



Antecedents and Consequences of Emotional labor : A review

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Abstract

The purpose of this study is to observe conceptualize emotional labor with antecedents and consequences. As part of service job, Emotional labor means to express emotions while providing services to customers. Its outcome can be beneficial for customers, employees and organizations, that's why airlines want attendants to smile and act friendly and hospitals want nurses to show concern and compassion towards their clients or customers etc. Emotional labor exists among service providers and customer interaction to provide quality service and to get customer satisfaction. This research describes that emotional labor has major two types, firstly *surface acting* (faking emotion), secondly *deep acting* (try to modify inner feelings). First one is not harmful for employees in service job because it is supposed to be in-line with organizational objectives. Second one can be harmful if it is not controlled by employees because it can cause emotional conflicts among employees. Emotional Conflicts mean contradiction between employees' personal feelings and the feelings which organization desires. But in fact, deep acting is positively related with organizational commitment, job satisfaction, customer satisfaction and job performance. Emotional labor has four dimensions: frequency of appropriate emotional display, frequency of interactions, attentiveness to display rules and variety of emotional expressions & emotional dissonance. These dimensions have their own antecedents and consequences. This study investigates antecedents and consequences of emotional labor in subsequent sections.

Keywords: Emotional labor, Consequences

JEL Codes: D91, O33

I. Introduction

Emotions have been considered an interesting topic for psychologists and sociologists (Thoits, 1990). Previously, many years back organizational scholars worked on interesting topic “display of emotions” (Ashforth and Humphrey, 1995; Mumby and Putnam, 1992). Growth in Economic service has raised competition among service providers which forced organizations to improve the quality of services which their employees are providing to their clients and customers (Bowen and Schneider, 1995; Zeithaml, Parasuraman and Berry, 1990). Customer has become more worthy concern of management that’s why management has started monitoring how service providers are acting and speaking with customers.

Organizations are willing to control and observe how employees present their behavior to others, in simple words quality of interactions between customer and employees and between employees is being controlled by management (Abid et al., 2016; Hochschild 1983). Emotional labor is “A situation in which an employee expresses organizationally desired emotions to customers during interpersonal transactions at work” (Robbins, Judge and Vohra, 2015). Emotional labor is a most important concept in service jobs, because while dealing with customers, employee expends mental and physical labor with organizationally desired emotions in addition to its normal duty (Robbins, Judge and Vohra, 2015).

Hospitality front-line employees frequently face difficult and demanding customers; even it is not pleasant experience because this hospitality service requires smile and polite behavior in front of the client or customer (kim, 2008). In this kind of services work, emotional labor takes place (kim, 2008). In this context, job emotional labor performs various forms of emotions at work (Hochschild, 1983). The positive emotions of service provider affects customer retention, contentment and recovery (Ashkanasy et al., 2002). Emotional labor can be harmful to service provider as physically and psychologically (kim, 2008) because emotional labor arises due to burnout and occupational stress specially when employees’ personal feelings conflict with the organizational desired feelings (Brotheridge and Grandey, 2002; Grandey, 2003). Emotional labor is very important for organizational and individual outcomes; many researchers do research on emotional labor, its consequences and antecedents (Naqvi, 2013). For evaluating customer relationship and service quality, organization should monitor the interaction between customer and service providers (Naqvi, 2013). In fact management should focus on issues of individual behaviors in changing environment and consequences of emotional labor (Rupp and Spencer, 2006; Snyder, 1987).

As a part of job duties, employees are supposed to express emotions of positive feelings, like flight attendants have to act friendly and keep on smiling as required by airlines. Similarly hospitality jobs require helping and kind emotions (Humphrey, Ashforth, and Diefendorff, 2015). There are two strategies which are used to perform emotional labor, first one is surface acting and second one is deep acting. This research includes emotional labor concept for service jobs and review of antecedents and consequences. After literature review we shall see more antecedents and consequences on emotion labor and its dimensions.

II. Literature Review

II.I. The Origin of Emotional Labor

The emotional labor concept came from Hochschild (1979-1983). As per Hochschild, while providing services to customers, emotional reactions of service provider affect more on outcome. Like airline attendants require to feel friendly and keep on smiling on face at work. Such type of job expresses “feeling rules” (Hochschild, 1983). Others said this job expresses “Display rules” (Ashforth and Humphrey, 1993; Morris and Feldman, 1996). Feeling rules mean “The worker’s actual emotions” and display rules means “those emotions which organization requires workers to show and consider appropriate in a given job” (Robbins, Judge and Vohra, 2015). Emotional conflict feels by service provider when contradiction arises from emotions by actual feeling and emotions to be expressed during the job (Hochschild, 1983). Employees manage this contradiction through deep acting and surface acting (Hochschild, 1983). She recognizes, feelings are changed from “Outside in” in surface acting (fake feeling) and feeling are changed from “Inside out” in deep acting.

