The moderating effects of perceived social worth and organizational virtuousness on the relationship between emotional labor, precarious work, and organizational commitment among ASHA workers in India

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ABSTRACT

Accredited Social Health Activists (ASHAs) in India are the subjects of this study, which explores the complex relationships between emotional labor (EL) and unstable work environments and how these relationships affect organizational commitment (OC). The study also looked at how organizational virtuousness (OV) and perceived social value mediated the relationship between precarious work (PW), EL, and OC. This study included a total sample size of $N = 467$ ASHA personnel from a variety of healthcare settings. Hierarchical regression analysis was used to look at the moderating effects using the Hayes Process Macro. The findings suggest that there are noteworthy negative associations between EL, PW, and the OC of ASHA workers. Nevertheless, OV and perceived social worth (PSW) emerged as significant moderators. More precisely, elevated levels of PSW and OV mitigated the adverse effects of PW and EL on the OC of ASHA workers.

1. Introduction

The National Rural Health Mission (NRHM) was established by the Indian government in 2005 to address the health needs of the rural populace, with a focus on the most vulnerable segments of society (Husain, 2011). The Indian government suggested that Accredited Social Health Activists (ASHAs) be the liaison between the public health system and the community at the outset of NRHM. In order to reach villages, ASHA personnel support the efforts of existing healthcare workers (Reddy et al., 2011). They are assigned to each village in the nation, covering a population of 1000 people, and are chosen from inside the village (Varghese et al., 2018). Healthcare workers' unwavering commitment guarantees a deep emotional involvement in the well-being of their patients, resulting in improved results and a more empathetic approach to providing treatment (Aktar et al., 2023).

Beneficiaries of the ASHA are indigenous to their community and underprivileged, as is the case with most CHWs (Love et al., 1997); as such, they expect ASHA workers to display proper emotions and hide incorrect ones (Smollan, 2006). Community health workers ought to be close to the individuals they are counseling to deliver healthcare services effectively. They are responsible for "people work," which can be emotionally draining, as part of their job responsibilities (Maslach & Jackson, 1984).

In order to accomplish an organization's goals, Emotional Labour (EL) is the act of controlling and managing one's emotions and behaviors. EL has an adverse impact on employees' ability to balance their professional and personal lives, as well as their overall job satisfaction. These factors significantly influence their level of commitment to their work (Hofmann & Stokburger-Sauer, 2017). The execution of EL is facilitated by employing the techniques of surface acting and deep acting. The former is the deliberate manipulation of observable elements, such as facial expressions and vocal intonation, in order to convey intended emotions without influencing one's internal emotions. Surface-acting EL was found to be a significant predictor of

depersonalization, even when considering work demands (Brotheridge & Grandey, 2002). Conversely, the latter involves the alteration of one's internal emotions as well, with the aim of projecting the desired emotions (Groth et al., 2009). The psychological condition of healthcare professionals plays a significant role in determining the selection of EL strategies employed within work environments. This decision is subsequently linked to repercussions such as burnout, a phenomenon extensively studied in the realm of human service professionals such as nurses, teachers, and others (Kristensen et al., 2005). The outcomes above have adverse effects not just on healthcare professionals but also pose hazards to other stakeholders such as patients and policymakers. In order to effectively implement the healthcare delivery strategy in rural regions, the ASHA workers must do their duties proficiently. Research suggests that surface acting can lead to stress, burnout, job discontent, and unpleasant emotions. Deep acting has been found to have a poor correlation with personal achievement, work satisfaction, or performance, with some claims being insignificant (Pisaniello et al., 2012).

Social Exchange Theory (Homans, 1958) proposes that social behavior is the outcome of an exchange process. Individuals engage in behaviors with the expectation of receiving specific rewards from their organization. In the context of this research, Emotional Labour (EL) can be considered a form of social exchange where employees regulate their emotions in exchange for organizational incentives such as support and recognition. When this exchange is perceived to be unbalanced, it can result in decreased Organizational Commitment (OC).

Healthcare personnel responsible for protecting the community and providing care for the sick and vulnerable face numerous problems in their career (Shreffler et al., 2020). These challenges encompass high workloads, intensified work demands, instances of bullying, aggression, and violence, burnout leading to mental health concerns, inadequate compensation in certain fields, and job insecurity (Krystal, 2020). An important obstacle is the challenge of OC, which arises from unstable work conditions and a perceived absence of recognition on the job (Maslach et al., 2001). The presence of precarious working conditions, defined by the use of temporary contracts and job insecurity, brings an element of unpredictability that can undermine the dedication of healthcare workers (De Cuyper et al., 2009). Lack of secure employment conditions and limited availability of professional growth prospects might lead to reduced job satisfaction and commitment to their job (Coomber & Barriball, 2007). ASHA workers encounter several obstacles, including constrained resources for their tasks, traversing challenging terrain in adverse weather conditions, and the undervaluation of women in a predominantly male society (Pandey et al., 2018).

