

EMOTIONAL LABOUR – A PSYCHOSOMATIC MANAGEMENT BY SERVICE SECTOR EMPLOYEES

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Earlier, emotions were totally ignored while studying Organizational Behaviour. But, in the present era, researchers have started recognizing the importance of emotions at their workplace. Presently, the researchers while studying Organizational Behaviour lay more emphasis on emotions and their association with work effectiveness. The area of research that has received significant attention at the workplace is Emotional Labour. Emotional Labour, is a term, which is widely emphasized in this present era where there are jobs which requires interpersonal connections. Every business house wants a competitive edge over other for which they allocate individual goals, apart from group goals, to their employees. To achieve the targets, the employees need to interact with the clients within the confines of an organization's culture, vision and other norms. The task is very tedious as it involves making balance between the feelings of individual and organization. So, from here, the concept of Emotional Labour took place. Every service provider, from every service organization, is using this method of managing emotions while interacting with the customers.

The aim of the study is:

- to find out the correlation between emotional labour and other variables on job satisfaction.
- to find the correlation between emotional labour and other variables on emotional exhaustion.
- to find the correlation between emotional labour and other variables on co-worker support.
- to find the correlation between emotional labour and other variables on supervisor support.

The research was primary in nature and the data was collected from 100 front desk executives/ service providers from Ludhiana district, the state of Punjab. The study will help the service providers and organizations to understand the effect of Emotional Labour and help them in exhibiting better interpersonal interactions.

Key words: Emotional Labour, Organizational Behaviour, Service Providers, Competitive Edge, Work Effectiveness, Interpersonal Interactions, Organization's Culture, Competitive era.

Indian economy is an economy with varied sectors. These different sectors will lead to the development of the economy by providing employment to the population of the country and engage them in different activities. Basically, there are three different sections namely; primary, secondary and tertiary sector. The tertiary sector is one of the main industrial categories of the nation that covers a wide range of activities like transportation, distribution, trading, banking & finance, infotainment, real estate, and among several others. This sector intricate in providing the services to consumers and business (that's why also known as the service sector or the service industry). Services are defined in conventional economic literature as "intangible goods". The importance of this sector has been continuously increasing globally and the task of endowing the services to customer is the primary responsibility of all organizations.

The tertiary sector is further divided into two main sectors namely; quaternary and quinary. Quaternary sector includes the activities that are allied with hi-tech innovation that's why it is also known as the knowledge economy. This segment includes activities related to education, scientific research, communication and information technology etc. Further quinary segment, which is sometimes termed as a part of quaternary sector, by some economists, including domestic activities or the public services that are opposed to for-profit organizations³¹.

The various features of this sector covers the process of production to consumption which generates intricacy for the customer to segregate service quality from the quality of the dealings during service delivery (e.g. air hostess in a flights). As a consequence, the customer's assessment of the nature of the service interface, rather than just of the separate produce (service) being distributed becomes vital to the assessment of the overall service experience.

With the motive to achieve the organizational objectives, the employees have to adapt themselves as per the expectations of the profession and further articulate certain degree of emotions to achieve customer satisfaction. However, there are certain factors which are precursor and are necessary for the prominence of service that is provided by an employee in an organization through his dealings and communication ability and his behaviour endowed towards his customers'. Some of them are given below:

- Obnoxious working environment
- Unhealthy relations with Subordinates, peers and superiors
- Droning job
- Lack of job security
- Working Anti-social hours
- Limited working time flexibility
- No additional benefits
- Health problems associated with workplace

If an employee is having direct interaction with customers, then these factors have a direct impact on his emotional balance which not only affects his efficiency at the workplace but also it would be difficult to achieve the objectives of the organization. Therefore, it is the duty of the representatives of the organization to make an attempt to manage and organize the dealings between their employees, as a service providers and their customers. The organizations must ensure that the service providers express only desired emotions while at work. As, it is normally observed that, felt emotions expressed by the service providers are dissimilar from the desired emotions, as expected by the organizations, it requires immense effort by the employee to exhibit opposite emotions at their workplace. The type of effort done by an employee is known as emotional Labour which, in present competitive era, has become a vital part in the way to organization success.