II.II. Means of Emotional Labor

Emotional labor generally described as “The act of expressing organizational desired emotions during service transactions” (Morris and Feldman, 1996). During interpersonal transaction, service providers express organizational desired emotions at workplace” (Robbins, Judge and Vohra, 2015). There are major two strategies of emotional labor; first is *surface acting* (fake emotions), “ Hiding one’s inner feelings and forgoing emotional

expressions in response to display rules” second is *deep acting*, “Trying to modify one’s true inner feeling based on display rules” (Robbins, Judge and Vohra, 2015). Shown emotions correspond to surface acting and felt emotions are related to deep acting (Robbins, Judge and Vohra, 2015). Many researches show that surface acting is more stressful and exhausting then deep acting because employees have to express fake emotions during their job (Robbins, Judge and Vohra, 2015). There are four meta- analysis which show surface acting is related with impaired well being and stress (Bono and Vey, 2005; Hülshager and Schewe, 2011; Kammeyer-Mueller et al., 2013; Wang, Seibert, and Boles, 2011). Management scholars argue that surface acting can be a reason of *emotional dissonance* “inconsistencies between the emotions that people feel and the emotions that they express” (Ashforth and Humphrey, 1993, Robbins et al, 2015).

There are four *dimensions* of emotional labor; first is frequency of emotional display, second is variety of emotions that need to be expressed, third is attentiveness to required display rules, and fourth is emotional dissonance (Kim, 2008; Morris and Feldman, 1996).

II.III. Antecedents and Consequences of emotional labor

There are four dimensions of emotional labor and every dimension has its own antecedents and consequences. First is frequency of emotional display antecedents i.e. Use of displayed rules, evaluation, gender and daily tasks. Second is variety of expressed emotions antecedents i.e. variety of tasks and power role receiver. Third is attentiveness for required display rules antecedents i.e. power role of receiver and daily tasks. Fourth is emotional dissonance antecedents i.e. in-person contact, job autonomy and negative emotions. Other antecedents of emotional labor are person- job fit, job characteristics (frequency, duration, variety, job autonomy), individual characteristics (neuroticism, extraversion) and consequences are emotional exhaustion, job satisfaction and burnout (exhaustion, cynicism, professional efficacy).

Table. 1 Antecedents and consequence of emotional labors

Sr.	Dimensions of Emotional Labor	Antecedents of Emotional Labor	Consequences of Emotional Labor	Citations
1	frequency of emotional display	(explicitness of display rules, closeness of monitoring, gender, task of routineness)	emotional exhaustion	(Morris and Feldman, 1996)
2	variety of expressed emotions	(task variety, power role receiver	emotional exhaustion	(Morris and Feldman, 1996)
3	attentiveness to required display rules	(Power role of receiver, task of routineness).	emotional exhaustion	(Morris and Feldman, 1996)
4	emotional dissonance	(face to face contact, job autonomy, negative emotions, negative emotions)	emotional exhaustion job satisfaction	(Morris and Feldman, 1996)
5		Person-job fit	emotional exhaustion	(Humphrey, Ashforth, and Diefendorff, 2015).
6		job characteristics (frequency, duration, variety, job autonomy),	burnout(exhaustion, cynicism, professional efficacy)	(Kim, 2008)
7		individual characteristics (neuroticism, extraversion)	burnout(exhaustion, cynicism, professional efficacy)	(Kim, 2008)

Source (author)

II.IV. Dimension of Emotional Labor with Antecedents

II.IV.I. Frequency of emotional display

Frequency of emotional display is first and most important dimension of emotional labor. Frequency of emotional labor means frequently interaction between stakeholders (client and customer) and service provider during job (Morris and Feldman, 1996). Positive behavior of service provider with customer is creating long term relationship with organization and client (Wharton & Erickson, 1993). There are many antecedents of frequency of emotional display as follow;

II.IV.II. Explicitness of display rules

Display means how to learn organization norms then express your emotions during work (Morris and Feldman, 1996). Wald Disney world for this purpose uses handbook, billboards to teach new comer employees, give proper classes how to learn organization norms, value then express their emotions with client according situation by employees (VanMaanen, and Kunda, 1989 ,Waldrep and, Kuenz., 1995). There is positively relationship between explicitness of display rules and frequency of emotional display.