The JD-R model, as outlined by Bakker and Demerouti (2007), differentiates between job demands, which necessitate sustained effort and incur costs, and job resources, which aid in achieving work goals and decrease job demands. Perceived work conditions, such as job insecurity and insufficient benefits, are considered to be high job demands that deplete employees' resources, leading to diminished overall well-being. On the other hand, job resources like organizational support and personal support from supervisors can help mitigate the negative consequences of these demands.

Against this backdrop, this study seeks to evaluate the influence of EL and PW on the OC of ASHA workers in India. Furthermore, this research aims to investigate the moderating influence of Perceived Social Worth (PSW) and Organizational Virtuousness (OV) on the connections between EL, PW, and OC among ASHA workers in India. While extant research has investigated the effects of precarious work (PW) on organizational commitment (OC), the role of perceived social support (PSW) as a moderator in this relationship is not well understood. This study introduces a new perspective by examining how perceived social value can influence the impact of job insecurity on commitment. It is essential to understand this moderation effect to develop interventions that can improve the well-being and commitment of workers in precarious jobs, leading to better policies that recognize and enhance the social worth of ASHA workers and improve their job satisfaction and retention. The

concept of OV as a moderating factor in the relationship between EL and OC is relatively new and not well-explored. While most studies investigate the direct impact of EL on OC, they often overlook the ethical and supportive climate of the organization. By examining OV's role, researchers can gain insight into how ethical organizational practices can mitigate the adverse effects of EL, leading to a more supportive work environment. This can ultimately help organizations cultivate a culture that enhances employee commitment and reduces burnout. More specifically, the study poses the following questions:

1. How does PSW moderate the relationship between PW and OC?
2. How does OV moderate the relationship between EL and OC?

2. Literature review and research hypotheses

2.1. Relationship between emotional labor (EL) and organizational commitment (OC)

EL consists of two dimensions: surface acting and deep acting. Surface acting is the public manifestation of emotions that are not truly felt, whereas deep acting entails adjusting interior feelings to conform to display criteria (Goodwin et al., 2011). According to Social Exchange Theory (Homans, 1958), organizational connections are built on mutual transfers of resources, including emotional efforts. Employees provide EL in exchange for a variety of organizational benefits or outcomes, including recognition, support, and opportunity for promotion. Employees who participate in surface acting may sense a lack of reciprocity in the interaction, leading to sentiments of discontent, disengagement, and less commitment to the organization (Hameed et al., 2022). Engaging in surface acting of emotional work can lead to trigger emotive dissonance and self-alienation (Ashforth & Humphrey, 1993). The phenomenon of surface acting may be seen as a reduction in emotional resources without commensurate emotional benefits from the organization (Scott & Barnes, 2011). Hence contravening the fundamental rules of social exchange. As a result, employees may have diminished levels of OC due to experiencing emotional exhaustion, a sense of detachment, and a perception of being underappreciated by the organization (Chiara et al., 2019). Workers who engage in deep acting and perceive intrinsic motivation, fulfillment, and commitment to their work and organization are more likely to accomplish congruence between their internal feelings and outward expressions (Humphrey et al., 2015; Yu et al., 2020). Thus, based on the literature, the following hypothesis is put forth:

Hypothesis 1. There is a negative relationship between Emotional labor and organizational commitment.

2.2. Relationship between precarious work (PW) and organizational commitment (OC)

Precarious workers often receive fewer benefits, such as health insurance, retirement plans, and paid time off, than permanent employees (Kim et al., 2012). A lack of comprehensive benefits can contribute to emotions of undervaluation and injustice, reducing employees' loyalty to an employer that does not fully support their well-being (De Cuyper et al., 2008; Grandey et al., 2015). PW conditions may provide little options for career progression, skill development, or training (Benach et al., 2014). Employees may seek professional fulfillment elsewhere if they do not have access to career growth possibilities. Job Demands - Resources Theory (Bakker & Demerouti, 2007) distinguishes between job demands, which involve effort and incur expenses, and job resources, which assist employees in meeting needs and achieving goals. PW conditions, such as a lack of job stability, low salary, and restricted prospects for promotion, place enormous demands on employees' resources and resilience (Allan et al., 2021). Employees who endure high levels of job demands without enough resources may feel decreasing

well-being and OC (Meyer & Maltin, 2010; Wright & Hobfoll, 2004). Hence, it is hypothesized:

Hypothesis 2. There is a negative relationship between precarious work and organizational commitment.

