A Study on Emotional Labour at the work place among Human Resources Executives of Public Sector Enterprises in Power Sector

Thesis submitted in partial fulfillment

for the Award of Degree of

Doctor of Philosophy

by

DHURJATI SESHA CHALAPATHI RAO

RAJIV GANDHI INSTITUTE OF PETROLEUM TECHNOLOGY

JAIS, INDIA – 229304

PM1604   **2023**

CERTIFICATE

It is certified that the work contained in the thesis titled "**A Study on Emotional Labour at the work place among Human Resources Executives of Public Sector Enterprises in Power Sector**" by **Dhurjati Sesha Chalapathi Rao** has been carried out under my supervision and that this work has not been submitted elsewhere for a degree.

It is further certified that the student has fulfilled all the requirements of Comprehensive, Candidacy and SOTA/Open seminar.

Supervisor
(Dr. Jaya Srivastava)

DECLARATION BY THE CANDIDATE

I, "**Dhurjati Sesha Chalapathi Rao**", certify that the work embodied in this thesis is my own bona fide work and carried out by me under the supervision of Dr Jaya Srivastava from "July 2016 to March 2022" at the Department of Management Studies Rajiv Gandhi Institute of Petroleum Technology, Jais (India). The matter embodied in this thesis has not been submitted for the award of any other degree. I declare that I have faithfully acknowledged and given credits to the research workers wherever their works have been cited in my work in this thesis. I further declare that I have not willfully copied any others work, paragraphs, text, data, results, et cetera, reported in journals, books, magazines, report, dissertations, thesis etc or available at websites and have not included them in this thesis and have not cited as my own work.

Dhurjati Sesha Chalapathi Rao

Date: 9.10.2023
Place: Jais

Roll No.: PM1604

CERTIFICATE BY THE SUPERVISOR

It is certified that the above statement made by the student is correct to the best of our knowledge

_____   _____

(Dr. Jaya Srivastava)   (Dr. Jaya Srivastava)
    Supervisor   Head of Department

Certificate

Certified that the work contained in the thesis titled **A Study on Emotional Labour at the work place among Human Resources Executives of Public Sector Enterprises in Power Sector** " by **Dhurjati Sesha Chalapathi Rao** has been carried out under my supervision. It is also certified that he fulfilled the mandated requirements of two quality publications that arose out of his thesis work.

_____   _____

(Dr. Jaya Srivastava)   (Dr. Saroj Mishra)
    Supervisor   DPGC, Convenor

COPYRIGHT TRANSFER CERTIFICATE

Title of the Thesis : A Study on Emotional Labour at the work place among Human Resources Executives of Public Sector Enterprises in Power Sector

Name of the Student : Dhurjati Sesha Chalapathi Rao

Copyright Transfer

_____

Dedicated to my parents, Late Shri D. Subba Rao & Smt. D. Girija Devi, My Teachers,

better-half D. Vani and my children D. Sreeram Bhargav, D. Sravanthi & D. SreeVaishnavi.

Acknowledgement

I am fortunate to have been brought up in an environment of lifelong education. My father Prof. D. Subba Rao was a role model having pursued Master's in Psychology, Philosophy, Education and a doctorate in the field of Education. He superannuated as Professor and Head of Department of Adult Education from Andhra University. My illustrious mother ran a prestigious school named "Vani Niketan" in a small town Vizianagaram and had impacted the lives of many a student. Their profound influence was always in my mind to pursue Ph.D. and specially emulate my father.

My journey for Ph.D. started as a CSIR-JRF Scholar at Andhra University in the field of Fishery Science, which I had to cut short in October, 1984 with a heavy heart in order to take up job to support my family. My dream again took a shape when I got an opportunity to pursue Ph.D. as a part-time scholar in Human Resources Management at Rajiv Gandhi Institute of Petroleum & Technology under the guidance of top-notch academicians. Time spent with them has been enriching and added value to my life.

The journey for fulfilment of dream is only possible with the guidance, help, support and encouragement from many. However, I owe my gratitude for few specific excellent human beings for investing their valuable time.

TABLE OF CONTENT

Abbreviations

AET	Affective Events Theory
AVE	Average Variance Extracted
CM	Coping Mechanism
CO	Customer Orientation
CSB	Customer Showrooming Behaviour
EL	Emotional Labour
ELS	Emotional Labour Scale
ER	Emotional Regulation
FGD	Focus Group Discussion
FRQ	Frequency
IN	Intensity
OCB	Organizational Citizenship Behaviour
OE	Organizational Empowerment
OS	Organizational Support
PSE	Public Sector Enterprise
SOP	Standard Operating Procedure
SON	Social Organizational Norms
VA	Variety
VIF	Variance Inflation Factor

List of Tables

List of Figures

Publications

1. Emotional Labour Strategies for HR Executives During a Crisis. IUP HRM Review Aug 2022

2. Emotions : A differentiator at work place. IUP HRM Review July 2023

3. A Review of Emotional Labour experienced by HR Executives during Service Delivery. Journal of Managerial Psychology (under review)

A STUDY ON EMOTIONAL LABOUR AT THE WORKPLACE AMONG HUMAN RESOURCES EXECUTIVES OF PUBLIC SECTOR ENTERPRISES IN THE POWER SECTOR

ABSTRACT

Human Resources as a service function plays a vital role in building the human capital of an organization. It is the glue that binds the employee's aspirations with the organization's goals. As a service function, human resource professionals face multiple challenges in terms of service delivery and meeting expectations. They are not only responsible for policy formulation and implementation but are also the interface between the employees, external stakeholders and management. They are the face of the organization. Often, this leads to stressful situations and implementation becomes a challenge. HR professionals end up managing not only the emotions of the employees but also bearing the stress of their own emotions and have to adapt strategies like Surface Acting, Deep Acting apart from expressing genuine emotions. In this study, we will try to understand the impact of emotional labour on HR professionals in Public Sector Enterprises (PSEs) of the Indian Power Industry.

Research Methodology

The study was conducted in two phases. First, a Focus Group Discussion was conducted with HR Executives and HR Academicians to know about the emotions they experience during the performance of their duties. They were encouraged to talk about the kind of Emotional Labour they undergo. Various factors emerged from the discussion, which were considered in the study.

Subsequently, a Questionnaire was adopted and administered to 725 Executives from different Power Sector PSEs. The questionnaire was adapted using the scale developed by

Brotheridge and Lee (2003). It also incorporated a few factors which emerged during the Focus group discussion. A total of 370 responses were received.

Research Implications

The findings of the study would help in framing the qualifying requirements/traits of the HR executives to enable the Organization to select the best fit for such jobs and would help the Organization to frame Learning & Development initiatives to equip HR Executives to cope with Emotional Labour (EL).

It would help evolve strategy and policy to deal with provocative situations. It will also help organizations to formulate Standard Operating Procedures (SOPs) in the event of accidents or disasters.

An analysis of the empowerment aspect vis-à-vis the EL will help the Organisation to frame a suitable delegation of power for giving HR executives more autonomy to face different situations and immediately deal with problems.

It will help understand the coping mechanisms evolved and developed by individual HR Executives like meditation, mindfulness to deal with emotional dissonance, and exhaustion arising out of EL. It will help enumerate the best practices in the Organizations to be replicated in other PSUs to cope with EL.

It would help the organizations to develop display rules for positive emotions and would help bring consistency in service across the customers. It will pave the way for the simplification of rules, with the use of information technology and automation to develop routine tasks to create a WOW experience for the customers. It will lead to short-duration interactions with positive stimuli and responses and help deal with EL.

Chapter 1

INTRODUCTION

Human Resource as a service function plays a vital role in building the human capital of an organization. It is the glue that binds the employee's aspirations with the organization's goals. As a service function, human resource professionals face multiple challenges in terms of service delivery and meeting expectations. They are not only responsible for policy formulation and implementation but are also the interface between the employees and the management. Often, this leads to stressful situations and implementation becomes a challenge. HR professionals end up managing not only the emotions of the employees but also bearing stress of their own emotions. In this study, we will try to understand the Emotional Labour make-up of the HR professional, while performing his/her job.

Every human interaction has emotional undertones. Human Mind Experience is visualised as two separate domains one as logic and the other as emotion in the present-day scientific research. This aspect can be traced to ancient Greek philosophers. Aristotle in his book 'Rhetoric' details about emotions and their triggers as: The Emotions are all those feelings that so change men as to affect their judgements, and that are also attended by pain or pleasure…….Take, for instance, the emotion of anger: here we must discover (i) What the state of mind of angry people is, (2) Who the people are with whom they usually get angry, and (3) On what grounds they get angry with them…….. Unless we know all three, we shall be unable to arouse anger in anyone. The same is true of other emotions (Aristotle, 2004:60).

Further, Emotions are central to the constitution of realities, but are taken for granted in our work and organization. Once we strip the façade of rationality from organizational goals,

purpose, tasks and objectives, a veritable explosion of emotional tones is revealed (Fineman 1993: I).

Parrott (2001) describes these emotions as representing affective states directed towards specific situational stimuli vis-à-vis moods which are more diffuse. Emotions are of shorter duration whereas moods are more enduring, spreading in a group of people and generally of lower intensity. Further, elaborating, Experienced Affect as 'ongoing states of mind that are marked by mental, bodily, or behavioural symptoms, whereas Affective expression in the form of word choice, facial expression physical gestures, tone etc., can reflect one's actual experienced emotions/mood, as moderated by situational or culturally driven norms and display rules (Ekman, 1971).

Research on the mental process that initiates and results in an experienced emotion has been investigated in psychology, organizational behaviour etc. Cognitive psychologists have stated that emotions are triggered immediately and directly, with cognition occurring later, whereas other scholars state that rapid cognitive appraisal of the situation precedes the emotional reaction (Ellisworth & Smith, 1988; Smith & Ellisworth, 1988, Scherer; Schorr & Johnstone 2001). However, for the purpose of the study, one can safely assume that external triggers can be managed intentionally to activate specific moods and emotions in others of interest in terms of organizational context is "Emotional Contagion' which means transfer of mood or emotion from one person to nearby others (Kelly & Barsade, 2001).

Another concept, which is the topic of research is, Emotional Labour. Arlie Hochschild is credited with explaining the phenomena of emotion work and emotional labour in her

seminal work 'The Managed Heart'. The term 'Emotion work' refers to the act of trying to change in degree or quality an emotion or feeling (Hochschild, 1979:561). Emotional labour is a broader term capturing the 'Effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions' (Morris, Feldman, 1996: 987). Hochschild (1983) study on airline flight attendants, examined the strategies employed to manage their felt and expressed emotions to cope with organizational needs to be cheerful, accommodating and calming to passengers, while the same time maintaining efficiency and standards by two strategies, namely – surface acting & deep acting.

Ashforth and Humphrey(1993) state that an employee may naturally feel what is expected to express without having to work up the emotion as stated by Hochschild. They viewed Genuine expression and experience as a third means of accomplishing emotional labour.

Emotion regulation inherent in EL, suppression of either positive or negative emotions, have detrimental effects on employees like increased cardiovascular activity & interfere with memory for task at hand (e.g. Gross 1998 , Gross & Leverson, 1997; Richard & Gross, 1999). It also depletes one's internal resources, weakening subsequent self-regulatory ability in other, unrelated areas (e.g.; Muraven, Tice & Baumeister, 1998).

Weiss H.M & Cropnazano. R. 1996 in their Affective Events Theory (AET) model, detailed about the nature of job, any requirements for Emotional Labour affect behaviour and work attitudes & the daily hassles and uplifts that everyone at work experiences. There focus results in positive and negative emotions experienced at work that influence both work attitudes (e.g., job satisfaction, commitment & loyalty) and affect-driven behaviours such as

impulsive actions or helping others. Work attitudes have long-term effects, like attrition, counterproductive behaviour or to engage in productive work.

Experienced Emotions are affected by personal disposition such as Emotional Intelligence or Trait affect – a tendency to be in a positive or negative mood. AET in essence carries an important message to Employees that Emotions in organization settings and the event that cause them should not be ignored, even if they appear to be relatively minor and to 'Pay attention to Emotional Climate in the Organization'.

