

EXPLORING ATTITUDE WITH RESPECT TO EMOTIONAL LABOUR AT WORK

Ms. Aparna Marwah*

Dr. Lokesh Jindal**

Abstract

If we want our people to buy into any business changes, such as improved processes, quality goals or productivity improvements, and be really passionate and committed to these changes, we need to engage our people *emotionally*. Traditional *rational* engagement strategies such as “change management or “quality compliance” are no longer cutting it with either employees or customers who want to be engaged emotionally. The enterprise stakeholders are telling us they need more from their engagement with us - they need emotional connection with their enterprise.

Emotions impact almost all the activities that a person performs, and as a significant amount of the time is spent by an individual at work, so it becomes all the more important to understand the role that emotions have on the performance of an individual. The significance of emotions at work increases even further where the job involves interaction with the customer, as in the case of service sector. The service sector requires employees to continuously interact with the customers, and mismanagement of emotions in such a case can be disastrous for both the employee and the organization. As a result the requirements of the job, coerce the employee to manage their emotions according to what is suitable for a comfortable customer experience. This aspect is termed as emotional labour and is analyzed by the present research in depth.

* PhD Scholar (Management), Singhania University, Rajasthan

Assistant Professor, Bharati Vidyapeeth University Institute of Management & Research, New Delhi

** Associate Professor, Maharaja Agrasen Institute of Technology, New Delhi

The concept of emotional labour is experienced by various employees across different industries and sectors, however service sector and particularly hospitality industry experiences almost all the time. The research has been directed to understand how hospitality industry addresses the subject of emotional labour, and how important is engagement of employees. Moreover an engaged employee is an asset in the present scenario and particularly for the hospitality sector, employees are the key tool of addressing customer needs.

Keywords: Emotional Engagement, Sense Of Self And The Purpose Of Their Work, Publicly Observable Facial And Bodily Display, Emotions Have An Exchange Value, Relationship Organization, Emotional Dissonance, Burnout

1. INTRODUCTION

1.1 Research Background

The changing nature of work and the competitive pressures among the employees like that of transfer to the 24 * 7 societies possess significant insinuations for how employees feel at work (Georgellis & Lange, 2012; Georgellis et al Eds. 2012). In recent times, emotions have gained ample significance in the business world, especially in the service industry. More importantly, regulation and expression of organizationally desirable emotions is found to have significant consequences for organizations. In service organizations, employees are required to display positive emotions during service encounters and are expected to “serve with a smile,” while controlling or suppressing negative emotions. Emphasizing on the significance of appropriate emotional display, Hennig-Thurau, Groth, Paul, and Gremler (2006) proposed that having a friendly service staff and providing “service with a smile” have become an unquestionable mantra for success of service firms these days. As a result, the emotional well – being of the employee has turned out to be a key focus for most of the firms. There are studies that differentiate various types of employee well – being. The well – being that are related to the job, associates to the ability of an individual in order to continue with the normal functions, like that of being capable to focus on usual work behavior and not to lose sleep because of work – related issues.

An emotional bend is associated with the concept of well being. More so in the service sector, customer satisfaction is important to the company's fiscal success and how employee's behavior affects customer satisfaction. The specificity of service occupations lies in face-to-face or voice-to-voice interactions with customers, clients or the public which constitutes a major part of the work.

In manufacturing situations, customers have no contact with the staff producing the goods, only with, perhaps the sales team. In service situations, customers have frequent contact with staff, and this often determines the quality or otherwise of the experience. Hospitality Industry (Hotel Sector) mainly thrives on continual interaction between the service provider and customer that influences customer's perceptions of service quality, thus making it necessary for managers or employers to regulate or manage employee's behavior or emotional expressions to ensure service quality.

2. Conceptual Discussion

Organizations are beginning to take notice of the importance of emotions in the workplace (Ashforth & Humphrey, 1995; Fisher & Ashkanasy, 2000; Lord, Klimoski, & Kanfer, 2002). One area of emotions research that has seen increased attention is that of emotional labour (Hochschild, 1983; Morris & Feldman, 1996). Emotional labour was originally defined as the regulation or management of emotions for a wage (Hochschild, 1983). The basic idea is that organizations expect employees to display certain emotions as part of their work role and employees often must actively regulate their expressions and felt emotions to conform to the display requirements. Emotional labour is important to organizations because it has been shown to predict employee well-being and performance in a variety of jobs (Beal et al., 2006; Diefendorff & Richard 2003; Grandey, 2003; Pugh, 2001; Rupp & Spencer, 2006).

There are two significant components of well – being, they are work – family conflict and burnout. The aspect of work – family conflict is closely associated with the well – being of employees. The work – family conflict is a sign of a job conflict because of unsuited pressures from family and work spheres. The employees who experience the complexities in aligning

family and work commitments typically experience greater levels of stress. Burnout is the phenomenon of stress that explains a mental condition of weariness and tiredness (Maslach & Leiter 2008). The employees who feel burnt out generally experience exhaustion of mental resources (called as, emotional exhaustion). They use to try and put space between themselves and their works (that is, depersonalization) and view their performance of work negatively (deficient of professional efficacy). The engagement due to emotional labour had been seen very much by Kahn in terms of people understanding with others at the job or experiencing dissatisfaction / satisfaction with their performance. Generally the researches on the engagement of employees emphasized the optimistic consequences of engagement for the employee well – being and individual behavior.

There are jobs that demand particular emotional displays. Nurses need to be caring and kind, food servers to show friendliness and cheerfulness, bill collectors to be forceful and angry, and police calm and cool. The ability to listen is inherent in the aforesaid professions in the service sector.

2.1 Emotional Labour And Employee Performance

Weber's (1946) ideal typical bureaucracy eliminated the personal, informal aspects of the organization to create a rational, impersonal bureaucracy. Scholars have long known that the formal and impersonal side of bureaucracy is supplemented by a human side that encompasses values, norms, mores, and personal attributes (Barnard 1938; Follett 1940; McGregor 1960; Simon 1947).

Starting with Hochschild (1979, 1983) a group of scholars distinguished emotional labour from these informal aspects of organization. Emotional labour is the projection of feelings and emotions needed to gain the cooperation of clients or coworkers, the ability to see another's side of the issue and integrate that perspective into what the organization does. Akin to other work-related skills, employee emotions are subject to management in order to realize an employer's objectives. According to Guy and Newman, these are the emotions that are “a mainstay of health and human service professions, public education, paraprofessional jobs, and most support positions such as administrative assistants, receptionists, clerical staff and secretaries” (2004,

289). These processes, with rare exception (Steinberg 1999), are not part of the formal job description, with its focus on measurable skills, achievement levels, or attributes.

Therefore, according to Guy and Newman, emotional labour is generally undervalued in organizations, resulting in lower pay for persons in positions that call for emotional labour. During the times of economic gloom and doom, the employee engagement could drop off since the employees tend to lose confidence and also the employees tend to become fearful regarding the future of the organization. Suppose if there have been redundancies of staff within the firm or if the proposed targets in the firm are not being met, there could be a descending spiral effect on the productivity of employee that could further eat into performance of the organization. On the other hand, when employees are psychologically and emotionally engaged with a firm, it would perform much efficiently. This is to have a flow on the effect as employees turn out to be even more engaged. Employees take stronger ownership when they get engaged in the firm's enhanced performance and in the future development. Also they came out to be much supportive and enthusiastic regarding what is occurring in their job environment. With that of the financial crisis at the global level which is at the doorsteps, it is required that employees to be on board now much than ever (Kreitner & Kiniki, 2004). Emotional labour, which is the display or constraint of emotional expression as part of the work role to meet organisational, social or occupational expectations, is an integral aspect of working life for many employees (Mann, 1997). Given the importance of emotional management in many occupations and its negative wellbeing associations (e.g. Hochschild, 1983; Pugliesi, 1999; Williams, 2003), its detailed examination is of importance to employees and employers.

Following Hochschilds (1983) ground breaking dramaturgical perspective of the emotional interchange between flight attendants and passengers, emotional labour research has become a burgeoning research area (Ashkanasy, Härtel, & Daus, 2002). Occupational fields as diverse as hotel staff (Seymour & Sandiford, 2005), doctors (Larsen & Yao, 2005), university employees (Pugliesi, 1999), social workers (Cheung & Tang, 2007) call centre workers, bank employees, and teachers (Zapf & Holz, 2006) have been studied in emotional labour research. Serious problems associated with aspects of emotional labour including emotional exhaustion (Brotheridge & Grandey, 2002), depression (Mann, 1997) and physical symptoms (Schaubroeck

& Jones, 2000), make the detailed study of emotional labour in occupations with heavy emphasis on interactions with clients, a very important consideration. The major theoretical approaches to emotional labour underline the importance of identifying separate emotional labour components, such as surface and deep acting, as crucial in determining which aspects of emotional labour provide particular wellbeing outcomes and under what circumstances (Grandey, 2000).