2.3. Moderation of organizational virtuousness (OV) between emotional labour (EL) and organizational commitment (OC)

OV is the development of good ethical behaviors, attitudes, and practices inside an organization, which contributes to its general well-being and performance (David et al., 2024). This notion highlights the necessity of instilling values like trust, honesty, empathy, compassion, and justice among people and across corporate processes (Cameron et al., 2004). EL refers to the process of managing and controlling one's emotions in order to satisfy the demands of an organization (Diefendorff & Gosserand, 2003). This can result in emotional fatigue and decreased dedication to the company. Nevertheless, the presence of OV, which encompasses qualities such as honesty, fairness, and ethical behavior, might potentially operate as a safeguard against the negative consequences of EL on OC (Bright et al., 2006). Employees who have high levels of organizational value (OV) are likely to feel more supported and valued, which in turn can reduce the negative impact of emotional labor (EL) on their overall organizational commitment (OC). Conversely, in environments where OV is low, the negative effects of EL on OC may be more pronounced due to the absence of supportive organizational practices. According to Social Exchange Theory, organizational connections are built on mutual resource exchanges, in which individuals offer effort, time, and talents in exchange for incentives or advantages from the organization (Lioukas & Reuer, 2015). Employees participate in EL as part of this social interaction, putting out the effort to manage and regulate their emotions in order to achieve corporate standards (Wharton, 2009). The quality of the social exchange connection determines workers' attitudes and actions toward the business, as well as their level of commitment. Hence, it is hypothesized:

Hypothesis 3. Organizational Virtuousness moderates the relationship between Emotional Labor and Organizational Commitment, such that the negative relationship is weaker when OV is high and stronger when OV is low.

2.4. Moderation of perceived social worth (PSW) between precarious work (PW) and organizational commitment (OC)

When individuals perceive their professions as highly meaningful, their actions consistently and significantly impact the lives of others. Consequently, they are more likely to receive feedback indicating that others appreciate their efforts, reinforcing the belief that their contributions are highly esteemed by others (Grant, 2008). PSW is more about feeling that an employee's hard work and efforts are recognized and appreciated by the people around them (Ashforth & Kreiner, 1999; Grant, 2008; Leary & Baumeister, 2000). Employees in precarious conditions may experience unique emotional sensitivities based on their historical and cultural social standing. According to Hicks (2018), "workplace dignity" refers to an employee's intrinsic worth. According to Bolton (2007) and Hicks (2018), employee worth is inversely correlated with burnout. Worth gains particular relevance in PW situations, where individuals may face challenges to their sense of worth due to the uncertain nature of their employment (Allan & Blustein, 2022). Research shows wide aspects ranging from decent work to PW, representing work concepts with broad consequences for individuals' overall well-being (Allan et al., 2021). Researchers found a relationship between commitment and PSW (Wiesenfeld et al., 2007). Individuals' perceptions of their social value act as a lens through which they interpret and respond to the challenges posed by precarious employment conditions. The emotional implications of stratification and the multidimensional nature of work enrich our understanding of the

complexities associated with precarious employment and its impact on individuals' commitment to their occupation (Kalleberg, 2012; Kretsos & Livanos, 2016). Employees with a high level of PSW are likely to experience a greater sense of recognition and value in their work, which can mitigate the detrimental consequences of PW on OC. Conversely, when PSW is low, the absence of perceived recognition and value can exacerbate the negative impact of PW on OC. From the literature, the hypothesis is proposed:

Hypothesis 4. Perceived Social Worth moderates the relationship between Precarious Work and Organizational Commitment, such that the negative relationship is weaker when PSW is high and stronger when PSW is low.

3. Method

3.1. Sample and procedure

Stratified Random Sampling was used to classify ASHA workers per district in Andhra Pradesh and Telangana. Then, at random, a proportionate number of ASHA workers were chosen from each district to ensure that diverse geographical areas were represented. Stratified random sampling enables the participation of ASHA workers from several districts in Andhra Pradesh and Telangana, guaranteeing geographical variety. This technique assures that the findings are applicable to ASHA workers in both states, offering a thorough insight into their experiences and perspectives. Random stratification reduces selection bias and improves the findings' generalizability to the full population of ASHA personnel in the two states. We chose ASHA workers using the contact information acquired from the sampling frame. Informed them about the study's aims, protocols, and voluntary participation. Furthermore, informed consent from participants assured ethical research practices. All the ASHA workers are females from the age group between 25 and 45 years. The majority (59.2 %) of them completed a secondary level of education, more than one-third (35.8 %) of them are qualified with senior secondary and above, and very few (7.1 %) of them qualified with only middle-level school education. Most (86.3 %) of them are married, and only 13.7 % of them are unmarried. Further, Most of them served a population of 1000–2000 people, which is followed by >2000 (13.1 %) and < 1000 (8.4 %).

