CHAPTER I
INTRODUCTION

1.1. EMOTIONS AT WORK

One of the biggest concerns over the last few decades was about the dehumanising effect in organizations. One of the very strong beliefs, as an outcome of this was, that workers do not always behave according to the rules of the formal organization. But, of late to a certain extent the understanding is that, the workers are not machines but complex human beings with their own needs, requirements, desires and variety of motivations. The new management theory is different from the classical management theory which states that there is a huge influence of social interaction on individuals in the design of work. The general view is that if emotion is recognized as an important element of leadership, motivation, and group dynamics the effectiveness of the organizations could be improved. Hence, the focus of the contemporary research is concerned with the efficacy of emotion at work in the context of customer service (Sharon.C.Bolton, 2005). The importance of emotions in the workplace could be understood better as more research is being carried out in this area and this helps explain important individual and organizational outcomes (Arvey et al., 1998). It is known that the management of social behaviour involves the management of emotions (Hochschild, 1983).

In recent years the topics emotions, emotional intelligence and managing emotions in the workplace have gained a lot of attention in management and hence a lot of research in the area of organizational setting is being done. Since the focus here is on emotions, it would be appropriate to consider emotions in the context of other types of affective phenomena. The three types of affective phenomena are moods, meta-moods, and emotionally laden judgements which are briefly considered here (Briner, 1996). Emotions and moods are almost seen as similar. Moods are considered to be relatively slow-changing, weak or moderate in intensity, and not necessarily responses to specific
events; on the other hand emotions have been considered to be rapidly changing, strong in intensity, and always in response to specific events (Parkinson et al., 1996). Some examples of adjectives that would describe moods would include calm or sad, whereas examples of emotion-adjec tives could be anger or shame. The other affective phenomenon is meta-moods (Mayer & Gaschke, 1988; Mayer & Stevens, 1994), which are people’s thoughts and feelings about moods or emotions. In addition to experiencing a mood or emotion itself, there could be thoughts and feelings about its clarity (“do I know how I feel?”), acceptability (“is it ok to feel like this?”), and controllability (“can I change this feeling?”). Affective experience may also include one’s own monitoring and appraisal of the affect one is experiencing. Meta-moods help significantly in understanding the dynamics of affect than simply getting to know that a particular mood or emotion is being experienced. The other phenomenon is emotionally laden judgements (Briner, 1996), which appear to be particularly relevant to work. When someone is asked what they mean by “satisfaction” or while listening to people talk about their feelings at work, the terms often used by them are feeling valued, trusted, appreciated, exploited, or disrespected. Though these are neither moods nor emotions as such, but feeling valued is an important part of affective experiences at work.

Earlier, emotion was defined in contrast to moods in that they tend to be rapidly changing, intense, and in response to specific events. There are many definitions of emotions and most of them contain some or all of the following components: cognition (e.g. appraisal, evaluation); internal reaction (e.g. heart rate); overt behaviour (e.g. approach, avoidance); facial expression (e.g. frown, smile); a goal structure (e.g. loss, anger) (Parkinson, 1995). In work context, the relevant components of emotions appear to be overt behaviours, facial expressions, and goal structures. As it is important to know how emotions affect behaviours, behaviour also becomes important. In any work situation while performing a job, facial expressions are seen as an important part of emotion and the way people are required to display emotion as part of their work.
role. Finally, goal structures seem important here as they help us understand the ways in which work and work tasks may produce experienced emotions.

Some of the adjectives used to describe emotions are adapted from Ortony, Clore & Collins, (1988), that may be experienced by people at work. Satisfaction is included here, but as an emotion or specific short-term reaction to an event rather than a general appraisal of a job or job facet.

### TABLE 1.1

Examples of emotions (from Ortony, Clore, & Collins, 1988)