Bolton(2000a) proposed a four-fold typology rather than simplistic divisions between private nature of emotion work and the commercialized public domain Emotional labour. Emotion Management may be 'Presentational''; "Prescriptive":" Pecuniary" or "Philanthropic".

Grandey(2000) connected two Emotional Regulation (ER) strategies to deep and surface acting. Deep acting was akin to antecedent focused ER Strategy, a means to change one's mood, expression and appear positively with customers. Surface acting was like suppression as a type of response focused ER. She placed the two strategies as central to EL and then incorporated personal and work-specific characteristics and outcomes from prior EL Models. Grandey(2017) revised the Emotional labour as Emotion Regulation Model and detailed it at Work context, Person and Event level.

A review of literature on EL which off late is focusing and exploring EL in backstage settings, amongst leaders, professionals like Barristers, magistrates has not adequately

covered HR executives. There are multiple suggestions to study year in diverse and professional level job roles to enrich the understanding.

Given the nature of work and predominantly facing emotion and engendering situations HR executives face it is reasonable to assume that management of EL is part of daily work. Hochschild (1983) provides a checklist for the job that call for EL and states that such job have three characteristics in common. First, they require face to face or voice to voice contact with public. Second, they require the workers to provide an emotional state in another person - gratitude, happiness or fear. Third they allow the employer through training and supervision to exercise a degree of control over the emotional activities of employees.

Truss et al (2002) state that HR is a functional role and influence is restricted and whose fraternity are subject to multiple expectations, it certainly influences and puts constraints on the behaviour of HR Executives.

Caldwell(2003) opines that the role of HR Professionals are "mirror images' of shifting managerial perceptions, judgements and actions, over which Personnel(HR) practitioners may have limited influence.

The following details corroborate clearly that HR Executives tick all the three boxes as required of Hochschild's theory and other Scholars, yet they have been comparatively understudied, with the exception of O'Brien & Linehan(2014), Francis & Keegan (2006), Hillios (2004), Caldwell(2003), Truss et al (2002).

Many a times HR executives face dilemma whether to step into the situation or not since the cause of the problem is external and not attributable to his/her own action. Typically, when erection and construction activities are going on in a factory, hundreds of outsourced workers are employed by contracting establishments. In a typical public sector enterprise setup, aspirations of locals for employment are high and there is a need to employ locals coming from agricultural background. All of them are employed after a few days of basic safety training. However, based on their attitude, upbringing, educational background etc. their compliance to safety norms is not up to desirable extent. For example, their uncomfortableness to wear safety shoe, use of safety belt while working at a height discarding safety helmet are few common mistakes that are observed across all organisations. Because of these unsafe acts, often it leads to very acute injury. When such an incident happens resulting in permanent disablement or in a fatal accident there is industrial unrest resulting in stoppage of work, congregation of workers demanding hefty compensation. During such incidents line function personnel in general, feel that it is the duty of HR executives to intervene, settle the IR problem in dispersing the workers, ensure their safety and that of equipment and resumption of work without insisting upon any responsibility from their side. An HR executive in such a situation which he/she faces regularly, needs to control his/her emotions, and deal with the situation in a calm fashion even while experiencing fear. One is aware of the reasons for the accident from information gathered and, in most cases, it is due to noncompliance of safety norms. Still there is demand from Workers' Union, external stakeholders for hefty compensation, provocative behaviour as part of power struggle. These demands call for increase in threshold of patience of the HR executives. Sometimes he/she wants to yell/scream at the Group that accident is due to noncompliance of safety and that they are not entitled for any compensation etc. but the pressure from management to resolve in an amicable manner for speedy resumption of work makes one

comply with organisational norms of calm behaviour, listen to the choicest explicit either with a smile or silence and draw all his/her inner resources to remain calm despite provocation or threat.

There are also instances where management in its hurry to meet the deadlines, targets bypass the safety norms, procedures resulting in accidents and disasters. Here again HR executives need to intervene to restore normalcy, despite the fact the reason for unrest is not attributable to his/her action. Such situations are on the rise and in few instances, it has resulted in death of HR executives due to riotous behaviour of employees and others external stakeholders. There is an increasing demand on HR executives to show emotions as per organisational norms and show acumen to be safe, adaptable behaviour at every stage.

Each organisation due to its culture, leadership, people's practises, organisation's support, display rules has effect on emotions of HR executives. This is coupled with different demands in various roles to act as an emotional map in the language of Hochschild and lack of quantitative study of EL on HR executives led me to explore the subject of EL at the workplace among HR executives of public sector enterprises in the power sector.

All progressive organisations conduct employee satisfaction survey, employee engagement survey, HR audits to know the pulse of the employees of the organisation, to reframe their HR strategies. While there are quite a few instruments to measure the above indices, including on implementation of policies, these instruments never capture the difficulties faced by HR executives or situations encountered by them in their daily routine nor the organisation captures the emotions or EL which a HR executive undergoes. There are limited studies

pertaining to HR abroad or in India and there is a need to capture these aspects since HR personnel are key to implementation and development of organisation's Emotional culture.

Thesis outline: Chapter plans.

This thesis work is organised into six sections. Chapter 1 is Introduction to the study. This chapter gives a conceptual insight into emotional labour and describe the motivation for this study.

Chapter 2 documents existing literature in this area and reviews the work done by various Scholars before.

Chapter 3 elucidates the research methodology and the variables studied in this work.

Chapter 4 is a detailed analysis of the data and explanation of the results obtained.

Chapter 5 highlight the research implications, limitations of this work and scope of future study.

Chapter-2

Literature Review

Literature Review

Human Resource as a service function plays a vital role in building the human capital of an organization. It is the glue that binds the employee's aspirations with the organization's goals. As a service function, human resource professionals face multiple challenges in terms of service delivery and meeting expectations. They are not only responsible for policy formulation and implementation but are also the interface between the employees and the management. Often, this leads to stressful situations and implementation and service delivery, becomes a challenge. HR professionals end up managing not only the emotions of the employees but also bearing stress of their own emotions. According to Hochschild (1983), service providers are expected to feel and display certain emotions during service delivery encounters. The act of displaying the appropriate emotions is called as "emotional labour."

The interplay of emotions during a service encounter has a huge impact on the satisfaction of the customer. In the case of HR, the customers are internal employees as well as sometimes, even outside the organization. In some cases, external entities like district administration, people from the local community, law enforcement personnel et cetera can also be considered as customers for HR executives. Hence the interactional framework for HR executives has two dimensions: first, within the organisation, that is with internal customers and second, outside the organisation, which can be treated as external customer interaction.

In all these interactions emotions play a very important role. Hence it is important for HR executives as well as business organisations to understand the impact of emotional labour both on the executives and on the outcome of their interactions. How do the executives regulate and express their emotion will have an impact on the attitudes and behaviours of

their customers. This will impact the overall satisfaction of the employee with the organization.

This paper aims to summarise the developments in the field of emotional labour, in the context of Human Resource (HR) Executives and their service delivery. Also, the intent is to identify research gaps in this field and explore how this area might develop in the future.

This paper is organized in the following manner: Firstly, an initial literature review was done to study the area and gaps in the research area were identified. Based on this, some research questions were formulated. In the next stage, a detailed literature survey was conducted using well known databases and their findings were documented.

Understanding Emotional Labour

Hochschild (1983), the author who coined the work Emotional Labour said that the service providers are expected to feel and display certain emotions while delivering service . Emotional Labour, is the act of exhibiting the appropriate emotions. Sometimes when service providers don't actually experience the expected emotion, they try to pretend to feel the emotion and act accordingly. This kind of pretend display of emotions can cause stress and emotional dissonance in the service provider thereby feeling a loss of one's sense of true self.

Ashforth and Humphery (1983) claimed that adding the concept of identity into emotional labour could enrich this concept. They contended that identification with the function in question moderates the detrimental effects of emotional labour on the mental and physical

10

health of the service provider. The researchers also stated that EL strategies such as surface acting and deep acting put psychological pressure on the service provider to align one's actual felt emotions with his/her expression of emotion. However, service providers can use various behavioural and cognitive defence mechanisms to minimize these pressures and thus prevent identity realignment. In vocations where emotional labour is fundamental to the job, organisations frequently strive to recruit, select, reinforce internalisation of, and conformity with display values. Identification, on the other hand, has an emotional risk: it may psychologically bound one to the role to the point where one's well-being is yoked to perceived triumphs and failures while performing the role.

Perspective of the review: The available literature on Emotional Labour mainly focuses on numerous job roles which require EL like, flight stewards (Hochschild, 1983), Delen, (2017), law enforcement officers (Stenross and Kleinmann, 1989, Rafaeli & Sutton 1991), students of medicine (Smith & Klienmann, 1989), Debt Collectors (Hochschild 1983, Sutton, 1991), Hair Stylists (Parkinson, 1991), Supermarket Clerks (Rafaeli & Sutton, 1989; Sutton & Refaeli, 1988; Tolich, 1993), Theme Park Employees (Van Maanen & Kunda, 1989), customer service executives (e.g, Grandey, Fist & Steiner, 2005, Shani et al 2014), health care workers & nurses (Smith 1992). In all these instances, the interaction is between a service delivery professional and the customer who is external to the organisation. The focus of this interaction is with reference to service delivery and the satisfaction of the customer. Yu C.-Y et.al. (2023) examined the role of organizational justice, emotional labor, and job satisfaction among flight stewards.

There have been a few studies conducted on sales personnel and emotional labour. Park H. and Hur W.-M.(2023) investigated the effect of Customer Showrooming Behaviour (CSB) on

customer orientation (CO), as it is related to emotional labour (EL) and perceived sales control as a moderator.

However when we look at human resource executives and the various roles that they have to perform, we see that they interact both with employees, who are their internal customers and external stakeholders who can be treated as external customers. However, a clear-cut distinction needs to be made about the nature of interaction of HR executives with external customers. As opposed to a typical sales interaction, where the intent is to sell your product or service to the customer, the HR executive interacts with the external customer for purposes other than selling; such as, land acquisition, compensation, boundary management issues, community related issues, sometimes with respect to law enforcement etc. With respect to internal customers, the HR executive is responsible for delivery of HR services, during employment as well as after superannuation. Most of these interactions have a long term impact on the psych of the people involved. Also these interactions can range from one-off instances to repeated interactions over a longer period of time. Hence the emotional labour that an HR executive has to undergo can vary in frequency and intensity. Hence there is a need to study the HR function and people performing those roles to understand the emotional labour and how it impacts their performance.

Empirical studies on the EL of HR Executives are not found. This may be due to perception that it is a different service role compared to nurses, air stewardess and that they don't deal with the public (except for recruitment) and their customer interface is limited to colleagues and other internal organizational members. Furthermore, HR executives have a greater degree of autonomy in their activities than other service professionals whose jobs are carefully defined and closely controlled by supervisors to guarantee compliance with organisational

standards (Watson, 1986). However, considering the predominant part of administrative work and involvement of face-to-face interactions HR Executives in PSEs have, with candidates in Recruitment, Village Leaders, Farmers, Public representatives and various guests in Company's owned Guest Houses, service encounters with employees in Employee Benefits, Industrial Relations, Welfare (Statutory & Non-Statutory), Public relations, there is a need to study the EL among HR Executives.

The gamut of HR functions in a Public Sector Enterprise encompasses Employee Services (Administration), Employee Welfare, Talent Acquisition, Employee Benefits, Performance Management System, Industrial Relations, Public Relations i.e. Corporate Communication, Land Acquisition, Rehabilitation & Resettlement and Corporate Social Responsibility. In all these roles concept of service is predominant and majority of the time it involves face to face or voice to voice interaction with Human beings, Employees, external stakeholders.

As per Morris & Feldman, (1996), Schneider & Bowen (1995) in a service-oriented economy, it is essential that service delivery is excellent. This will ensure success in many jobs. Tsai & Huang (2002) stated that since good delivery of service us highly important for the success of the organisation and its employees, it is essential to have a thorough understanding of how employees manage their emotions at work. Frijda (1993) stated that emotion regulation occurs episode by episode. To better understand the process of emotional labour, it should be investigated in a time-bound, episodic framework. In the job, where such daily experiences often take place as a series of performance episodes, such kind of study can be done. Weiss & Green (2006) found that employees that use surface acting strategies can control emotions effectively on an episode to episode basis but find the episode more

difficult. Such employees tend to experience good emotions less frequently and devalue themselves.