Questionnaires in the English language were distributed to ASHA workers who could understand, and for those who could not understand, questionnaires were translated into the Telugu language. Out of 600 questionnaires distributed, 467 usable responses were considered for data analysis.

3.2. Measures

3.2.1. Emotional labour (EL)
EL was measured using 6-item scales consisting of 2 dimensions, deep acting and surface acting (Blau et al., 2012), with the sample items of deep acting as "I work hard to internalize the sympathy that I need to display to patients." And surface acting as "I often pretend to have the compassion I need to show patients." (Cronbach's alpha = 0.876)0.3.2.2 *Precarious work (PW).*

PW was measured using a 12-item scale (Creed et al., 2020; Lu et al., 2023) with the sample item "To what extent are you concerned about losing your current job in the near future?" (Cronbach's alpha = 0.831).

3.2.2. Organizational commitment (OC)
OV was measured using a 3-item scale (Gamble & Huang, 2008; Liu et al., 2020) with the sample item "I am proud to tell others I work for this organization" (Cronbach's alpha = 0.863).

3.2.3. Perceived social worth (PSW)
PSW was measured using a 2-item scale (Caldas et al., 2021; Grant,

2008) with the sample item "I feel that other people value my contributions at work." (Cronbach's alpha = 0.716).

3.2.4. Organizational virtuousness (OV)

Perceptions of OV were measured using the 15-item six-point Likert scale, with sample items "People are treated with courtesy, consideration, and respect in this organization" (Cameron et al., 2004; Singh et al., 2024). (Cronbach alpha = 0.850).

3.3. Control variables

The current study keeps age group, marital status, and population served as control variables. The existing literature suggests that these demographic variables could impact the emotional labour, precarious work, and organizational commitment of ASHA workers (Banerjee & Rath, 2021; Gupta et al., 2020; Jain & Sharma, 2018; Singh et al., 2019).

3.4. Normality and common method variance

It is evident from the skewness and kurtosis statistics that every item has a normal distribution. There are no problems with multicollinearity in the data, as indicated by the variance inflation factor (VIF) values, which vary from 1.211 to 1.509 (<3; Kennedy, 2008). The common method variance (CMV) of the items was examined using Harman's one-factor test. The current study's first factor confirmed the lack of CMV in the data by explaining 41.79 % of the variance, which is less than the 0.50 threshold value (Fig. 1 portrays the conceptual model of the research).

4. Results

4.1. Outer model reliability and validity of measurement

Table 1 summarizes the reliability and validity of the measures used in the outer model. The reliability of the measuring items used in this study was confirmed using Cronbach's alpha coefficient. Cronbach's alpha was determined to be high, ranging from 0.716 to 0.876. This reliability was ensured by exceeding the standard (0.70) set by Nunnally and Bernstein (1994). To confirm the convergent validity of the constructs, confirmatory factor analysis (CFA) was applied to the measuring items. The CFA's goodness-of-fit index was $\chi 2 = 1495.981$ (df = 655), CFI = 0.933, and RMSEA = 0.052, all of which met Hu and Bentler's (1999) recommendations. Convergent validity is ensured by the CFA results, which showed that all factor loadings' t-values are significant at

Table 1
Measures – reliability and validity.

Construct and items	Factor loading	SMC	CR	Cronbach alpha	AVE
EL1	0.782	0.611	0.857	0.876	0.618
EL2	0.788	0.620			
EL3	0.785	0.616			
EL4	0.779	0.607			
EL5	0.793	0.629			
EL6	0.788	0.620			
OC1	0.775	0.552	0.721	0.863	0.554
OC2	0.708	0.502			
OC3	0.749	0.561			
OV1	0.743	0.552	0.830	0.850	0.559
OV2	0.746	0.556			
OV3	0.746	0.556			
OV4	0.740	0.547			
OV5	0.752	0.566			
OV6	0.764	0.584			
OV7	0.717	0.514			
OV8	0.738	0.545			
OV9	0.753	0.567			
OV10	0.757	0.573			
OV11	0.731	0.534			
OV12	0.741	0.550			
OV13	0.752	0.565			
OV14	0.773	0.597			
OV15	0.757	0.573			
PSW1	0.777	0.603	0.715	0.716	0.560
PSW2	0.718	0.516			
PW1	0.818	0.669	0.822	0.831	0.672
PW2	0.823	0.677			
PW3	0.823	0.677			
PW4	0.824	0.679			
PW5	0.816	0.666			
PW6	0.806	0.650			
PW7	0.832	0.691			
PW8	0.830	0.689			
PW9	0.812	0.659			
PW10	0.821	0.674			
PW11	0.812	0.660			
PW12	0.822	0.676			

$p < 0.001$. Additionally, results for average variance extracted (AVE) and composite reliability (CR), which gauge internal consistency, were looked at. Convergent validity was ensured because the AVE value was 0.5, and the CR value of every variable was 0.70 or higher (i.e., varying between 0.715 and 0.857).

