

**THE IMPACT OF EMOTIONAL LABOR ON EMPLOYEE PERFORMANCE WITH
MODERATING ROLE OF SUPERVISORY SUPPORT**

By

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Dedication

I dedicate this project to my parents whose efforts, encouragement, hard work and pray that showed me the path of success and prosperity which would be there for me in every stage of life.

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He gave us a world full of challenges,

And gave us ambitions to try-----

A world that holds marvelous secrets,

And minds that would ask why

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Abstract

Emotional labor can be defined as the degree of manipulation of ones inner feelings or outward behavior to display the appropriate emotion in response to display rules or occupational norms. This study concerns the development of an emotional labor model for health sector that aims at identifying the antecedents and consequences of emotional labor. The study investigates the impact of characteristics on the way emotional labor is performed and it investigates the relationships among the different ways of enacting emotional labor and their consequences, and addresses the question of whether occupational stress and supervisory support have buffering effects on the performance of employees.

Moreover, emotional labor is studied in three dimensions like surface acting, deep acting and genuine acting. Data was collected from 250 nurses of Rawalpindi and Islamabad hospitals and analyzed through SPSS. Result proved that current study provided a better knowledge of emotional labor, performance and its outcomes on employees attitude ,job outcomes. However, hypotythesis testingproved that emotionallabor dimensions can have positive and negative outcomes on employee performance and it depends upon the categorization into surface acting, deep acting and genuine emotions.

Key words: Emotional labor, employee performance, supervisory support.

CHAPTER 1

INTRODUCTION

“As we move farther and farther away from organizations designed to operate assembly lines, we must plan new structures that capture today’s work and skills requirements. Making emotional labor visible is the first step; making it compensable is the next” (Guy, Newman, & Mastracci, 2008).

In this chapter, importance of service sector is discussed. Similarly, background of emotional labor and its impact on employee performance is also discussed. Moreover, the problem statement, objective and significance of study are also part of this chapter.

1.1 Background of study

In developed countries service sectors contribute almost half of their gross domestic production (GDP) and now a days this trend has been shifting from developed countries to developing countries as well (Gereffi & Wyman, 2014). In service sectors, employees are always in contact and in touch with their customers directly or indirectly. Therefore, when employees make a contact with customers, emotions, gestures, and postures of employees have a great importance so there is always a stress on employees from management to learn, train, and apply learned emotions while handling with customers (Salmi & Kinnunen, 2015). In hospitality industry, there is an immense need to manage emotions and gestures. So, the significance of emotions in service sector can’t be denied especially when nurses and doctors use to express their emotions with patients (Bartram, Casimir, Djurkovic, Leggat, & Stanton, 2012). In addition, doctors and nurses job must match with their job responsibilities and they must not feel any laborious while fulfilling their responsibilities..

Emotional labor is a term used and applied where interaction between employee and customer take place on daily basis. It is an interactive process that make the display of emotions more strong for the employee performance. On the other hand, depending upon the dimensions used emotional labor can also create negative outcomes (Gabriel, Daniels, Diefendorff, & Greguras, 2015). According to (Porter, 2008) The concept of emotional labor evolved with different perception and interpretation with mixed outcomes and it not only depends upon the choice of

strategy but it also depends upon the implication and execution of strategy. According to (Morris & Feldman, 1996) emotional labor is a multidimensional concept and for all organizational employees it might not be equally detrimental. Emotions of emotional labor has been identified and recognized as having significant contribution to life of organization. Indeed, one of most famous occupation that requires wide range of emotions is nursing (Bolton, 2003).

Particularly, in health sector this concern is growing rapidly as investigated by (Kaya & Yücel, 2013) and it is considered that provision of good service quality is part of emotional labor. Similarly, emotional labor corresponds the efforts for expression of particular emotions that is needed for hospitality sector and negative emotions that is not desired by hospitality sector (Shani, Uriely, Reichel, & Ginsburg, 2014). In addition, it is accepted that the emotional labor is the most primitive role of the employee performance. It is approved as a key ability to speed up the progress of patient's treatment and all emotional skills are qualified outside the classroom setting because it requires the real time emotions (Shani, et al., 2014).

Health care personnel's are properly trained to come through the long lasting impact of emotional labor performance (Venkatesh & Balaji, 2013). In Service sector workers try to perform work in an appropriate manner and they might have a small choice to show off positive emotions at their job (Davenport, 2013). In contrary, leaders need to show off a broad variety of positive and negative emotions and gestures to manage followers, employees, and team members (Brotheridge, Lee, Humphrey, Pollack, & Hawver, 2008). Emotional labor was particularly been examined in association to workers of service sectors and its attachment to organization and organizational work (Grandey, 2003; Karabanow, 1999). The nursing staff's work culture was not uniform as managerial scholars would expect, but it is defined by different pathways with different emotional outcomes (Grant, Morales, & Sallaz, 2009).

Emotional labor is required by every profession as human beings are involved in it. Referring to interpersonal and soft skills, people can have role of administration that is required by the job and this phenomena require emotional labor (Wharton, 1999). (Quinlan, 2003), explored that women are always chosen as soft role in hospitality sector as they have less confrontation and they can easily hide their feelings. Similarly, they use to spend more time while working with people (Erickson & Ritter, 2001).

Thus, the current study took supervisory support as an important moderator of employee performance in health sector .

1.2 Problem Statement /Gap

Emotional labor concept has emerged with diverse perception and interpretation with mixed outcome for researchers. Negative and positive outcomes depends on implication of dimensions but not on the type of dimensions (Kim & Han, 2009). In Pakistani context previous studies are conducted on hotel industry and banking sector however; this study is conducted particularly in order to obtain the clear thought process and understanding of emotional labor, various dimensions, appropriate use, and negative and positive attitude in health sector. Similarly, emotional labor remained an unexplored area in health sector by academicians, theorists, and practitioners. Present study also aims to unfold the challenges faced by the nurses regarding choice of emotional labor dimensions ,their positive and negative outcomes and support from supervisors to manage the situation. Trust on self perception is appreciable but there must be room for absorption of new ideologies, thus thinking out of the box is needed this time. Likewise, there are very limited studies conducted with moderating role of supervisory support in previous literature. So we found a major gap that how emotional labor can affect on employee performance with supervisory support as moderating role in hospitals of Rawalpindi and Islamabad, Pakistan.

1.3. Research Questions

The current study will try to answer the following questions.