Managing EL effectively has been linked to improvement in customer service, in sales, quality of team decisions and negotiations (e.g. Grandey & Brauberge, 2002, Pugh 2001) which are essential to profit making of the organization. Most of the understanding of EL is derived from customer interface service situations. Hence EL has been linked to the responsibility of service personnel in dealing with customers or general public and the majority of the research has been done in this context.

Recently, moving beyond traditional areas of EL, research is focussing and exploring EL in backstage setting (Brotheridge & Grandey 2002, Ogbonna & Harris 2004), Effect of EL in communication between coworkers and supervisors (Krasuce & Hess 2002), amongst leaders Humphrey et.al. (2008) Professionals like Barrister (Haries R, 2002), Magistrates (Roach et al, 2005), Lecturers (Ogbonna & Hauis, 2004), Bank employees (Kaur & Kaur 2019). There are multiple suggestions to study EL in diverse and professional level job roles to enrich our understanding (e.g Harris, 2002, Humphrey et al, 2008).

Given the nature of work and the prevalence of emotionally charged circumstances that HR executives experience, it is logical to infer that emotional labour management is part of daily HR job. Hochschild (1983) proposes a checklist for tasks that require EL and claims that such jobs exhibit three criteria. First, there is an element of face-to-face or voice-to-voice contact with the public. Second, there will some emotional expression by the other person, such as

appreciation, happiness, or terror. Third, employer is able to exercise a little control over employees' emotional behaviours. This is done through training and supervision.

Furthermore, (Hochschild 1993) stated that Personnel Managers undertake EL, adding that "as part of the personnel manager's EL, he must learn the company's 'emotional map." He must understand where, along an escalation of insults, it becomes acceptable to take offence without reprisal.

The Service Context of HR Executives:

According to Service Management literature, there are several factors why Emotional Labour is relevant in Service encounters Bowen et.al (1990; Bowen & Schneider (1988); Brown, Gummesson, Edvardsson & Gustavsson (1991). Firstly, service personnel form the interface between the Organization and the customer. Customer interface of Human Resources Executives (HREs) begins with Project Affected Persons, Village / Block / District / Constituency level leaders during Land Acquisition, Statutory authorities from Labour, Factories Department; District Administration like Sub Divisional Magistrate, Inspector of Police, Superintendent of Police; Collector & District Magistrate during start of a Unit, subsequently for the entire life of the factory ; Employees and their representatives through Trade Unions (formed under Trade Union Act, 1926) or Executives or Supervisory Cadre Associations in Industrial Relations; Employees and their family members in Administrative functions; Prospective candidates vying for job during Talent Acquisition.

HR Executive Service Transaction often involves face to face interactions with internal and external customers. Given the fluidity in different circumstances such encounters can be dynamic and evolving. Further, the services' provided in such interactions are intangible. Thus, customers may find it difficult to evaluate service quality. These factors put onus on HR Executive behaviour during the service delivery and this behaviour often strongly affects customer's perception of services (Bowen et al., 1989). Customer perception about HR and HR Executive gets imbedded in their memory. If an employee has a job in HR Department on the day of an accident / VIP visit, the priorities of HR Team shifts from benefit orientation to crisis / event management. However, from the perception of the employee, HR is insensitive and hostile since his work has become secondary. The employee still expects to be treated as a king and served with a smile despite the emotional and work pressure which a HR Executive is undergoing.

The role of Human Resources Executives in PSEs is without a boundary. Administrative functions like Land Acquisition, Services to various Guests; Operation and Maintenance of Guest Houses; Office Administration, Supervising Security Services; Estate Administration, Statutory & Non-Statutory Welfare like Canteen, Event management for National functions like Republic Day, Independence Day, Socio-Cultural functions/ Get-togethers are 24 x 7 x 365 day functions. Other functions are Liaisoning with District Authorities like Police, Administrative Services; local bodies at Village level, District level Journalists to communicate about Organisation Performance, Environmental factors, reporting about accidents, eventualities, mishaps etc. In many instances, Chief Executive Officer of a Unit/Organisation gives responsibility to HR to resolve an issue, which is not owned by any one or doesn't fall in anybody's domain.

According to one study, EL is also undertaken in reaction to implicit norms and expectations of position holder behaviour (Ashforth & Humphrey, 1995), and it might be considered a part of HR work in this sense.

According to Truss et al. (2002), HR is a functional job whose organisational authority and influence is limited and whose brotherhood is subject to many expectations, which influences and constrains the actions of HR executives.

Caldwell (2003) opines that the various tasks of HR professionals are "mirror images of shifting managerial perceptions, judgements and actions, over which Personnel (HR) practitioners may have only limited influence". Thus, study of EL among HR Executives would contribute to the Existing literature.

Research Gap and Research Questions

Emotional labour as a concept has been well researched in the areas of hospitality, medicine and education. However, in the context of service delivery within the organisation there is limited literature available an emotional labour. Very limited research has been done with reference to emotional labour of human resource executives in business organisations. Further in the Indian context no detailed research study can be found about the emotional labour experienced by HR managers during service delivery. A few research questions that come to mind are as follows:

RQ 1: What are the individual and organisational factors that determine emotional labour?

RQ 2: How do HR managers develop coping mechanisms to handle emotional labour?

RQ 3: What organisational interventions can be made to reduce emotional labour?

RQ 4: How does emotional labour cause dissonance and stress among HR managers?

RQ 5: Does a better understanding of emotional labour improve service delivery of HR managers?

Methodology: This paper is a systematic literature review. Online databases like EBSCOhost, Science Direct, SCOPUS and Google Scholar were used to identify peer reviewed papers in this area. The keywords that were used for the search were: "emotional labour," "surface acting," "deep acting," "HR executives," "genuine emotions," "public sector enterprises." By using multiple sources for identifying peer reviewed articles, the researchers tried to cover all important works done in this area. For this review, publications between 1959 and 2022 were considered.

Results

RQ 1: What are the individual and organisational factors that determine emotional labour?

Emotions affect the way an employee behaves at the workplace. Employees in the service function have to better manage their emotions at work, because they come face-to-face with customers. They are therefore required to use greater emotional labour while performing their

job. Bolton (2014) has discussed emotional labour in the context of Labour Process Analysis. She says emotional labour continues to be a good descriptor of a capitalist labour process that strongly relies on emotion work.

Organizational Role stress is an important factor while studying EL. Mahato et al (2014) studied that female employees show a stronger and more substantial link between Emotional Labour and Organisational Role Stress. They also came to the conclusion that there is a link between EL and Organisational Role Stress..

Emotional Labour strategies are also impacted by Organizational Justice. However, there was no impact of Job autonomy on motivation to perform EL. Motivation to regulate emotions was found to be the pivotal variable that connects the organizational context with employee emotional labour strategies (Cossette & Hess. 2009). Gosserand (2003) in his dissertation identified factors like clearly defined Display Rules, Organizational Support in the form of training helps employees manage Emotional Labour better and impacts their job satisfaction levels too.

RQ 2: How do HR managers develop coping mechanisms to handle emotional labour?

HR managers handle emotionally surcharged situations quite often at work. They exert significant EL in the performance of their duties and hence need to develop sound strategies to cope with the results of their EL. In their study of HR professionals (HRP) O'Brien & Linehan (2016) found out that HRPs devised various coping mechanism to handle EL – Learning the emotional rules: to sink or swim, trail & error, taking time out off stage, venting or seeking social support.

RQ 3: What organisational interventions can be made to reduce emotional labour?

A consistent and proportional relationship between organisational service quality requirements (e.g., demanding authentic displays and personal treatment), employment circumstances (e.g., autonomy and control), and organisational resources (e.g., contact time) is essential to preserve employees' well-being stated D. Martı́nez-Iñigo et al (2007). Hur and colleagues (2015) investigated how perceived organisational support (POS) influences the link between emotional labour techniques and job-related outcomes. Brunetto et.al. (2023), through their research on police officers in England and Italy, discovered that organisational support is an essential component of managing emotional work, demonstrating how the 'Common Good HRM' model has the ability to better protect emotional labour.

RQ 4: How does emotional labour cause dissonance and stress among HR managers?

The Social Identity Theory was utilised by Ashworth and Humphrey (1993) to propose that some consequences of emotional labour are tempered by one's social and personal identities, and that emotional labour creates pressures for the person to identify with the service position. Martı́Nez-Inigo et.al.(2007) studied the interpersonal and intrapersonal factors that play a mediating role in emotion regulation strategies and their emotional exhaustion felt by General Practitioners. Nauman et.al (2023), studied the effect of EL on employees' job performance while considering the Islamic Work ethic as a coping mechanism. They concluded that having a stronger work ethic helped employees cope better with EL and job related anxiety.

RQ 5: Does a better understanding of emotional labour improve service delivery of HR managers?

Ashworth and Humphrey(1993), deliberated on the role of Emotional Labour on service delivery. Also they highlighted that the concept can be extended beyond service roles. Groth et al. (2009) investigated the effects of staff emotional labour on customer outcomes. They demonstrated that service employees' internal regulatory emotional labour techniques influence customer results differently, and that consumers' capacity to appropriately judge the employees' methods moderates this impact. Alsakarneh A et.al. (2023), studied the relationship of emotional labor and how it impacts an employee's job performance. They highlighted the consistent connection between surface acting and employee performance.

Gabriel et al. (2023) did a detailed review, identifying the link between emotional labour and three important challenges for the future of work: employee mental health, diversity and inclusion, remote/virtual work, and new work arrangements.

Studies on EL in Indian context:

There are few studies on EL in the Indian Context In their study "Linking Emotional Dissonance and Organisational Identification to Turnover Intention and Well-Being (carried out on Medical Representatives (MRs) in the Pharmaceutical Sector," Employees who suffer emotional dissonance in their professional duties, according to Mishra and Bhatnagar (2008), are more likely to show a desire to leave and have worse emotional health.

Niharika Gaan (2011) developed and validated Emotional Labour scale (ELS) testing as respondent from B-School of India. She posits that multifaceted construct of EL has came our true in Indian Context and that EL profound is more contextual and internally dependant. Further in senior academicians when compared to juniors with less experience, EL may be mostly be governed by an unconscious mechanism known as Automatic regulation. The author states that ELS permits future investigation into the consequences of emotional management as an intervention technique and can potentially be utilised to understand the relationship between EL performance and operating costs and organisational performance.

Thuhina Mukherjee and Kanika T. Bhal, 2011 (Doctoral Thesis), investigated the impact of emotional labour on service agents in organisations such as call centres (consisting of two methods - Surface Acting and Deep Acting that can be deployed flexibly depending on the situation). According to the findings of the study, the impact of emotional labour on employee self-esteem is not reduced differentially by positive and negative emotional regulations.

Manish Mittal & Shreshth Chhabra (2011) carried out 'A study on Emotional Labour & Burnout Symptoms in Teachers and find that emotional labour leads to emotional exhaustion and depersonalization among Teachers. Further, they added that support from superiors reduces burnout & that males are more likely to detach themselves from their work/clients as compared to females.

Asha Dahiya (2017) has found that Extroversion is positively correlated with Deep Acting Technique of Emotional labour. She stated that extroverts who are predisposed to experience

positive emotions prefer to regulate emotions from inside-out by indulging in Deep Acting. Further, selection of extroverts may be beneficial both for the Organization and employee well-being.

Sakshi Sharma and Nikita Aggarwal (2017) examined how the performance of EL tactics during service encounters causes emotional exhaustion and psychological suffering in sales professionals. They concluded that both Deep Acting and Surface Acting EL methods resulted in undesirable outcomes such as emotional weariness and psychological anguish. They went on to say that social support mitigated the relationship between EL approach and outcomes, and they advocated for a cohesive working environment and a training plan for Sales professionals' feelings.

Shameem Shargirbasha (2018) findings shows that naturally felt emotion is significantly related to Organisational Citizenship behaviour (OCB) among IT professionals, and it is recommended that employees high on OCB be selected, to improve job performance and be given more autonomy in how they manage emotional demands involved in interacting with their customers.