The CR value of all variables was 0.700 or higher (i.e., vary between 0.715 and 0.930), and the AVE value was 0.500, securing convergent
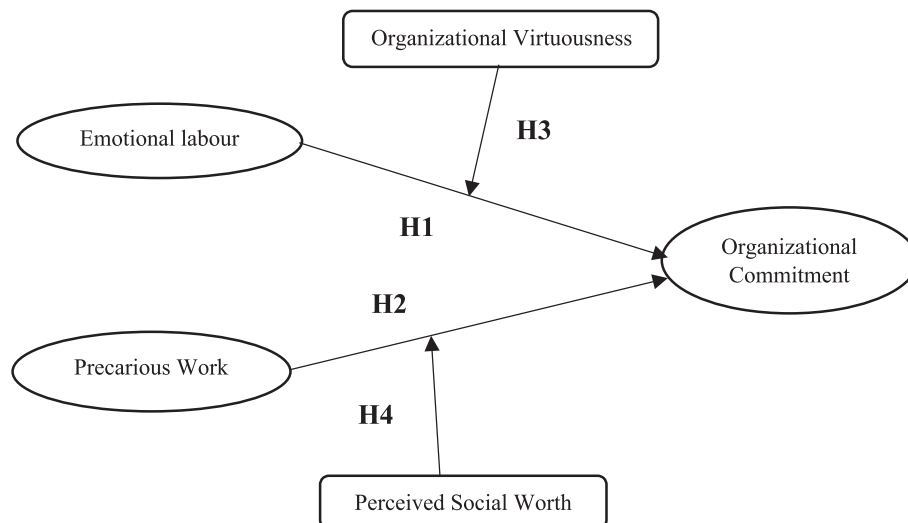

Fig. 1. Conceptual model.

validity. How different a construct is from the other was determined by the constructs' discriminant validity. The criteria proposed by Fornell and Larcker (1981) are used to evaluate it. Results of discriminant validity utilizing Fornell and Larcker's criteria are shown in Table 2.

According to the results of Fornell and Larcker's criterion, the inter-construct correlation coefficient values are less than the equivalent square root of the AVE values (bold-faced values in diagonal positions). This proves the constructs' discriminant validity (Felipe et al., 2016).

Fig. 2 depicts the inner model of the current research.

4.2. Inner model and hypotheses testing

Inner model analyses were conducted to verify the research hypotheses. The inner model's goodness-of-fit indices were shown to be $\chi 2$ = 188.828 (df = 48), CFI = 0.867, TLI = 0.903, and RMSEA = 0.035, indicating that it is a good model that satisfies the criteria of Hu and Bentler (1999). Table 3 presents the inner model's hypothesis testing results.

From the outcome of the research, it is understood that EL has a significant negative effect on OC and confirms hypothesis H1 at a 1 % significant level (B = -0.223, β = −0.0244, t = −6.156, $p \leq$0.001**). The results confirmed the negative consequences of EL on decreasing the OC. Further, it is also proved that the PW also has a significant negative effect on OC and confirms hypothesis H2 at a 1 % significant level (B = -0.171, β = −0.0187, t = −4.913, p $\leq$0.001**). The outcome of the research established the negative consequences of PW on decreasing the OC. The interaction term 1 (i.e. EL*OV) has demonstrated a significant positive effect on OC and confirms hypothesis H3 at a 1 % significant level (B = 0.111, β = 0.116, t = 2.567, p $\leq$0.001**). Further, the interaction term 2 (i.e., PW*PSW) has demonstrated a significant positive effect on OC and confirms hypothesis H4 at a 1 % significant level (B = 0.180, β = 0.199, t = 4.583, p $\leq$0.001**).

4.3. Moderation of organizational virtuousness (OV) and perceived social support (PSW)

Fig. 3 portrays the moderating effect of OV on the relationship between EL and OC, and Fig. 4 depicts the moderating effect of PSW on the relationship between PW and OC. From Figs. 3 and 4, it is understood that OV dampens the negative relationship between EL and OC and similarly, PSW weakens the negative relationship between PW and OC.

