

A REVIEW ON IMPACT OF EMOTIONAL LABOR IN SERVICE INDUSTRIES

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Abstract

Emotion is a strong feeling originating from situations, attitude or associations with others. Emotions help us to take action, to make decisions to help others to understand us. The process of handling state of mind and expressions to achieve the emotional requirements of a job is emotional labor. To maintain the workers' profile, all help segments expect representatives to control their feelings and emotional display. Accomplishment of emotional labor will always lead to emotional discordance. This study, research with literature review, deals with the problems of emotional labor and to take a look to the evolutionary trends and the changing aspects of emotional labor and also focusing a platform for further research. The ideas of emotional intelligence, emotional understanding, emotional geographies and interrelationships in workplace are additionally being clarified in the study.

Keywords: *Emotional Labor, emotional labor dimensions, emotional intelligence, emotional understanding, emotional geographies, interrelationships.*

Introduction

In most developed countries service industry has become the largest employment sector and emotions plays an important role in existence of such trades. Service is a performance of labor for the benefit of another (KTEC,2005). Effort, focus, planning and a systematic and consistent approach are to be followed for making a service successful. To satisfy organizational demands, service employees need to manage their emotions.

Since service roles involves regular and strong interpersonal contacts with customers, service providers are often required to involve in emotional labor. Controlling of emotions according to organizational demands are referred as emotional labor. The control of a person's behaviour to display the appropriate emotions is emotional labor (Chu,2002). Regulating or managing emotional expressions with others as part of one's professional work role is emotional labor (Hochschild, 1983). In 1983, the term 'emotional labor' was created by Arlie Hochschild to describe the things that service workers do. Emotional intelligence handles interpersonal relationships. The capacity to be aware of, control, and express one's emotions is emotional intelligence. Emotional intelligence, emotional quotient and emotional leadership is the capability of individuals to recognize their own emotions and those of others. Emotional labor is essential for worker performance and smiling, making positive eye contact are activities which are essential for this. Emotional labor is challenging when one face clients or people who are angry or unpleasant. The concept of emotional labor is not limited to the workplace. Though it occupies in every facet of life.

This paper describes social construction of employees in implications for work. The thought of emotional labor is first emerged in sociology. The importance of supporting employees in relevancy the emotional aspects of their work is explored in this paper. Studies on emotional labor have donated toward the understanding of the key issue of emotional management in service industries. The study also explain both the positive and negative impacts of emotional labor on consumers and experts.

Emotions are common among humans and no human actions are there without emotions. There may be a space in every organization for emotions. In an organization, emotions shape environments and relationships. Emotions are, in fact, a part of daily adjustment to figure. Professionals must be able to distinguish and manage emotional states of their own and also as those of others. A method of communicating and expressing human emotion is caring. Thus, it may be a relational process. Teaching when considered as service, may be a demanding occupation for the professionals. Teaching must provide the students with a helping relationship which is a great emotional participation. In this study, many service industries including teaching has been considered. Caring can't be drained separation. It must take into consideration a group of

social, cultural and fiscal proportions for every population and every variety of care. Knowledge allows for practice within the sense of action through competencies, which ends up in consciousness in practice. Caring requires a collaboration between people, and every interaction is filled by emotions and feelings. Accordingly, this examination seeks after to investigate the idea of emotional labor inside the service industry.