Harsimran Kaur, Sandeep Kaur (2019) studied on the relation between emotional labour and well-being (mental and physical health) on bank employees from 3 districts of Punjab-Jalandhar, Patiala & Ludhiana. They concluded that EL was negatively correlated with well-being and found that females had higher score of well-being than males. Further, it was stated that unmarried employees had higher level of EL than married employees while married employees had better well-being than unmarried.

Table 1: Studies in the Indian Context

Year	Variables	Industry	Article
2019	Well Being	Banking	Harsimran Kaur, Sandeep Kaur
2018	Organizational Citizenship Behaviour	IT	Shameem Shargirbasha
2017	Emotional Exhaustion / Psychological Suffering	Sales	Sakshi Sharma & Nikita Aggarwal
2017	Extroverts / Deep Acting	Retail	Asha Dahiya
2011	Depersonalization	Education	Manish Mittal & Shreshth Chhabra
2011	Employee Self Esteem	Call Centers	Thuhina Mukherjee & Kanika T. Bhal
2011	EL Scale Development	Education	Niharika Gaan
2008	Emotional Dissonance & Turnover Intention	Pharmaceuticals	Sushant Kumar Mishra & Deepti Bhatnagar

A review of EL literature led to the fact that HR Professional Executives have been comparatively understudied. The concept and study of Emotional Labour (EL) can be extended to other service functions in the Organization. Klein (2021) has studied Emotional Labour in a Sales Ecosystem. According to his research, because emotional labour affects both customer and sales outcomes, as well as salespeople's well-being, many more studies in the sales ecosystem are needed. (All employees experience emotions while executing their jobs, and each department has its own set of organizational conventions and guidelines. As a result, the EL concepts can be used across.

Effect of EL in interaction with internal stakeholders and external stakeholders can be studied in depth across all functions since the factors like intensity and duration varies and the expression and feelings are dependent on their function and different norms.

In Human Resources, study of best practices across organizations on empowerment, display rules which minimize emotional dissonance will be impactful. This would also include learning and development initiatives across Hospitality, Nursing, Air Industry should be benchmarked for minimization of EL.

Organization Support initiatives are important to reduce EL for team members especially at the level of Supervisor – Senior and Middle Management level. Study on such initiatives and dissemination of knowledge would help the emotional well-being of employees.

Chapter-3

Research Methodology

Research Methodology

Introduction

The systematic strategy and techniques employed in the research process to ensure that the study is conducted thoroughly, ethically, and successfully, resulting in valid and meaningful results are referred to as research methodology. It acts as a road map for the whole research process, directing researchers as they seek to answer specific research questions or address hypotheses. The research methodology chosen is determined by the nature of the investigation, the research objectives, and the available resources. The approach used is determined by the precise study objectives and the nature of the research questions being addressed.

Research Objectives

The purpose of this study was to understand the Emotional Labour experienced by HR professionals in Public Sector Enterprises of Power Sector. The researcher wanted to look at the various factors of EL and examine how organizations behave with reference to EL. Also there was an interest to look at the coping mechanisms employed by HR executives when they experience EL and what are the organizational norms vis a vis EL. With all these considerations in mind, the following objectives of the study were designed:

(i)   To study the individual, organizational inter-actional determinants of Emotional labour

(ii)   To study the mechanisms adopted at individual and organizational level

(iii)   To study the interventions at the Organizational level to reduce the Emotional labour among the Employees.

The study would focus on clarity of purpose of the Organization on the above parameters and it will help validate our hypothesis.

Research Philosophy

Different ideologies or paradigms for directing research in business and management science have been described in the literature. The result was the development of categorizations like interpretivism, realism, positivism, pragmatism, etc. (Saunders et al., 2003). In order to define features and divergences with regard to epistemology, methodology, and ontology, the literature discusses several philosophies (Healy and Perry, 2000).

The positivist paradigm implies objectivity in data processing and interpretation, according to Saunders et al. (2003). It makes the assumption that the results are generalizations based on laws, much like those attained by a conventional scientist. This ideology demands quantitative observations, highly organized methodologies, and statistical analysis, claim Remenyi et al. (2005). Interpretivism or phenomenology, in contrast to the positivism

paradigm, offer a distinctive perspective targeted at improving competence, focusing on descriptive and subjective paradigms in dealing with challenging situations (Remenyi et al., 2005).

According to critical theory, moral, financial, social, and political norms that have been created over time serve as the foundation for reality's construction and advancement. In a similar vein, this study paradigm generates arbitrary assumptions about reality. As a result, critical theory supports specific strategies like dialectical or dialogic procedures.

As a research paradigm that would best serve the purposes and goals of this study, the positivist paradigm was selected. According to Saunders et al. (2003), the positivist paradigm assumes objectivity in data analysis and interpretation. Compared to that, this philosophy presupposes that the conclusions of this approach are generalizations that resemble laws, comparable to those that a regular scientist would arrive at. This ideology favors statistical analysis, highly organized techniques, and quantitative observations.

Positivism has been advocated for the following reasons:

➢ Proper hypotheses formulation

➢ Examination of correlations and causation between variables in a specific industry

➢ Researcher impartiality in the study

The study was conducted in 2 phases. In the first phase, a Focus Group Discussion was held on 25/04/2019 with HR Executives and HR Academicians to know about the emotions they experience and the kind of Emotional Labour (EL) they undergo during service delivery. Various factors emerged which are detailed below:

1. Normative Behavior of the Executives varies from organization to organization, based on the culture, induction practices, type of training imparted , quality of mentors and systems.

2. Nature of job has impact on EL. For example HR Executives in Industrial Relations may face different requirement vis-à-vis executives working in Talent Acquisition, Employee benefits and Employee Welfare. Their EL strategies i.e., Surface Acting (expressions); Deep Acting (feelings) would vary. Nature of Executive – whether the employee is an Extrovert or introvert also needs to be factored.

3. **Hierarchy**:   Seniors through sheer experience and learning from different episodes, by trial and error and comprehending from patterns have capability to feel the situation. Their ability to comprehend the risk, trust earned from decision makers, being empowered helps deal with their emotion better. Juniors always look upon seniors for knowing the boundaries within which one can operate, feel less empowered and lack of experience and knowledge has effect on their emotions.

4. **Role Vs. Competencies**:   Each HR role requires different competencies. For example, an Executive in Industrial Relations need to be an extrovert, willing to

interact with people, make friends, gather information, observe patterns & behaviour and stand up in front of the crowd and explain things persuasively with assertiveness. An Executive working in Employee Benefits must have a friendly disposition, positive outlook and an employee champion who is receptive to ideas and suggestions. So is the case with other roles in Welfare etc.

5. **Cultural Context:** The cultural environment, one grew up either individualistic or collectivist has impact on emotions. EL strategy differs for an employee coming from a joint family Vs. single child from nucleus family. It also has relevance in dealing with situations.

6. **Antecedents**: Value system of an individual has a role on EL. Good value system leads to positive feelings and expressions of genuine emotions and lessens emotional dissonance and better service / productivity. Bad value system leads to manipulation of feelings, expressions and results in stress and heightens emotional dissonance.

7. **Consequences of EL**: Everybody has agreed that expression of emotions in contravention to actual feelings and emotions puts strain on the individual and increases stress at individual level. Masking of feelings on continuous basis impacts health and leads to addiction to habits like smoking, alcoholism. Emotional dissonance and burnout are common among HR Executives.

8. **Moderators**: EL is moderated by factors like Age, Experience, Self-Efficacy, Emotional Intelligence, Training provided by the Organization, Personality – Extrovert or Introvert, Position / Hierarchy – Senior or Junior; Cultural Context – Individualistic Vs Collectivist; Team Support; Supervisor Support; Empowerment.

9. **Coping Mechanism**: Discussions and information gathering from seniors as how to handle the situation was one mechanism to limit the dissonance. Not to react and only respond is another mechanism adopted. Seeking guidance / mentorship is another alternative by which one dissonates EL to a great extent.

10. **Standard Operating Procedures**: They have been viewed as display rules to deal with interactions and incidents. It was brought out that it varies in one-to-one interaction and in one to many (mob) interaction. It differs from Organization to Organization and unit to unit, since the behaviour in such situations is left to individual ingenuity.

The second part of the study was quantitative in nature. The data was collected from various HR Executives working in NTPC Limited, Power Finance Corporation, THDC India Limited, SJVN Limited, Power Grid Corporation of India Limited (PGCIL), Power System Operation Corporation Limited (POSOCO), NHPC limited, Nuclear Power Corporation Limited (NPCIL).

A total of 745 HR Executives working in the above Organizations were contacted via email containing a covering letter stating the objectives of the study. HR Executives at Senior

Management were requested to participate in the survey through telephone calls. The questionnaire was designed in English. A total of 370 Executives showed interest in the survey and responded, which was through web link. The effective rate of response is 49.66%, which is considered good since literature recommends at least 20% response in empirical studies. Thus, the data collected is sufficient for statistical data analysis and inferences.

Judgement sample or purposeful sample was adopted since HR Executives across above Power PSEs are the most productive sample to answer the research questions. With 37 years of experience and having strong network through Professional HR Forums like Power HR Forum, the judgment sampling was found best fit.

The questionnaire was administered across all levels of HR Executives from Junior to Senior in hierarchy to ensure that it is a Maximum variation sample covering a broad range of subjects. The aspects like outlier (Deviant sample), executives who have specific experiences (critical care sample) as industrial Relations and Executives with special expertise (Key informant sample) as a Policy, have also been considered.

The Senior Management HR Executives were contacted personally on telephone to respond to the questionnaire as well as support in recommending useful potential candidates for study (Snowball sample).

All responses are being considered which are in support and against i.e., confirming and disconfirming samples. All items were evaluated on a five-point scale, ranging from Strongly Disagree to Strongly Agree.

The questionnaire was adopted from Emotional Labour Scale, developed and validated by Celeste M. Brotheridge and Raymond T. Lee (2003), consisting of 15 items / aspects of EL under headings Duration, Frequency, Intensity, Surface Acting and Deep Acting. Another 17

items were added to obtain further insights from the factors emerging out of FGD held on 25/04/2019 as described above.

The variables studied in the research are given in the table below:

Table 1: Variables of the Study

Abbreviation	Variables of the Study
CM	Coping Mechanism
EC	Emotional Labour
OE	Organisational Empowerment
SC	Service Context
SON	Social And Organisational Norms
EL	Emotional Labour

Chapter-4

Results & Discussions

Results & Discussions

This chapter discusses the analysis and findings of the data collected through the questionnaire. The data analysis was done by Structure equation modeling (SEM). Structure Equation Modeling (SEM) was performed using a two-step process, "measurement model analysis and structural model analysis," for verifying the relationship between research constructs. Measurement model analysis was done to establish the quality criteria for internal consistency, reliability & validity of constructs.

Data Preparation and Cleaning

In this stage, data was prepared and cleaned for analysis through Exploratory Data Analysis. Data collected has been checked thoroughly for its completeness; the steps that have been used in this process are "data edit, missing data treatment and coding and transformation". The validity and reliability have been established in the second stage of measurement model analysis.

Structure Equation Modeling

The aim of the research work was to find the relation between select HR Practices, Employee competencies, and Organizational outcomes. Structure equation modeling was done to simultaneously analyze the impact of determinants on **"**Structure equation modeling (SEM), a multivariate statistical technique that has become a standard in social science research for analyzing cause and effect relationship between latent variables." Hair et al.(2014) used it to test the hypothesized relationship as well as the theoretical model. "It is a widely accepted technique to find the relationship between various dependent and independent constructs, it's

a second generation" technique which provides a single, comprehensive and systematic analysis" (Gefen et al., 2000).

Measurement Model Analysis

"Measurement model analysis serves the purpose of empirically establishing the measures of relationship between indicators and constructs and between constructs," (J. Hair et al., 2014). Apart from portraying the hypothesized relationship, it provides the quality criteria for model evaluation. The measurement model analysis includes assessing the internal consistency reliability established either through "Cronbach's alpha or composite reliability (CR), convergent validity through indicator reliability and Average variance extracted (AVE), discriminant validity through cross loading and Furnell locker criteria," (Joseph F. Hair et al., 2019). The analysis of the measurement model serves the purpose of establishing confirmatory factor analysis which is termed confirmatory composite analysis CCA in PLS-SEM (Hubona et al., 2021).