5. Discussions

Hypothesis 1 states that EL is negatively related to OC. There is no unanimous agreement on the connections between EL and OC in the existing literature. A substantial correlation between EL and OC has been regularly demonstrated in research. Yolanda (2023) discovered that EL increases emotional exhaustion, which decreases affective OC. This implies that individuals who engage in EL may feel greater emotional exhaustion, resulting in lower levels of OC. Lee (2018) provided evidence that EL is positively correlated with OC, specifically in relation to organizational identity. Deliveli and Kiral (2020) provided more evidence to support these findings, demonstrating that authentic and profound actions are indicative of greater degrees of commitment.

Table 2
Discriminant validity – Fornell Larcker Criterion.

	EL	OV	PW	PSW	OC
EL	**0.786**				
OV	−0.386**	**0.745**			
PW	0.609**	−0.403**	**0.748**		
PSW	−0.344**	0.579**	−0.321**	**0.748**	
OC	−0.218**	0.372**	−0.229**	0.440**	**0.820**

Note: ** denotes significance at 1 % level.

The present study results revealed that there is a negative association between EL and OC.

Hypothesis 2 states that PW is negatively related to OC. Studies on PW and OC have shown inconclusive findings. According to the study conducted by Furåker and Berglund (2014), it was seen that job instability is associated with increased levels of value commitment and a greater inclination to remain employed by the company. Karacsony (2019) conducted a study that revealed a significant association between workplace stress and employee commitment. The findings indicated that workplace stress exerted a detrimental influence on both commitment and work performance. The research above together indicates that the impact of job insecurity and workplace stress on OC is multifaceted and subject to the effect of several factors. The findings of the present study reveal that PW is negatively related to OC, which is consistent with the previous studies (Allan et al., 2021).

Hypothesis 3 states that perceived OV moderates the relationship between EL and OC. Numerous studies have consistently demonstrated that the association between EL and OC is intricate and subject to the effect of diverse elements. No prior studies have examined the moderating role of OV in explaining the relationship between EL and OC. However, a study conducted by Lartey et al. (2019) revealed that perceived organizational support played a crucial role in regulating the link between surface acting and OC. Additionally, it was shown that perceived organizational support reduced the association between deep acting and OC. Perceived OV, a construct derived from positive organizational scholarship, is a closely related variable to perceived organizational support and appears more comprehensive than perceived organizational support. Perceived OV is anticipated to moderate the relationship between EL and OC. As anticipated, the finding of the present study revealed that perceived OV dampened the relationship between EL and OC.

Hypothesis 4 states that PSW moderates the relationship between PW and OC. Research has demonstrated that perceived social value, as measured by criteria such as organizational support and prestige, has a substantial impact on the link between PW and OC. This implies that people's opinions of their worth inside an organization might influence their commitment, especially in the case of insecure work. Furthermore, the combination of work ideals and early work experiences might influence OC (Meyer et al., 1998). These findings illustrate the intricate interaction of human and organizational factors that influence employees' commitment in the face of PW. The findings of the present study revealed that PSW dampened the relationship between PW and OC.

6. 5. Research implications

6.1. Theoretical contribution

This study's findings offer significant theoretical contributions to the existing literature on Emotional Labor (EL), Precarious Work (PW), and Organizational Commitment (OC). It extends Social Exchange Theory (SET) by demonstrating the impact of the perceived imbalance in the exchange process between employees and organizations on OC. Specifically, it shows that when EL is not adequately reciprocated by organizational support, it leads to decreased commitment, thus supporting the theory's premise that perceived inequities in exchange relationships can reduce employee commitment (Homans, 1958). The research supports and extends the JD-R model by illustrating how job demands (PW) negatively impact OC. It further elucidates the buffering roles of job resources such as Organizational Virtuousness (OV). By showing that high OV can mitigate the negative effects of PW on OC, this study underscores the importance of these resources in sustaining employee commitment even under challenging work conditions.(Bakker & Demerouti, 2007).
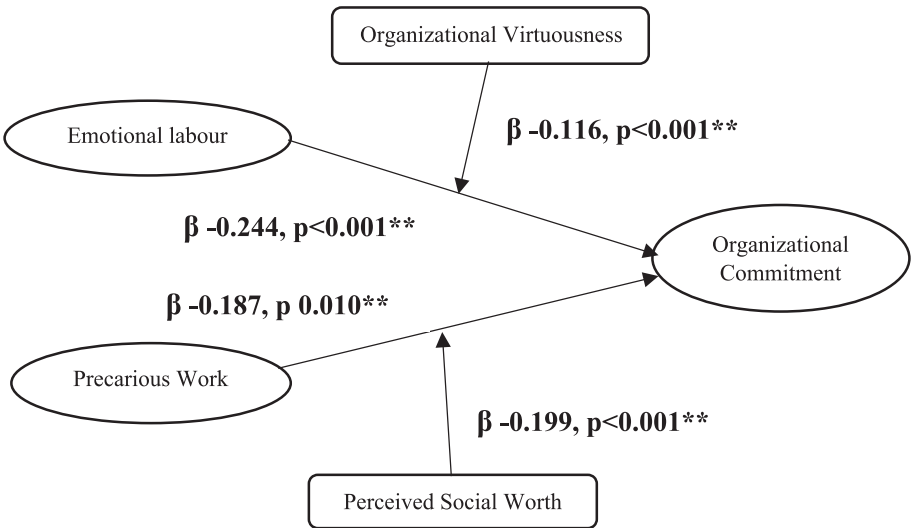
Fig. 2. Inner model – hypothesis testing.

