMAN
11	PPM-009-02-28092017	PERTUBUHAN KUASANITA UNGGUL DAERAH BALING	HAK ASASI	MANUSIA	TINGKAT 1, BANGUNAN PEJABAT POS, PEKAN BARU BALING, 09100 BALING, KEDAH
12	PPM-013-02-05032014	PERTUBUHAN SUARA PENGGUNA MALAYSIA (PSPM)	HAK ASASI	PENGGUNA	E394 JALAN INDAH 7, TAMAN SEJATI INDAH, 08000 SUNGAI PETANI KEDAH
13	PPM-015-02-30032017	PERSATUAN PENYELAMAT DAN PENJAGAAN HAIWAN TERBIAR, KUALA MUDA, KEDAH	HAK ASASI	ALAM SEKITAR	441 LRG 3/4A, TAMAN KEMPAS, 08000 SUNGAI PETANI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
14	PPM-019-02-24112015	PERSATUAN GERAKAN PENGGUNA DAERAH KUBANG PASU.	HAK ASASI	PENGGUNA	NO.21 FELDA LAKA SELATAN, 06010 JITRA, KEDAH
15	PPM-020-02-03112016	PERSATUAN PERTANIAN MESRA ALAM SUNGAI PETANI (SUNGAI PETANI ECO FARMS ASSOCIATION)	HAK ASASI	ALAM SEKITAR	13 LORONG BANDAR UTAMA 2 BANDAR UTAMA, 08000 SUNGAI PETANI KEDAH
16	PPM-020-02-16022016	PERSATUAN GERAKAN PENGGUNA DAERAH PADANG TERAP	HAK ASASI	PENGGUNA	BANGUNAN UMNO BAHAGIAN PADANG TERAP, 06300 KUALA NERANG, KEDAH
17	PPM-020-02-24112015	PERSATUAN GERAKAN PENGGUNA DAERAH BALING (GPD)	HAK ASASI	PENGGUNA	NO. 61, LORONG 3 , TAMAN DESA ANGGERIK, 09100 BALING, KEDAH
18	PPM-022-02-28012016	PERSATUAN PENGGUNA DAERAH PENDANG, KEDAH (GPD)	HAK ASASI	PENGGUNA	NO. 4, BELAKANG KLINIK DESA KAMPUNG GAJAH MATI, 06700 PENDANG, KEDAH
19	PPM-024-02-02022016	PERSATUAN GERAKAN PENGGUNA DAERAH YAN (GPD)	HAK ASASI	PENGGUNA	86 C KAMPONG BARU, 08800 GUAR CEMPEDAK, KEDAH
20	PPM-055-02-19012016	PERSATUAN GERAKAN PENGGUNA DAERAH KUALA MUDA, KEDAH (GPD)	HAK ASASI	PENGGUNA	NO. 23, PERSIARAN BLM 4, BANDAR LAGUNA MERBOK,08000 SUNGAI PETANI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
21	PPM-008-02-20011997	PERTUBUHAN KESEDARAN WANITA KEDAH	KEBAJIKAN	KEBAJIKAN AHLI	D/A 2821-J, LORONG MENTERI 2, OFF JALAN SULTANAH, 05250 ALOR SETAR, KEDAH
22	PPM-004-02-26042010	PERTUBUHAN KEBAJIKAN IBU TUNGGAL DAN ANAK YATIM KEDAH.	KEBAJIKAN	IBU TUNGGAL	LOT 447, TINGKAT 1, TAMAN TABUNG HAJI, BUKIT TINGGI, 06200 ALOR SETAR, KEDAH
23	PPM-016-02-01042014	PERSATUAN GABUNGAN WANITA KEDAH	KEBAJIKAN	ORANG KURANG UPAYA (OKU)	TINGKAT 7, BANGUNAN TUNKU, JALAN TUNKU IBRAHIM, 05000 ALOR SETAR, KEDAH
24	PPM-012-02-19042016	PERTUBUHAN WANITA PRIHATIN 1 KEDAH	KEBAJIKAN	KEBAJIKAN MASYARAKAT	NO. 1318, LORONG 10/7, TAMAN RIA, 09400 PADANG SERAI, KEDAH
25	PPM-002-02-10102013	PERTUBUHAN SOKONGAN KESIHATAN KEDAH	KEBAJIKAN	KEBAJIKAN MASYARAKAT	74, TAMAN HIDAYAH FASA 2, JALAN HUTAN KAMPONG, 06530 ALOR SETAR, KEDAH
26	PPM-001-02-15021962	PERSATUAN KESIHATAN KELUARGA KEDAH (KEDAH FAMILY HEALTH ASSOCIATION)	KEBAJIKAN	KEBAJIKAN AHLI	NO. 2, KAMPUNG BARU, 05000 ALOR SETAR, KEDAH
27	PPM-002-10-16061983-000040	DIABETES MALAYSIA CAWANGAN NEGERI KEDAH	KEBAJIKAN	KEBAJIKAN AHLI	2241-B, LORONG BAKAR BATA, 05100 ALOR SETAR, KEDAH

PINANG

Laporan Pertubuhan

Penolong Pendaftar Pertubuhan

OH SIOW LEE
Penolong Pendaftar Pertubuhan
Jabatan Pendaftaran Pertubuhan Malaysia
Negeri Pulau Pinang