Emotional Labour is defined as, “the degree of manipulation of one’s inner feelings or outward behaviour to display the appropriate emotion in response to display rules or occupational norms.”²⁰

REVIEW OF LITERATURE

In almost all the service and customer oriented jobs, it is critical that the front desk executives or service providers manage his or her emotions so as to present a “friendly face” to the customer. In the psychological literature, the term “emotional labour” is used to describe the efforts involved in effectively managing one’s emotions in the workplace.

Emotional labour is described as a mixed blessing. On one hand, it can smoothen the progress of undertaking tasks by regulating interactions and prohibiting problems between two or more persons. On the other hand, it can worsen the performance by priming prospects of good service that cannot be met.

Emotional Labour Models

Various models of Emotional labour are there but out of them the four basic models are summarised. These models are developed by Hochschild (1983)¹⁶, by Ashforth and Humphrey (1993)¹, by Morris and Feldman (1996)²² and by Grandey (2000)¹².

Scholar	Definition	Key Ideas
Hochschild (1983) ¹⁶	Emotional labour is “the management of feeling to create a publicly observable facial and bodily display” (Hochschild, 1983).	Worker is responsible for making the customer feels important Focus on how the worker controls emotion and acts in a given interactions
Ashforth and Humphrey (1993) ¹	Emotional labour occurs when “the labourer deliberately attempts to direct his or her behaviour toward others in order to foster both certain social perceptions of himself or herself and a certain interpersonal climate” (Ashforth	Relates emotional labour and task effectiveness in regards to producing expected organizational outcomes Focused on the worker’s observable behaviour

	& Humphrey, 1993).	
Morris and Feldman (1996) ²²	Emotional labour is “the effort, planning and control needed to express organizationally desired emotions during interpersonal transactions	Need to understand emotional labour contextually as social environments provoke different emotions Introduces organizational regulations (i.e., Variety, length, intensity, and frequency) said to influence one’s emotional labour
Grandey (2000) ¹²	“Emotional labour...is the process of regulating both feelings and expression for the organizational goals” (Grandey, 2000).	Suggests that emotional regulation properties influence our understanding of emotional labour

KRUML AND GEDDES (2000) OUTLOOK

Kruml and Geddes (2000)¹⁹ published their work at the same time when Grandey was about to complete his research. According to them, emotional labour is comprised of two factors:

- 1) emotive effort and,
- 2) emotive dissonance

According to them the term the concept of emotive effort elucidates the labour involved in the process of emotional labour. High score on this factor represents high level of deep acting. While the other factor that of emotional dissonance connotes the degree to which the employees articulated emotions support with their exact feelings. Their research work highlights that the high score on this factor would represents more surface acting.

MUMBY AND PUTNAM (1992) PERSPECTIVE

Mumby and Putnam (1992)²³ theorized emotional labour as a technique which helps individuals to manipulate, change or be able to cope up with the desired emotions to make them apposite or consistent with the circumstances, or an expected organizational behaviour. According to his point of view, the expression of a variety of emotions at workplace is required, not only to augment the productivity but to foster personal welfare of the members of the organization and their families

SCOPE OF THE STUDY:

The study has been conducted in Ludhiana which is the main industrial centre of Punjab. With a well expanded and recognized market, the city reveals an perfect environment for undertaking such type of study. Efforts have been made to make sure a wide sample size including diverse age groups, education qualification, and gender. The current study ponders on front line executives who are more exposed to the customer. The research inspected the individual and organizational factors that affect the process of emotion regulation and some probable outcomes of emotional Labour in a sample of customer service workers. Individual factors such as emotional exhaustion, job satisfaction and gender have been measured to estimate their effect on the emotional Labour process and its consequences. Coworker and supervisor support are the organizational factors that have been measured to determine their effect on the emotional Labour process.

The primary purpose of this study is to explore the effect of Emotional Labour on individual factors such as emotional exhaustion and job satisfaction and organizational factors like co-worker and supervisor support.

It is expected that, by recognizing the types of person can undergo and enjoy performing emotional Labour, the results of this study can appended not only to the present body of literature on emotional Labour, but to business practitioners in terms of enlightening the existing employee selection procedure. In order to achieve this purpose the following **objectives** are highlighted:

- To find out the correlation between emotional labour and other variables on job satisfaction.
- To find the correlation between emotional labour and other variables on emotional exhaustion.
- To find the correlation between emotional labour and other variables on co-worker support.