- Does emotional labor contribute in workplace?
- Does emotional labor affect nurses' performance?
- Does supervisory support moderates the relationship between emotional labor and employee performance?

1.4 Significance of the study

The current study is very significant as it touched the service sector of economy of Pakistan. Service sectors contribute more than half than to GDP in developed countries and similarly, its

proportion is not less than in developing sector (Group, 2012). Hospitality industry remained researched area in developed countries but in developing countries like Pakistan, less emphasis has been given due to many factors involved in it. In past, a few researches are conducted (Adil & Kamal, 2012), to indentify emotional labor expressions and employee response in banks and cellular companies in Pakistan. A few researchers are available with respect to emotional labor association with employee performance and thus finding of those studies can be a valuable addition with regards to existing body of knowledge. In addition, current study will give a thorough knowledge and deep insight to the number of challenges faced by medical staff (nurses) like employee self awareness of emotions, awareness of other emotions, and self management of emotions while doing stressful tasks during workplace. Moreover, in the context of developing countries especially in Pakistan it can provide more valuable insights for future academicians, researchers, and theorists for hospitality industry.

1.5 Theoretical Support for the study

1.5.1 Emotion Regulation Theory

The theory which supports study idea can be augmented by emotion regulation theory that can support our argument. According to theory, individuals must have to make continuous and ongoing regulation, organizing, and management of emotions i.e. which emotion to hide and which emotion to show, exhibition, expression and experiences of emotions (Gross, 1998).

1.5.2 Agency Theory

However, there is another theory called agency theory in which there is direct relationship of employer and employees as the relation between principal and agent of principal. It can be predicted that emotional labor supports strategies of emotional labor. Similarly, it also stated that workers adopt a strategy to carry out tasks and able to achieve individual and organizational goals (Frese & Zapf, 1994).

1.6 Research Objectives

The current study has following listed objectives.

- a. To explore and analyze the impact of emotional labor on nurses task performance.

- b. To explore how supervisory support moderates the relationship between emotional labor and task performance.

CHAPTER 2

LITERATURE REVIEW

Current chapter comprised of previous literature and theories. In the same way, literature of emotional variable and its three dimensions like deep acting, surface acting, and genuine emotion is also discussed and reviewed. Moreover, the impact of supervisory support as moderating variable respectively is also discussed. At the end of this chapter, proposed model is framed after critical evaluating the previous literature. Similarly, hypotheses are also framed to check out the relationship of predictor and criterion variable.

2.1 Emotional labor:

Body language cover many gestures, emotions and postures. excess of researchs shows that there are more than 5,000 facial expressions that are prominent and most of the expressions are those that are difficult to hide (Caridakis, Asteriadis, & Karpouzis, 2014). According to (Kim and Han, 2009) emotions are part of human personality and similarly few emotions can be learned from society and a few of them can't be learned. Socialization and interaction among the people always play their part in learning emotions(Kim & Han ,2009). In the same way researchers like (Grandey, 2003), explored emotional labor as a feature that is performed by workplace employees in order to manage up organizational goals by regulating both internal and external feelings. External emotions include feelings displayed by facial expressions and other body movements while dealing with customers. Similarly, emotions of frontline employees comprise a major part of emotional labor. Other researchers like (Karim & Weisz, 2011), explained emotional labor as a process of planning, controlling and displaying of desired emotions that are needed by organizations. Hence, employees use to converse these emotions to customers through deep acting, genuine emotions, and surface acting.

According to (Mills and Kleinman, 1988; Thoits, 1989), emotions can be defined by the feelings of people which they experience, reflect, and manage. These feelings or emotions are happened due to interaction with society, as in our routine life some time we show suppressed feelings that may be some time suitable and some time unsuitable. We can express these by the examples of daily life by expressing excitement, while at some circumstances anger has been shown by us. (Gordon, 1990) explained these changeable emotions with different situation of society and its

effects at workplace. He also stated that we suppress our emotions as per requirement of job roles and show only job required emotions and suppress our other all natural emotions due to earning wages. He has reported three main characteristics of the emotional labors: first one the labor has to create a voice contact with the community, second one to turn out emotional state in behavior of their customers, and last one is to give some command to employer so that they can control the workforce (Gordon, 1990).

2.2 Dimensions of Emotional labor

Emotional labor can be categorized into three dimensions as stated by (Hochschild, Irwin, & Ptashne, 1983). These dimensions are as follows;

- Deep acting
- Surface acting
- Genuine emotions

2.2.1 Deep acting

Deep acting is an attempt being shown by employees through which they feel and think the desired emotions in particular workplace and context (Kim & Han, 2009). Other researchers like (Karim & Weisz, 2011), stated that in deep actions, emotion is a process of feelings to have an appropriate facial expressions. In addition, to overcome required organizational emotions, a deep acting is used as basic tool. Emotional management is the strategy that refers the performance of tasks in an effective way when, a lot of emotions are required and driven by display of rule (Kaya & Yücel, 2013). The deep acting also happened when the feelings of employees are mismatched with the organizational norms and current conditions and at that time the employee used his experience and handle the situation.

The main difference between and surface acting and deep acting is that in deep acting the inner feelings are strongly changed than outer feelings without changing in outward appearance, and the outer feelings has change in case of surface acting. The author (Ashforth & Humphrey, 1993) has divided the deep acting in two states as one state to change actively by suppressing his emotions according to situation and other state is trained feeling. Likewise, with the help of experience and training the employee control his inner feelings and show emotions and feeling

according to scene quickly. The (Jarvis, 1995) have studied that the feelings are changed, produced, or suppressed by continue practice of deep acting. As an example, in the field of airline the employees use to continue deep practicing which help them to entertain and satisfy the guest approaching them. They handle the kids and annoying customers without showing their inner feelings by deep acting practicing. In the same way, nurses can also handle the annoying patients by interacting with the emotions of them and this process can increase their job performance.

2.2.2 Surface acting

Surface acting is category of emotional labor in which verbal, intentional, and non verbal emotions are discussed (Kim & Han, 2009). In addition, (Karim & Weisz, 2011) explored that surface acting is keeping the considered emotions unchanged while changing the expressed behavior. Emotional labor is associated with psychosomatics stress as workers and employees comprises of fake emotions and acting. Additionally, in the sub category of surface acting, employees and workers are pre-occupied already with job responsibilities and roles while on contrary, a more expectation is attached in the role overload (Karim & Weisz, 2011). Surface acting includes representatives changing so as to reproduce feelings that are not really felt, their outward appearances displaying required feelings.