0 7 DEC 2017

No.	No Pertubuhan	Nama Pertubuhan	Kategori	Sub Kategori	Alamat
1	PPM-002-07-04062013	PERSATUAN AGRIUNITTHA PULAU PINANG	HAK ASASI	ALAM SEKITAR	1-02-07, TREASURE VILLE APARTMENT, LINTANG THEAN THEIK, BANDAR BARU AYER ITAM 11500 AYER ITAM PULAU PINANG
2	PPM-003-07-05102016	PERTUBUHAN PEMULIHARAAN ALAM SEMULAJADI PULAU PINANG (PENANG NATURE CONSERVATION SOCIETY)	HAK ASASI	ALAM SEKITAR	PEJABAT JKKK, DEWAN ORANG RAMAI, TAMAN SUPREME, 13700 PERAI PULAU PINANG
3	PPM-005-07-02022009	PERSATUAN KESEDARAN HAK WANITA, BUKIT MERTAJAM, PULAU PINANG (PENANG, BUKIT MERTAJAM WOMEN RIGHT'S AWARENESS ASSOCIATION)	HAK ASASI	MANUSIA	NO. 34, JALAN JANGGUS, TAMAN MAKOK, 14000 BUKIT MERTAJAM PULAU PINANG
4	PPM-005-07-24062011	PERSATUAN PERLINDUNGAN RADIASI ELEKTROMAGNETIK, PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO.6 JALAN SEKOLAH LA SALLE, 11400 AYER ITAM PULAU PINANG
5	PPM-006-07-09122013	PERSATUAN PENDUKUNG PERLEMBAGAAN DAN POLISI MALAYSIA	HAK ASASI	MANUSIA	Suite 18-13-G, Gurney Tower, Persiaran Gurney, 10250 Georgetown, Pulau Pinang 10250 Georgetown PULAU PINANG
6	PPM-007-07-05122012	PERSATUAN CINTAI ALAM SEKITAR, PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO 28, CHANGKAT MINDEN, JALAN 5, GELUGOR, 11400 AYER ITAM PULAU PINANG
7	PPM-007-07-22062000	PERSATUAN PELINDUNG PENGGUNA PULAU PINANG (PENANG CONSUMER PROTECTION ASSOCIATION) (PCPA)	HAK ASASI	PENGGUNA	NO 28 LINTANG PEKAKA 4M, SG DUA 11700 GELUGOR PULAU PINANG
8	PPM-008-07-25012013	PERSATUAN PENCINTA ALAM DAN KESIHATAN, NEGERI PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO 1-1-5,.MATANG MALL, JALAN MATANG PASIR 1, 11900 BAYAN BARU

381

No					
					PULAU PINANG
9	PPM-008-07-28112012	PERTUBUHAN PEMULIHARAAN ANJING TERBIAR MERCY PERAI PULAU PINANG	HAK ASASI	ALAM SEKITAR	20, Lorong Talang 3, Taman Perai, 13700 PERAI PULAU PINANG
10	PPM-009-07-23122008	PERSATUAN PERLINDUNGAN HAIWAN DAN ALAM PULAU PINANG (PENANG GREEN ANIMAL SHELTER AND SANCTUARY SOCIETY)	HAK ASASI	ALAM SEKITAR	31, JALAN CHEE SENG 8, 11200 TANJUNG BUNGAH PULAU PINANG
11	PPM-010-07-08042014	PERTUBUHAN AMANAH WARISAN MELAYU PULAU PINANG(PEWARIS)	HAK ASASI	MANUSIA	NO 60,JALAN PEMENANG 10250 GEORGETOWN PULAU PINANG
12	PPM-010-07-28062013	PERTUBUHAN PESARA PESARA SEKTOR SWASTA MALAYSIA	HAK ASASI	MANUSIA	56, Jalan Meranti, Taman Meranti, Bagan Ajam 13000 Butterworth PULAU PINANG
13	PPM-011-07-31102013	PERTUBUHAN EKOPELANCONGAN DAN PEMELIHARAAN ALAM SEMULAJADI PULAU PINANG	HAK ASASI	ALAM SEKITAR	52, JLN SG DAUN TMN NIBONG TEBAL JAYA 14300 NIBONG TEBAL PULAU PINANG
14	PPM-013-07-17102003	KELAB PENGGUNA TANJUNG, PULAU PINANG	HAK ASASI	PENGGUNA	TINGKAT 3, 309-O SILVER SQUARE, JALAN PERAK 10150 GEORGETOWN PULAU PINANG
15	PPM-013-07-23102015	PERTUBUHAN WARISAN TANAH DAN TEROKA BANDAR PULAU PINANG	HAK ASASI	MANUSIA	900, PEKAN BARU, TELOK AIR TAWAR 13050 BUTTERWORTH, PULAU PINANG 13050 BUTTERWORTH PULAU PINANG
16	PPM-014-07-10022015	PERSATUAN KELAB PENCINTA & PEMULIHARAAN SUNGAI PERAI, PULAU PINANG	HAK ASASI	ALAM SEKITAR	108, SOLOK KIKIK 2, TAMAN INDERAWASIH, 13600 PERAI PULAU PINANG
17	PPM-015-07-27032015	PERSATUAN KOMUNITI BERDIKARI	HAK ASASI	MANUSIA	2B-16-04, MUTIARA HEIGHTS, LINTANG HAJJAH REHMAH 11600 JELUTONG PULAU PINANG

382

18	PPM-016-07-27032017	PERTUBUHAN HARI ISNIN TANPA DAGING MALAYSIA	HAK ASASI	ALAM SEKITAR	23-1,Jalan Perusahaan Jelutong 1, Fortune Park,11600 Penang 11600 Jelutong PULAU PINANG
19	PPM-017-07-09042015	PERTUBUHAN MASYARAKAT SIHAT TANPA ALKOHOL, PULAU PINANG	HAK ASASI	MANUSIA	Tingkat 1, No.19, Jalan Chain Ferry, Taman Chai Leng, 13700 PULAU PINANG
20	PPM-018-07-04102016	PERTUBUHAN HIJAU SEMULAJADI PULAU PINANG (PENANG NATURAL GREEN ORGANIZATION)	HAK ASASI	ALAM SEKITAR	6-5-38, KOMPLEKS FARLIM, LEBUHRAYA THEAN TEIK 11500 BANDAR BARU AIR ITAM PULAU PINANG
21	PPM-021-07-14062013	PERTUBUHAN AMAL KITARAN SEMULA PULAU PINANG	HAK ASASI	ALAM SEKITAR	106-11-08, Villa Emas Condo, Persiaran Bayan Indah 11900 PULAU PINANG
22	PPM-022-07-27062003	PERSATUAN PERLINDUNGAN HAIWAN TERBIAR, PULAU PINANG (PENANG ANIMAL SANCTUARY SOCIETY)	HAK ASASI	ALAM SEKITAR	11-7 PENTHOUSE, NB PLACE, GOTTLIEB ROAD, 10350 GEORGETOWN PULAU PINANG
23	PPM-039-07-22032011	PERTUBUHAN PELINDUNGAN BUMI, PULAU PINANG (PENANG SAVE EARTH ASSOCIATION)	HAK ASASI	ALAM SEKITAR	15, LEBUH LEMBAH PERMAI 1, 11200 TANJUNG BUNGAH PULAU PINANG