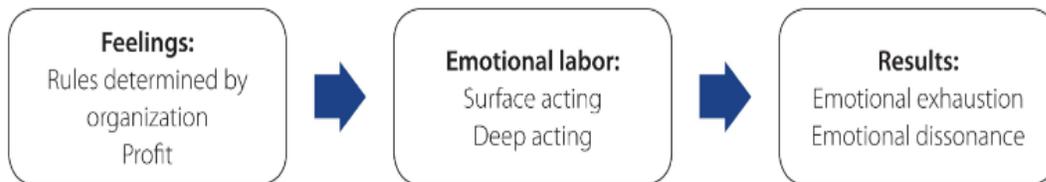
The expression of emotions is in harmony to rules of emotional display. It reflects certain ethics in terms of the professionals' behavior during their exchanges with clients in an organization. So as to stand by these rules, emotions must be controlled by professionals. This control can be achieved through one among two ways: deep acting and surface acting. The manipulation of emotional expression without modification of inner feelings is surface acting, while in case of deep acting, individuals purposefully alter inner feelings so as to display suitable emotions. Among these, the more authentic variety of emotional control may be deep acting. But both the procedures require effort and imply emotional dissonance. The effect of these ends up in situations of repeated stress, isolation and exhaustion. The of emotional labor's primary model was signified through a process during which professionals are motivated and directed by the employer. Emotional labor will sometimes go against the expectation. But, in general, they're trained by the facility of the organization. The utmost aim is to extend profits through client satisfaction based on the field of service. To quote an example, we will detail about Healthcare work. By nature, it is an activity stuffed with strong emotions. It is an appropriate platform for exploring emotions within the workplace in several contexts of medical aid. It is really a fertile ground, if care is given on the emotions.

Emotional Labor

Humans are emotional creatures of nature. In an organisation, workers are expected to standardize their emotions during interfaces with customers, superiors and co-workers. Emotions affect attitudes and behaviour at work. Emotional labor is the process of managing the feelings of employees to achieve the requirements of job. Jobs which require face-to-face contact with the public, and produces emotional state in another person involves emotional labor.

Three levels of EL:

1. Surface Acting: The employees expose the feel to the public. Surface acting and job effectiveness are negatively related to each other.
2. Deep Acting: This is an effortful process where the employees suppress their inner feelings and align with organizational effectiveness. This is positively related with job effectiveness.
3. Genuine Acting: In this employee display emotions that are aligned with their own.



Source: Hochschild Model of Emotional Labor

Emotional Intelligence

Emotional intelligence is the ability to understand with one's own feelings and of others as well. Having emotional intelligence is fundamental for achievement. An emotionally intelligent person can manage other's emotions, can regulate his own emotions and know how to interpret his own emotions. This is significant in the service sector where employees have regular collaboration with customers. According to Daniel Goleman, some of the important skills involved in emotional intelligence are self-regulation, self-awareness, motivation, social skills and empathy.

1. Self - Awareness: If a person is self-aware, he generally knows how he feels and he knows how his emotions and activities can influence the individuals around him. The ability to know yourself and understand own feeling is self-awareness. A self-aware person in a leadership position has a clear picture of his strengths and weaknesses and can behave with humility. Self – awareness can be improved with the help of journals. Self - awareness includes accurate emotional awareness, self- assessment and self-confidence.
2. Self – Regulation: Self-regulation involves directing one's behavior, emotions and thoughts in the chasing of long-term goals. This also refers to the ability of managing

trouble making emotions. Self – regulation encompasses self-control, innovation, versatility, trustworthiness and diligence.

3. Motivation: Self-motivation includes one’s personal determination to improve and attain commitment to his goals, initiative, or willingness to act on opportunities and optimism and resilience.
4. Empathy: Empathy is one of the foundational building blocks of great social interaction. Empathy is the capacity to feel and understand other people’s emotions from within their frame of reference. It helps to understand and develop others.
5. Social skills: The skills needed to effectively handle and inspire other people’s emotions is referred as social skills.

Emotional Understanding

A subjective state of mind is emotion. It is the reaction to internal stimuli. Depending on internal and external factors joy, sadness, anger, stress are different varieties of emotions. Every employee in the service industry has a different personality. Hence the expression and experience of each emotion is not the same for all employees. Emotions are commonly categorized into positive and negative. Positive emotions have beneficial effects on employees. Creativity, effectiveness, productivity and willingness to work are the results of positive emotions. Negative emotions have opposite effects. Emotions are part of working environment and effect with various ways.

Emotional Geographies

Emotional geography manages the connections among feelings and geographic spots and their surroundings. This focuses on how human feelings identify with, or influence the nature around them.

Objectives

- To take a look on the evolutionary trends of emotional labor in service industries.
- To explain the concepts of Emotional intelligence, emotional understanding, emotional geographies.
- To find the impacts of Emotional labor.