For instance, in hotel, the receptionist may put on a grin and happily welcome to customers regardless of the fact that she or he is feeling down and fake's feelings that are not experienced. Utilizing the surface acting strategy, individuals modify the outward expression of feeling in the administration of adjusting their inner emotions. By changing facial or substantial expressions, for example, dropped shoulders, bowed head, or hanging mouth, internal sentiments can be changed to a comparing state (LaFrance, 2011). One flight chaperone depicted how surface acting assists her with showing nice behavior. The employees use surface acting to show a feeling disposition that she doesn't really feel so; surface acting is an inconsistency in the middle of feeling (Ashforth & Humphrey, 1993).

“If I pretend I'm feeling really up, sometimes I actually cheer up and feel friendly. The passenger responds to me as though I were friendly and then more of me responds back” (Rosewarne, 2011).

2.2.3 Genuine Emotions

Genuine emotion is the sub category of emotional labor in which employees show clear and genuine emotions towards workforce while performing tasks. (Sharpe, 2005), explored acting forecast stress but it create more when workers follow emotions that are not genuine. The choice of displaying of emotions left with the employees that which type of emotions to show in front of customer and which emotions to hide. Therefore, it has a few cultural, social, and psychological restraints further with dimension of personality. One can smell and feel the genuine emotions when desired emotions are felt by employees at workplace environment (Kim and Han, 2009). Similarly, (Venkatesh & Balaji, 2013) posited dimensions of emotional labor (Deep acting, surface acting, genuine emotions) that if employees do it with good faith; they are considered as guilty and not expressing genuine emotions. This is one of reason employee don't feel these emotions genuinely and use to pretend. This phenomenon might produce negative as well as positive outcomes on the task performance of employees.

In the literature, some researchers contradict the idea of Hochschild's (1990) that people show the emotions according to the situation by suppressing of their inner ideas, while opponents claimed that sometime people display emotions without any effort or practice and show their inner feelings (Ashforth & Humphrey, 1993). He described about the true emotions of bartender that serve a depressed person with true feelings, a doctor or nurse showed genuine feelings and care for their patients, and mostly in case of child's injury. These are the examples of true emotions by (Ashforth & Humphrey, 1993). Now a day, in the hospitality industry the competition increased and organizations forced their employees to perform world class services. This leads towards deep acting and suppress the surface acting. The companies are looking to gain the deep or genuine acting from their employees. The organizations know that a good bye or welcome to a guest from human is much warm and greeting than any other special welcome or bye from value able robotics, which produce an opportunity to see guest again. This is why companies conform and encourage their employees to great and display their emotions which play moment of pleasure for customers (Paules, 1991).

2.3 Emotional labor and Employee Performance

To achieve goals in organizations, appropriate regulations, rules of feelings, and emotions by employees at workplace is most demanding (Grandey, 2003). The situation of employee

perception makes a clear difference in emotional expressions and real job. Emotional dissonance can be different which can determine reaction of workers at workplace. Situational factors are important but the employee perception is more important than any other things (Rubin, Tardino, Daus, & Munz, 2005). Showing the emotions essential and determined by the organizations has strated to become important factor of the the job performance (Morris & Feldman, 1996).The job performance can be shown as one of the most common outcome of emotional labor invested by employees (Grandey,2003).However, it is thought that real or fake feelings related to display of emotional labor might have positive or negative effects on the performance. In line with this thought, according to some researchers, performing emotional labor with natural feelings might have a positive effect on the performance (Ashforth & Humphrey, 1993; Hirschfeld, 1983)

(Glomb & Tews, 2004), explored individuals are always inconsistent in selection of strategy of emotional labor. The strategy showed that either it will go for deep acting or surface acting. Moreover, the choice of dimensions depends upon circumstances and situations as it changes and varies among individuals, organizations, and groups. Surface acting was doubtful while deep acting was found better comparatively.In addition, surface acting gives birth to workplace related issues and personal problems in the form of stress and dissatisfaction (Venkatesh & Balaji, 2013). Therefore, following hypotheses are made by critically evaluating the past literature.

Hypothesis 1: Genuine emotions positively affect employee performance.

Hypothesis 2: Surface acting negatively affects employee performance.

Hypothesis 3: Deep acting positively affects employee performance.

2.4 Moderating effect of Supervisory Support between Emotional Labor and Employee Performance

An individual will repeatedly develop a negative or destructive attitude toward a behavior, which can give rise to conflict between his or her inner feelings. Therefore, supervisory support may be a coping factor in this regard. Numerous researchers pointed to the power of supervisory support in coping with stress both at work and in life (Pazy & Ganzach, 2010). Beyond the more general perception of support from the organization ,employees develop more specific thoughts dealing the extent to which their direct manager gauge their contributions and do cares about their well-

being (Kottke & Sharafinski, 1988). In line with social exchange theory (Blau, 1964), even though employees work highly independent under the condition of perceived job autonomy, they should be more likely to reciprocate towards the organization by way of demonstrating more pro-social behaviors and attitudes and hold less turnover intention when they perceive high support from their supervisor. When relationship among the supervisor and employees is featured by diffused obligation, trust, long term orientation, and socio-economic recourses, the employees must perceive the relationship of exchange as social (Van Ruysseveldt & Huiskamp, 1995).

In every organization, supervisors are counted as operational managers given with major responsibilities. They form group in organization to do tasks (Elangovan & Karakowsky, 1999; O'Donnell et al., 2002). In the same way, they always play a role of bridge between employee and top level management. Supervisor use to work in various groups in order to design, execute, and observe the organizational roles, plans, procedures, and other training programs and for doing these, they have to play a role model, problem solver, and experienced leader (S. P. Robbins, DeCenzo, & Wolter, 2004).

Supervisor role is very critical in these conventional and contemporary management styles. On one hand, in conventional management style, supervisor determines job duties and responsibilities from the employers such as daily, short term, and routine activities and they convey all the information to top management. By seeing laps from the daily and routine activities, employee training is conducted (Pfeffer, 1998). In the race of globalization, employers have now shifted from conventional management style to supportive business culture and strategies (Jøsang, Ismail, & Boyd, 2007). For instance, the supervisory support is attached to supervisor who gives opportunities and encouragement in improving employee performance. Supervisor always need their employees to be involved in active decision making and from time to time, they provide guidance to them to accomplish organizational goals (Nijman, Nijhof, Wognum, & Veldkamp, 2004).