PAHANG

PERSATUAN SEMANGAT WANITA SEHATI SEJIWA MALAYSIA
PPM-014-14-18042016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO. 80N, JALAN RIONG, BANGSAR ROAD,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	BANGSAR
Poskod	59100

PERSATUAN JALINAN WANITA MALAYSIA
PPM-015-14-20072017

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	Suite 20.05, Level 20, Menara Genesis, 33, Jalan Sultan Ismail
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Kuala Lumpur
Poskod	50250

PERTUBUHAN PEMBANGUNAN DAN INOVASI WANITA
PPM-016-14-14032016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	3-253, JALAN UDANG KEPAI, TAMAN SRI SEGAMBUT
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	52000

PERSATUAN KEBAJIKAN DAN KEMAJUAN WANITA SEGAMBUT KUALA LUMPUR
PPM-017-14-02052014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 1 JALAN 6/37B TAMAN BUKIT MALURI KEPONG 52100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	SEGAMBUT
Poskod	52100

PERSATUAN KEBANGSAAN USAHAWAN WANITA MALAYSIA
(NATIONAL ASSOCIATION OF WOMEN ENTREPRENEURS OF MALAYSIA)

PPM-018-14-20051993

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	LOT 11, RUMAH PUSPANITA, 5171 JKR, JALAN HOSE
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	50460

PERSATUAN WANITA IBU TUNGGAL WARGA EMAS DAN FAKIR MISKIN CHERAS, KUALA LUMPUR
PPM-021-14-01082012

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	BLOK4 4-6-19 JALAN 9/118B PPR DBKL DESA TUN RAZAK CHERAS
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	56000

PERTUBUHAN WANITA PERKASA KUALA LUMPUR
PPM-019-14-08022018

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.2, Kg. Malaysia Tambahan, Sg. Besi
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	57100

PERSATUAN USAHAWAN WANITA DALAM PERNIAGAAN PERKHIDMATAN DAN PERDAGANGAN MALAYSIA
PPM-021-14-11042013

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.73 Aras 3 Kompleks Damai Jalan Dato' Hj Eusoff
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Kuala Lumpur
Poskod	50400

PERSATUAN KEBAJIKAN WANITA NUR HIDAYAH KUALA LUMPUR
PPM-021-14-21052014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	7-0-3, KELUMPUK SERINDIT B, JLN 5/56, AU3 AMPANG ULU KELANG
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	54200

PERSATUAN WANITA PELBAGAI KEBUDAYAAN KUALA LUMPUR DAN SELANGOR
PPM-023-14-24062015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	17,Jalan Perlak 3 , Sri Petaling
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Sri Petaling
Poskod	57000

PERSATUAN PEKERJA WANITA MALAYSIA (MALAYSIAN ASSOCIATION OF WORKING WOMEN)
PPM-025-14-16042002

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO: 26, JALAN 6/38B, TAMAN SEGAMBUT,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	51200

PERSATUAN WANITA PROFESIONAL MALAYSIA
(BUSINESS PROFESSIONAL WOMEN (MALAYSIA)
PPM-026-14-25022014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.26-3 Jalan 28/70A Desa Sri Hartamas
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	50480

386

PERSATUAN KEMAJUAN DAN TRANSFORMASI WANITA WILAYAH
PERSEKUTUAN KUALA LUMPUR
PPM-029-14-22062015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	RC-27-03 (SURIYA 3)RIVER CITY CONDO, BATU 3, JALAN SULTAN AZLAN SHAH 52100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	52100

PERSATUAN PENYELIDIKAN DAN PEMBANGUNAN DIRI WANITA KUALA LUMPUR
DAN SELANGOR (WOMEN'S SELF DEVELOPMENT AND RESEARCH SOCIETY
KUALA LUMPUR AND SELANGOR)

PPM-030-14-21122011

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 198B, 2ND FLOOR, JALAN TUN SAMBANTHAN,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	BRICKFIELDS

PERSATUAN GERAK WANITA, MALAYSIA
PPM-035-14-09122003

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	SEDAR RESOURCE CENTRE BERHAD,LOT 6.02, MENARA PGRM,8, JALAN PUDU ULU, CHERAS,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	56100

PERSATUAN SOSIOEKONOMI WANITA INDIA KUALA LUMPUR DAN SELANGOR
PPM-039-14-07102015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	14-02 Greenpark Condominium Jalan Awan Pintal Taman Yarl Off Jln Klang Lama
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	58200

PERSATUAN WANITA KEDAH DI KUALA LUMPUR DAN SELANGOR
PPM-041-14-31032010

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO.3 JALAN SETIA BAKTI 5, BUKIT DAMANSARA,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	50490

PERSATUAN PERKEMBANGAN WANITA KUALA LUMPUR & SELANGOR (2016)
DYNAMIC WOMEN FORCE KUALA LUMPUR & SELANGOR (2016)
PPM-011-14-15072016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	529p blok 1 flat sri Pahang bukit bangsar
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	WILAYAH PERSEKUTUAN
Poskod	59100

PERSATUAN e-USAHAWAN WANITA MALAYSIA
(e-ENTREPRENEURS WOMEN ASSOCIATION MALAYSIA)
PPM-069-14-21022011

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO. 6-1, JALAN DAMAI RAYA 2, DAMAI RAYA, ALAM DAMAI
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	56000

PERSATUAN KEBAJIKAN PEMANDU-PEMANDU WANITA MALAYSIA
PPM-012-14-04032014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO.575-K, BLOCK 03, APRT SERI PAHANG, BUKIT BANGSAR, 59100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	59100

PERTUBUHAN KEBAJIKAN WANITA KUALA LUMPUR (PERKAWATI CARE)
PPM-012-14-19082015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	109 LORONG KERAMAT 2 KG DATOK KERAMAT 54000 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	54000

PERTUBUHAN PEMBANGUNAN STRATEGIK WANITA, KELUARGA & KOMUNITI INDIA MALAYSIA
PPM-010-14-02022017

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 14-1, JALAN 6D/6, TAMAN SETAPAK INDAH 53100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	53100