Literature Review

Thisera and Silva (2017), in their study examined the influence of emotional labour on emotional exhaustion of female nurses in state hospitals in Sri Lanka. Hypothesis to be tested where, to check the impact of deep acting and surface acting on emotional exhaustion. The study was done using Survey strategy and Convenience sampling method. The impact of surface and deep acting on emotional exhaustion was tested using Multiple regression method. In the study, they concluded that deep acting supports the employees to reduce emotional exhaustion whereas surface acting has a positive impact emotional exhaustion. They also concluded that, management and administrative people tried to implement training and consultancy programs to overcome the situations of surface and deep acting. They also suggested the use of data collection methods like structured interviews.

Zheng (2016) in the study focused to find whether emotional labour of teachers can really improve the effectiveness of teaching by considering Taiwanese colleges. The study expressed the relationship between two variables, emotional labour and teaching effectiveness. In the study, the unobserved variable emotional labour was measured with the help of 3 observed variables, surface acting, deep active behaviour and passive active behaviour. The data collection was done using questionnaire method which included students learning motivation and students understanding of the knowledge. The analysis of the study done with the help of correlation analysis identified that surface acting does not have significant relationship with teaching effectiveness. The students now a days are more intelligent and they identify whether the acting is true and from the heart or fake. If they found the emotional labour as fake instead of positive impact it leads to negative impact. The study identified that a) emotional labour has an inverse U-shaped relationship with teaching effectiveness and b) active deep acting and passive deep acting should be the major policies of emotional labour.

Nowadays in an organisation emotions of members of an organisation have increased a lot, they are to be managed at the organizational level. Choi and kim (2015), in the study have done a literature review research which explains emotional labour and its strategies. In 1970's emotion was recognized as an element of labour. In their study they identified that emotional labour in a service or organizational industry is a process of

hiding the emotions of employees and displays the one which the customers needed. They also reviewed that positive or negative effects of working conditions are moderated by individual characteristics, job characteristics and organizational characteristics. Emotional contagion, empathetic concern and job emotions are the variables associated to individual characteristics and all these variables emotional contagion positively affects emotional labour. With job characteristics the variables associated are skill variety, task identity, task significance, autonomy and feedback. The variables supporting organisational characteristics are organisational support system, social support, and performance pressure and job satisfaction. At the end they concluded that emotional labour has positive effect on employees and hence on their effectiveness and negative effect on job satisfaction and causes to negative psychological actions.

Emotional labour engages false or suppressing emotions to modify the emotional expression. Emotions in an organisation are managed by the display rules in the organisation. Display rules are the rules regarding the emotions that an employee should show the public. In the study of emotional regulation in the workplace, Granday (2000), identified that emotional labour should relate to physiological demands of emotion regulation. Deep acting and surface acting should affect customer service performance. Burnout is a stress which occurs when an employee becomes more involved in interactions with customers. Customer service performance is the result of proper management of emotions. Withdrawal behaviours such as absenteeism, leaving the work floor and turnover are some of the negative impact of emotional labour. The author also identified gender, emotional expressivity, emotional intelligence, self-monitoring and affectivity as some of personal characteristics related to emotional labour. Autonomy which is the lack of control over events and supervisor-coworker support are the organisational factors affecting emotional labour.

Students educational outcomes are greatly affected by teacher's involvement. Effective teachers can make a variance in student learning values. Effectiveness of teachers is administered by the level of self-efficacy. Penrose (2007), in this study examined the relationship between emotional intelligence and teachers' effectiveness taking into consideration primary and secondary school teachers. Moderating effects of the variables age, gender, years of experience and teaching status are also considered. For

the study, data were collected by questionnaire method. Measurement of emotional labour is taken from reactions to teaching situations and personal teaching effectiveness is measured using teaching efficacy scale. The study concluded that emotional labour is positively related to teacher efficacy. High emotional intelligence was reported for female teachers. The moderator variables age and position were meaningfully related with emotional intelligence whereas experience and position were identified with individual instructing viability. But, none of the considered moderator variable had a significant impact on relationship between emotional intelligence and job effectiveness.