Table 3
Hypothesis testing results of inner model.

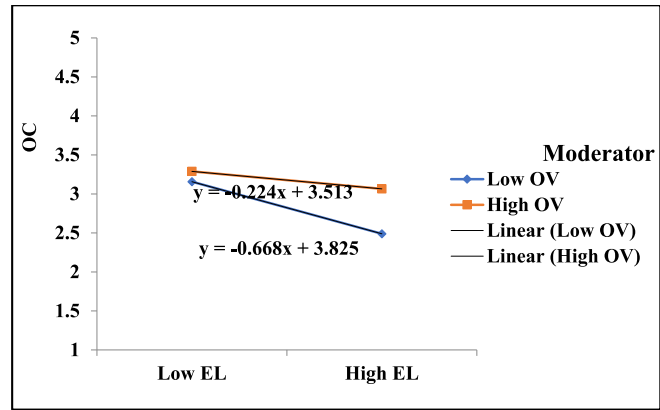| Path	B	β	S.E.	t	p	Results
EL→OC	−0.223	−0.244	0.036	−6.156	<0.001**	H1 is significant
PW→OC	−0.171	−0.187	0.035	−4.913	<0.001**	H2 is significant
EL*OV→OC	0.111	0.116	0.043	2.567	0.010**	H3 is significant
PW*PSW→OC	0.180	0.199	0.039	4.583	<0.001**	H4 is significant

Fig. 3. Moderation effect of OV on EL and OC.

Fig. 4. Moderation effect of PSW on PW and OC.

6.2. Practical contribution

The outcomes of this study provide policymakers and hospital administrators with significant insights into developing methods to support ASHA personnel and increase their OC. By identifying the negative effects of EL and PW conditions, policymakers can develop interventions to improve working conditions, provide social support, and increase job security for ASHA workers, resulting in a more committed and effective healthcare workforce. The significance of comprehending the influence of EL on OC highlights the necessity of implementing training and development initiatives specifically designed to provide ASHA personnel with effective coping strategies and emotional regulation abilities. Healthcare authorities can enhance the preparedness of frontline workers to effectively manage the emotional demands of their roles and foster increased OC by integrating modules on stress management, communication 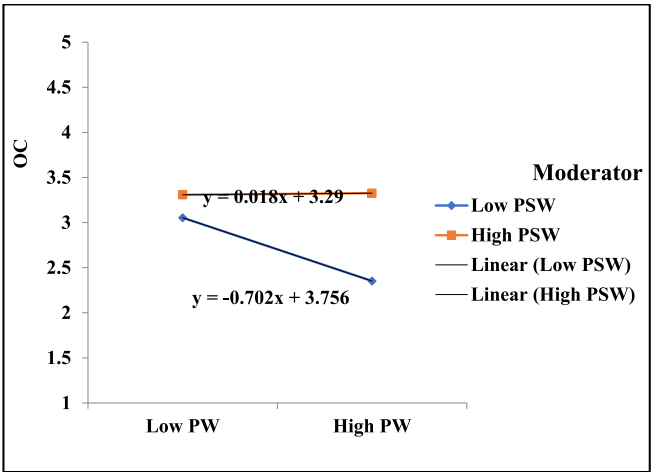techniques, and self-care practices into ASHA training programs. This study's findings have important implications for healthcare access and quality, particularly in India's underprivileged and underserved regions. Understanding the elements that influence ASHA workers' OC allows policymakers and healthcare authorities to adopt interventions to enhance working conditions and provide support mechanisms for frontline healthcare workers. This, in turn, can improve the efficacy of healthcare delivery at the grassroots level, resulting in better health outcomes and increased access to quality healthcare services for disadvantaged people. ASHA workers are primarily women from local communities, making this study especially significant in terms of women's empowerment and gender equity. By addressing the problems that ASHA workers encounter, such as EL and PW, society may enable women to actively participate in the healthcare sector and contribute to community development. Addressing the issues that ASHA

workers experience, such as EL and PW, is consistent with India's wider aspirations for social justice and fairness. By campaigning for better working conditions, fair remuneration, and social safeguards for ASHA employees, society can promote social justice values and guarantee that frontline healthcare workers are treated with dignity and respect. This can help to improve the allocation of resources and opportunities in the healthcare sector, resulting in a more inclusive and just society.