PERTUBUHAN PEMBANGUNAN IBU TUNGGAL DAN WANITA MELAYU MALAYSIA (PERHAWA)
PPM-013-14-08052015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	PT 14, JALAN TAMAN MELATI, GOMBAK SETIA
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	53100

PERSATUAN JARINGAN USAHAWAN WANITA BUMIPUTRA MALAYSIA (WENA)
PPM-001-14-04092003

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	52-3A, MEDAN SETIA 2, PLAZA DAMANSARA, BUKIT DAMANSARA,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	TIADA
Bandar	KUALA LUMPUR
Poskod	50490

389

PERSATUAN WANITA BEKERJAYA PENYAYANG KUALA LUMPUR (PEWABP)
PPM-001-14-17062016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 8 JALAN PANDAN 8/1, PANDAN JAYA
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Pandan Jaya
Poskod	55100

YAYASAN WANITA UNGGUL 1MALAYSIA KUALA LUMPUR
PPM-002-14-03042014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	52 jalan jujur bandar tun razak cheras
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	CHERAS
Poskod	56000

PERTUBUHAN RANGKAIAN HAL EHWAL WANITA, MALAYSIA (WOMEN'S INTEREST NETWORK SOCIETY, MALAYSIA)
PPM-003-14-06042005

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	33-13-3, BLOCK A, VILLA SCOTT CONDOMINIUM, JALAN SCOTT, BRICKFIELD
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR

PERSATUAN WANITA TIONG HUA MALAYSIA
PPM-003-14-19042012

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	16A, Jalan 6/62A, Bandar Manjalara
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	52200

390

Appendix IX: Treatment of Missing Values

Dataset (Malaysia)

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	SA1_1	1	1	374	374	SMEAN(SA1)
2	SA2_1	1	1	374	374	SMEAN(SA2)
3	DA1_1	1	1	374	374	SMEAN(DA1)
4	DA2_1	2	1	374	374	SMEAN(DA2)
5	DA4_1	2	1	374	374	SMEAN(DA4)
6	ROE1_1	1	1	374	374	SMEAN(ROE1)
7	SEA2_1	1	1	374	374	SMEAN(SEA2)
8	UOE1_1	1	1	374	374	SMEAN(UOE1)
9	UOE3_1	1	1	374	374	SMEAN(UOE3)
10	II1_1	1	1	374	374	SMEAN(II1)
11	II2_1	1	1	374	374	SMEAN(II2)
12	II4_1	1	1	374	374	SMEAN(II4)
13	IC1_1	1	1	374	374	SMEAN(IC1)
14	IM1_1	1	1	374	374	SMEAN(IM1)
15	IM2_1	1	1	374	374	SMEAN(IM2)
16	IS4_1	1	1	374	374	SMEAN(IS4)
17	OCB4_1	1	1	374	374	SMEAN(OCB4)
18	TP1_1	1	1	374	374	SMEAN(TP1)
19	TP4_1	1	1	374	374	SMEAN(TP4)

Dataset (Pakistan)

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	DA2_1	1	1	383	383	SMEAN(DA2)
2	DA3_1	2	1	383	383	SMEAN(DA3)
3	UOE2_1	1	1	383	383	SMEAN(UOE2)
4	OEA1_1	1	1	383	383	SMEAN(OEA1)
5	EC2_1	2	1	383	383	SMEAN(EC2)
6	EC3_1	1	1	383	383	SMEAN(EC3)
7	IC2_1	2	1	383	383	SMEAN(IC2)
8	PER2_1	1	1	383	383	SMEAN(PER2)
9	PER3_1	1	1	383	383	SMEAN(PER3)
10	TPP1_1	1	1	383	383	SMEAN(TPP1)
11	TPP3_1	3	1	383	383	SMEAN(TPP3)
12	TPP4_1	2	1	383	383	SMEAN(TPP4)

Appendix X: Descriptive Statistics and Data Normality

Descriptive Statistics & Data Normality (Malaysia)

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SA	374	1.8348	.51264	-.219	.126	-.843	.252
DA	374	4.0460	.36393	-.459	.126	.003	.252
ROE	374	3.9812	1.00579	-.725	.126	-.491	.252
SEA	374	4.0467	.85260	-.665	.126	-.015	.252
UOE	374	4.0522	.84922	-.751	.126	.270	.252
OEA	374	3.8837	1.00593	-.635	.126	-.401	.252
EI	374	3.9909	.77305	-.385	.126	-.096	.252
EC	374	3.7988	.83863	-.466	.126	-.287	.252
II	374	3.7688	.67821	-.478	.126	-.291	.252
IC	374	3.7672	.91231	-.664	.126	-.037	.252
IM	374	3.9020	.99567	-.612	.126	-.642	.252
IS	374	3.3866	1.27150	-.496	.126	-1.477	.252
PTL	374	3.7061	.63486	-.368	.126	-.440	.252
PES	374	3.8545	.99738	-.807	.126	.038	.252
FEE	374	3.7734	.79960	-.696	.126	-.158	.252
PER	374	3.6918	.78832	-.373	.126	.434	.252
TP	374	3.9967	.66944	-.574	.126	.188	.252
OCB	374	3.4822	.50962	-.625	.126	.168	.252

Descriptive Statistics & Data Normality (Pakistan)

|	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SA	383	1.8158	.52131	-.184	.125	-.923	.249
DA	383	4.0478	.36038	-.474	.125	.060	.249
ROE	383	3.5220	.79170	-.357	.125	-.463	.249
SEA	383	3.4918	1.07079	-.451	.125	-1.176	.249
UOE	383	3.9795	.81588	-.534	.125	-.417	.249
OEA	383	3.5351	.85307	-.635	.125	.047	.249
EI	383	3.6321	.58465	-.297	.125	-.592	.249
EC	383	3.5139	.68062	-.369	.125	-.163	.249
II	383	3.7106	.70668	-.524	.125	-.065	.249
IC	383	3.8893	.68959	-.516	.125	-.071	.249
IM	383	3.8433	.75821	-.764	.125	.341	.249
IS	383	3.9237	.92554	-.627	.125	-.012	.249
PTL	383	3.8417	.61833	-.619	.125	.351	.249
FEE	383	3.6704	.81253	-.484	.125	.627	.249
OCB	383	3.9056	.55521	-.598	.125	.155	.249
PER	383	3.7778	.79240	-.715	.125	-.111	.249
TP	383	3.4320	.62602	-.534	.125	-.114	.249
PES	383	3.9778	.62362	-.746	.125	.522	.249