- To find the correlation between emotional labour and other variables on supervisor support.

QUESTIONNAIRE

The questionnaire was framed based while keeping in mind the extensive literature review. The questionnaire was divided into subsections keeping in view the different job profiles of the selected sample, working environment, market segment, operating hours, and the type of people they are dealing with in their day to day activities

The questionnaire begins with collection of demographic information. Further structured scales on Emotional Labour (Brotheridge and Lee, 2002), job satisfaction (MOAQ-JSS, 1978), emotional exhaustion (Maslach and Jackson, 1981), Co-worker support (Caplan, Cobb, French, Harrison, and Pinneau, 1980) and supervisor's support were utilized in the questionnaire to measure the study's constructs. This information included: education level, tenure, ethnicity, as well as, age and gender (control variables).

SAMPLE

While evaluating the emotional Labour process, it is imperative to include an organization that holds rules of emotional display important, and actively enforces such kind of rules. Such organizations should endow their employees with clear presentations of organizational rules through the process of active management instruction and training programmes. In addition, these organizations should also covers some kind of employee-customer interactions which were monitored to ensure proper performance of emotional Labour.

The sample includes the front line executives who are more exposed to customer and guest contact employees (face-to-face or voice-to-voice) who are in the task of performing emotional Labour on a daily basis.

The guest-contact employees covered in the study may include those who works at front-desk, caretaker, & employees at other positions that require guest-interaction in their work. Entry-level employees and middle managers from various organizations were also included in the sample.

SAMPLE DESIGN

A sample of **100** respondents from 15 varied customer oriented shops, bistros, shopping malls etc. were included in this study. Selection of venues has been done according to the convenience & support of the owners. Selection of respondents has also been done on the basis of accessibility, expediency & collaboration of employees.

The questionnaire was prepared in English language but to ensure that the respondents clearly understand the exact meaning of questions the method of communication for asking questions was chosen to be Hindi or Punjabi depending upon the comfort level of the respondent. In some cases, the education level of the respondent was less or he was illiterate, then the questions were read for their convenience and his/her response was recorded.

Table 1- Sample of persons selected for the study

Scale	Population	Sample
Manager	58	15
Employees	191	64
Front-desk	47	16
Concierge	24	5
Total	310	100

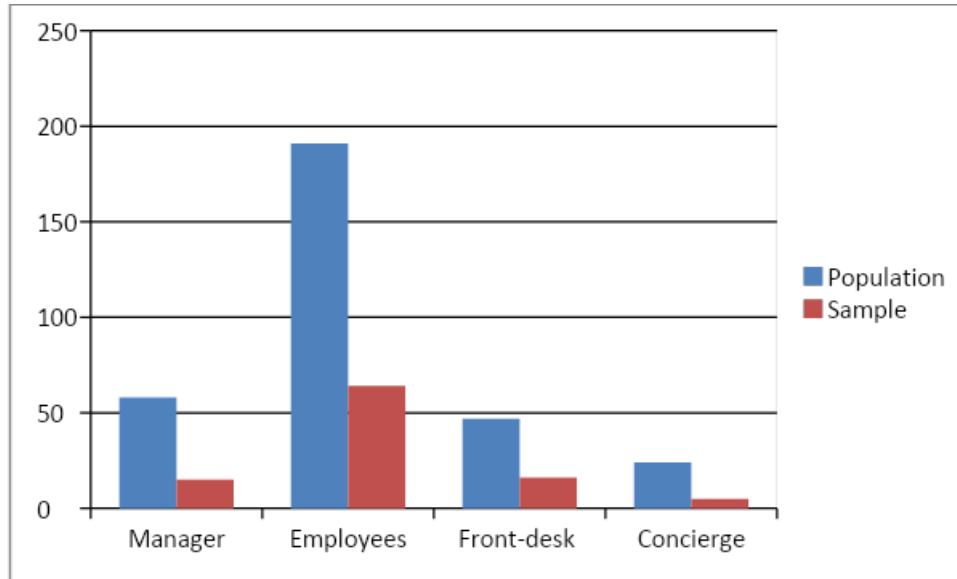


Figure 1- Sample of persons selected for the study

CORRELATION ANALYSIS

The data gathered from respondents has been analyzed and with the help of SPSS software correlation coefficient and the p-value was calculated between all various variables of the questionnaire. The methodology adopted for analyzing the Likert scale has been explained below:

1. The response obtained from each individual was entered in spreadsheet which was further converted into SPSS software.
2. Numeric score was obtained from response of each individual
3. The responses of all the questions, from each questionnaire, filled by each individual were added to get the net score filled by each respondent.
4. The correlation was obtained between the scaled used in questionnaires and the graphs have been plotted as below.