Grandey and Diamond (2010) have raised the possibility that the outcomes of emotional labour may depend on the job context, depending on whether the interactions are encounters or relationships. If this is found to be the case, the outcomes of emotional labour may have less to do with the occupation and more to do with contextual differences in the interactions between employees and clients. Identifying differences in contact requirements, work focus, and the importance placed on emotional management and how this work is carried out between different types of employee-client relationships would help organisations and individuals to prepare and respond more effectively to specific situations. In addition, the examination of how emotional labour and other means of managing emotions is carried out in a profession with such an important focus on its interactions with clients in a variety of circumstances may help to clarify the current disparate state of emotional labour theory.

It is said by Kahn (1990) that ‘personal engagement’ possesses three dimensions, namely, physical, affective / emotional and cognitive. During the year 1983, in the study regarding the flight attendants, Hochschild had first instituted the emotional demand on the service providers. The term called the “emotional labour” has been coined by Hochschild in order to explain the occupational emotional demand. She defined the term emotional labour as the management of the inner feelings to generate a publicly apparent bodily and facial exhibit; emotional labour will be put up for sale for a wage and hence has some exchange value.

The studies carried out by Flemming and Asplund (2007) and Lockwood (2006) on the emotional labour found that the engagement of employees demonstrates an optimistic manipulation on the key fields of consumer engagement, enhancing profit and sales and also it decreases the costs. The engaged workgroups in an organization are more profitable, more productive, superior at engaging the customers, less likely to get involved in the workplace

accidents, less likely to quit the job, less probable to be a source of shrinkage of inventory compared to that of disengaged workgroups and less prone to the absenteeism (Flemming, Coffman & Harter, 2005; Robinson & Hayday, 2003; Dutton & Raggins, 2007). In addition to that, the authors offer proof that the employee engagement leads to the improved firm presentation over time. In order to engage the employees, a firm has to capture their minds and hearts by communicating and sharing its strategic goals and direction and by recognizing and rewarding performance. This might stem from the effective leadership. Therefore, the emotional labour and their engagement is powerfully driven by the instantaneous manager and his or her capability to meet the employees' emotional necessities. It is in this context, it is recommended that people are provoked more by the intrinsic aspects like that of personal recognition, apart from merely focusing on the extrinsic factors, like that of pay (Robinson & Hayday, 2003). Therefore, it is since then that emotional labour and their engagement is a significant predictor of the performance of an organization, it is necessary to obtain information regarding what drives the employee engagement. It is this knowledge that facilitates managers to optimistically manipulate the organizational outcomes, like that of profit and growth.

A common belief held by many employers is that there is a high correlation between employees' smiling faces and increasing revenue (Ash, 1984; Peters & Austin, 1985; Rafaeli & Sutton, 1989). Displays of friendliness and enthusiasm, for example, are thought to increase customer satisfaction, improve sales immediately, result in increased repeat business, and ultimately, financial success (Hochschild, 1983; Rafaeli & Sutton, 1987; 1989).

As a result, even when facing difficult customers, employees are still expected by the company to do what it takes to change the situation into a positive experience. Negative emotional displays are prohibited and positive emotional displays are required. Consequently, an employee's emotional display is no longer a private experience, but a public act that is controlled by employer supervision. Rules for emotional display are developed, and training programs are mandatory. Employees go through periodic sessions to learn how to smile in a sincere way and how to change private anger (or impatience) into public empathy and kindness (Yanay & Shahr, 1998). Through these types of practices, employees learn to suppress their true feelings and display the emotions that the organization desires.

In this study, the emotional labour and their engagement in the service sector specifically Hospitality sector has been analyzed. The Indian economy has been divided into three major sectors, namely primary, secondary and tertiary. The primary sector includes agriculture and the allied activities, forestry, fishery, livestock and poultry (farm management). The non – agricultural activities is further divided into secondary and tertiary sectors. The sector includes the production activities like construction, manufacturing and water, electricity and gas supply. Finally, the tertiary sector is mentioned as the service sector which provides services like restaurants, hotels and trade, financial services, communication, storage and transportation, public administration, real estate and other services (Excel, 2009).

Today India is transforming into a service oriented economy. In the current situation, the growth rate of the service sector has overtaken both the agriculture and the manufacturing industry and is currently more than about 50% of the Gross Domestic Product. The service sector possesses the highest rate of growth and it is this sector which is less volatile in nature (Jennymackness, 2012). Emotional labour is considered to be most significant in the service sector and especially hospitality sector. As such it is said by Morris and Feldman (1996), emotional labour is explained as the control, planning and effort that are required to express the organizationally preferred emotion at the time of interpersonal transaction. In the hospitality industry, the concert of emotional labour includes the expression of the organizationally preferred emotion like the friendliness of the service workers to the customers during their interactions with the clients or customers.

1.7 Theoretical Framework

As stated in the above research objectives, the present study is an attempt to investigate how individual characteristics affect the way people engage in performing emotional labour, and thus further influence their perceived consequences of emotional labour. Drawn from ethnography and sociology literature on emotional labour, and industrial and organizational psychology on personality, emotion management and stress management, this study proposes a theoretical model (Figure 1). Two individual characteristics, affectivity and empathy, are predicted to affect

the way service providers enact emotional labour, and thus lead to different consequences: increased or decreased emotional exhaustion and job satisfaction.

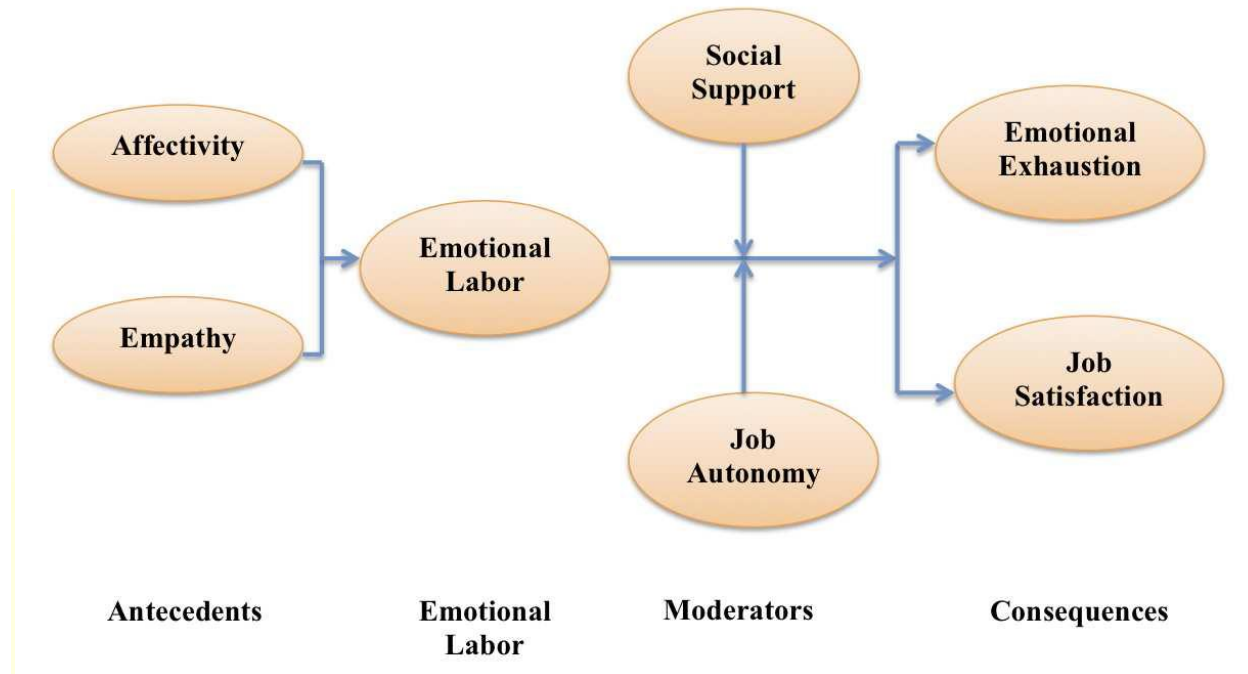


Figure 1. Theoretical Framework of the Antecedents and Consequences of Emotional Labour

In the center of this theoretical model (Figure 1) lies the construct of emotional labour, which is the main research interest of this study. In this study, emotional labour is conceptualized as “the degree of manipulation of one’s inner feelings or outward behavior to display the appropriate emotion in response to display rules or occupational norms.” This working definition differs from other emotional labour definitions since it emphasizes the “process” of how one engenders the appropriate emotional display to satisfy the organization’s display rules. As Grandey (1999) suggested, that when the research goal is to predict individual outcomes of performing emotional labour, understanding the emotion management process becomes vital (Grandey, 1999).

In addition, this working definition emphasizes the degree of manipulation that service employees use to generate the appropriate emotional display. Researchers have proposed that service providers perform emotional labour in one of three ways: surface acting, deep acting, and

genuine acting (Hochschild, 1983; Ashforth & Humphrey, 1993). While these three acting mechanisms vary in nature, they require different degrees of manipulation of one's inner feelings or outward behavior. Some may require a greater degree of manipulation of one's inner feelings (i.e., deep acting) than those of others (i.e., surface acting). Therefore, the degree of manipulation constitutes a major part of how one performs emotional labour. What makes an employee choose surface acting rather than other form of acting, everything else being equal? To answer this question, individual characteristics may be an important factor that drives individuals to engage in different types of acting mechanisms.