The study of emotional intelligence in the workplace considering its effects on occupational stress and health outcome in workers was done by Bulik (2005). Stress is the outcome of poor work situations, lack of control, and lack of social support. Emotional intelligence is an important factor which determines success in life and emotional well-being. Data were collected using questionnaire method and calculations were made to identify the relationship between variables. The significance of emotional labour in both recognizing job stress and printing mental health disorder and depression symptoms were identified in the study. In the study it has also been concluded that, high level of emotional labour experienced less negative health consequences. The relation between emotional labour and perceived stress are negatively related to each other. The study also examined, if emotional labour is high the stress being experienced will be less. Stress reduction and health protection could be achieved by decreasing work demands or stressors and by increasing the personal resources by employees including emotional labour. Buffering role of emotional intelligence was also identified using the study. The result of the study aimed at increasing emotional labour and better cooperation with stress. Job stress process also could be considered in the study.

In the study journal of work and organisational psychology, Johnson et al. (2017), explained the difference between situational and anticipative deep acting and discussed about Automatic emotion regulation. They tried to check whether older workers can control their emotions or not and hence tried to hypothesis whether age is positively related to anticipative and situational deep acting, whether it is positively related to automatic emotion regulation and engagement, whether negatively related to surface acting or not. Also tried to explain whether surface acting is positively related to

exhaustion and cynicism and soon. Mediation model was used for testing the hypothesis. At the end they concluded that deep acting is negatively related to the relationship of age and surface acting and negatively related to age and automatic emotion regulation. At the end of the study, they concluded that, employees should be discouraged from surface acting when deep acting is possible. Trainings are offered to younger employees to enable them to increase the use of deep acting.

In a service industry, employees have to observe organisational specific explicit rules as part of their service performance. Employees have to regulate their emotions and have to suppress negative emotions as part of their service to customers. In the study, Cossette et al. (2009), explained the role of organisational factors on emotional labour strategies. The study focused on motivations to adjust one's emotions. They included the importance of organisational factors such as job autonomy and organisational justice. They also examined the role of organisational factors in emotional labour process. They identified that employees who are clearer about their role are doubtful to experience emotional dissonance. They also identified that self-determined motivation was not significantly related to emotion suppression. They also explained that job autonomy and procedural and distributive justice self-determined motivations are positively related. The study was conducted on 195 employees from call centers and data were collected using questionnaire method. Gender, age, marital status are variables that affect emotion labour.

Glomb et al. (2004) in their study about emotional labour demands and compensating wage differentials explained about how wages are affected by cognitive demand, physical demand and emotional labour. They have identified that in a service industry employees skills such as interpersonal skills, emotional intelligence, self-monitoring are of much important and these can be the basis of high compensation. The hypothesis for the study included, positive effect of emotional labour, cognitive demand and physical demand on higher wages and they also examined the importance of control variables. The controlled variables considered were unemployment, the proportion of women in an occupation and unionized workers. Getting data from four large scale government databases, the researchers identified the interaction between cognitive, physical and emotional labour demands of a job on wages.

Tosten et al. (2017) in their study investigated the teachers emotional labour behaviours and determined the reasons of the differences and identified the suggestions from the teachers to strengthen the behaviour. Mixed research method was used for both quantitative and qualitative datas. For the study they took sample of 280 teachers for checking both quantitative and qualitative dimensions. Emotional labour behaviour scale, the scale adopted for educational field was used for the study. Semi structured interviews and tests were performed for the study. The reasons for the differences and possible solutions were identified. The researchers concluded that teachers with extra duties and double shifts have low emotional labour and got the ideas to strengthen it.

Emotional labour is a thought in industries where jobs require interpersonal contact. Emotional labour is also associated with job satisfaction, organizational citizenship behaviour, organizational commitment and attrition rate. Mehra et al. (2018), in the study of emotional labour on organizational commitment, tried to investigate the relationship and to assess employees observation between emotional labour and organisational commitment in the Indian banking sector. For the study, they have considered descriptive research technique and simple random sampling was used for data collection. At the end of the study, they have summarized that there is no significant influence of emotional labour on organizational commitment. It has also been found that between private and public sector banks there exists a difference between perception of employees.