Additionally, effective communication must play a part in expressing ideas and feelings among the different levels like individuals, groups, and organizations (Robbins, Judge, Millett, & Boyle, 2013). Employee's job performance can be enhanced if the supervisory support is sufficient at workplace level and even at outside level. All of these demands can be fulfilled by effective support that leads to high level of performance. Employee job performance is actually meeting

and achieving the targets that are benchmarked by the top management (Mathis & Jackson, 1991).

Supervisor training program, their role, and job performance are discrete construct but highly correlated and integrated (Delcourt, Gremler, van Riel, & van Birgelen, 2013) .Nature and type of this relationship is very interesting and it predicts the employee job performance.

Furthermore, employees try to have a good interaction with supervisors as negative and positive to produce supervisory support in order to rank the organizations (Kim & Barak, 2015). Organizational system is very complex in structure and so supervisory support is highly involved at every stage. Supervisors are the face of any organization that use to take form employees and give their feedback to top level management and most of time they act on behalf of organization. High level of supervisory support is established when workforce feels his desirability more in the organization (i.e. less complains than compliments). (Valentine, Greller, & Richtermeyer, 2006) posited that supervisory support is generally achieved by dealing employees in better way such as supports, fairness, rewards, gestures, and suitable job conditions.

In other words, organizational hierarchy, positive or negative reinforcement, team management and supports and ultimately employees trend to fairness of job are the perceived supervisory staff role. Previous literature showed that the supervisory staff can act as a moderator between emotional labor and job performance. Supervisory help can be annoying if employee mood is unsocial to change. Moreover, the researcher posited that supervisory support is a predictor of happiness and it is a symbol of productivity and highness of trust (Valentine, et al., 2006).

Therefore, by critically evaluating the previous literature of supervisory staff as moderator between emotional labor and job performance, following hypotheses are framed.

Hypothesis 4: Supervisory support positively affects employee performance.

Hypothesis 5: Supervisory Support moderates the relationship between deep acting and their task performance.

Hypothesis 6: Supervisory Support moderates the relationship between surface acting and their task performance.

Hypothesis 7: Supervisory Support moderates the relationship between genuine emotions and their task performance

2.5 Research framework

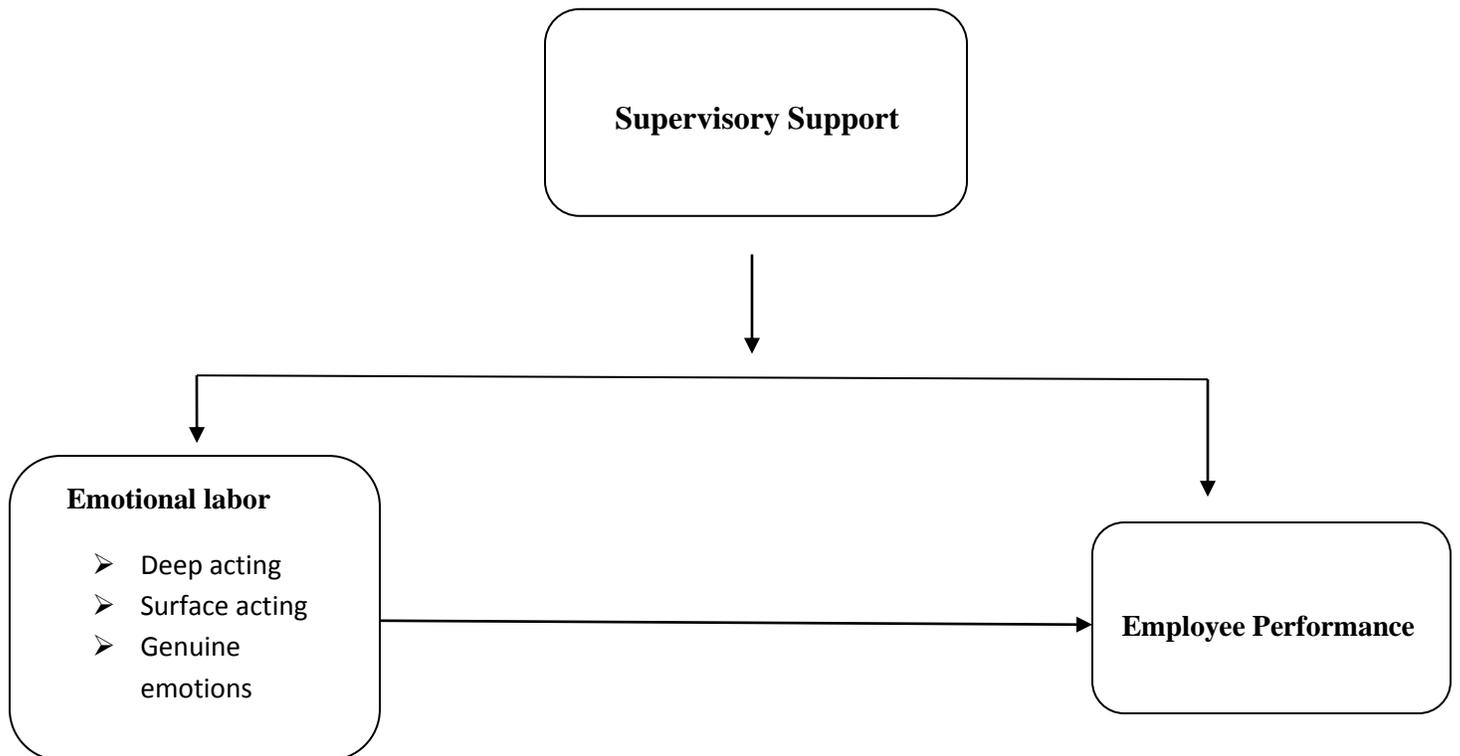


Figure 2.1: Research framework

In current model, emotional labor is predictor variable with its dimensions (Deep acting, surface acting, and genuine emotions),supervisory variable as moderating variable.

2.6 Hypotheses of the Study

Hypothesis 1: Deep acting positively affects employee performance.

Hypothesis 2: Surface acting negatively affects employee performance.

Hypothesis 3: Genuine emotions positively affect employee performance.

Hypothesis 4: Supervisory Support significantly and positively affects employee performance.

Hypothesis 5: Supervisory Support moderates the relationship between deep acting and employee performance.

Hypothesis 6: Supervisory Support moderates the relationship between surface acting and employee performance.

Hypothesis 7: Supervisory Support moderates the relationship between genuine emotions and employee performance.