392

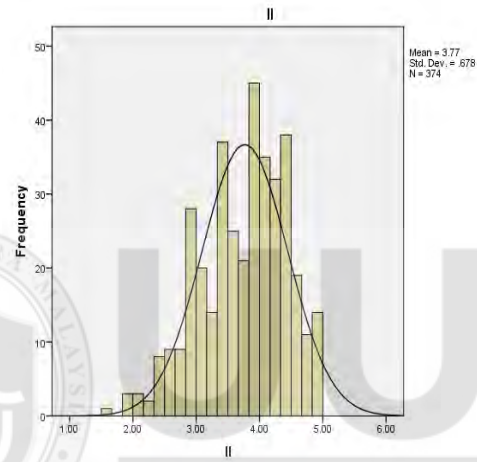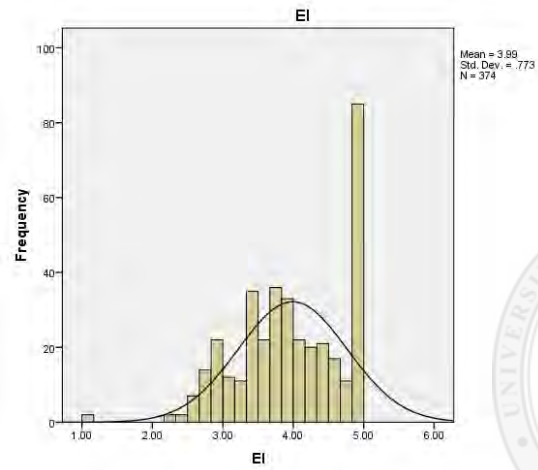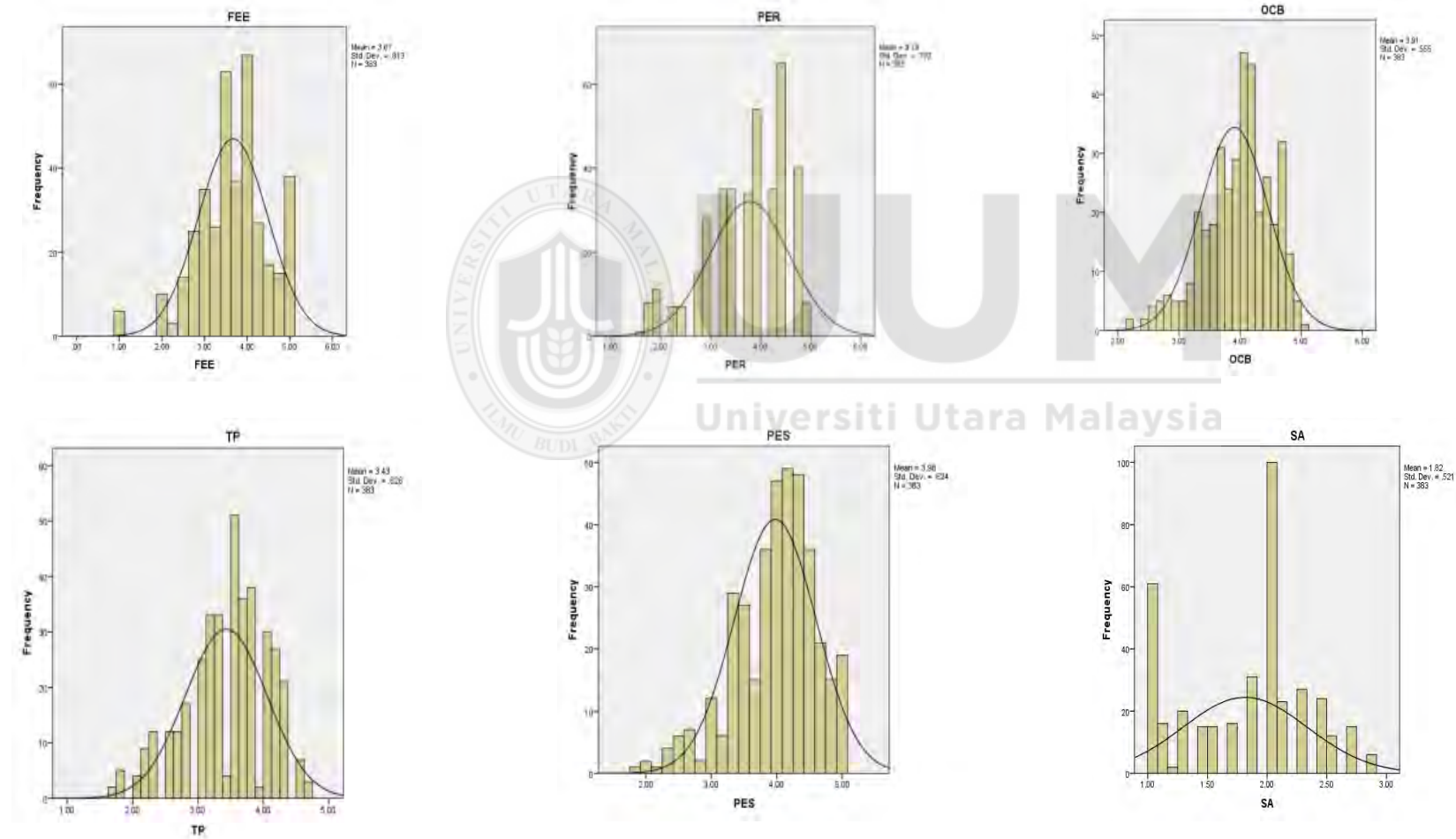**Appendix