II.IV.III. Closeness of monitoring

In which supervisor closely monitor frequency of emotional display of service provider (Morris and Feldman, 1996). I found in one study direct monitoring of service provider behavior , its requirements for emotional labor performance. In which not only employee supervisor observed emotions, management also monitoring interaction between employees and customer (Tolich, 1993). Closeness of monitoring is positive relate to frequency of emotional display rule (Morris and Feldman, 1996).

II.IV.IV. Gender

Literature review show that women show clear emotion as compare men (LaFrance and Banaji, 1992) .women is considered good emotional management as compare men at home place and also at work (Hochschild, 1989).

II.IV.V. Routineness of task

Different job perform by employees in service sector, like front line employee and sale man performe two different jobs (Morris and Feldman, 1996). Routineness and frequency of emotional display are positively related each other.

II.V. Attentiveness to Required Display Rules

The second dimension of emotional labor is attentiveness to required display rules. In this dimension more emotional labor required. Service job required more effort and psychological energy from employees (Morris and Feldman, 1996). It is consist of two parts first Duration of emotional display means during job short interaction with client is more energetic like employee said "Thank You" with great smile, short duration required less effort of employee (Sutton and Rafaeli, 1988). Long duration of interaction with customer means job burnout and stress, long duration also required mor effort of employee. (Cordes and Dougherty, 1993) Second part of attentiveness is Intensity of emotional display. Intensity means how to employee strongly to change behavior and what an emotions magnitude is expressed or experienced. It is important part of attentiveness because during interaction customer and client change their behavior (Frijda, Ortony, Sonnemans, and Clore 1992). There are antecedents of attentiveness emotion display rule as follow:

II.V.I. Routineness of task: attentiveness to required display rule and routineness of task has negatively relation, because in service job during interaction employee should quickly change emotions with customer (Morris and Feldman, 1996). Power role of receiver: many study show employees show emotions differently when garget different person (woldron and Krone, 1991).

II.VI. Variety of Emotional Display

The third dimension of emotional labor is variety of emotional display. Service provider must be know all kinds of emotions, during interaction or according situation employees can change their emotions (Morris and Feldman, 1996).there are many antecedents as follows:

II.VI.I. Power role of receiver

power of role receiver is negatively related to variety of emotional display (Morris and Feldman, 1996). Some kinds of emotions like displayed depend on status and power of target (Leary and Kowalski, 1990; Sutton and Rafaeli, 1988; Wichroski, 1994).

II.VII. Emotional Dissonance

It is last dimension of emotional labor. Emotional dissonance means “inconsistencies between the emotions people feel and the emotions they project” (Robbins, Judge and Vohra, 2015). there are many antecedents of emotional dissonance as follow:

II.VII.I. Form of interaction

Means face to face interaction many studies show non verbal behavior and more difficult as compare verbal behavior, during job is requirement your face expression and verbal behavior must be related (DePaulo (1992) and Saarni and Von Salisch 1993).

II.VII.II. Job autonomy

Means giving power to employee during job like freedom for feed back, independent to do their job task. Employees has more autonomy then less emotional dissonancs. (Morris and Feldman, 1996)

II.IX. Person- Job fit

Personal job fit means right person on right job. Emotional labor is part of personal traits, employees have ability to performed emotional labor during job (Kammeyer-Mueller et al., 2013). Diefendorff, Greguras, and Fleenor (2014) now developed measure (ED-A) fit ..mean emotional demand – abilities, this measure match personal abilities emotional demand of job of employees.

II.X. Job Characteristics

Quality of interaction between frontline employees and customer effect on customer satisfaction, emotional display is frequency and variety positively related to both strategies of emotional labor (surface acting , deep acting). Duration of emotional display is positively related to deep acting. (Brotheridge and Grandey 2002). Interaction features routineness, duration and frequency were only related to deep acting as compare to surface acting (Diefendorff et al. 2005).

II.XI. Individual Characteristic

Emotional labor is important personality traits for service employees during service job (kim, 2008). There are two characteristics that influence on surface action. Neuroticism is positively related to surface acting, but extraversion negative effect on surface acting.

II.XII. Consequences of Emotional Labor

Emotional exhaustion refers to “a state of depleted energy caused by excessive emotional demands made on people interacting with customers or clients” (Saxton, Phillips, and Blakeney, 1991). Emotional exhaustion is stress full reaction at work place, also consider main part of burnout (Maslach, 1982). Frequency of emotional display, variety of expressed emotion , attentiveness to display and emotional dissonance have positively relationship with emotion exhaustion (Morris and Feldman, 1996).

II.XII.I. Job satisfactions

first three dimension of emotional labor Frequency of emotional display, variety of expressed emotion and attentiveness to display are positive relationship job satisfaction, but emotional dissonance has negative relation with job satisfaction Morris and Feldman, 1996).