CHAPTER 3

RESEARCH METHODOLOGY

The current chapter included procedures used for data collection, research design, type of study, population and sampling, unit of analysis, and measuring instrument scale.

3.1 Research Design

There are many research designs used in pure and applied researches such as case study designs, longitudinal study, cross sectional study, explanatory study, descriptive study etc. However, the application of each of research designs depend upon the type of data, relationship between variables, and area of study. However, it is a causal study that aims to find cause and effect or relationship among different variables by taking input of respondents on 5 point likert scale. Study descriptive can help in providing answers to the research problems in the form of what, who, where, when, and how.

Similarly, causal study design is used to acquire concerned information's of the used phenomena and this design also highlights 'what exists' relationship among the certain variables in a particular situation.

3.1.1 Type of study

Type of study generally depends upon the nature of research question. Similarly, the study which was applied over here is causal study. In this approach, relationship and effect of independent variables are checked with dependent variables.

3.1.2 Unit of analysis

The unit of analysis was an individual and it was major entity being under study. It was study of finding relationship among constructs. In social and management science research, typical units of analysis included individuals (most common), groups, and organizations.

3.1.3 Time horizon

Current study was a cross sectional study according to time horizon as samples were evaluated on a single moment in same time. Similarly, responses were taken from the same population without any extension of period.

3.2 Population

A population is the “aggregate of all cases that conform to some designated set of descriptions” (Chein, 1981). However, it can change from finite to infinite. Moreover, the population or universe can be described on the bases of extent, content, and Time (Chein, 1981). However, current study population was finite as one can number of hospitals and nurses can be countable. The population content was the nurses of private and Government hospitals with population extent hospitals of Rawalpindi and Islamabad. In the same way, the population time was December, 2015.

3.3 Sampling

Generally in social sciences, two type of sampling technique are being applied such as probability and non- probability sampling. In addition, probability sampling is termed as representative sampling while non probability sampling is termed as judgmental sampling. In probability sampling, there is equal representation of each and every element of population while in non-probability sampling, there is no such equal representation of the population parameters.

In current study, non-probability sampling technique was used because it is much difficult to locate the exact number of nurses due to societal behavior of our community. Mostly nurses use to do the job according to their convenience so snowball (convenience i.e.; a type of non-probability sampling) sampling technique is applied for taking responses from respondents

The sample size was 250. The demographics used in this study are gender, marital status, age, education, and years of experience.

3.4 Scales and Measures

Measurement is the procedure in which numerical values are given to the variables. Many scales and measures are used broadly in management and social science researches. In this study 5 point likert scale was used to rate the responses.

3.4.1 Emotional labor

Eight items are of emotional labor (Deep acting, Surface acting and genuine emotions) are adapted from by (Diefendorff, Croyle, & Gosserand, 2005) for examining the construct of emotional labor. The reliability factor of deep acting is .808, Surface acting is .795 & genuine emotions is .715 and it showed that the instrument of deep acting, surface acting & genuine emotion were reliable and acceptable.

3.4.2 Employee performance

Four items of employee performance is adapted by (Brayfield & Crockett, 1955).The reliability factor of employee performance is 0.726 and it showed that the instrument of employee performance was reliable and acceptable.

3.4.3 Supervisory Support

Eight items of Supervisory support are adapted by (Bono, et al., 2007; Van Kleef, 2009). The reliability factor of supervisory support is .773 and it showed that the instrument of supervisory support was reliable and acceptable.

3.5 Data Collection Procedures

In social and management sciences, the most important tool used for data collection is survey. As this was field study, so survey was conducted to take responses from respondents. Hence, survey part consisted of five sections: first section consisted demographics, second section consisted of items of emotional labor, third section consisted of employee performance, fourth section consisted of supervisory support. Respondents were told to rate the questionnaires on five point likert scale with strongly disagree, disagree, neutral, agree, and strongly agree.

3.6 Data Analysis Technique

Once data is collected in the data collection phase in the form of encoding and tabulation then statistical tools are applied in the form of inferential and descriptive statistics. Demographics like gender, age, level of qualification, and current as well as previous job experience were analyzed by applying descriptive statistics and then the questionnaires are analyzed through inferential statistics.

Statistical Packages for Social Sciences version (SPSS 20) was used for carry out analysis of mean value, standard deviation, validity, and reliability. Hence, exploratory factor analysis (EFA) is applied for checking the data validity and reliability.

CHAPTER 4

ANALYSIS AND DISCUSSION

Current chapter deals with the demographic characteristics such as organization, gender, age, education, and experience of respondents. In addition, regression and correlation were also discussed here to check the relationship among the emotional labor, supervisory support, and employee performance.

4.1 Demographic Characteristics of Sample

The respondents of the current study were examined on demographics such as organization, gender, age, education, and experience. So for this, ten hospitals of hospitals Rawalpindi and Islamabad are selected from private and government sectors. Similarly, 270 questionnaires were distributed to the nursing staff deployed in these hospitals. Response rate was 92% as 250 questions were received that is adequate for study.

4.1.1 Demographic characteristics of organization

Table: 4.1

Organization

	Frequency	Percent	Valid %	Cumulative %
Private	115	44.2	46.0	46.0
Government	135	51.9	54.0	100.0
Total	250	96.2	100.0	

Table 4.1 shows the demographic of private and government hospitals under study. Therefore, the statistics shows that 44.2% respondents belong to private hospitals that comprise a portion of 115 out of 250. In addition, 51.9% respondents belong to government hospitals making a portion of 135 out of 250.

4.1.2 Demographic characteristics of gender

Table: 4.2

Gender				
	Frequency	Percent	Valid %	Cumulative %
Female	250	100	100	100.0
Total	250	100.0	100.0	

Table 4.2 shows statistics of gender. All the respondents are female as in all private and government hospitals, female nursing staff was taken as target for current study.

4.1.3 Demographic characteristics of respondent age

Table: 4.3

Age				
	Frequency	Percent	Valid %	Cumulative %
20-25 years	37	14.2	14.8	14.8
26-31 years	89	34.2	35.6	50.4
32-37 years	73	28.1	29.2	79.6
38-43 years	51	19.6	20.4	100.0
Total	250	96.2	100.0	

Table 4.3 shows the statistics of respondent's age. Therefore, 14.8% respondents are in age strata of 20 to 25 years making a portion of 37 out of 250. Similarly, 34.6% respondents are in age strata of 26 to 31 years, 29.2% respondents are in age strata of 32 to 37 years, and 20.4% respondents are in age strata of 38 to 43 years.