First, PLS Algorithm was conducted by using Smart PLS to evaluate the measurement model for analyzing the internal consistency based on reliability & validity. All constructs in the study were organized as per the proposed conceptual model to test the hypothesized relationship among constructs in the research study with respect to HR executives of PSEs.
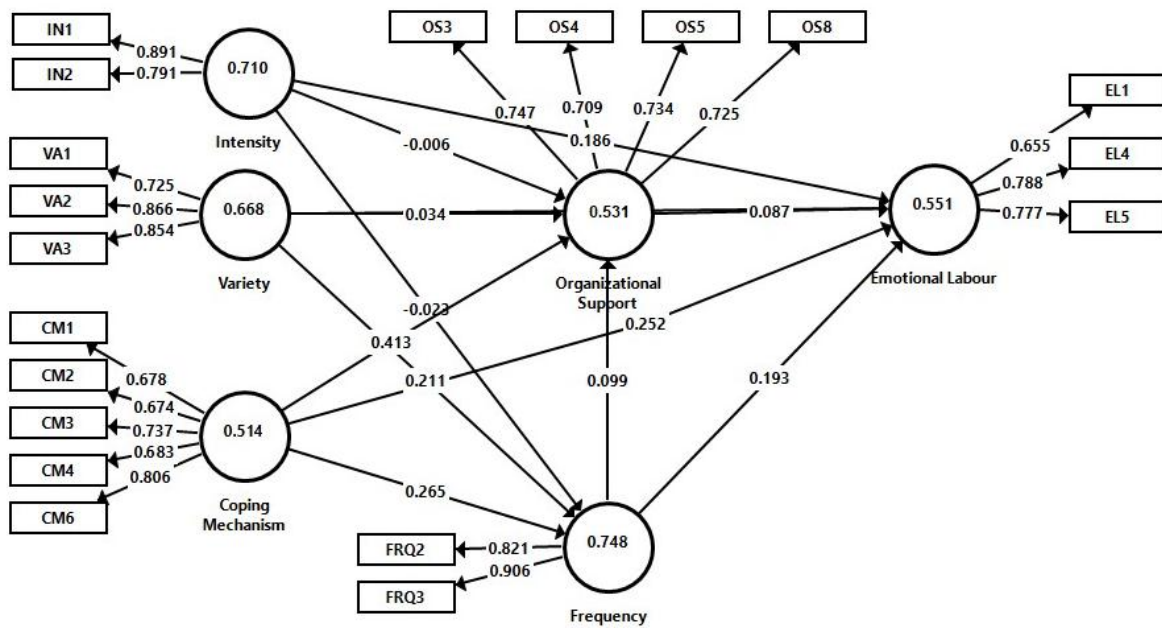
Fig 1: Measurement model

The capacity of the scale to produce real results is known as validity. Table II shows that all of the constructs employed in this study had Cronbach's alpha values greater than 0.70. (Sarstedt, Ringle and Hair, 2017), thus supporting the reliability, and composite reliability all seven constructs. Moreover, the factor loading is substantial, with a loading value above 0.703. The measured indicators for various constructs, indicators, and factor loading are listed in Table III. As a consequence, the relevant findings suggest that sampling and the theoretical model fit well together.

Construct reliability is the degree to which the measured variables (indicators) accurately reflect the underlying construct. In other words, it assesses the extent to which the indicators are consistent, dependable, and free from random measurement error. Reliability is crucial because SEM models are based on the assumption that the observed variables accurately represent the constructs. If the observed variables are unreliable, the SEM results may be inaccurate and misleading.

Composite reliability is an alternative measure of internal consistency, which is particularly useful when there are multiple latent factors in the SEM model. It evaluates how well the indicators represent the latent construct. A composite reliability value above 0.70 is generally considered acceptable.

Table II : Construct Reliability and Validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CM	0.718	0.779	0.759	0.514
EL	0.793	0.703	0.785	0.551
FRQ	0.769	0.710	0.855	0.748
IN	0.799	0.734	0.830	0.710
OS	0.717	0.727	0.774	0.531
VA	0.750	0.772	0.857	0.668

CM: Coping mechanism; EL: Emotional Labour; FRQ: Frequency; IN: Intensity; OS: Organizational support; VA: Variety

Construct validity refers to the extent to which the observed variables accurately measure the underlying construct and provide evidence that the construct is validly represented in the SEM model. In other words, it assesses whether the model is measuring what it is intended to measure. Convergent validity assesses whether different indicators measuring the same construct are highly correlated with each other. In SEM, it is typically evaluated by examining the factor loadings of the indicators on the latent construct. High and statistically significant loadings suggest strong convergent validity.

To assess the viability of the measuring items, I also looked at construct validity (convergent validity and discriminant validity) and reliability. The authors utilised data to confirm the construct dependability of measuring items (Fornell and Larcker, 1981) composite reliability (CR), Cronbach's alpha and rho_A. In order to determine whether construct was convergent, the study also looked at crossing factor loading and average variance extracted (AVE) (Joseph F. Hair, Jr, G. Tomas M. Hult, Christian M. Ringle, 2017). Rho_A should be between

0.6-0.95, factor loading should be above 0.65, and AVE should be higher than 0.50. These are the optimum values (Henseler, Ringle and Sarstedt, 2015; Hair et al., 2019). All values fall within the permitted range, demonstrating the authenticity and dependability of the build pieces. Also, check the results for outer loadings for all the items, please refer to Table

Table III: Discriminant Validity

Fornell-Larcker Criterion

	CM	EL	FRQ	IN	OS	VA
CM	0.632					
EL	0.402	0.742				
FRQ	0.299	0.314	0.865			
IN	0.277	0.294	0.126	0.843		
OS	0.447	0.270	0.230	0.133	0.681	
VA	0.192	0.183	0.253	0.360	0.136	0.817

CM: Coping mechanism; EL: Emotional Labour; FRQ: Frequency; IN: Intensity; OS: Organizational support; VA: Variety

Discriminant validity examines whether the indicators measuring different constructs are not strongly correlated with each other. If two constructs are theoretically distinct, their indicators should have lower correlations. The average variance extracted (AVE) is often used to assess discriminant validity, with values above 0.50 indicating acceptable discriminant validity. Criterion-related validity assesses whether the latent construct is related to external criteria in a manner consistent with theory. It involves examining the relationships between the latent construct and other variables not included in the SEM model.

Table IV: Cross Loadings

	CM	EL	FRQ	IN	OS	VA
CM1	0.708	0.299	0.241	0.146	0.260	0.171
CM2	0.774	0.294	0.130	0.283	0.305	0.121
CM3	0.737	0.148	0.147	0.084	0.247	0.025
CM4	0.783	0.152	0.027	0.312	0.127	0.138
CM6	0.806	0.322	0.299	0.152	0.401	0.150
EL1	0.260	0.755	0.181	0.237	0.109	0.110
EL4	0.301	0.788	0.203	0.205	0.201	0.145

EL5	0.328	0.777	0.300	0.217	0.270	0.149
FRQ2	0.205	0.267	0.821	0.041	0.176	0.125
FRQ3	0.301	0.278	0.906	0.160	0.218	0.292
IN1	0.219	0.281	0.144	0.891	0.102	0.281
IN2	0.256	0.207	0.057	0.791	0.127	0.338
OS3	0.385	0.213	0.195	0.144	0.747	0.181
OS4	0.257	0.163	0.160	0.047	0.709	0.036
OS5	0.280	0.162	0.146	0.079	0.734	0.036
OS8	0.270	0.189	0.115	0.072	0.725	0.082
VA1	0.140	0.177	0.163	0.348	0.069	0.725
VA2	0.189	0.155	0.226	0.246	0.183	0.866
VA3	0.134	0.119	0.227	0.307	0.060	0.854

Cross loadings in Structural Equation Modeling (SEM) refer to the examination of the relationships between observed variables and latent constructs beyond their primary theoretical assignments. These secondary loadings provide insights into potential sources of measurement error and offer a deeper understanding of the latent constructs being studied. By scrutinizing cross loadings, researchers can identify indicators that may not align well with their intended constructs, potentially leading to model refinement. This process is essential for enhancing the precision and validity of SEM analyses, as it enables researchers to uncover nuances in measurement that may otherwise go unnoticed, ultimately contributing to the accuracy and robustness of their structural models.

The measured indicators are included in Table IV along with other constructions, indicators, and factor loading. As a consequence, the relevant findings suggest that sampling and the theoretical model fit well together. Since all factor loading above 0.70 and the AVE exceeded 0.50 (Fig 3), the findings demonstrate the convergent validity of each concept. The scales met the criterion of (Fornell and Larcker, 1981), because there was less correlation between each pair of constructs than there was for each connected concept, for discriminant validity Table

Table V: Heterotrait-Monotrait Ratio (HTMT)

	CM	EL	FRQ	IN	OS	VA
CM						
EL	0.635					
FRQ	0.416	0.488				
IN	0.522	0.487	0.207			
OS	0.678	0.425	0.347	0.234		
VA	0.279	0.275	0.337	0.557	0.182	

The Heterotrait-Monotrait Ratio (HTMT) is a statistical measure used in Structural Equation Modeling (SEM) to assess discriminant validity. Discriminant validity is a crucial concept in SEM, and it evaluates whether the constructs (latent variables) in a model are distinct from each other or if they are too highly correlated, indicating a lack of discriminant validity.

The HTMT ratio is used to determine whether the correlations between indicators of different constructs (heterotrait correlations) are significantly lower than the correlations between indicators of the same construct (monotrait correlations). In other words, it assesses whether a construct discriminates effectively between its own indicators and those of other constructs in the model. The HTMT ratio ranges from 0 to 1, with values close to 0 indicating strong discriminant validity and values approaching or exceeding 1 indicating a lack of discriminant validity. Generally, if the HTMT ratio is less than a predetermined threshold value (commonly 0.85 or 0.90), it is considered that discriminant validity is supported, suggesting that the constructs are sufficiently distinct from each other.

The HTMT ratio is a useful complement to other methods for assessing discriminant validity in SEM, such as the Fornell-Larcker criterion and the cross-loadings of indicators on different constructs. Researchers use the HTMT ratio to ensure that their measurement model adequately distinguishes between the latent constructs they are studying, which is essential for drawing meaningful conclusions from structural models. It provides a more precise assessment of discriminant validity, particularly in complex models with multiple latent constructs and many indicators.

Table VI: Outer VIF Values Collinearity Statistics (VIF)

Items	VIF	Items	VIF	Items	VIF	Items	VIF
CM1	1.241	IN1	1.224	EL1	1.157	OS8	1.191
CM2	1.328	IN2	1.224	EL4	1.332	VA1	1.298
CM3	1.158	OS3	1.239	EL5	1.208	VA2	1.745
CM4	1.173	OS4	1.515	FRQ2	1.338	VA3	1.871
CM6	1.391	OS5	1.424	FRQ3	1.338		

VIF, or Variance Inflation Factor, is a statistic used to assess multicollinearity in a multiple regression analysis. Multicollinearity occurs when two or more independent variables in a regression model are highly correlated with each other, making it challenging to determine the individual effect of each variable on the dependent variable. The VIF measures the extent to which the variance of the estimated regression coefficients is increased due to multicollinearity. It is calculated for each independent variable in the regression model. As per the threshold limit prescribed by the authors (Hair *et al.*, 1998, 2012; Sarstedt, Ringle and Hair, 2021) it must be less than 3.0. In our study there is no multicollinearity problem involved.

Table VII: Model Fit Summary

	Saturated Model	Estimated Model
SRMR	0.085	0.085
d_ULS	1.368	1.368
d_G	0.371	0.371
Chi-Square	854.497	854.497
NFI	0.865	0.865
rms Theta	0.189	

Criterion-related validity assesses whether the latent construct is related to external criteria in a manner consistent with theory. It involves examining the relationships between the latent construct and other variables not included in the SEM model. The author tested the conceptual framework using a goodness-of-fit model to show that it was appropriate. The

analysis's specifics are provided in Table. It is a statistical method for verifying a set of observational data's structural model. Researchers can investigate the link between observational data and the relevant latent variables using a goodness of fit model. The research framework has an adequate goodness of fit and comparative fit, as shown in Table . Results show how effectively our conceptual model describes the information. According to goodness of fit summary SRMR is 0.085, Chi-Square 854.49 and NFI is 0.865.