In the theoretical model (Figure 1), individual characteristics are treated as the antecedents of emotional labour. Researchers have suggested that, individual characteristics are the precursors of whether a person will engage in emotional labour, or whether that labour will have a detrimental outcome (Rafaeli & Sutton, 1989; Grandey, 1999). In this study, the focus of individual characteristics are on the affectivity trait (Morris & Feldman, 1996) and on empathy (Kruml & Geddes, 2000a). Specifically, this study investigates how individuals' affectivity type and empathy level would affect the way individuals engage in emotional management process. Affectivity represents a general tendency of an individual to experience a particular mood or to react to things in a particular way or with certain emotions (Lazarus, 1993). Researchers have identified two types of affectivity: positive affectivity (PA) and negative affectivity (NA). High PA individuals experience more positive emotions, such as cheerfulness or enthusiasm. On the other hand, high NA individuals experience more negative emotions, such as irritation or nervousness. In the context of the areas of the hospitality industry that require positive emotional display, it is clear that people who feel positive much of the time will have a smaller gap when required to act out positive feelings. On the other hand, people who feel negative much of the time will indeed have a larger gap when required to act out positive feelings (Fisher & Ashkanasy, 2000). This difference in one's affective orientation will then affect how one enacts emotional labour.

2.2 Problem Statement

All the businesses include people. People face different kinds of emotional stress. As such it is said by Chapman (2004), there is no business in the world that is stress free. The engagement of employees is the fire that drives the behavior and actions of a person productively or unproductively which results in profit or loss. The basis in this section is emotional engagement which requires emotional labour on the part of employee. The statement which is much more relevant in the service sectors is, "Today's retention of people with talent is not the challenge, but to engage them totally, to capture their hearts and minds at every working stage in the lifetime". The transfer of economies around the world has hurried in the necessity for all companies to look for innovative procedures to tackle market realities, new technologies, and marketplace. The firms are forced in reevaluating costs that concerns talent, in need of a requirement doing a huge with little. Implementing new strategies, reacting to changes, success of the organization and the performance of the workforce have to be maintained, guaranteeing this to be the introduction to the processes that will enhance and develop engagement of employees.

The ads like "help wanted / smiling faces" are common that are found in all the places of service industry. While farms and factories are going to hire hands or heads, service firms are looking to employ people that have more. The motive of service industries is not just to acquire something already accomplished, but it is to get done in the correct degree and the right attitude in sincerity and considering the guests with the exactness of concern measured. All the firms belonging to the services sector require their employees, to follow some sorts of display during the time of interaction with the customers like warmth, friendliness, confidence, enthusiasm and cheerfulness.

The interactions among the service provider and the customer perceptions are the heart of an experienced service. The quality services are ensured only when the emotional expression of the behavior of the employees is continuously controlled or regulated. The engagement is a concept that is complex which is impacted by abundant factors, from that of the organizational communication within the workplace culture and trust and respect to the managerial styles, the reputation of the leadership and company. The problem identified in this study is that in the

current changed generations, it has become much more important to have an easy access to career, empowerment, work - life balance in making significant decisions. But it is very important to promote engagement at work among the employees. Also there is no study that analyzes the significance of emotional labour (management of inner feelings)s in the service sector in the Indian Context. This study intends to examine the “Role of Emotional Labour in the Hospitality Sector (Hotel Sector) in Delhi/NCR Region”.

Emotional Labour forms the premise for engagement and thus in order to promote engagement, the human resources employed by the organization is the one that should take the lead towards the design, assess and determine policies and practices in the proactive workplaces which will help out in attracting and retaining talent and skills and required competencies to develop and thus developing sustainability in the long run.

3. Aim of the research

The aim of this study is to analyze the Role of Emotional Labour of Employees at Work with special reference to Hospitality Sector in Delhi/NCR Region.

4. Research objectives

Primary objective

i. To analyze the significance of emotional labour and thus engagement of employees with special reference to the Hospitality Sector.

4.1 Research Questions

The proposed research questions of the study are as follows:

- i. The individual characteristics affect the way employees perform emotional labour.
- ii. The different ways to enact emotional labour lead to different consequences.
- iii. The organizational characteristics or job characteristics have any buffering effects on the perceived negative consequence (Grandey, 2000).

4.2 Research Hypothesis

As previous research has suggested, that more studies are needed to demonstrate how these individual characteristics relate to emotional labour (Rafaeli & Sutton, 1989), this study adopts the individual difference approach to characterize people into different groups based on two characteristics: affectivity and empathy.

Affectivity

Affectivity has been defined as a general tendency to experience a particular mood (feeling happiness or sorrow) or to react to objects (e.g., situations or people) in a particular way or with certain emotions (Lazarus, 1993; Morris & Feldman, 1996; Abraham, 1998). Research has identified two basic types of affectivity: positive affectivity (PA) and negative affectivity (NA). While high PA individuals tend to feel enthusiastic, active, and alert, low PA individuals are often listless, lethargic, and apathetic. Low PA individuals are not necessarily experiencing something negative; they are simply less likely to report positive emotions (Cropanzano, James, & Konovsky, 1993). Unlike PA, high NA individuals tend to be anxious, afraid, nervous, and angry.

This type of person tends to be very tense and nervous. On the other hand, low NA individuals tend to be calm, placid, and contented (Cropanzano, James, & Konovsky, 1993). Although the terms PA and NA might suggest that these mood factors are opposites (i.e., negatively correlated), Watson and Clerk (1984) suggested that these two are in fact independent, uncorrelated dimensions. For example, an individual may score high on both PA and NA. This type of person tends to be more emotional and experiences fluctuating moods in response to environmental events (high affect). On the other hand, people who score low on both PA and NA tend to be relatively unemotional and unresponsive (low affect). Whereas some researchers have found that PA and NA are two separate constructs (Watson & Clark, 1984; Morris & Feldman, 1996), other researchers argue that PA and NA represent opposite ends of one construct (affectivity) that concerns the amount of happiness an individual experiences over time (Judge, 1992). Whether or not PA and NA is unipolar or bipolar is a debatable issue in the psychology literature. However, Watson and Clark's (1984) two-factor structure of mood has received considerable support in the psychology literature (Cropanzano, James, & Konovsky, 1993). Both

cross-sectional and longitudinal studies have found that PA and NA are relatively independent, stable, related to different behaviours, and partially inherited (Watson & Clark, 1984; Watson & Tellegen, 1985; Watson, Clark, & Tellegen, 1988; George, 1992).

As employees with different affective styles evaluate and perceive the same display rules differently (Schaubroek & Jones, 2000), the acting mechanisms they choose to engage in also vary. When a high PA employee is asked to display positive emotions during a service transaction, this individual may perform such emotional labour with very little degree of “acting” and hardly recognize the effort of “acting cheerful.” This individual is displaying “genuine acting,” which indicates congruence between one’s felt emotions and expressed emotions. In contrast, when a high NA individual is asked to display positive emotions, this individual may express such emotions with a greater degree of “acting,” and will be more aware of this effort. Therefore, it is assumed that a high PA employee needs to exert less effort to display positive emotion, and still can express more genuine positive emotions or attitudes. Therefore, a high PA employee is more likely to engage in genuine acting. Antithetically, it is assumed that a high NA employee needs to exert more effort to display genuine positive emotions. The more the NA employee wants to display authentic hospitality (fake in good faith), the more effort the NA employee needs to contribute to the acting process. Then this individual will be more likely to engage in “deep acting,” which can help him or her to call up positive emotions.

However, if a high NA employee has not internalized display rules and does not believe that providing a positive attitude is part of his or her job (fake in bad faith), then this individual may be more likely to engage in “surface acting.” As surface acting and genuine acting can be represented by emotive dissonance, and deep acting can be represented by emotive effort (Kruml & Geddes, 2000a), it is assumed that high PA employees will experience less emotive dissonance. Because employees who are more positive-oriented often experience positive emotions, they do not really need to “fake” the required positive emotions and can naturally display genuine positive emotions (i.e., a person who often experiences happiness will often show a happy emotion). In other words, they do not need to expend effort to express positive emotions. Therefore, they require less effort to produce positive emotions. The emotion they express will be less likely to clash with their felt emotions (less emotive dissonance).

Since high NA employees tend to frequently experience negative emotions, they need to rely on some acting techniques (more effort) to help them produce appropriate emotions. In a situation where high NA employees fake in good faith, they will engage in deep acting to induce a positive mood. Therefore, it is predicted that a high NA employee will exert more emotive effort, which represents the concept of deep acting. Oppositely, when high NA employees fake in bad faith, they tend to engage in surface acting. As a result, they experience more emotive dissonance. Based on the above argument, four hypotheses are proposed for empirical testing:

H1: A high PA employee will experience less emotive dissonance than a low PA employee.

H10: A high PA employee will not experience less emotive dissonance than a low PA employee.

H2: A high NA employee will experience more emotive dissonance than a low NA employee.

H20: A high NA employee will not experience more emotive dissonance than a low NA employee.