4.1.4 Demographic characteristics of education

Table: 4.4

Education				
	Frequency	Percent	Valid %	Cumulative %
14 Years Or Below	202	77.7	80.8	80.8
16 Year	48	18.5	19.2	100.0
Total	250	100.0	100.0	

Table 4.4 shows the qualification level of respondents in years. Many of respondents (77.7%) have 14 years or below qualification level (graduation or intermediate) while, a meager proportion of the respondents (18.5%) have 16 years education as master degree.

4.1.5 Demographic characteristics of experience

Table: 4.5

Experience				
	Frequency	Percent	Valid %	Cumulative %
Equal to or less than 5	110	40.4	40.4	40.4
6 to 10 years	76	30.4	30.4	70.8
11 to 15 years	45	18.0	18.0	88.8
More than 15 years	19	12.0	12.0	100.0
Total	250	100.0	100.0	

Table 4.5 shows the statistics of respondent's experience in years. Therefore, there are 40.4% respondents who have job experience of less than or equal to 5 years, 30.4% respondents have

job experience of 6 to 10 years, 18% respondents have job experience between 11 to 15 years, and 20% respondents have job experience of more than 20 years.

4.2 Model testing

In statistics, multiple regression is used to examine the relationship among more than two independent variables (Predictor variable) and dependent variables (prediction variable). While on contrary, existence of relationship may also be examined through linear regression model.

Regression model of General linear model (GLM) is used normally to examine the existence of relationship among more than one independent variable (predictor) and dependent variable (Horton, 1978).

In present study, emotional labor is taken as independent variable with further categorized into deep acting, surface acting, and genuine emotions, supervisory support is a moderating variable, and employee performance is taken as a dependent variable. Additionally, a few demographic variables such as gender, age, type of organization qualification level, and job experience were made part of study to examine the impact of these changing demographics on dependent variables. Moreover, these demographics can also affect the strength of relationship on dependent variable through moderation..

Table 4.6 illustrates the results of linear regression model that shows significance value 0.000 explaining the overall model significant. Rule of thumb says that if the 'sig value' is less than 0.05, then model is significant and it shows the existence of relationship among the model constructs. In the following table, there are other values that can also predict the strength of relationship of independent variable on dependent variable like beta, t-value, and variance (R-squared). Similarly, R square shows the total explained variance of model covering the impact of predictor variable on the content variable. Here R square value shows that independent variable is explaining the 39.8% of the relationship while rest 60.2% part of relationship is still unexplained due to cost and time constraints. Moreover, there are many other factors that would explain the dependent variables (employee performance).

Table 4.6

Means, Standard Deviations, Correlations, and Reliabilities

	<i>M</i>	<i>SD</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>
1 .Age	28.38	1.73	---							
2. Tenure	6.65	2.16	.577	----						
3. Organization	2.32	1.06	-.180**	-.103	-----					
4. Deep Acting	3.40	.74	-.041	-.009	-.017	(.808)				
5. Surface Acting	3.19	.73	-.078	-.060	.001	.871**	(.795)			
6. Genuine Emotion	2.76	.54	.048	.050	-.024	.408**	.516**	(.715)		
7. Employee performance	2.7	.82	.045	.128	-.029	-.067	-.114	.069	(.726)	
8 supervisory support	2.8	.63	-.052	-.042	-.004	.444**	.578**	.295**	.045	(.773)

* shows the test value at 0.05 sig value

** shows the test value at 0.01 sig value

Table 4.6 illustrated the mean, standard deviation, bivariate correlations, and reliabilities of variables used in current study for all measure. Moreover, the variables used in current study were having two types such as demographics (Gender, Age, education level, experience level) and the other empirical variables like emotional labor, supervisory support, and employee performance. In addition, above table showed the mean and standard deviation of the used variables of 250 respondent's data. The mean value of age is 28.38 and standard deviation is 1.73 that expressed that on average, age group of 28 years took part in current study with having standard deviation of 1.73 among values. Likewise, the mean value of current job experience (Tenure) is 6.65 years and standard deviation is 2.16 with correlation value of age and job experience (Tenure) as 0.577 that is strong correlation according to Pearson correlation efficient.

Similarly, the mean value of organization is 2.32 and standard deviation is 1.06 and there was shown a negative correlation among organization and age with value expressed as ($r = -.180$, $p < 0.01$). In addition, the correlation value of organization with tenure is also negative with value as $-.103$ and it is weak and negative correlation. In above table, three dimensions of emotional labor such as deep acting, surface acting, and genuine emotions were also explained separately. The mean value of deep acting is 3.40 and standard deviation is 0.74. Moreover, deep acting has a negative and weak correlation with age with value $-.041$ and also negative and no correlation with job experience with value as $-.009$. On the other hand, it has also negative and weak correlation with organization with value $-.017$.

Likewise, the mean value of surface acting is 3.19 and value of standard deviation is 0.73. Moreover, the reported correlation value of surface acting with age is negative with value as $-.078$ and reported correlation value with job experience is $-.060$ that is negative and having no correlation. Similarly, surface acting had also no correlation with organization with value 0.001 and most interestingly, it has positive and strong correlation with deep acting as illustrated by value of ($r = 0.871$, $p < 0.01$).

In addition, the mean and standard deviation of genuine emotion is 2.76 and 0.54 of 250 respondent's data. The correlation value of genuine emotion with age is positive and weak with value of 0.048 and with job experience is 0.50 that showed the positive and weak correlation with value 0.050 . Moreover, genuine emotion has negative correlation value as -0.24 with organization, it also have strong correlation with deep acting with value as ($r = .408$, $p < 0.01$) that is strong correlation. The correlation value of genuine emotion with surface acting is ($r = 0.516$, $p < 0.01$) that is positive and strong.

In current study, the employee performance is the dependent variable and it has mean and standard deviation value of 2.79 and 0.82. In addition, the correlation value of employee performance with age is $.045$ that is positive and weak and correlation value of employee performance with job experience is $.128$ which is expressed as weak and positive. The correlation value of employee performance with organization is $-.029$ that is negative and weak and likewise, it has positive correlation with deep acting as $.067$. Once the correlation was checked with surface acting, and then it was found as $-.114$ that is weak and negative correlation. The employee performance has positive correlation with genuine emotion as $.069$ that is weak.