Table 2 - Correlation between Emotional Labour Scale and other scales

	A	B	C	D	E
Pearson Correlation	1	-0.41	0.01	-0.14	0.09
p-value		0	0.93	0.16	0.65
N	100	100	100	100	100

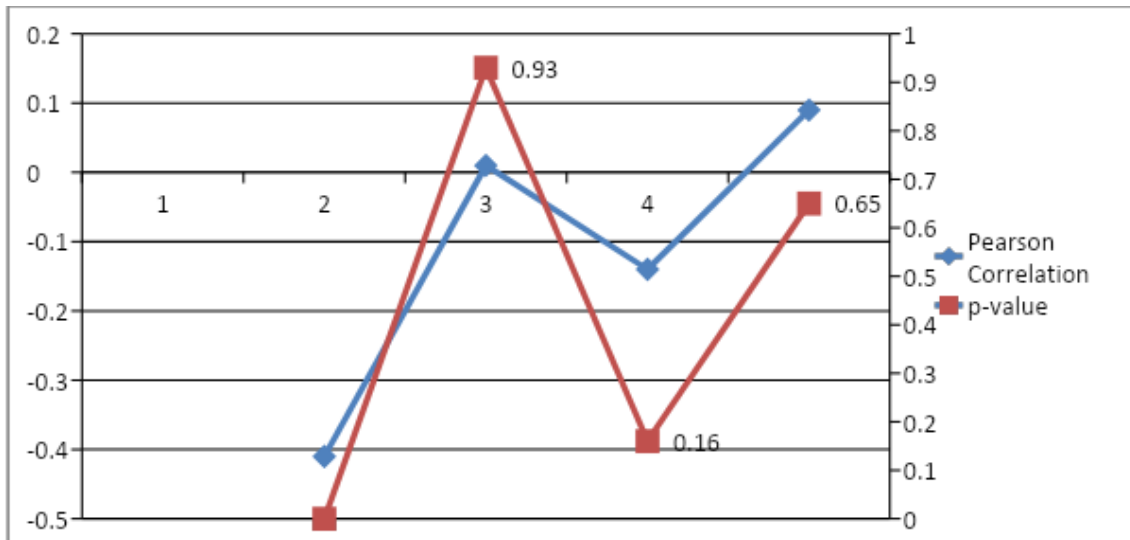


Figure 2 - Correlation between Emotional Labour Scale and other scales

Point 2 (Relation between Emotional Labour and Job Satisfaction): From the graph it is apparent that Emotional Labour (1st Scale) is very **highly correlated** with the Job Satisfaction of the employee because the p-value is 0.00, which is less than alpha level 0.05. However it is revealed that the relation is on the negative side. This means that when the employee was in a state where he has to show different kind of emotions, then this leads to pressure on him, resulting decrease in job satisfaction enormously. This shows that there is a negative relationship between job satisfaction and emotional Labour i.e. higher the emotional Labour lesser will be the job satisfaction. The fact of negative association between the EL and job satisfaction was accepted and proved by Rutter and Fielding (1988)²⁷. Further Yang F. And Chang C. (2006)³⁰ also concluded the statement that there is negative relationship between Emotional Labour and Job Satisfaction.

Point 3 (Relation between Emotional Labour and Emotional Exhaustion): This graph clearly shows that there is no relationship between these two factors. As the correlation coefficient is 0 in this case and the p-value between these scales is 0.93 which is too high than the alpha level of 0.05. Hence, it can be concluded that we are 93% confident that there is no association between these variables. This may be due to the fact that regular display of emotion at surface level becomes a mandatory part of their adapted behavior (or may be gets transformed into deep acting as defined by HOCHSCHILD) such that they no longer have a negative impact on the emotional Labour. The respondents under the present study exhibit neither any positive or negative association between the two scales. Moreover the study undertook by Wharton 1993 also revealed that the workers employed in jobs which required considerable amounts of emotional Labour experience lower emotional exhaustion than other workers. Celiker N. and Ustunel M. (2019)⁴ were also of opinion that there is no significant relationship between emotional labour and burnout (Emotional exhaustion).