Structural Equation Modelling

To test the connection between latent variables i.e. coping mechanism, Frequency, Intensity, Organizational support, Variety and with dependent variable Emotional Labour. I also did multiple regression analyses. Structural Equation Modeling (SEM) is a powerful statistical technique widely used in various fields, including psychology, sociology, economics, and education, to test complex theoretical models. SEM allows researchers to examine relationships between observed and latent (unobserved) variables, making it a versatile tool for hypothesis testing and theory validation. To ensure the credibility of SEM results, it is essential to assess the reliability and validity of the constructs being measured within the model. This article explores the concepts of construct reliability and validity in SEM, highlighting their significance, methods of assessment, and the implications for research and theory development.

In SEM, constructs are abstract concepts or theoretical variables that are not directly observable but are inferred from a set of measured (observed) variables. These observed variables, also known as indicators or manifest variables, are used to operationalize the constructs. The results of analysis show that the following research elements have a substantial impact:
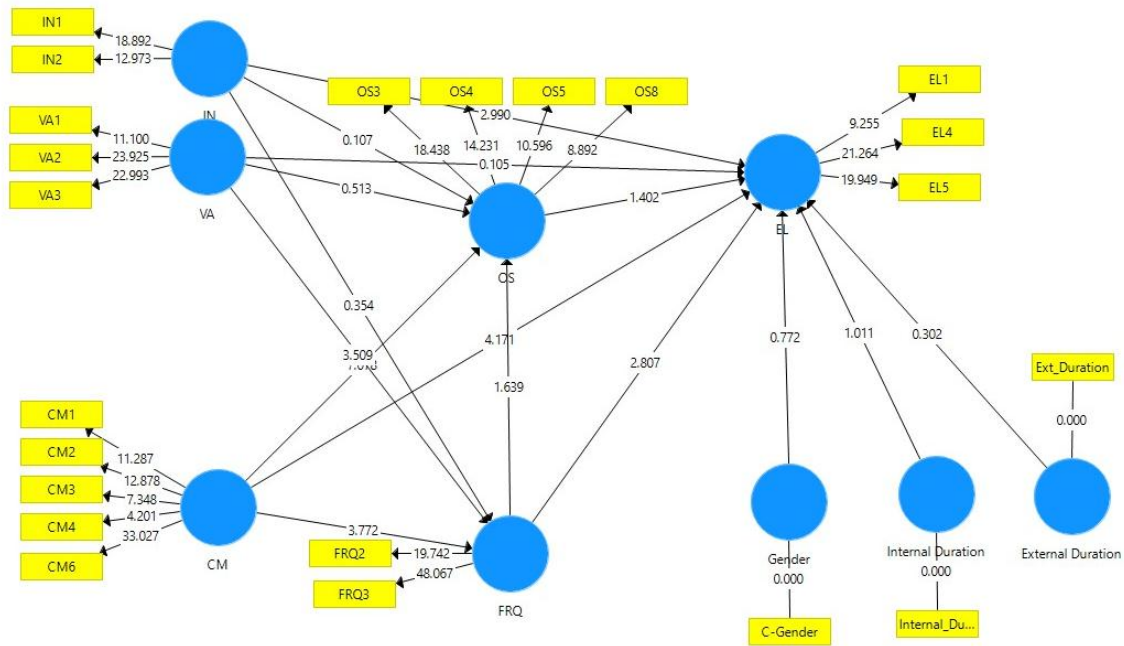
Fig. 2 Structural Equation model

The result shows in Table that there are significant relationships between coping mechanism, Frequency, and Intensity with the dependent variable Emotional Labour. We have also found the positive significant association between these variables towards Emotional Labour as described in our Hypotheses. Results show that Emotional Labour is significantly impacted favourably by copying mechanism (b = 0.257, p < 0.00). Further, Frequency also has a significant positive association on Emotional Labour (b = 0.189, p < 0.05). Additionally, Intensity has a positive significant effect on Emotional Labour (b = 0.181, p < 0.03). Variety has not significant effected the Emotional Labour (b = 0.054, p < 0.95). Finally, Organizational support has not significant effected the Emotional Labour (b = 0.078 p < 0.162). Three of the study's hypotheses are therefore supported. This study investigates the considerable effects that specific factors have on the Emotional Labour. The components' standardised regression coefficients show that coping mechanism on Organizational support (b = 0.418), followed by frequency, has the greatest impact on frequency (b= 0.268), and coping mechanism on Emotional Labour (b = 0.257).

We have introduced the following two variables Frequency and Organizational support as mediating variables in the model. Organizational support plays a partial mediating role with coping mechanism with (b = 0.268, p< 0.00). However, Frequency plays fully mediating role with Variety (b = 0.213, p< 0.00) and Emotional Labour (b = 0.189, p < 0.05). Also, Frequency plays fully mediating role with coping mechanism (b = 0.268, p < 0.00) and Emotional Labour (b = 0.189, p < 0.05).

Table VIII: SEM result for all the construct

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CM -> EL	0.257	0.061	4.171	0.000
CM -> FRQ	0.268	0.070	3.772	0.000
CM -> OS	0.418	0.058	7.078	0.000
External Duration -> EL	0.022	0.061	0.302	0.763
FRQ -> EL	0.189	0.068	2.807	0.005
FRQ -> OS	0.096	0.060	1.639	0.102
Gender -> EL	0.037	0.049	0.772	0.440
IN -> EL	0.181	0.060	2.990	0.003
IN -> FRQ	-0.026	0.066	0.354	0.723
IN -> OS	-0.007	0.054	0.107	0.915
Internal Duration -> EL	0.051	0.051	1.011	0.313
OS -> EL	0.078	0.057	1.402	0.162
VA -> EL	0.005	0.061	0.105	0.916
VA -> FRQ	0.213	0.060	3.509	0.000
VA -> OS	0.036	0.065	0.513	0.608

Results reveal that the coping mechanism is crucial for the intention to adopt emotional labour. Coping mechanisms are indispensable for those engaged in emotional labour as they provide a vital means to navigate the complex and often challenging terrain of managing and expressing emotions in a professional context. Employees in roles requiring emotional labour, such as customer service representatives or healthcare providers, often encounter emotionally charged situations that can lead to stress, burnout, or emotional exhaustion. Effective coping strategies, whether through emotional regulation, social support, or self-

care, enable individuals to process, channel, and manage these emotions constructively. By developing and utilizing coping mechanisms, individuals can maintain their psychological well-being, enhance job satisfaction, and ensure the sustainable delivery of high-quality service in emotionally demanding occupations.

Intensity, when examined in the context of the dependent variable emotional labor, refers to the degree and depth to which individuals must regulate and manage their emotions in their professional roles. Emotional labor often requires employees to display specific emotions, such as empathy or enthusiasm, as part of their job requirements. The intensity of emotional labor can vary widely across professions and job roles, with some positions demanding constant emotional expression, while others require occasional emotional regulation. Understanding the intensity of emotional labor is crucial, as it can have significant implications for employee well-being, job satisfaction, burnout, and overall job performance. Research into the intensity of emotional labor sheds light on the psychological and emotional demands placed on individuals within various occupational settings, offering insights into strategies for better managing and supporting employees in emotionally challenging roles.

Chapter-5

Conclusion

Chapter 5: Conclusion

In this chapter we highlight the contributions of this work and outline the future scope of research. A review of EL literature led to the fact that HR Professional Executives have been comparatively understudied. An attempt has been made in this study is to explore and describe EL at work place among HR Executives of Power PSEs. Analysis of data led to findings with regard EL of HR Executives.

It is worthwhile highlighting the contribution this study provides as one of the first comprehensive studies of EL of HR Executives. While some insights were shared by earlier researchers, this paper provides empirical evidence on a key profession in the Organization. Our finds confirm that HR professions undergo EL and adopt various strategies, which are effected by factors like hierarchy, strength of service, team play and organizational support.

Our data has been drawn from multi-organizational settings unlike previous studies and is reflective of impact of EL on HR Executives.

The study covered a large representative population of HR Executives and attempted to detail the competencies and emotions required to perform each role, paving way for organizational interventions. HR Executive in Talent Acquisition believes that expressing positive emotions is important for their job as well as Organization, thereby express genuinely. Inclusion of EL characteristics for each role in qualifying requirements and job descriptions helps HR Executives be aware of their strength and weakness in these areas. From organization perceptive training on cognitive and behavioral strategies to show expressions (SA) and feelings (DA) helps HR Executives to display the desired emotions.

Emotional experiences and expressions are difficult to be assessed by survey methods. However, an attempt has been made to capture various strategies adopted, effect of display rules, coping mechanisms adopted etc.

In summary, the present study makes important contributions to the Emotional Labour for an important function like HR.

LIMITATIONS

Every researcher has a particular personal background. Researcher's past personal experiences influence his or her interpretations and development of ideas. This phenomenon is called preunderstanding (Gummesson, 1991). Pre-understandings characterize a person's range of vision at a specific point in their life, which can be perceived and challenged throughout life-experiences and situations but are flexible and dynamic in their nature meaning that they can change during or after experiences that are made during reflexive processes. (Maxwell et.al. 2020). Preunderstanding is a key element in generating and interpreting data and influences the researcher's theoretical sensitivity (Holenlund, 1997 : 20).

With Human Resources background for more than three (3) decades in a leading Power Sector Enterprises, the interpretations made by the researcher may have limitations based on Government guidelines. Having visualized and executed the role predominantly from an administrative angle, the ideas may have the administrative flavour.

Since the questionnaire was administered to HR Executives from Power Sector PSEs based on judgement sampling, the responses may be similar due to same experiences they have.

There is a need to extend the study of EL among HR Professions from Private Sector organizations for validation and enriching the findings.

Awareness of the concept and study on Emotions is still nascent and is linked to concepts like burnout, stress management, there is need for future in depth studies on factors affecting EL of HR Executives.

Future Scope of Study

The concept and study of Emotional Labour (EL) can be extended to other service functions in the Organization. Emotions are experienced by all employees while performing their roles and there are organizational norms and rules for every department. Thus the propositions of EL can be applied across.

Effect of EL in interaction with internal stakeholders and external stakeholders can be studied in depth across all functions since the factors like intensity and duration varies and the expression and feelings are dependent on their function and different norms.

In Human Resources, study of best practices across organizations on empowerment, display rules which minimize emotional dissonance will be impactful. This would also include learning and development initiatives across Hospitality, Nursing, Air Industry should be benchmarked for minimization of EL.

Organization Support initiatives are important to reduce EL for team members especially at the level of Supervisor – Senior and Middle Management level. Study on such initiatives and dissemination of knowledge would help the emotional well-being of employees.

REFERENCES

REFERENCES

1. Abraham, R., (1998). Emotional Dissonance in Organizations: A conceptualization of consequences, mediators and moderators. Leadership and organizational Development Journal, 19(3), pp. 137-146.

2. Agnieszka Bates (2016) . The management of emotional labour in the Corporate reimaging of primary education in England . International STudies in Socialogy of Education, DOI : 10.1080/09620214 . 2016 . 1175959 (SEAL).

3. Alsakarneh A.; Sakarneh B.; Bataineh M.T.; Fraihat B.A.M.; Nawasra M.; Al-Smadi A.W. (2023). The Link Between Emotional Labor And Employee Performance In The Services Sector. Corporate Governance and Organizational Behavior Review. *7*(1), 101–110

4. Ashforth, B.E., & Humphrey, R.H. (1993). Emotional Labor In Service Roles: The Influence Of Identity. ® Academy of Management Review, Vol. 18, No. 1,88-115.

5. Ashforth, B.E., & Humphrey, R.H. (1995) : Emotion in the Work Place : A Reappraisal. Human Relations, 48(2), 97-125.

6. Barnard, Chester I. 1938 . Functions of the Exectuive . Cambridge, MA: Belknap Press

7. Baumeister, R.F., Bratslavsky, E., Muraven, M., & Tice, D.M. 1998 . Ego depletion: Is the active self a limited resource? Journal of Personality and Psychology, 74: 1252-1265.