Supervisory support is the moderating variable in current study and it has mean and standard deviation as 2.82 and 0.63. The correlation value of supervisory support with age is -.052 that is negative and it has negative correlation value with job experience as -.042. Likewise, supervisory support has a negative correlation with organization with value -.004 and when its correlation was checked with deep acting, then it was found as ($r = .444, p < 0.01$) that is positive and strong correlation. Similarly, the correlation value of supervisory support with surface acting was ($r = 0.578, p < 0.01$) that is positive and medium correlation and with genuine emotion, it has correlation value as ($r = 0.295, p < 0.01$) that is medium and weak correlation. On the other hand, correlation value of supervisory support with employee performance is .245 that is a medium correlation and reliability value of supervisory support is 0.773.

4.3 Moderation Effect of Supervisory Support

Table 4.7

Results of Moderated Regression Analyses			
Employee Performance			
	β	R^2	ΔR^2
Step 1			
Deep Acting	0.212*		
Surface Acting	- 0.504**		
Genuine Emotion	0.188*		
Supervisory Support	0.187*	.050**	
Step 2			
Deep Acting * Supervisory Support	1.741***		
Surface Acting * Supervisory Support	1.706		
Genuine Emotion * Supervisory Support	1.540*	.157***	.107

-
- Tests are conducted on 0.05 level parentheses
 - *p < .05. **p < .01. ***p < .001.

Above table showed the standardized coefficient (beta) values of used construct in two steps. However, in statistical parameters, standardized coefficients are used as reference value instead of un-standardized coefficients. In steps 1, Deep acting was positively related to employee performance ($\beta = 0.212$, $p < .05$). This result supported hypothesis 1. Moreover, surface acting negatively related with employee performance ($\beta = -0.504$, $p < .01$) therefore, hypothesis 2 was supported. Genuine emotion positively related to employee performance ($\beta = 0.188$, $p < .05$) the result was support to hypothesis 3. For moderating influence of supervisory support we entered independent and moderator variable in first step and second step we entered interaction term of independent and moderator variables that if significant moderation is confirmed. Results shows in step 2 that the interaction term of deep acting x supervisory support was significant to employee performance ($\beta = 1.741$, $p < .001$; $R^2 = .157$ $p < .001$). On the other hand, the interaction term of surface acting x supervisory support was significant to employee performance ($\beta = 1.706$, $p < .05$ $R^2 = .157$ $p < .001$). Similarly, the interaction term of genuine emotion x supervisory support was significant to employee performance ($\beta = 1.540$, $p < .05$ $R^2 = .157$ $p < .001$). The value of R square is 0.50 between supervisory support and employee performance that shows the explained part by supervisory support on employee performance.

4.5 Hypotheses Testing

By reviewing all the literature and analyzing the data through the SPSS, testing of hypotheses is illustrated as below.

4.5.1 Hypotheses Supported/Un-supported

Hypothesis 1: Deep acting positively affects employee performance

Supported

Hypothesis 2: Surface acting negatively affects employee performance.

Supported

Hypothesis 3: Genuine emotions positively affect employee performance.

Supported

Hypothesis 4: Supervisory Support significantly and positively affects task performance.

Supported

Hypothesis 5: Supervisory Support moderates the relationship between deep acting and task performance.

Supported

Hypothesis 6: Supervisory Support moderates the relationship between surface acting and task performance.

Supported

Hypothesis 7: Supervisory Support moderates the relationship between genuine emotion and task performance.

Supported

CHAPTER 5

CONCLUSION AND RECOMMENDATION

Current chapter consists of conclusion, recommendations, limitation and future suggestions for further study, and practical as well social implication of the current study based on the critical evaluating of literature, hypotheses testing by using SPSS.

5.1 Conclusion

Emotional labor must be taken as serious attitude and behavior of individuals, groups, and organizations. Similarly, it can affect customer satisfaction, loyalty, and financial performance of organizations. Hospitality researchers took emotional labor as new and unique field for thorough investigation and human resource that are attached with emotional labor area deserve a lot of public respect.

Result proved that current study provided a better knowledge of emotional labor, performance and its outcome on employee's attitude, job outcomes, and how one can measure emotional labor as scientifically. However, hypotheses testing proved that emotional labor can have positive and negative outcomes on employee performance and it depends upon the categorization into surface acting, deep acting, and genuine emotions. Similarly, the impact of moderating variable (Supervisory support) also had a positive impact on emotional labor attitude and behavior and once it is taken as moderator, the relationship between independent and dependent variable is intensified. The employees are the bloodline of any organization and supervisory and managers always can play a major part to solve their issues and problems and can help in eliminating distance between them as they know both tiers responsibility domains. Hence, it is hoped that outcome of current study can give awareness to hospitality industry experts that emotional labor is bad to organizational overall performance so it must be handled with appropriate and proper policies.

5.2 Recommendation

The finding of current study shows very significant recommendation for managers, supervisors, and employees. Firstly, there should be a promotions of displays of emotions publicly that can

guide and help employees in coping with workplace nature in a faster way. If genuine emotions are displayed at workplace with the help of charts, graphs then workers pride and spirit can be increased during workplace. Secondly, employees should be made aware that wrong face acting, suppressing, and faking does not happened in bad outcomes and burnout feelings, else it depends upon the organization promotion polices, feeling pride in workplace, and remedial of burnout factors.

Employees must be encouraged too much so that they should know the emotional labor process and their perceived as well actual outcome on the employee performance. Similarly, supervisor's must be given powers and delegate authority in handling complex issues of employees on workplace..At the last, pride should be given to employees in workplace that will bring positive experience towards work.

5.3 Limitation and suggestion for future study

Instead of making all efforts made in current study, there are a few limitations while doing this study. The first limitation of the current study was selected number of hospitals of Rawalpindi and Islamabad so future researchers can include hospitals of other metropolitan cities like Lahore, Faisalabad, and Karachi. Similarly, second limitation was of sampling issue in which we only take nurses not the doctors so future researcher can include doctor and related paramedical staff in sample. The third limitation was that we could only focus on convenient sampling technique to collect data that can create biasness in study so future researcher can focus on probability sampling technique in order to avoid from any type of biasness.

The future researcher are suggested to check the application of the “hospitality emotional labor scale” while doing researches so that a body of knowledge can be added in previous literature. Though, this scale is tested in different samples of hotel industry and found a good validity and reliability, hence, once scale is tested in hospitals then it can also give maximum outcomes in developing a good emotional score for workplace and its replication can be tested.

Future researchers can also include other situational factors like customer reactions as predictor variable and can also check the impact of supervisory support as mediating variable.