XI: Histograms with Normality Plots (Malaysia)**
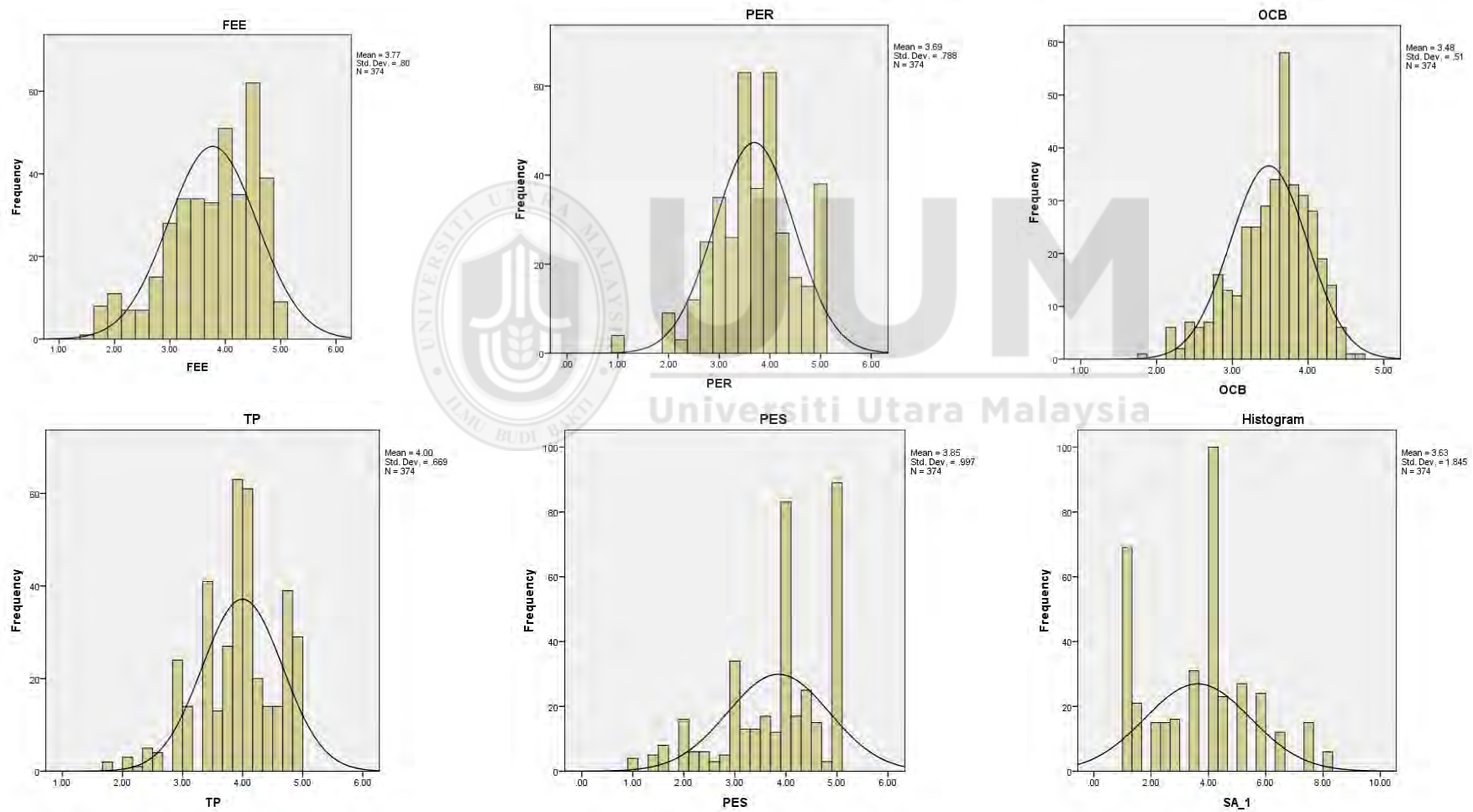
Histograms with Normality Plots (Continued)