8. Beal, Daniel J., et al. "Episodic processes in emotional labor: perceptions of affective delivery and regulation strategies." *Journal of applied psychology* 91.5 (2006): 1053.

9. Beal, D.J., Weiss, H.M., Barros, E., & MacDermid, S.M. 2005. An episodic process model of affective influences on performance. Journal of Applied Psychology, 90:104-1068.

10. Berking, M., Meier, C., &Wupperman, P. (2010). Enhancing emotion regulation skills in Police Officers: Results of a pilot controlled study. Behavior Therapy, 41, 329-339.

11. Bhave, D.P., &Glomb, T.M. (2016). The role of occupational emotional labor requirements on the surface acting – job satisfaction relationship. Journal of Management, 42(3), 722-741.

12. Bolton Sharon C. (2009). Getting to the heart of the emotional labour process: a reply to Brook. Work, employment and society Volume 23 ,Number 3

13. Brotheridge. C., & Grandey. A. (2002) – Emotional Labor and Burnout – Comparing two perspectives of "people work". Journal of Vocational Behavior, 60, 17-39.

14. Brunetto Y.; Farr-Wharton B.; Wankhade P.; Saccon C.; Xerri M.(2023) Managing emotional labour: the importance of organisational support for managing police officers in England and Italy. International Journal of Human Resource Management. Vol34. No.4. 832-854

15. Bunce, D., & West, M.A. (1996) . Stress management and innovation interventions at work. Human Relations, 49, 209-232

16. Caldwell, R. (2003) : The Changing Role of Personnel Managers : Old ambiguities, new uncertainties. Journal of Management Studies, 40 , 983-1005.

17. Chin W.W., (2010). Handbook of Partial Least Squares: Concepts, Methods and Applications. pp 655-690. https://doi.org/10.1007/978-3-540-32827-8

18. Christoforon, P.S., &Ashforth, B. 2015. Revisiting the debate on the relationship between display, rules and performance: Considering the explicitness of display rules . Journal of Applied Psychology, 100: 249-261.

19. Cossette Michel & Ursula Hess (2009). Role of Organizational Factors on Emotional Labour Strategies.

https://www.researchgate.net/publication/277989570_How_Organizational_Factors_Impact_Emotional_Labour_Strategies#fullTextFileContent [accessed Mar 09 2023].

20. DAHIYA, ASHA. "EXTROVERSION AND EMOTIONAL LABOUR: A STUDY ON ORGANIZED RETAIL SECTOR." *CLEAR International Journal of Research in Commerce & Management* 8.4 (2017).

21. Dana M. Morton., Conor J Byrne, Jason J. Dahaling., & Samantha L. Chau (2011). Spirituality, Religion and Emotional Labor in the workplace. Journal of Management Spirituality &Religion .10.5464.2011.5a

22. Dahiya, A. (2017) . Extroversion and Emotional Labour: A study on organized retail sector. International Journal of Research in Commerce and Management, 8(4).

23. Day, C. (2004) . A passion for teaching . London : Routledge Falmer.

24. Delen, M.G. (2017). Individual antecedents of emotional labour in airline industry. Beykent Üniversitesi Sosyal Bilimler Dergisi , 10 (1) , DOI:10.18221/bujss.303360

25. Diefendorff, J.M., &Croyle, M.H., &Gosserand, R.H. (2005). The dimensionality and Antecedents of emotional labor strategies. Journal of Vocational Behavior, 66, 339-357.

26. Elaine O'Brien & Carol Linehan (2018) The last taboo?: surfacing and supporting Emotional Labour in HR work, The International Journal of Human Resource Management, 29:4, 683-709, DOI: 10.1080/09585192.2016.1184178

27. Fornell C., & Larcker D.F., (1981), Evaluating Structural Equation Models with Unobservable Variables & Measurement Errors. Journal of Marketing Research, 18(1) 39-50. https://doi.org/10.1177/002224378101800104

28. Francis, H., & Keegan, A. (2006) : The Changing Face of HQM : In Search of Balance. Human Resources Management Journal, 16, 231-249.

29. Fridja, N. (1993) Moods, emotion episodes and emotions, In M. Lewis y J. Haviland (eds.), Handbook of Emotions. Nueva York: Guilford Press, 381–403.

30. Fritz, C., &Sonnentag, S. 2005. Recovery, Health and job performance. Effect of weekend experiences. Journal of Occupational Health Psychology, 10: 187-199

31. Gaan, Niharika. "Development of emotional labour scale in Indian context." *Vision* 15.1 (2011): 41-48.

32. Gabriel A.S.; Diefendorff J.M.; Grandey A.A.(2023). The acceleration of emotional labor research: Navigating the past and steering toward the future. Personnel Psychology.Vol76. No.2. 511-545

33. Gatewood, R.D., Field, H.S., &Barrick, M. (2011). Human resource selction (7th ed.) . Mason, Oh: South Western College

34. Gabriel, A.S., Daniels, M.A., Diefendorff, J.M., &Greguras, G.J. (2015). Emotional labour Actors: A latest profile analysis of emotional labor strategies. Journal of Applied Psychology, 100, 863-879.

35. Grandey, A.A., & Gabriel, A.S. (2015) . Emotional labor at a cross roads: Where do we go from here? Annual Review of Organizational Psychology and Organizational Behavior, 2,323-349.

36. Gandey, A.A., Branburger, A.L. (2002) : "The motion regulation behind the customer service smile", in Lord, R.T., Klimoshi, R.J. and Kanfer, R (Eds.). Emotions in the Workplace : Understanding the Structure and Role of Emotions in Organizational Behavior. Jossey-Bass, San Francisco, C.A., PP 260-94.

37. Grandey, A.A., Fist. G.M., & Steiner, D.D. (2005) – "Must Service with a smile" be stressful? The moderating role of personal control for American and French employees. Journal of Applied Psychology, 90.893-904.

38. Gosserand Robin Hughes (2003) An examination of individual and organizational factors related to emotional labor. LSU Doctoral Dissertations. 2079. https://digitalcommons.lsu.edu/gradschool_dissertations/2079

39. Grandey, A.A. (2000) . Emotional regulation in the work place : A new way to conceptualize emotional labor . Journal of Occupational Health Psychology, 5(1), 95-110.

40. Gefen, D., Straub, D., & Boudreau, M.-C. (2000). Structural Equation Modeling and Regression: Guidelines for Research Practice. Communications of the Association for Information Systems, 4(1), 1–77.

41. Groth Marcus, Thorsten Hennig-Thurau & Gianfranco Walsh (2009) Customer Reactions To Emotional Labor: The Roles Of Employee Acting Strategies And Customer Detection Accuracy. Academy of Management Journal, Vol. 52, No. 5, 958–974

42. Gross, J.J., & John, O.P. (2003) . Individual differences in two emotion reulation processes : Implications for affect, relationships and well-being . Journal of Personality and Psychology . 85,348-362.

43. Gummesson, E. (1991) Qualitative Methods in Management Research (Revised Edition) London: Sage

44. Hair, Joe F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. European Business Review, 26(2), 106–121.

45. Hair, J. Hollingsworth, C.L., Randolf A.B. & Chong A.Y.L. (2017). An Updated and expanded assessment of PLS in information systems research. Industrial Management & Data Systems, 117(3). 442-458. https://doi.org/10.1108/IMDS-04-2016-0130

46. Healy, M., and Perry, C. (2000), "Comprehensive criteria to judge validity and reliability of qualitative research within the realism paradigm", Qualitative Market Research, Vol.3, No.3, pp. 118-126.

47. Hillies, M. (2004) : Personnel Managers and Crisis Situations : Emotion Handling Strategies (PhD Thesis). Swedish School of Economics and Business Administration. Retrieved from http://www.dhanken.shh.fi/dspace/bistream/10227/108/2/136-951-555-855-7.pdf.

48. Hobfoll, S.E. 1988 . Stress, Culture and Community: The Psychology and Philosophy of Stress. New York: Plenum.

49. Hobfoll, S.E. (1989) . Conservation of resources : A new attempt at Conceptualizing stress . American Psychologist, 44(3), 513-524.

50. Hochschild, A.R. (1983) – The Managed heart : Commercialization of Human Feeling. Berkeley, C.A. – University of California Press.

51. Hubona, G. S., Schuberth, F., & Henseler, J. (2021). A clarification of confirmatory composite analysis (CCA). International Journal of Information Management, 61(January).

52. Hulsheger, U.R., &Schewe, A.F. (2011) . On the costs and benefits of emotional labor : A meta-analysis of three decades of research . Journal of Occupational Health Psychology, 16: 361-389.

53. Humphrey, R.H., Pollack, J.M., & Hawver. T. (2008) – Leading with Emotional Labor. Journal of Managerial Psychology, 23.151-168.

54. Hur, W. M., Han, S. J., Yoo, J. J., & Moon, T. W. (2015). The moderating role of perceived organizational support on the relationship between emotional labor and job-related outcomes. *Management Decision*.

55. Jeffrey J. Bailey 7 Micheal M. McCllough (2001) . Emotional labor and Difficult Customer : Coping Strategies of Service Agents and Organizational Consequences,. Journal of Professional Services Marketing, 20 : 2, 51-72.

56. John P Trongakos., Daniel J. Beal., Stephen G. Green, & Howard M. Weiss (2008) . Making the Break Count: An Episodic Examination of Recovery Activities, Emotional Experiences, AND Positive Affective Displays. Academy of Management Journal .Vol 51. No.1, 131-146

57. Josan M. Vitdlo-Cicciv (2003) : Innovative leadership through intelligence . News Manage . 2003:34(10):28-33.

58. Kaur, Harsimran, and Sandeep Kaur. "Emotional labour: An empirical analysis of its correlation with well being." *OPUS: HR The Journal* 10.1 (2019): 122-142.

59. Kim, S. (2002). Participative Management and job satisfaction: Lessons for management leadership. Public Administration Review, 62, 231-241.

60. Klein Michel (2021). Emotional Labour in a sales ecosystem: a salesperson-customer interactional framework. Journal of Business & Industrial Marketing. Vol 36 No.4, 666-685

61. Kumar Mishra, Sushanta, and Deepti Bhatnagar. "Linking emotional dissonance and organizational identification to turnover intention and emotional well- being: A study of medical representatives in India." *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management* 49.3 (2010): 401-419.

62. Laur, W., Huo, Y., & Chen, Z. (2017) . Who is fit to serve? Person – job / organization fit, emotional labor, and customer service performance. Human Resource Management, 57(2), 483-497.

63. Mahatoa Madhuree Modekurti-; Dr. Pranab Kumar ; Dr. Prageetha G. Raju (2014). Impact of Emotional Labor on Organizational Role Stress – A Study in the Services Sector in India. Procedia Economics and Finance 11 (2014) 110 – 121

64. MartiNez-Inigo David , Peter Totterdell , Carlos M. Alcover , & David Holman (2007) Emotional labour and emotional exhaustion: Interpersonal and intrapersonal mechanisms. Work & Stress; 21(1): 30-47

65. Maxwell, C., Ramsayer, B., Hanlon, C., McKendrick, J., & Fleming, V. (2020). Examining Researchers' Pre-Understandings as a Part of the Reflexive Journey in Hermeneutic Research. International Journal of Qualitative Methods, 19. https://doi.org/10.1177/1609406920985718

66. Meijman, T.F., & Mulder, G. 1998. Psychological aspects of workload. In P.J.D. Drenth, H. Thierry, & C.J. de Wolff (Eds) . Handbook of work and organizational psychology. Vol.2:5-33. Hove, U.K.: Psychology Press

67. Miner, A.G., Glomb, T.M., &Hulin, C. 2005 . Experience sampling mood and its correlates at work. Journal of Occupational and Organizational Psychology, 78: 171-193

68. Mittal, Manish, and Shreshth Chhabra. "A STUDY OF EMOTIONAL LABOUR AND BURNOUT SYMPTOMS IN TEACHERS." *Global Management Review* 5.4 (2011).