4.3 Research Paradigm Adapted:

This research is said to have adapted a positivist approach since it makes an in-depth analysis of emotional labour at work with respect to the Hospitality Sector (Hotel Sector) from service industry in Delhi/NCR, India through test of proposed hypothesis using statistical tools.

4.4 Research Approach Adapted:

This study adapts *deductive approach*. The deductive approach initiates with and applies a well known theory. A deductive approach is concerned with developing a hypothesis based on occurring theory and then designing a research strategy to test the hypothesis. In this kind of research, hypotheses and theory is built on it, exist first and impact the remaining process of research. This kind of research is always associated with the quantitative kind of research (Ghuri and Grohaug, 2005). Deductive approach is said to have adapted in this study since the researcher here tests a predefined hypothesis rather than generating a new hypothesis. Data in this research is collected in numerical form by the researcher from the respondents (hotel employees). Therefore the present study is said to have adapted quantitative research.

4.5 Research Design Adapted:

This study adapts *case study or descriptive research*. Von Eye and Niedermeier (1999) have described that descriptive research as the name suggests describes descriptive data about the population being studied and does not try to set up causal relationship between events. This research is said to have adapted case study research design since it is conducted with specific reference to a single sector that is the Hospitality Sector in Delhi/NCR, India.

4.6 Sampling design adopted in this research

This research makes use of *simple random sampling*. The research is said to have adopted simple random sampling since each employee working at any of the target organizations has an equal probability of being surveyed by the researcher.

Units belong to:

1. Crown Plaza, Okhla Phase 1
2. Hotel City Park, Pitampura
3. Maidens, Sham Nath Marg,
4. Radisson Blue, Greater Noida
5. Kukreja Group Hotels, Karol Bagh
6. Signature Grand, Hari Nagar
7. Tulip Inn, West Delhi, Lovre Hotels, Hari Nagar
8. Hilton Hotel, Mayur Vihar
9. Hyatt Regency, Bhikaji Cama Place
10. The Oberoi, Dr. Zakir Hussain Marg

4.7 Sample Size

For the quantitative study, about 500 questionnaires were distributed among hotel employees of different cadres; out of which 483 responses were received. The sample size is 483 employees who belong to either of the ten target hotels in Delhi/NCR, India. The boundary of this study is limited to the hospitality industry, and the target populations were employees who work in the lodging area of the hospitality industry.

Further, as this study focuses on emotional labor, the sampling frame was narrowed to focus on those guest-contact (face-to-face or voice-to-voice) employees who perform emotional labor on a daily basis. For example, the guest-contact employees included in this study were those who work at front-desk, concierge, reservations, room service, food service, catering service, housekeeping, and other positions that require guest-contact in their work. Entry-level employees and middle managers were included in the sample. The scale used was Hospitality Emotional Labour Scale, developed specifically for hospitality service employees. Hospitality Emotional Labor Scale (HELIS): Hospitality Emotional Labor Scale (HELIS) is based upon Kruml and Geddes's (2000) emotional labor scale.

The primary data is collected from 483 employees who work at any of the 10 target organizations in Delhi/NCR, India.

5. Analysis & Results

This section presents the results of data analysis and hypothesis testing. The results of the confirmatory factor analysis for each construct and theoretical model testing in relation to hypothesis testing is presented.

Factor Analysis of each construct as per the statistical testing model to measure internal consistency

a) Emotive Dissonance

The construct of emotive dissonance consists of 7 items which were developed in the early scale development stage. In order to determine the scale items, a principal component factor analysis was performed. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's test of sphericity were examined to decide the appropriateness of factor analysis. The KMO score was .673, which indicated that a factor analysis was appropriate. The Bartlett's test of sphericity was significant at a level of .000 (Table 5.1), which suggested that the data matrix was not an identity matrix. The principal component factor analysis extracted two factors, with the first factor explaining 55.41% of the variance, and the second factor explaining 25.11% of the variance. Together, these two factors explained 80.52 % of the variance. As the purpose of the pretest was to establish a uni-dimensional scale for the measurement of the construct, only the items that loaded on the first factor were selected in the final scale. The Cronbach's

reliability score was .714, which indicated that the emotive dissonance scale has good internal consistency.

Table 5.1 Factor Analysis Results of Emotive Dissonance (N=483)

Item	Factor 1	Factor 2
How often in your job do you have to suppress emotions in order to appear 'neutral' on the outside?		0.588
How often are you expected to adopt certain emotions as part of your job?	0.877	
How often are you required on your job to display emotions, which do not correspond to your actual feelings toward the client?	0.829	
How often are you allowed to express your true emotions?	0.882	
How often have you had to hide your true feelings about a situation?		0.612
How often have you had to really try to feel the emotions that you had to show as part of your job?	0.788	
How often have you had to express many different kinds of emotions?		0.63
Variance Explained	80.52%	
Eigen value	4.572	
Reliability coefficient (Cronbach's Alpha)	0.714	
The Kaiser-Meyer-Olkin measure of sampling adequacy	0.673	
The Bartlett's test of sphericity (significance level)	0.000	

Note.

Only factor loadings > .50 are shown.

Only those items that loaded on the only factors with eigen values greater than 1 are shown.

b) Positive Affectivity

Hotel employees' positive affect was measured using the positive affect items in the Positive and Negative Affect Schedule (PANAS) developed by Watson, Clark, and Tellegen (1988). Principal component factor analysis was used to examine the uni- dimensionality of the positive affect

scale. The Kaiser-Meyer-Olkin measure of sampling adequacy was .61, which indicated that factor analysis was appropriate. The Bartlett's test of sphericity was significant at a level of .000 (Table 4.2). The principal component factor analysis extracted one factor with ten items. Each item with a factor loading exceeded .50 (Table 5.2).

This single factor explained 60% of the variance. The Cronbach's reliability test indicated that the reliability score was .62. Therefore, the uni-dimensionality of positive affectivity was confirmed and its internal consistency was supported.

Table 5.2 Factor Analysis Results of Positive Affectivity (N=483)

Items	Factor 1
Interest towards work	.650
Excited	.673
Enthusiastic	.531
Alert	.478
Inspired	.620
Active	.535
Variance Explained	60.0%
Eigenvalue	5.4
Reliability coefficient (Cronbach's Alpha)	.62
The Kaiser-Meyer-Olkin measure of sampling adequacy	.61
The Bartlett's test of sphericity (significance level)	.00

Note.

Only factor loadings > .50 are shown.

Only those items that loaded on the only factors with eigen values greater than 1 are shown.

c) Negative Affectivity

Hotel employees' negative affect was measured using the negative affect items in the Positive and Negative Affect Schedule (PANAS) developed by Watson, Clark, and Tellegen (1988). Principal component factor analysis was used to examine the unidimensionality of the negative affect scale. The Kaiser-Meyer-Olkin measure of sampling adequacy was .69, which indicated

that factor analysis was appropriate for factor analysis. The Bartlett's test of sphericity was significant at a level of .000 (Table 5.3).

Principal component factor analysis extracted one factor with ten items. Each item with a factor loading exceeded .50 (Table 4.3). This single factor explained 48.8% of the total variance. Therefore, the uni-dimensionality of negative affectivity was confirmed. The Cronbach's reliability test indicated that the reliability score was .71, which indicated a good internal consistency of the negative affect scale.

Table 5.3 Factor Analysis Results of Negative Affectivity (N=483)

Items	Factor 1
Jittery	.818
Guilty	.745
Upset	.560
Hostile	.530
Ashamed	.501
Distressed	.692
Variance Explained	48.8%
Eigenvalue	4.740
Reliability coefficient (Cronbach's Alpha)	.71
The Kaiser-Meyer-Olkin measure of sampling adequacy	.69
The Bartlett's test of sphericity (significance level)	.00

Note.

Only factor loadings > .50 are shown.

Only those items that loaded on the factors with eigenvalues greater than 1 are shown.

Table 5.4 Results of Moderated Regression Analyses of Emotive Dissonance

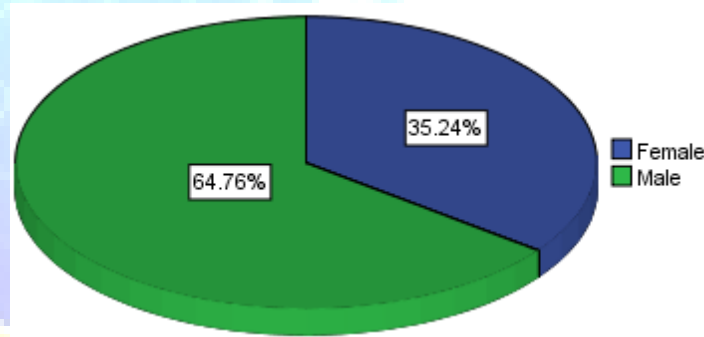
Variable	Beta	t-value	p	R ²	R ²
Step1				.069	.069
Emotive dissonance	.262	4.672	.000		

A sample of 483 employee respondents who are working in various organizations was taken for this study.