Point 4 (Relation between Emotional Labour and Supervisory support): The Figure shows that there is **no significant correlation** between the two scales i.e. Emotional Labour and supervisory support. Therefore, it can be concluded that these two parameters are not associated and doesn't influence each other and the employee exhibiting the emotional Labour doesn't get influenced by the extent of support he/she gets/expected from the manager.

Point 5 (Relation between Emotional Labour and Co-worker support): This point in the table indicates that there is a **positive correlation** between the co-worker support and the Emotional Labour. It states that with the assistance, positive reception and support of co-worker one will be able to deal with his/her emotions by using their experiences. This correlation is not supported by the p-value i.e. 0.655 because it is more than the value of alpha i.e. 0.05.

Table 3 - Correlation between Job Satisfaction Scale and other scales

	Scales				
	A	B	C	D	E
Pearson Correlation	-0.41	1	-0.20	-0.22	0.12
Sig. (2-tailed)	0.00		0.05	0.03	0.56
N	100	100	100	100	100

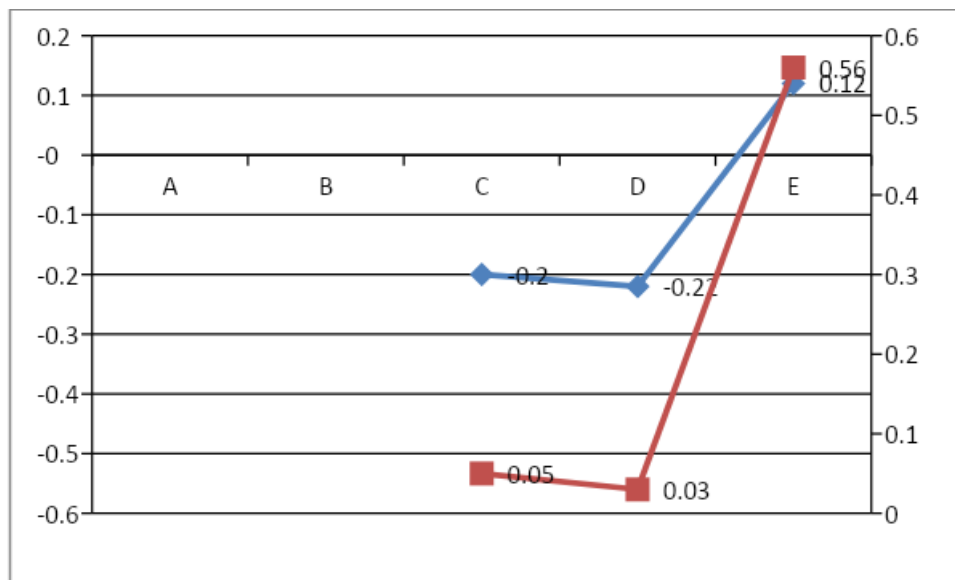


Figure 3 - Correlation between Job Satisfaction Scale and other scales

Point C (Relation between Job Satisfaction and Emotional Exhaustion): This point in the graph clearly shows that there is a negative association between job satisfaction and emotional exhaustion scale as the value of correlation coefficient is -0.20. This is further clearly demonstrated from the p-value which is equal to alpha i.e. 0.05. Hence, it can be concluded that while interacting with clients if the employee has to display a variety of emotions during his daily job he feels emotionally exhausted which will ultimately result in lowering the level of job satisfaction. These results are in line with the results given by Qureshi M. and Sajjad R. (2015)²⁵ in their study.

Point D (Relation between Job Satisfaction and Supervisory support): This point indicates the negative relationship between Job Satisfaction and supervisory support. This may be due to the reason that the places covered under study were small in size where the influence of supervisors would act to obstruction in the working efficiency of the employee.

Point E (Relation between Job Satisfaction and Co-worker support): It represents positive correlation between the two scales. But, on the other side the p-value is quite higher and it can be concluded that there is no relation between these 2 variables.