5.4 Practical and social implication

Current study will examine the antecedents and consequences of emotional labor on employee performance. Similarly, it highlights the role of supervisors in handling complex employees at workplace. The outcomes of study will give practical insights to hospitality industry. Following are a few areas in which study findings will be implicated practically and socially like selection of employees, training, team harmony, and compensation.

5.4.1 Employee selection

Current study explored out that it is very difficult to predict the difference of opinion among the workforce. Employees during work are mostly unpredictable while they enact with emotions. Positive affectivity is strongly attached with emotional dissonance while negative affectivity, empathic concern, and emotional contagion are negatively attached with emotional dissonance. However, individual characteristics like gender, age, and lifestyle vary from person to person in applying emotional labor tactics.

Hence, current study explored out that hospitality sector should focus on the employees who are emotional intelligent at workforce and can do work with peers and teams. They should also adopt the emotion control scale while hiring new employees. Once the selection process is going on, the top management should focus on the employees having mentoring abilities with better team.

5.4.2 Employees training

Current study suggest recommends that after selecting the appropriate workforce, training is to be imparted with encompassing all modern era requirement. Trainer should be themselves trained for this purpose. Similarly, employees should be trained that marketing priority has now shifted from customer satisfaction to customer delightedness hence it need special attention from employees attached with hospitality industry. So, training of deep acting, surface acting, and related emotions are being given to the employees at workplace. According to occupational, organizational, and social norms; frontline employees must be courteous with the customers so special training session is to be arranged with the employees

In hospitality industry, critical point of training program is the feeling of customers that can be dealt only with appropriate training of employees. Therefore, orientation programs must include

suitable display rules and attitudes to new employees and past employees feeling must also be highlighted in order to give importance to them. If management starts discussing the reasons of frustration with the employees then it heels the frustrated and stressed employees. This type of feedback delivers a very good message to the whole organization that top management cares them and acknowledges their emotional contributions. Later on this contribution will be put on the workplace.

Productivity of the employees can be enhanced by positive motivation imparted through training and this will increase job commitment with the organization. Similarly, it will also give an opportunity to give a relief to stressed employees during workplace. Employees can only manage anger and frustration by proper training. Hochschild (1983) recorded the training session words: “If a passenger snaps at you and you didn’t do anything wrong, just remember it’s not you he is snapping at. It’s your uniform; it’s your role as a Delta flight attendant. Don’t take it personally”. Hence, if organizations are unable to provide the informal and formal ways to give relief to frustrated employees, then in a few days and months front line employees will show off anger with customers.

Other focus of the trainers should be on the deep acting practices. However, significant finding of current study is that deep acting is a crucial factor in finding out the outcomes of emotional labor experienced by service employees. Therefore, originations should invest in deep acting and genuine emotion training in particular ways that can help them in achieving the organizational goals.

5.4.3 Training for Managers

There should be training session for both line managers and staff managers that come across each type of emotional labor. There are a few occasions where staff managers can do the job of line managers like redressing the grievances of operational management so a comprehensive training is required for them. Similarly, dealing with customer and employees needs that a person should be emotionally intelligent. Therefore, role of manager is much similar with that of director of an exhibition show. Hochschild (1983) illustrated the role of supervisors’ in observing emotional labor and said “What is off-stage for the line employees is on-stage for the supervisor”

(p. 118). Hence, it is managers' job to guarantee that employees are in the best form to act and perform.

Consequently, there is need of hour to train the line staff managers that how to handle emotional labor. Similarly, training should include the support to emotional labor, how to tackle complains of employees, constructive opinions and provisions of feedback hence: all of these areas must be included in formal training programs once an individual is hired in organization.

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Appendix

Dear Respondent,

I am MS Scholar at Capital University of Sciences and Technology Islamabad, wishing to conduct research on “**The Impact of Emotional Labor on Employee Performance: Moderating role of Supervisory Support**”. I have prepared following questionnaire and request you to kindly fill all the questions and return questionnaire. Please note down that your identity as respondent is concealed so that you can freely express whatever the ground realities you see and face, any information obtained for this research will only be used for academic purpose. I really appreciate your time for filling up this questionnaire.

Regards

Sehrish Akhter

Section 1: Demographics

1	Your Organization:
2	Your Gender: 1-Male 2-Female
3	Your marital status: 1- single 2-Married
4	Your age: (in years like 40 years)
5	Your Qualification: (actual total years of schooling)
6	Your job title in this organization:

Section 2: Emotional labor

Strongly disagree= 1 disagree= 2 neutral = 3 agree= 4 strongly agree = 5

1	I Make an effort to actually feel the emotions that I need to display to others. (D)	1	2	3	4	5
2	I Try to actually experience the emotions that I must show.(D)	1	2	3	4	5
3	I Really try to feel the emotions I have to show as part of my job.(D)	1	2	3	4	5
4	I Resist expressing my true feelings. (S)	1	2	3	4	5
5	I Hide my true feelings about a situation. (S)	1	2	3	4	5
6	The emotions I have to show to others come naturally.(G)	1	2	3	4	5
7	I spontaneously feel the emotions I have to show to others.(G)	1	2	3	4	5
8	My genuine feelings match the emotions I should express to others (colleagues & others).(G)	1	2	3	4	5
9	I pretend to have emotions that I don't really have on my job.(S)	1	2	3	4	5

Section3: Employee Performance

Strongly disagree= 1 disagree= 2 neutral = 3 agree= 4 strongly agree = 5

1	My performance is better than that of my colleagues with similar qualifications.	1	2	3	4	5
2	I am satisfied with my performance because it is mostly good.	1	2	3	4	5
3	My performance is better than that of nurses with similar qualifications in other hospitals	1	2	3	4	5
4	The performance of my hospital is better than that of other hospitals.	1	2	3	4	5

Section 4: Supervisory support

Strongly disagree= 1 disagree= 2 neutral = 3 agree= 4 strongly agree = 5

1	My supervisor goes out of his or her way to make my life easier for me.	1	2	3	4	5
2	It is easy to talk with my supervisor.	1	2	3	4	5
3	My supervisor can be relied on when things get tough at work.	1	2	3	4	5
4	My supervisor is willing to listen to my personal problems.	1	2	3	4	5
5	My supervisor makes me enthusiastic.	1	2	3	4	5

6	My supervisor makes me feel good.	1	2	3	4	5
7	My supervisor makes me feel energetic.	1	2	3	4	5
8	My supervisor makes me feel optimistic.	1	2	3	4	5