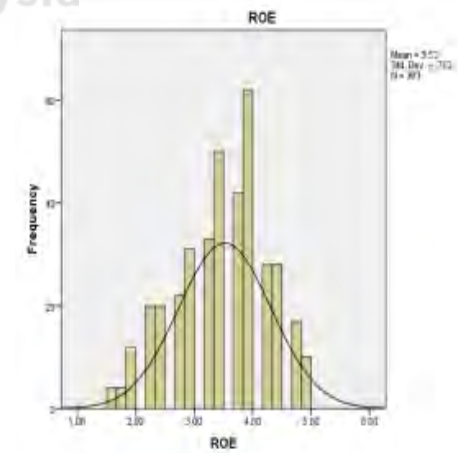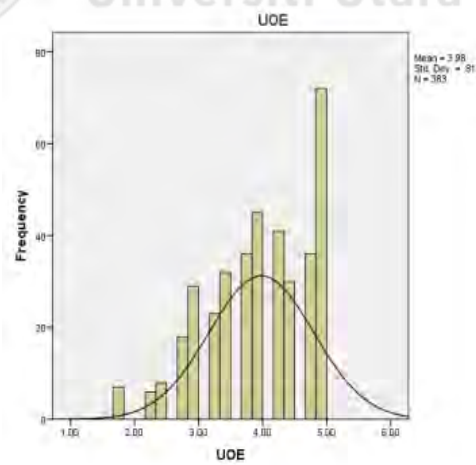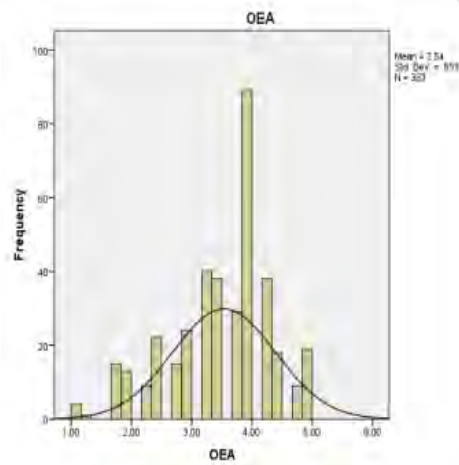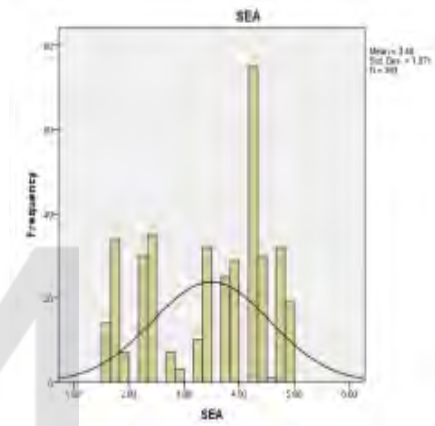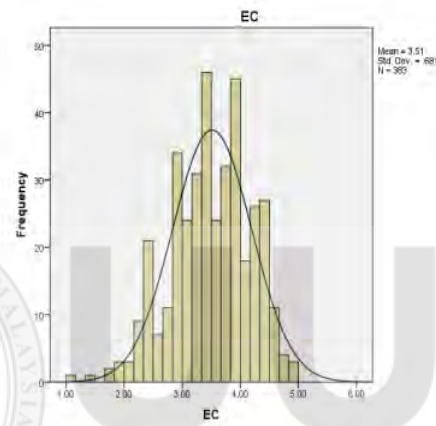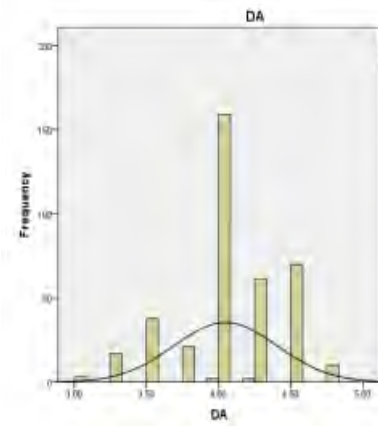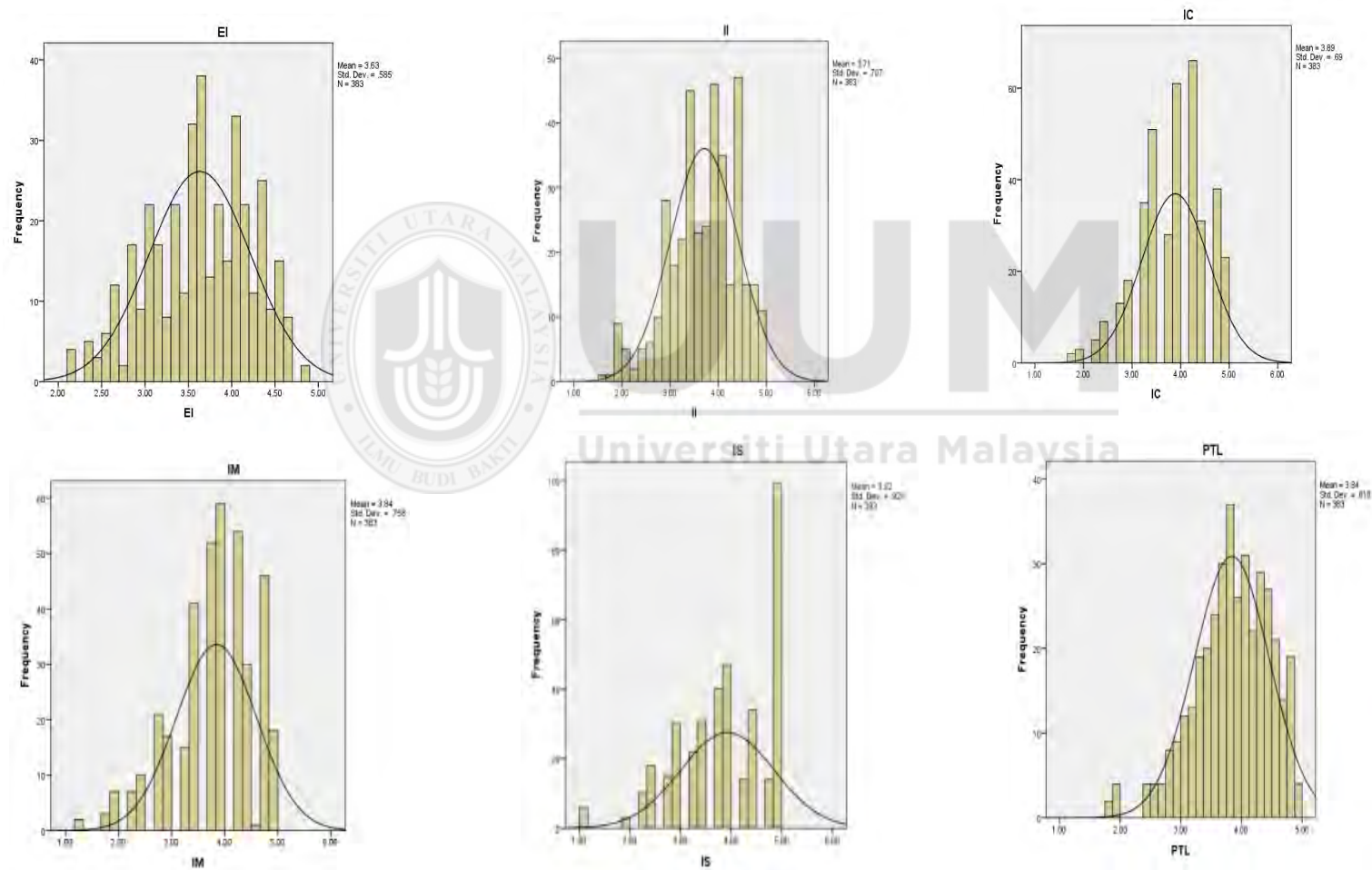Histograms with Normality Plots (Continued)