Table 4 - Correlation between Emotional Exhaustion Scale and other scales

	Scales				
	A	B	C	D	E
Pearson Correlation	0.01	-0.20	1	0.36	-0.35
Sig. (2-tailed)	0.93	0.05		0.00	0.09
N	100	100	100	100	100

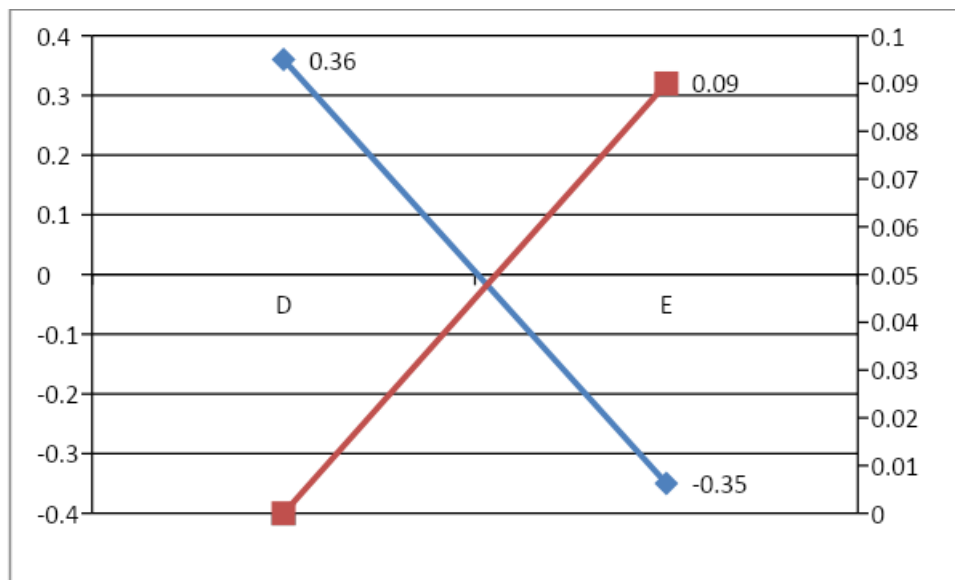


Figure 4 - Correlation between Emotional Exhaustion Scale and other scales

Point D (Relationship between Emotional Exhaustion and Supervisor Support): This point indicates the relation between Emotional Exhaustion and Supervisory Support Scale. The point indicates high positive correlation and low p-value. As discussed earlier, the places where the supervisor not performed the role of advisor rather he interferes more in the work of his employees then the level of emotional exhaustion is high in subordinates.

Point D (Relationship between Emotional Exhaustion and Co-worker Support): The higher p-value at this point indicates that there is no relation between these two scales. Also, there is a negative correlation between the two and any relation which is inferred from the above figure cannot be treated as the response of the entire population.

FINDINGS AND CONCLUSION

Every organization is facing the problem of Emotional Exhaustion although, Emotional labour exhibit no relationship with the same. In order to reduce the level of Emotional Exhaustion the organizations should provide training to their employees.

Co-worker support served as a mediator in the association between emotional labour and job satisfaction. Every individual reciprocates what he gets. So, if a worker in an organization is getting support from his co-worker, he will also provide support to others. But due to increase in emotional labour situation will become more emotionally demanding, so, by providing provide support to colleagues may lead to slight decline observed in job satisfaction. Perhaps the employees who are the recipient of the support by colleagues during emotionally demanding times are able to concentrate on their task more appropriately, consequences of which are enhanced sense of personal accomplishment that would add up to increased job satisfaction.

Supervisor support has positive correlation with the emotional exhaustion which clearly illustrates that too much interference by the supervisor create problems for the employees and make them emotionally exhausted that will create frustration in their mind and ultimately results in reducing the job satisfaction and also troubled the job autonomy.

Service sector employees are paid for their nice nature. But, the talent to be constantly nice to strangers requires implausible effort. When an employee succeeded in showing appropriate gestures, then that will be treated as an amazing accomplishment. Organizations must take Emotional labour seriously, as it affects the satisfaction and loyalty of customers, and eventually, financial performance of organization. People performing emotional labour ought to have the public's respect. It is expected that the present study will provide a better understanding of the meaning of Emotional Labour and how it affects employees' work outcomes, and above that how this labour should be measured scientifically. Results of this study disclose that the outcomes of emotional labour can be either positive or negative, depending on how it is executed. Apart from this, it is also expected that this study could make the service sector conscious of their employees' emotional contribution to the performance of the organization.

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