The discovery of PSW and OV as moderators brings to light the importance that organizational culture and leadership play in moderating the adverse impacts of stresses that are present in the workplace. ASHA workers act as critical liaisons between communities and formal healthcare systems, making their OC essential for community involvement and participation in healthcare efforts. This study can strengthen links between healthcare providers and communities by creating a supportive work environment and increasing ASHA workers' feelings of social worth and OV, resulting in enhanced trust, collaboration, and involvement in healthcare programs. Finally, this can allow for more successful health promotion and disease prevention activities at the grassroots level, resulting in healthier and more resilient communities.

These findings may be utilized by healthcare organizations in order to develop a supportive work environment that is defined by a feeling of purpose, respect, and ethical leadership. Furthermore, this environment has the potential to boost the sense of worth and dedication that ASHA workers have to their responsibilities. To summarize, this study not only contributes to theoretical breakthroughs in EL and PW theory, but it also gives actionable insights for policymakers, healthcare administrators, and organizational leaders seeking to help ASHA workers and enhance India's healthcare system. By addressing the issues confronting frontline healthcare workers, we can build a more resilient and sustainable healthcare workforce capable of providing quality treatment to all sectors of society.

7. Limitations and future research directions

The use of a cross-sectional study approach reduces our ability to discover causal relationships between variables. Future research utilizing longitudinal or experimental approaches might provide more information about the causal effects of EL, PW, and moderating factors on OC among ASHA workers. The sample employed in this study may not completely represent the diversity of ASHA workers in various places and circumstances throughout India. Future studies might benefit from bigger and more varied samples, including ASHA workers from urban, rural, and tribal locations, to ensure that findings are more generalizable. The dependence on self-report measures to assess EL, PW, OC, PSW, and OV raises the possibility of common method bias and social desirability bias. To address these biases, future studies might use different data sources, such as supervisor evaluations or observational approaches. Future studies might use qualitative methods like interviews or focus groups to acquire a better understanding of ASHA workers' experiences and perspectives of EL, PW, OC, PSW, and OV. Qualitative insights might supplement quantitative data and give a deeper contextual knowledge.

8. Conclusion

This study shed light on the complex dynamics underlying the OC of Accredited Social Health Activist (ASHA) workers in India, with a focus on the impact of EL and precarious working conditions, as well as the moderating roles of PSW and OV. Our findings show that EL and PW have a substantial impact on ASHA workers' OC. The continual managing of emotions, as well as the obstacles connected with job instability, poor pay, and a lack of social support, all contribute to variable degrees of dedication among frontline healthcare personnel. These findings highlight the necessity of managing workplace stresses and enhancing working conditions in order to build a more engaged and resilient healthcare staff.

Furthermore, our research emphasizes the importance of PSW and OV in mitigating the detrimental impacts of EL and insecure working conditions on OC. Healthcare authorities may reduce the impact of workplace pressures and increase frontline healthcare workers' commitment levels by instilling a sense of worth and purpose in ASHA personnel, as well as fostering ethical leadership and supportive corporate cultures. This study's ramifications transcend beyond the healthcare industry, addressing wider issues such as women's empowerment, community participation, social justice, and equity. By addressing the obstacles that ASHA workers encounter and increasing their OC, society may strengthen the foundations of its healthcare system and move toward a more equal and inclusive future for all.

Moving forward, policymakers, healthcare administrators, and organizational leaders must translate these findings into actionable strategies and interventions to support ASHA workers, improve working conditions, and foster a culture of respect, value, and ethical behavior in the healthcare sector. Prioritizing the well-being and OC of frontline healthcare workers can pave the way for India's healthcare system to become more effective, robust, and sustainable, capable of providing excellent treatment to all segments of society.

CRediT authorship contribution statement

A.K. Subramani: Writing – original draft, Methodology, Formal analysis. **Rajasekhar David:** Validation, Supervision, Data curation, Conceptualization. **N. Akbar Jan:** Writing – original draft, Supervision, Software, Resources. **Sharda Singh:** Writing – review & editing, Writing – original draft, Visualization, Methodology. **Utkarsh Nigoti:** Visualization, Validation, Resources, Funding acquisition, Formal analysis, Data curation.

Declaration of competing interest

The authors have no conflict of interest.

Data availability

The data that has been used is confidential.

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