Gender:

Gender

		Frequency	Percent Valid	Percent Cumulative
Valid	Female	154	31.9	35.2
	Male	283	58.6	64.8
	Total	437	90.5	100.0
Missing		46	9.5	
Total		483	100.0	



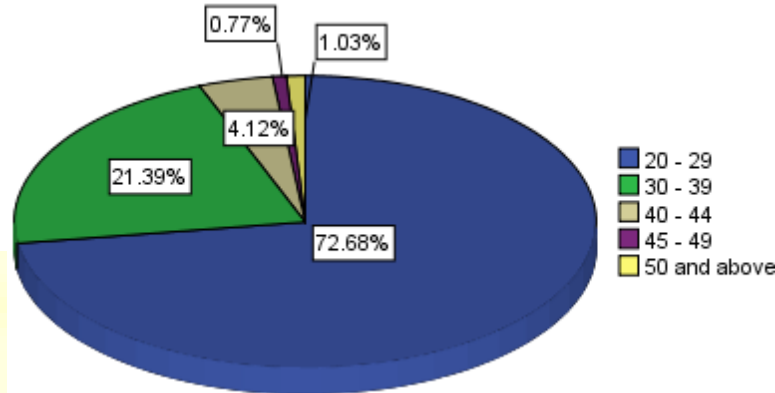
Nearly 64.8% employees participated in this study are male employees and 35.2% of them were females. That is, majority of the employees participated in this study were male employees

Age of the respondents:

Age

	Frequency	Percent Valid	Percent Cumulative
20 - 29	282	58.4	72.7
30 - 39	83	17.2	94.1
40 - 44	16	3.3	98.2
45 - 49	3	.6	99.0
50 and above	4	.8	100.0
Total	388	80.3	100.0
Missing	System	95	19.7

Total 483 100.0



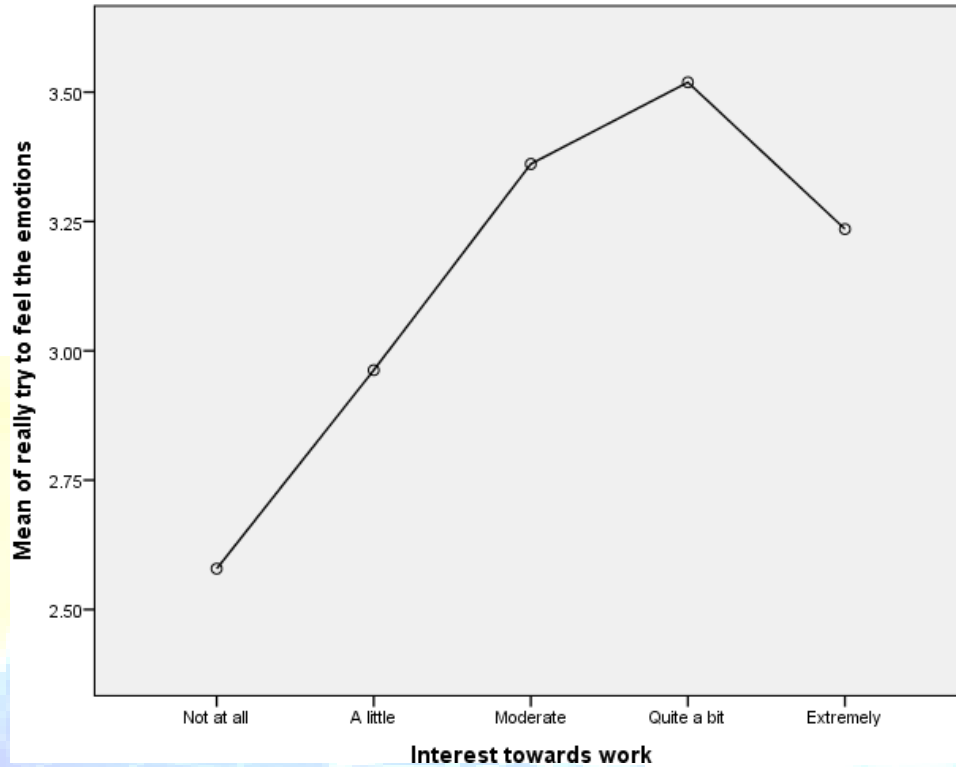
Age group of the employees participated in this study ranges from 20 years and 52 years. The average age of the employees was found to be 28.41 years with a standard deviation of 5.18 years. About 72.7 of the employees participated in this study are in the age group of 20 and 29 years and 21.4% of the employees participated in this study are in the age group of 30 and 39 years. This indicates that majority of the respondents participated in this study are younger aged employees

Test – 1

Descriptives

How often have you had to really try to feel the emotions that you had to show as part of your job?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	76	2.58	1.299	.149	2.28	2.88	1	5	
A little	107	2.96	1.303	.126	2.71	3.21	1	5	
Moderate	36	3.36	1.125	.188	2.98	3.74	1	5	
Quite a bit	79	3.52	1.329	.149	3.22	3.82	1	5	
Extremely	34	3.24	1.394	.239	2.75	3.72	1	5	
Total	332	3.08	1.337	.073	2.93	3.22	1	5	



ANOVA

really try to feel the emotions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39.442	4	9.861	5.836	.000
Within Groups	552.522	327	1.690		
Total	591.964	331			

The mean rating of the employees who are extremely interested towards their work is very high (mean = 3.52 ~ 4, std dev = 1.329) for emotional dissonance when compared with a little interest over their work. That is, employees with high positive attitude rarely had to try to feel the emotions that they had to show as part of their job when compared with low positive attitude employees. This indicates that, a high positive attitude employee will experience less emotive dissonance than a low positive attitude employee (F test statistic = 5.836, P – value = 0.000 < 0.05)

Test – 2

Descriptives

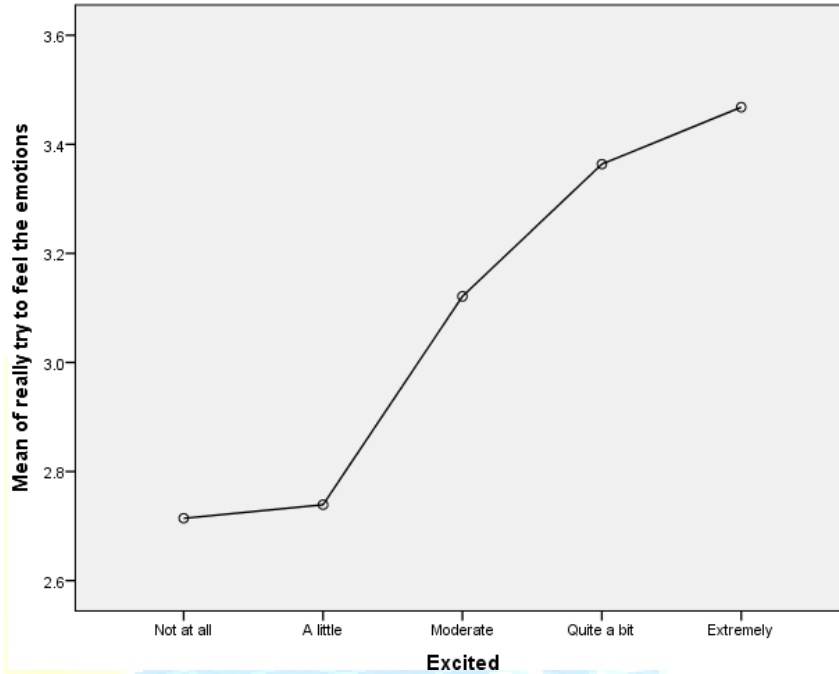
How often have you had to really try to feel the emotions that you had to show as part of your job?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	21	2.71	1.102	.240	2.21	3.22	1	5	
A little	46	2.74	1.237	.182	2.37	3.11	1	5	
Moderate	66	3.12	1.183	.146	2.83	3.41	1	5	
Quite a bit	77	3.36	1.441	.164	3.04	3.69	1	5	
Extremely	47	3.47	1.316	.192	3.08	3.85	1	5	
Total	257	3.16	1.314	.082	2.99	3.32	1	5	

ANOVA

really try to feel the emotions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	20.068	4	5.017	2.998	.019
Within Groups	421.706	252	1.673		
Total	441.774	256			



The mean rating of the employees who are extremely excited towards their work is very high (mean = 3.47 ~ 4, std dev = 1.316) for emotional dissonance when compared with a little excited over their work. That is, employees with high positive attitude rarely had to try to feel the emotions that they had to show as part of their job when compared with low positive attitude employees. This indicates that, a high positive attitude employee will experience less emotive dissonance than a low positive attitude employee (F test statistic = 2.998, P – value = 0.019 < 0.05).