Ruiz (2016), analyzed the effect of emotions of teacher's on their students by reviewing many literatures. The study presented, the effects of teacher's emotions on six areas of effects such as students' emotions, motivation, emotional competence, classroom discipline, academic performance and social behaviour. The study identified that positive passions infuriate positive effects, while negative passions infuriate negative effects.

Liisa Postareff and Sari Lindblom-Ylanne (2011), in the study emotions and confidence within teaching in higher education acknowledged a series of emotions experienced by teachers working in universities by taking a sample of 97 teachers. Both positive and negative emotions were identified. The identified positive emotions were pleasure of teaching and eagerness towards teaching. Whereas, negative emotions were hesitancy to a certain form of teaching. Compassion and admiration towards students

were also explained. Emotions connected to the academic training of university teachers were also studied.

During their work hours teachers practice a range of emotions, which are caused by many factors. In the study Teachers emotions, Hagenauer et al. (2015), discovers the student behaviours in classroom and the interactive relationship between teachers and students. The study is supported by Frenzel's model of teacher emotions. Self-efficacy of teachers and their bond with student's classroom behaviour and the interpersonal TSR were also taken into consideration. The result of the study identified that teachers emotional experience is closely related with the quality of the relationship.

Teacher self-efficacy is a dominant factor in the goal sets, inspiration in trailing the goals. Dearth of teacher self-efficacy can lead to depression, stress, burnout, anxiety and intension to leave the profession. Georgia Stephanou and Anastasia Oikonomou (2018), in their study concentrated on teacher emotions, the part of self-efficacy in the design and solution of school collective efficacy and problem-solving appraisal and influence of self-efficacy, collective efficacy and appraisal on emotions. The study suggested that teachers need to have a positive view to various school related events and a distinct capacity to control their emotions.

Emotions are a vital part of education and organizations. Good teaching is stimulated with emotion. Teachers are emotional, obsessive and are connected with their students and execute their work with desire, creativity and pleasure. Four key components taken into consideration are emotional intelligence, emotional labor, emotional understanding and emotional geographies (Andy Hargreaves, 2000).

In the study emotional intelligence in workplace, Nikolaou (2002), explored the relationship between emotional intelligence and sources of occupational stress. Emotional intelligence is an important factor affecting the job effectiveness. In the study it was found the strong relation among emotional intelligence, occupational stress and organisational commitment. The moderating effect of job type in the relationship between emotional intelligence and occupational stress was also identified. Questionnaire method was used for data collection. With the help of organisational stress screening tool workplace stress was measured. At the end of the study, the researcher identified a negative correlation between emotional intelligence and stress of work and a positive

relation between emotional intelligence and organisational commitment. In the study, the relationship between emotional intelligence, job stress and various demographic variables such as gender, age, education was also identified.

Findings

In the present study it is clear that emotional labor is a process of hiding the emotions of employees and exhibiting the one which the customers need. The performance of emotional labor appears to have both positive and negative consequences for workers. Emotions such as joy, pleasure, satisfaction, and happiness are referred as positive effects. Feelings such as anger, fear, sadness, and guilt are negative effect.

From this study, it is also found that, performance of the service employees depends on proper management of emotions. Emotions are being controlled and managed in the workplace to meet an organization's display rules. Interpersonal skills, gender, emotional expressivity, self-monitoring, self-efficacy and emotional intelligence are very much considered for attaining this. An important factor which determines emotion management is emotional intelligence.

A positive relation between emotional intelligence and organisational commitment and negative correlation between emotional intelligence and stress has been identified in this study. This study also explains the effect of emotional management training on employees who lack emotional intelligence. Future studies should give more attention to teaching as a service industry.

Conclusion

Service industries performs emotional practice. The importance of this study suggests that service employees EI must be understood as something to be accomplished in a proactive and constructive way. Interacting with many persons each day, the employees use their emotions all the time which can be helpful or harmful. Emotions are entrenched and expressed in human interactions and relationships. Considering the importance of variables in the study, it is relevant to carry out additional work that endures the structure of the proposed model.

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