II.XII.II. Burnout

Job burnout is defined as “a syndrome of emotional exhaustion, depersonalization of others, and a feeling of reduced personal accomplishment” (Lee and Ashforth, 1990). Burnout has three construct exhaustion, professional efficacy and cynicism (kim, 2008)

III. Methodology

We studied 37 articles and 6 books for antecedents and consequences of emotional labor .

Table 2 Data collection

Sr. No.	Description	Numbers of study material
1	Book	6
2	Research Article	37
3	Total	43

Table 3 Category of Review Journal

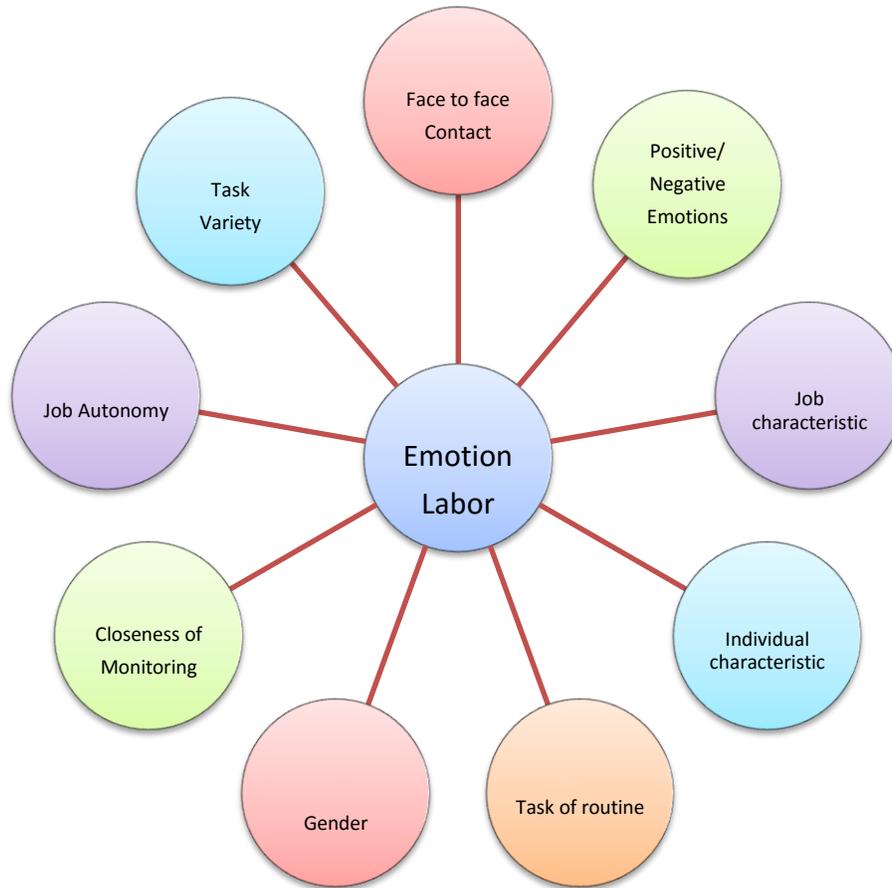
Sr. No.	Categories	Number of Articles
1	Impact factor journal	30
2	HEC recognized X- Category journal	5
3	Y-Category journal	2
4	HEC approved journal	2

Table 4 Journal names

Journal Name	Quantity
Academy of Management Journal	5
Academy of Management Review	4
Journal of Management	1
Human relations,	2
Journal of vocational behavior,	2
Psychological bulletin,	2
Journal Applied Psychology	3
Journal of Organizational Behavior	1
American journal of sociology	2
Journal of occupational health psychology	1
Emotion and social behavior	1
Management and Labour Studies,	1
International Journal of Hospitality Management	1
Personnel Psychology,	1
Journal of Contemporary Ethnography	1
Management Communication Quarterly	1
Human Organization	1
Research in organizational behavior	1
Total	37

IV. Conceptual Model

Figure 1 Antecedents Of Emotional Labor



V. Results

Result of this research shows that one strategy of emotional labor is surface acting (fake emotions) i.e. negative relationship with work outcomes of job satisfactions, exhausted emotions and stress but not negative relation with job performance, whereas second strategy of emotional labor is deep action emotional strategy which has positive relation with all work jobs. Surface acting is not harmful when employees are “faking in good faith”.

VI. Conclusions

The study concludes that organization should focus on positive aspect of emotional labor instead of highlighting emotional exhaustion and stress. Study has examined that how employees improve their attitudes and personality traits to perform assigned work services. Basic purpose of studying emotional labor concept is to improve performance of service workers and how to control their emotions and to improve their personality factors.

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