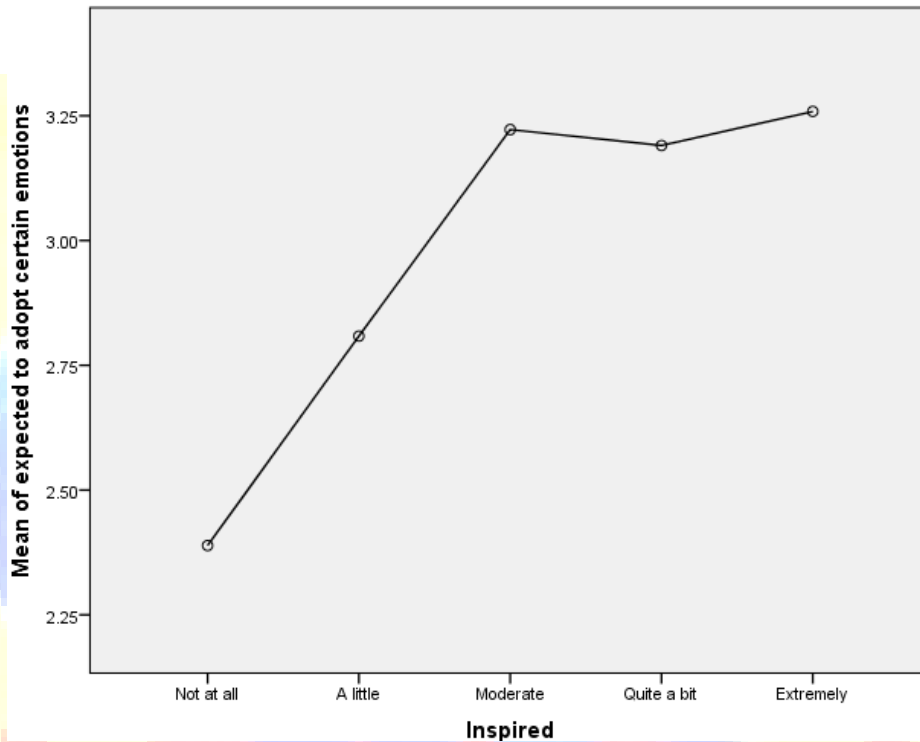
Test – 3

Descriptives

How often are you expected to adopt certain emotions as part of your job?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	18	2.39	1.420	.335	1.68	3.10		1	5
A little	47	2.81	1.329	.194	2.42	3.20		1	5
Moderate	72	3.22	1.189	.140	2.94	3.50		1	5

Quite a bit	63	3.19	1.268	.160	2.87	3.51	1	5
Extremely	58	3.26	1.292	.170	2.92	3.60	1	5
Total	2583.09	1.289	.080	2.93	3.25	1	5	



ANOVA

expected to adopt certain emotions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.116	4	4.029	2.481	.044
Within Groups	410.834	2531	1.624		
Total	426.950	257			

The mean rating of the employees who are extremely inspired towards their work is very high (mean = 3.26 ~ 3, std dev = 1.292) for emotional dissonance when compared with employees who are little inspired over their work. That is, employees with high positive attitude sometimes expected to adopt certain emotions as part of their job when compared with low positive attitude

employees. This indicates that, a high positive attitude employee will experience less emotive dissonance than a low positive attitude employee (F test statistic = 2.481, P – value = 0.044 < 0.05)

Test – 4

Descriptives

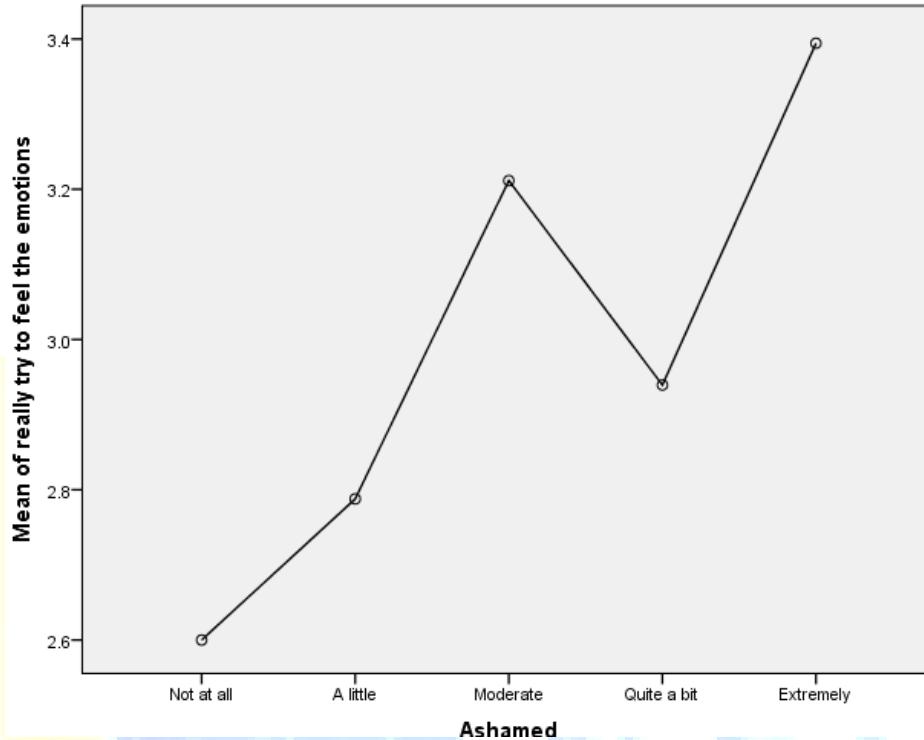
really try to feel the emotions

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	15	2.60	1.502	.388	1.77	3.43	1	5	
A little	66	2.79	1.271	.156	2.48	3.10	1	5	
Moderate	52	3.21	1.258	.174	2.86	3.56	1	5	
Quite a bit	99 ^a	2.94	1.308	.131	2.68	3.20	1	5	
Extremely	71	3.39	1.357	.161	3.07	3.72	1	5	
Total	303	3.04	1.328	.076	2.89	3.19	1	5	

ANOVA

really try to feel the emotions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.545	4	4.636	2.688	.031
Within Groups	513.897	298	1.724		
Total	532.442	302			



The mean rating of the employees who are extremely ashamed in doing their work is very high (mean = 3.39 ~ 3, std dev = 1.357) for emotional dissonance when compared with employees who not at all ashamed over their work. That is, employees with high negative attitude sometimes expected to feel the emotions that they had to show as part of their job when compared with low negative attitude employees. This indicates that, a high negative attitude employee will experience more emotive dissonance than a low negative attitude employee (F test statistic = 2.688, P – value = 0.031 < 0.05).

Test – 5

Descriptives

How often have you had to really try to feel the emotions that you had to show as part of your job?

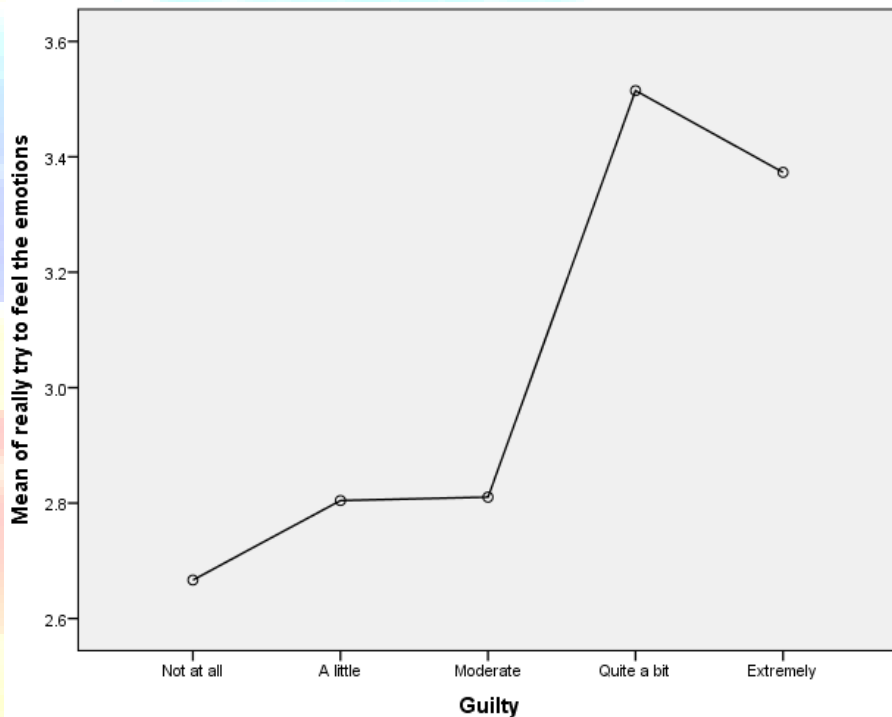
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	24	2.67	1.204	.246	2.16	3.18	1	5	
A little	46	2.80	1.276	.188	2.43	3.18	1	5	
Moderate	58	2.81	1.304	.171	2.47	3.15	1	5	

Quite a bit	68	3.51	1.275	.155	3.21	3.82	1	5
Extremely	67	3.37	1.335	.163	3.05	3.70	1	5
Total		2633.12	1.325	.082	2.96	3.28	1	5

ANOVA

How often have you had to really try to feel the emotions that you had to show as part of your job?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	29.963	4	7.491	4.493	.002
Within Groups	430.143	258	1.667		
Total	460.106	262			



The mean rating of the employees who are a bit guilty in doing their work is very high (mean = 3.51 ~ 3, std dev = 1.275) for emotional dissonance when compared with employees who do not feel guilty over their work. That is, employees with high negative attitude sometimes expected to feel the emotions that they had to show as part of their job when compared with low negative attitude employees. This indicates that, a high negative attitude employee will experience more emotive dissonance than a low negative attitude employee (F test statistic = 4.493, P – value = 0.002 < 0.05)