69. Morris J Andrew and Daniel C. Feldman (1996). The Dimensions, Antecedents, and Consequences of Emotional Labor. The Academy of Management Review Vol. 21, No. 4 (Oct., 1996), pp. 986-1010.

70. Mukherjee, Tuheena, and Kanika T. Bhal. "Can we talk about emotional flexibility? Cognitive emotional regulation strategies as moderator of the relationship between emotional labor and self esteem." *Global Journal of Flexible Systems Management* 12 (2011): 47-58.

71. Muraven, M., & Baumeister, R.F. 2000. Self-regulation and depletion of limited resources. Does self control resemble a muscle? Psychological Bulletin, 126:247-259.

72. Nauman S.; Malik S.Z.; Saleem F.; Ashraf Elahi S.(2023). How emotional labor harms employee's performance: unleashing the missing links through anxiety, quality of work-life and Islamic work ethic. International Journal of Human Resource Management.

73. Neal M. Ashkanasy and Catherine S. Daus (2002) . Emotion nt he workplace . The new challenge for Managers . Academy of Management Executive. 2002, Vol.16, No.1, 76-86.

74. O'Brien, E., & Linchan. C (2014) : A balancing Act : Emotional Challenges in HR role. Journal of Management Studies, 51, 1257-1285.

75. Ogbonna, Emmanuel, and Lloyd C. Harris. "Work intensification and emotional labour among UK university lecturers: An exploratory study." *Organization studies* 25.7 (2004): 1185-1203.

76. Park H., Hur W.-M.(2023), Customer showrooming behavior, customer orientation, and emotional labor: Sales control as a moderator, Journal of Retailing and Consumer Services. Vol 72.

77. Parkinson, B., & Totterdell. P. (1999) . Classifying affect – regulation strategies . Cognition & Emotion, 13, 27303.

78. Pugh.S.D. (2001) – Service with a Smile : Emotional Contagion in the Service Encounter. Academy of Management Journal, 44, 1018-1027.

79. Quick, J.C., Quick, J.D., Nelson, D.L.,&Hurrell, J.J., Jr. (1997) . Preventive stress management in organizations. Washington, D.C.: American Psychological Association

80. Rafaeli. A., & Sutton, R.I. (1989) – The expression of Emotion in Organizational Life. In L.L. Cummings & B.M. Staw (Eds.), Research in Organizational Behavior (Vol.11 – PP L-42). Stamford, C.T. : JAI Press.

81. Refaeli, A., & Sutton, R.I. (1991) : Emotional Contrast Strategies as a means of social influence : Lessons from criminal interrogators and bill collectors. Academy of Management Journal, 34, 749-775.

82. Rego, A., & Pina e. Cunha, M. (2008) . Workplace spirituality and organizational commitment : An empirical study . Journal of Organizational Change Management , 21, 5

83. Remenyi, D., Williams, B., Money, A., and Swartz, E. (2005), Doing research in business and management: an introduction to process and method (1st Ed.), SAGE Publication, London

84. Schneider TR. (2004). The role of neuroticism on psychological and physiological stress response. Journal of Experimental Social Psychology, 40,795-804.

85. Salmela M. (2005) . What is emotional authenticity? Journal for the Theory of Social Behaviour, 35, 209-230.

86. Saunders, M., Lewis, P., and Thornhill, A. (2003), Research Methods for Business Students, (3rd Ed.), Prentice Hall, UK.

87. Sharma, S., & Aggarwal, N. (2017). Sales Professional's Commitment to Smile: Is Social Support a Moderator between Emotional Labour and its Consequences on Well-being? FIIB Business Review, 6(4), 30–38. https://doi.org/10.1177/2455265820170406

88. Shamim, Maha and Siddiqui, Danish Ahmed, Impact of Leader's Emotional Intelligence on Sub-Ordinates' Organizational Citizenship Behavior and Task Performance: The

Mediatory Role of Organizational Culture (2019). Available at SSRN: https://ssrn.com/abstract=3510571 or http://dx.doi.org/10.2139/ssrn.3510571

89. Smith, A.C. III, & Kleinman, S. (1989) : Managing Emotions in Medical School Students' Contacts with living and dead. Social Psychology quarterly, 52,56-69.

90. Smith, T.W. (1992) – Hostility and Health : Current Status of a Psychosomatic Hypothesis. Health Psychology, 11,3,139-50.

91. Sohn, H.K., Lee, T.J., & Yoon, Y.S. (2006) . Emotional labour and burnout : Comparisons between the countries of Japan and Korea . Journal of Travel & Tourism Marketing, 33(5), 597-612

92. Sonnentag, S.2001 . Work, recovery activities and individual well-being: A diary study. Journal of Occupational Health Psychology, 6: 196-210.

93. Sternberg, L.E. 1992 . "Empowerement : Trust Vs Control" . Cornell Hotel and Restaurant Administration Quarterly , 33(1) : 68-72.

94. Sonnentag, S., &Zijlstra, F.R.H. 2006. Job Characteristics and off-job activities as predictors of need for recovery, well- being and fatigue. Journal of Applied Psychology, 91 : 330-335

95. Stenross, B., & Kleinmann, S. (1984) : The highs and lows of Emotional Labor : Detectives' Encounters with Criminals and Victims. Journal of Contemporary Ethonography, 17, 435-452.

96. Stock, R.M., and W.D. Hoyer (2005) . "An Attitude – Behavior Model of Sales People's Customer Orientation." Journal of Academy of Marketing Science, 33(14) : 536-52.

97. Susskind, A.M., Kacmar, K.M. &Borchgrevink, C.P., (2003) . Customer Service Providers' attitudes relating to customer service and customer satisfaction in the customer server exchange. Journal of Applied Psychology, Vol.88, No.1, pp. 179-87.

98. Sutton, R.I., & Rafaeli, A (1988) Untangling the relationships between displayed emotions and organizational sales : The case of convenience stores. Academy of Management Journal, 31, 461-487

99. Sutton, R.I. (1991) : Maintaining norms about expressed emotions : the case of bill collectors; Administrative Service Quarterly, Vol.36 No.2, PP 245-68.

100. Tews, M.J., & Glomb, T.M. 2000 . The feelings at work scale : Theoretical basis, development of the instrument and perliminarly validity testing . Paper presented at the Second Conference on Emotions and Organizations Life, Toronto

101. Tolich, M.B. (1993) : Alienating and Liberating Emotions at work; Supermarket Clerks : Performance of Customer Service. Journal of Contemporary Ethnography, 22,361-381.

102. Totterdell, P., & Parkinson, B. (1999). Use and effectiveness of self regulation strategies for improving mood in a group of trainee teachers. Journal of Occupational Health Psychology, 4, 219-232.

103. Truss, C., Gratton, L., Hope-Hailey, V. Stiles, P., & Zaleska, J. (2002) : Paying the Pifer : Choice and Constraint in Changing HR Functional Roles. Human Resources Management Journal, 12, 39-63.

104. Tsai, Wei-Chi, and Yin-Mei Huang. "Mechanisms linking employee affective delivery and customer behavioral intentions." *Journal of applied psychology* 87.5 (2002): 1001.

105. Ulrich, D. (1997) : Human Resources Champions : Boston, MA : Harvard Business School Press.

106. Van Maanen, J., & Kunda. G. (1989) – Real Feelings : Emotional expression and Organizational Culture. Research in Organizational Behavior, 11,43-103.

107. Wagner, J.A. (1994). Participation's effects on performance and satisfaction. A reconsideration of research evidence. Academy of Management Review, 19, 312-330.

108. Wang, X., Wang, G., & Hon, W.C. (2016). Effects of emotional labor and adaptive selling behaviour on job performance. Social Behavior and Personality : an international journal, 44(5), 801-814.

109. Westman, M., & Etzion, D. (2001) . The impact of vacation and job stress on burnout and absenteeism . Psychology & Health, 16 (5), 595-606.

110. Wright, B.E., &Kion, S. (2004) . Participation's influence on job satisfaction: The importance of job characteristics. Review of Public Personnel Administration, 24, 18-40

111. Xanthopoulou, D., Bakker, A.B., Demerouti, e., & Schaufeli, W.B. (2007). "The role of personal resource in the job demands – resources model", International Journal of Stress Management, Vol.14 No.2, p.121.

112. Yang Chunjiang & Aobo Chen (2020) - Emotional labor: A comprehensive literature review. Human Systems Management 40 (2021) 479–501

113. Yu C.-Y.; Sun H.-H.; Chenv S.-C. (2023). Research on the Relationship between Organizational Justice, Emotional Labor and Job Satisfaction – A Case of Flight Attendants. International Journal of Business, 28(2).

Description: The scales consist of 49 items on a Likert-type scale ranging from 1 (strongly agree) to 5 (strongly disagree). The questions are related to EMOTIONAL LABOUR in different contexts as below:

Name		Organization	
Section		Age	
Position			

S.no	Questions	Strongly agree	Agree	Neutral	Don't Agree	Strongly disagree
1	Displaying emotions during service encounters is part of my job.					
2	HR department is the first interface for employees in the organization.					
3	Service encounters involves simulating emotions that are not actually felt.					
4	HR executives needs to feign on facial expression, gestures and voice tone during service encounters.					
5	Often HR executives actually experience or feel the emotions that they wish to display.					
6	HR executives often felt disconnected for portraying feelings that are not felt.					

		Strongly agree	Agree	Neutral	Don't Agree	Strongly disagree
7	Emotions are displayed based on the duration of the interaction.					
8	Intensity of interaction often affects emotions.					
9	Emotions vary from episode to episode (Routine work Vs Firing of people)					
10	The organization I work has Norms / Values for a particular behavior.					
11	There are SOP for Service Encounters to deal with each interaction.					
12	Professional training is imparted to combat emotions.					

S.no	Questions	Strongly agree	Agree	Neutral	Don't Agree	Strongly disagree
13	Flexibility of rules and policies are available to defuse emotions of stakeholders.					
13. a	Organization empowered sufficiently to defuse tensions un Service Encounters.					
14	I am not supposed to lose my cool despite provocation.					
15	One resorts to common sense to negate emotions.					
16	Empathy is key to understand emotions of the stakeholder.					

17	Hierarchy has relevance in display of emotions .					
18	Length of experience in HR helps in handling the emotions better.					
19	Team players help in overcoming dissonance experienced during service encounters.					
20	Team work within HR helps understanding and sharing of burden encountered during service.					
21	Personality type has correlation on coping up mechanism.					
22	Technology influences the present day emotions. (ringing of phone, disruption).					
23	Love for my job helps in minimizing the dissonance.					
24	Role models in the organization helps in mimicking and to learn to deal with difficult customers & service encounters.					
25	Listening helps to combat emotional outburst.					
26	Sensitivity helps minimize dissonance.					
27	Responsiveness increases credibility with customers.					
28	Reaching out people helps					

S.no	Questions	Strongly agree	Agree	Neutral	Don't Agree	Strongly disagree
	understand better on emotions.					
29	Open door policy bring about transparency to deal with customers.					
30	Soft skill plays key role in minimization of dissonance.					
31	Societal norms compel suppress emotions.					
S.no	Questions	Strongly agree	Agree	Neutral	Don't Agree	Strongly disagree
32	Each service transaction is dynamic and has emergent quality.					
33	One is able to measure / evaluate the service quality based on emotions of the customer.					
34	One is mindful of the emotions displayed during the day.					
35	One feels exhausted and stressed out at the end of the day.					
36	Organization taught coping mechanism to negate emotional labor.					
37	Organization design job specification and job description based on competencies required.					
38	Lack of clarity on job tasks, personal authority or responsibilities on part of superior increases dissonance.					

39	Experience discomfort when confronted by expectations of multiple roles.					
40	Superiors discourage expressing naturally felt emotions (Self verification)					
41	Feel empowered and strengthened by perceived organizational support (POS).					
42	Abusive reporting officer undermines by self efficacy emotions.					
43	Organisation treats me favourably and adequately supports in crises.					
44	Core values of organization are positively created to ones well being, self esteem, energy and health.					
45	Emotion affect the gratitude of fellow employees in service encounters.					
46	Organization has planned interventions to support emotionaly well being.					
47	Mindfulness helps in positive service emotions.					
48	Meditation helps in control of emotions					
49	Self awareness, empathy are key to positive service encounters.					