395
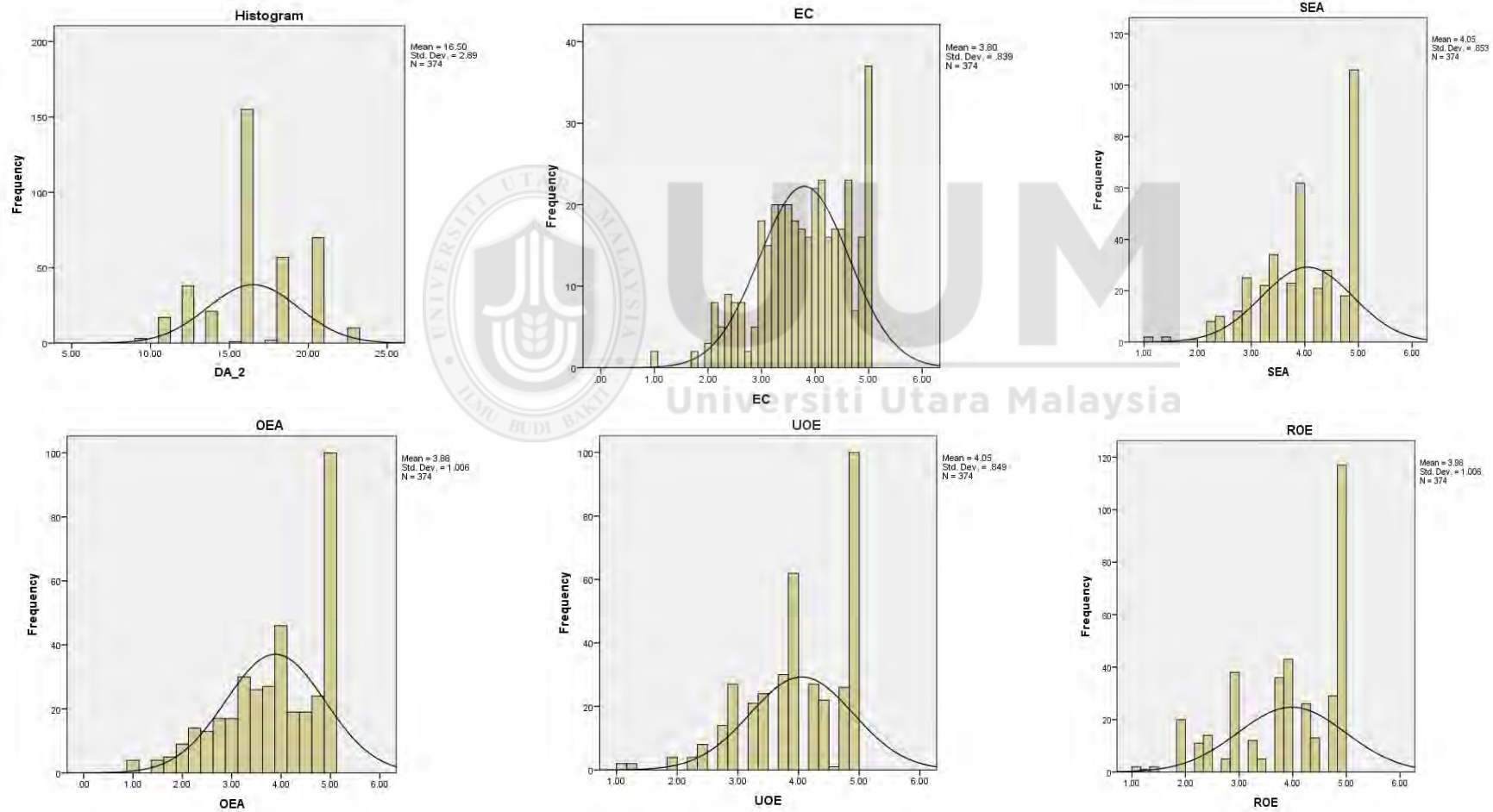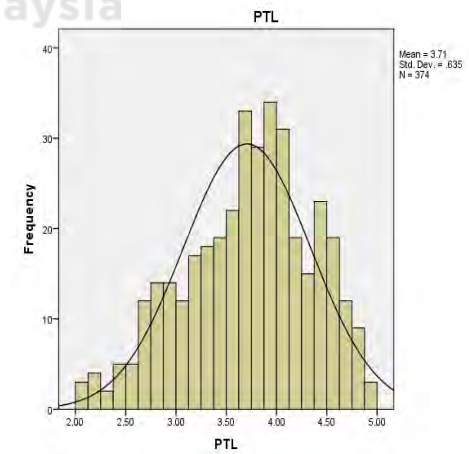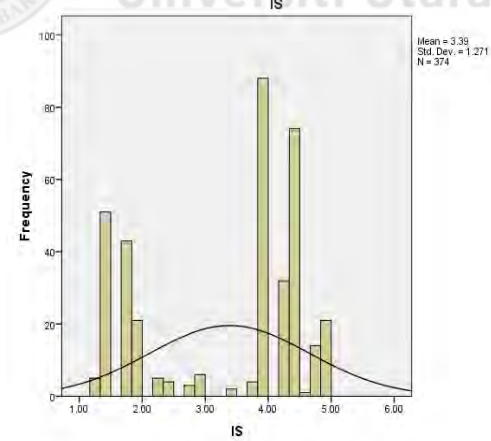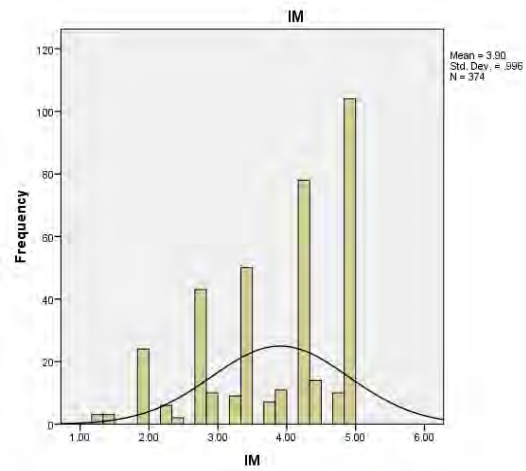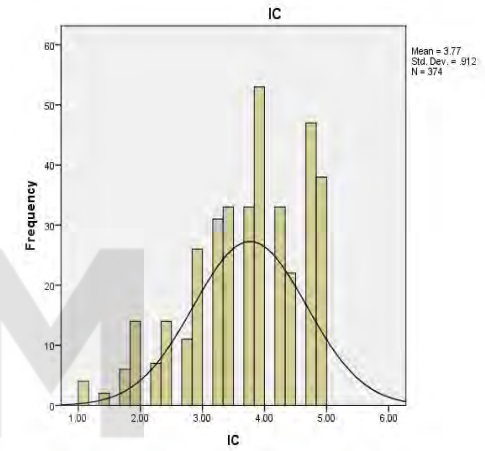
Appendix XII: Histograms with Normality Plots (Pakistan)

Histograms with Normality Plots (Continued)

Histograms with Normality Plots (Continued)