Test – 6

Descriptives

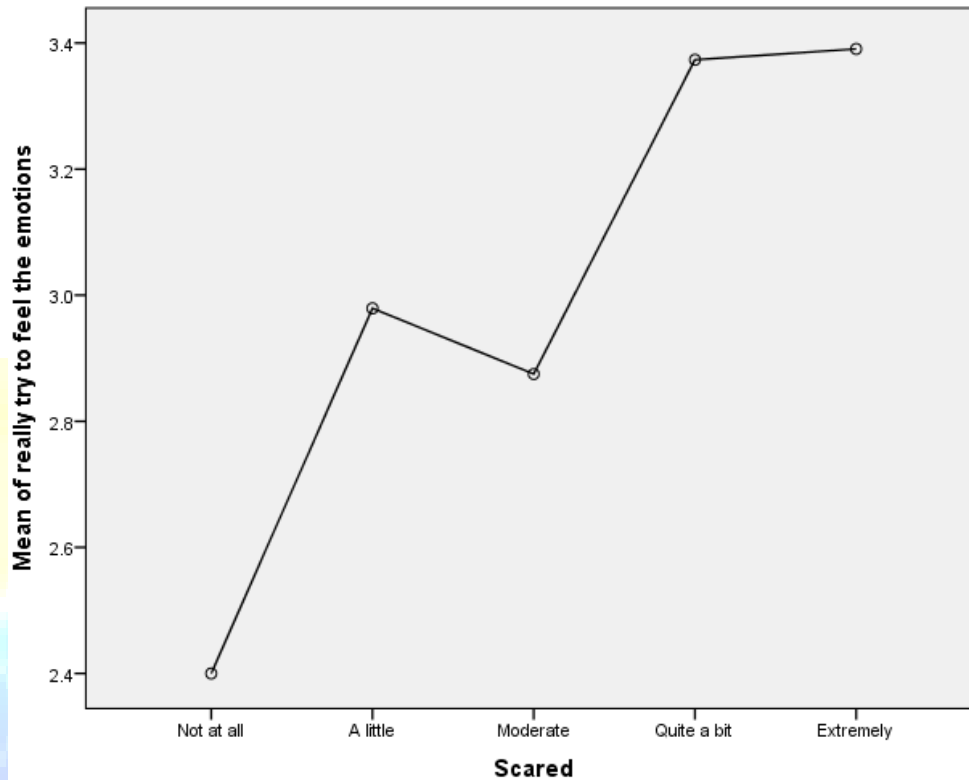
How often have you had to really try to feel the emotions that you had to show as part of your job?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Not at all	25	2.40	1.000	.200	1.99	2.81	1	5
A little	48	2.98	1.263	.182	2.61	3.35	1	5
Moderate	64	2.88	1.175	.147	2.58	3.17	1	5
Quite a bit	83	3.37	1.247	.137	3.10	3.65	1	5
Extremely	64	3.39	1.399	.175	3.04	3.74	1	5
Total	284	3.11	1.281	.076	2.96	3.26	1	5

ANOVA

really try to feel the emotions

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.759	4	6.940	4.434	.002
Within Groups	436.635	279	1.565		
Total	464.394	283			



The mean rating of the employees who are extremely scared in doing their work is very high (mean = 3.39 ~ 3, std dev = 1.399) for emotional dissonance when compared with employees who not at all scared over their work. That is, employees with high negative attitude sometimes expected to feel the emotions that they had to show as part of their job when compared with low negative attitude employees. This indicates that, a high negative attitude employee will experience more emotive dissonance than a low negative attitude employee (F test statistic = 4.434, P – value = 0.002 < 0.05)

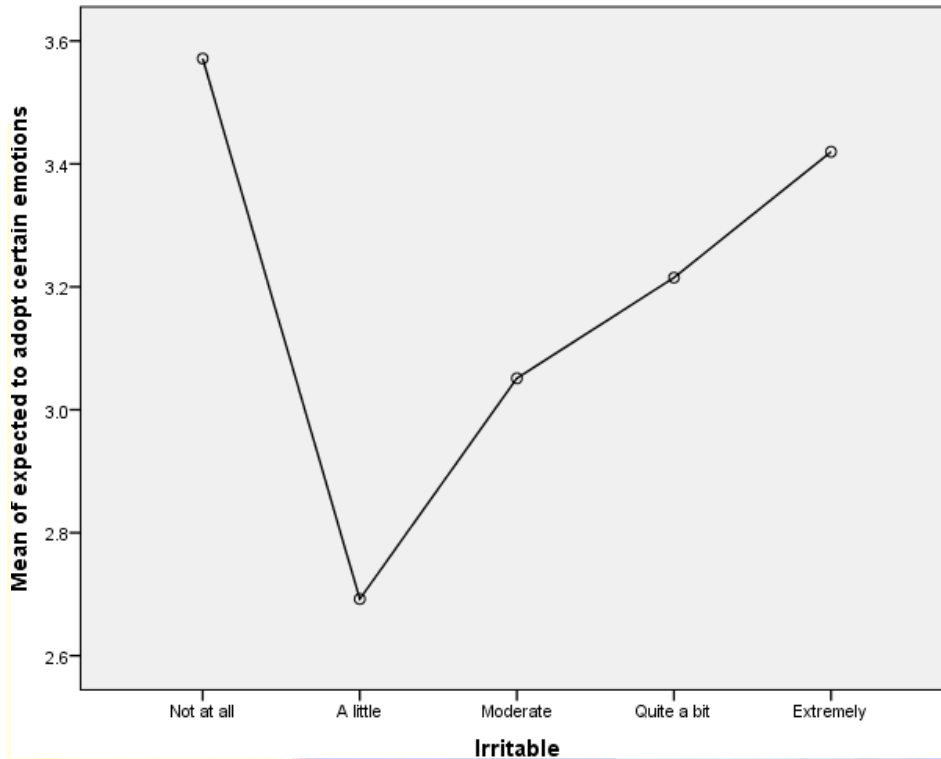
Test – 7

Descriptives

How often are you expected to adopt certain emotions as part of your job?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval Mean	Lower Bound	Upper Bound	Minimum	Maximum
Not at all	7	3.57	1.813	.685	1.90	5.25		1	5
A little	39	2.69	1.030	.165	2.36	3.03		1	5
Moderate	39	3.05	1.276	.204	2.64	3.47		1	5

Quite a bit	93	3.22	1.358	.141	2.94	3.49	1	5
Extremely	81	3.42	1.150	.128	3.17	3.67	1	5
Total	2593.19	1.265	.079	3.03	3.34	1	5	



ANOVA

How often are you expected to adopt certain emotions as part of your job?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.758	4	3.939	2.518	.042
Within Groups	397.347	254	1.564		
Total	413.104	258			

The mean rating of the employees who are extremely ashamed in doing their work is very high (mean = 3.42 ~ 3, std dev = 1.150) for emotional dissonance when compared with employees who not at all ashamed over their work. That is, employees with high negative attitude sometimes expected to adopt certain emotions as part of their job when compared with low negative attitude employees. This indicates that, a high negative attitude employee will

experience more emotive dissonance than a low negative attitude employee (F test statistic = 2.518, P – value = 0.042 < 0.05)

Thus H 1: A high PA employee will experience less emotive dissonance than a low PA employee is supported and H2: A high NA employee will experience more emotive dissonance than a low NA employee has been rejected.

6. Conclusion

Thus, it was seen that employees with high positive attitude rarely had to try to feel the emotions that they had to show as part of their job when compared with low positive attitude employees. Employees with high positive attitude sometimes expected to adopt certain emotions as part of their job when compared with low positive attitude employees and employees with high negative attitude sometimes expected to feel the emotions that they had to show as part of their job when compared with low negative attitude employees.

7. References

1. Abraham, R. (1998). Emotional dissonance in organizations: Antecedents, consequences, and moderators. *Genetic, Social, and General Psychology Monographs*, 124, 229-246.
2. Adelman, P. K. (1989). Emotional labor and employee well-being. Unpublished doctoral dissertation, University of Michigan, Ann Arbor.
3. Albrecht L (2010), *Hand Book of Employee Engagement: Perspectives issues, Research and Practice*, Edward Elgar Publishing limited, U. K.
4. Allen, D. G. (2008), *Retaining talent: A guide to analyzing and managing employee turnover*. Alexandria, VA: The SHRM Foundation.
5. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103, 411-423.
6. Ashforth, B.E., & Humphrey, R. H. (1993). Emotional labour in service roles: The influence of identity. *Academy of Management Review*, 18, 88-115.
7. Avery, D. R., McKay, P. F. and Wilson D C (2007), *Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with co-workers, and employee engagement*. *Journal of Applied Psychology*, 92, 1542-1556.
8. Ayers, K. E. (2008). *Engagement is not enough: You need passionate employees to achieve your dream*. Charleston, SC: Elevate.
9. Bakker A B and Demerouti E (2008), *Towards a model of work engagement*. *Career Development International*, 13, 209-223.
10. Bakker, A. B and Schaufeli W B (2008), *Positive organizational behaviour: Engaged employees in flourishing organizations*. *Journal of Organizational Behaviour*, 29, p 147-154.
11. Barrett-Lennard, G. T. (1981). The empathy cycle: Refinement of an unclear concept. *Journal of Counseling Psychology*, 28, 91-100.
12. Batson, C. D., Dyck, J. L., Brandt, J. R., Batson, J. G., Powell A. L., McMaster, M. R., & riffitt, C. (1988). Five studies testing two new egoistic alternatives to the empathy-altruism hypothesis. *Journal of Personality and Social Psychology*, 55, 52-77.
13. Berry M L and Morris M L (2008), *The impact of employee engagement factors and job satisfaction on turnover intent*. In T. J. Chermack (Ed.), *Academy of Human Resource Development International Research Conference in The Americas (1-3)*. Panama City, FL: AHRD.

14. Bollen, K. A. (1989). A new incremental fit index for general structural equation models. *Sociological Methods and Research*, 17, 303-316.
15. Booth-Kewley, S., & Friedman, H. S. (1987). Psychological predictors of heart disease: A quantitative review. *Psychological Bulletin*, 101, 343-362.
16. Bowen F, Newenham Kahindi A and Herremans I (2010), When suits meet roots: the antecedents and consequences of community engagement strategy. *Journal of Business Ethics*. Vol 95, No 2. pp297–318.
17. Davis, M. H., Mitchell, K. V., Hall, J. A., Lothert, J., Snapp, T., & Meyer, M. (1999). Empathy, expectations, and situational preferences: Personality influences on the decision to participate in volunteer helping behavior. *Journal of Personality*, 67, 469-501.
18. Ekman, P. (1973). Cross culture studies of facial expression. In. P. Ekman (Ed.), *Darwin and facial expression: A century of research in review* (pp. 169-222). New York: Academic Press.
19. Excel (2009), *Finish line & Beyond*, retrieved on 8th August 2013 from http://www.excellup.com/notes/10_socsc_sectorsofeconomy.pdf.
20. Fisher, C. D., & Ashkanasy, N. M. (2000). The emerging role of emotions in work life: An introduction. *Journal of Organizational Behavior*, 21, 123-129.
21. Fleming, J. H., & Asplund, J. (2007). *Human sigma: Managing the employee customer encounter*. New York: Gallup Press.
22. Fleming, J.H., C. Coffman & J.K. Harter (2005). *Manage your human Sigma*. *Harvard Business Review*, 83 (7), 106- 115.
23. Frijda H (1986), *The Emotions*, Press Syndicate of University of Cambridge, Cambridge.
24. Gatenby M, Rees C, Soane E C and Truss K (2009), *Employee engagement in context*. London: Chartered Institute of Personnel and Development.
25. Georgellis, Y. and Lange, T. (2012) Traditional vs. secular values and the job– life satisfaction relationship across Europe. *British Journal of Management*.
26. Georgellis, Y., Lange, T. and Tabvuma, V. (2012) The impact of life events on job satisfaction. *Journal of Vocational Behavior*, Vol 80. pp 464–73.
27. Grandey, A. A. (1999). The effects of emotional labour: Employee attitudes, stress and performance. Unpublished doctoral dissertation, Colorado State University, Fort Collins.

28. Groenewald T (2004). A phenomenological research design illustrated, *International Journal of Qualitative Methods*, 3(1), Article 4, Retrieved 18th May 2013 from http://www.ualberta.ca/~iiqm/backissues/3_1/pdf/groenewald.pdf.
29. Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 574-580.
30. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of theory. *Organizational Behavior and Human Performance*, 16, 250-279.
31. Hammersley M (2000), *Taking Sides in Social Research, Essays on Partisanship and Bias*, Routledge, London.
32. Hatfield, E., Cacioppo, J. T., & Rapson, R. L. (1994). *Emotional contagion*. New York: Cambridge University Press.
33. Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. Berkeley: University of California Press
34. Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. Berkeley: University of California Press.
35. Hochschild, A. (1983). *The managed heart: Commercialization of human feeling*. Berkeley: University of California Press.
36. Hochschild, A. (1990). Ideology and emotion management: A perspective and path for future research. In T. D. Kemper (Ed.), *Research agendas in the sociology of emotions* (pp.117-142). Albany, N. Y: State University of New York Press.
37. Hochschild, A. (1993). Preface. In S. Finemen (Ed.), *Emotion in Organizations* (p. xi-xiii), Newbury Park, CA: Sage Publication.
38. Hoffman, M. L. (1984). Development of prosocial motivation: Empathy and guilt. In N. Eisenberg (Ed.), *The development of prosocial behavior* (pp.218-231). New York: Academic Press House, J.S. (1981). *Work stress and social support*. Reading, MA: Addison-Wesley.
39. Jennymackness (2012), *The Role of the Service Sector in the Indian Economy*, retrieved on 8th August 2013 from <http://jennymackness.wordpress.com/2012/01/12/the-role-of-the-servicesector-in-the-indian-economy/>.
40. Joppe M (2000), *The Research Process*. Retrieved 18th May 2013 from <http://www.ryerson.ca/~mjoppe/rp.htm>.

41. KAHN, W. (1990) Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*. Vol 33, No 4.
42. Kahn, W. A. (1993). Caring for the caregivers: Patterns of organizational caregiving. *Administrative Science Quarterly*, 38, 539-563.
43. Karabanow, J. (1999). When caring is not enough: Emotional labor and youth shelter workers. *Social Service Review*, 73, 340-358.
44. Karasek, R., & Theorell, T. (1990). *Healthy work: Stress, productivity, and the reconstruction of working life*. New York: Basic Books.
45. Kruml, S. M., & Geddes, D. (2000b). Catching fire without burning out: Is there an ideal way to perform emotion labour? In N. M. Ashkanasy, C. E. Härtel, W. J. Zerbe (Eds.), *Emotions in the workplace* (pp.177-188). Westport, CT: Greenwood.
46. Kruml, S.M., & Geddes, D. (2000a). Exploring the dimensions of emotional labour: The heart of Hochschild's work. *Management Communication Quarterly*, 14, 8-49.
47. Lazarus, R. S. (1993). From psychological stress to the emotions: A history of changing outlooks. In L.W. Porter & M. Rosenzweig (Eds.), *Annual review of psychology*.
48. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnett (Ed.), *Handbook of industrial and organizational psychology* (pp.1279-1350). Chicago: Rand McNally.
49. Lockwood, M. 2006 What do cosmogenic isotopes tell us about past solar forcing of climate? *Space Sci. Rev.* 125, 95–109.
50. Maslach C, Shaufeli W B, and Leiter M P (2001), Job Burnout, *Annual Review of Psychology*
- Maslach, C. (1978). The client role in staff burnout. *Journal of Social Issues*, 34, 111- 124.
51. Maslach, C. (1982). *Burnout: The cost of caring*. Englewood Cliffs, NJ: Prentice-Hall.
52. Maslach, C. and Leiter, M.P. (2008), Early predictors of job burnout and engagement. *Journal of Applied Psychology*, Vol 93. pp 498–512.
53. Maslach, C., & Jackson, S. E. (1979). Burned-out cops and their families. *Psychology Today*, 12, 59-62.
54. Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior*, 2, 99-113.
55. Morris, J A and D C Feldman. 1996. 'The Dimensions, Antecedents, and Consequences of Emotional labour.' *Academy of Management Review* 21 pp.986- 1010.

56. Morris, J., & Feldman, D. (1997). Managing emotions in the workplace. *Journal of Managerial Issues*, 9, 257-274.
57. Onwuegbuzie A J and Collins M T (2007), A Typology of Mixed Methods Sampling Designs in Social Science Research, *The Qualitative Report*, 12(2), 281- 316.
58. Oracle , (n.d.), Psychology of Behaviour retrieved on 16th February 2013 from <http://library.thinkquest.org/26618/en-1.4.1=What%20are%20emotions.htm>.
59. Rafaeli, A. (1989). When cashiers meet customers: An analysis of the role of supermarket cashiers. *Academy of Management Journal*, 32, 245-273.
60. Rafaeli, A., & Sutton, R. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12, 23-37.
61. Rafaeli, A., & Sutton, R. (1989). The expression of emotion in organizational life. In B. M. Staw, & L. L. Cummings. Schaubroeck, J., & Jones, J. R. (2000). Antecedents of work place emotional labor dimensions and moderators of their effects on physical symptoms. *Journal of Organizational Behavior*, 21, 163-183.
62. Watson, D., Clark, L.A, & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063-1070.
63. Wharton, A. (1999). The psychosocial consequences of emotional labour. . In R. J. Steinberg, & D. M. Figart (Eds.), *Emotional labour in service economy* (pp. 38-45), *The Annals of the American Academy of Political and Social Science*, 561.
64. Yanay, N. & Shahar, G. (1998). Professional feelings as emotional labor. *Journal of Contemporary Ethnography*, 27, 346-373.
65. Zedeck, S. (1971). Problems with the use of “moderator” variables. *Psychological Bulltein*, 76, 295-310.
66. Zikmund, W. G. (1997). *Business research methods*. Fort Worth, TX: Dryden Press.