<table>
<thead>
<tr>
<th>Emotion</th>
<th>Adjectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-reproach</td>
<td>(embarrassment, guilt, shame)</td>
</tr>
<tr>
<td>Appreciation</td>
<td>(admiration, respect)</td>
</tr>
<tr>
<td>Reproach of others</td>
<td>(contempt, disdain, appalled)</td>
</tr>
<tr>
<td>Gratitude</td>
<td>(feeling indebted, thankful)</td>
</tr>
<tr>
<td>Anger</td>
<td>(annoyance, fury, outraged)</td>
</tr>
<tr>
<td>Gratification</td>
<td>(self-satisfied, smug)</td>
</tr>
<tr>
<td>Remorse</td>
<td>(self-anger, penitent)</td>
</tr>
<tr>
<td>Joy</td>
<td>(delighted, cheerful, joyful)</td>
</tr>
<tr>
<td>Distress</td>
<td>(distraught, uneasy, shock, misery)</td>
</tr>
<tr>
<td>Happy-for</td>
<td>(pleased-for, delighted-for)</td>
</tr>
<tr>
<td>Sorry-for</td>
<td>(compassion, pity, sympathy)</td>
</tr>
<tr>
<td>Resentment</td>
<td>(envy, jealousy)</td>
</tr>
<tr>
<td>Gloating</td>
<td>(gloating)</td>
</tr>
<tr>
<td>Hope</td>
<td>(looking forward-to, anticipatory excitement)</td>
</tr>
<tr>
<td>Fear</td>
<td>(apprehension, anxious, worried, scared)</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>(gratification, hopes-realized)</td>
</tr>
<tr>
<td>Fears-confirmed</td>
<td>(worst fears-realized)</td>
</tr>
<tr>
<td>Disappointment</td>
<td>(dashed-hopes, despair)</td>
</tr>
<tr>
<td>Liking</td>
<td>(affection, adoration, attracted-to, love)</td>
</tr>
<tr>
<td>Disliking</td>
<td>(detest, hate, loathe, repelled-by)</td>
</tr>
</tbody>
</table>
Some of the reasons why organizational psychologists could have ignored emotions in the past were, organizations were seen as rational, logical, and non-emotional, their main focus being the efficient completion of work tasks. Emotions were seen as hindrance to effective work performance. Another reason could be because of the existing perception that organizational psychologists were already studying affective experiences at work. It could have also been avoided as it is difficult to study the phenomena such as satisfaction or attitudes. It is difficult to research on emotions using a self report questionnaire as it is mundane (Briner, 1996, 1999).

Today, organizations focus a lot on handling emotions and also very strongly believe that the ability to regulate emotions is a positive trait. This is also linked to positive workplace performance. However, as of now there is very little support to the above stated relationship. In the prevailing conditions, one of the most focussed areas of research work has been in the area of role of emotions at work (Arvey, Renz, & Watson, 1998; Ashkanasy, Hartel, & Daus, 2002; Fisher & Ashkanasy, 2000; Muchinsky, 2000). Many organizational researchers have called for more focus on the role of emotions at work. In a study, Ashforth and Humphrey (1995) argued that emotions are an integral and inseparable part of organizational life and due attention should be given to the employee’s emotional experience. It is also important to know the way emotions affect work and behaviour. Contemporary behavioural approaches, firmly rooted in human relations and systems theory, either seek to capture and control the emotional energies of employees, or offer well intentioned prescriptions to help individuals cope with their inability to manage emotion on the job (Sharon.C.Bolton, 2005)
1.2. emotional intelligence

When professionals and managers first started hearing about the concept of emotional intelligence in 1990s, scales fell from their eyes. The message was, to be effective in organizations EQ was as important as IQ. Emotional intelligence has its roots that reach deep into the study of psychology during the past century (Goleman, 1997). Proponents claim that increasing emotional intelligence can do everything from improving the general quality of work life to enhancing career success. As one of the best known supporters of the importance of emotional intelligence has stated, “Emotional intelligence gives a competitive edge”. Having great intellectual abilities may make one a superb fiscal analyst or legal scholar, but a highly developed emotional intelligence will make one a candidate for CEO or a brilliant trial lawyer” (Goleman, 1997). The concept of emotional intelligence had real impact. The only problem is that so far emotional intelligence has been viewed only as an individual competency, but the reality is that most work in organizations is done by teams. One of the pressing needs for today’s managers is to find ways to make teams work better (Vanessa Urch Druskat & Steven B. Wolff, 2001).

Emotional Intelligence has been an area of research associated with the study of effective performance in recent years as stated earlier (EI: Bar-On, 1997; Goleman, 1995; Salovey & Mayer, 1990). Emotional Intelligence has the potential to be a strong predictor of performance. Emotional Intelligence plays an important role in helping organizational leaders make good decisions about new products, markets, strategic alliances and it is believed that it influences organizational development in a number of areas such as emotional recruitment and retention, development of talent, teamwork, employee commitment, morale, innovation, productivity, efficiency etc. The researchers to initially use the term Emotional Intelligence, in the literature were Salovey and Mayer (1990), and they defined “Emotional intelligence is the ability to
perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth”. This is a definition which most of the researchers accept and expand on. Linking EI with the appropriate criterion (e.g., contextual performance) may help to clarify a controversy in respect to the relative contributions of personality and emotional intelligence to employee performance. This could provide organizations with a valid alternative for selecting and assessing employees. It is a common belief that, when emotions are intertwined with role, performance, or both, they tend to interfere with task achievement (Ashforth & Humphrey, 1995). Individuals do not create their emotions to occur and have little control over the emotions they experience, because the “connections from the emotional systems to the cognitive systems are stronger than connections from the cognitive systems to the emotional systems of the brain” (LeDoux, 1996). However, the moment emotions occur and are recognized by the cognitive systems of the brain, the ability to guard against distracting emotions and to build on enhancing emotions facilitates individual task performance as well as team performance. The way an individual perceives an emotion as enhancing or distracting, the perception and regulation of emotions operate through two emotional control methods called as **buffering** and **personal engagement**. To control undesirable emotions buffering is a common way. It is a way to condense and segregate emotions so that they do not interfere with the task at hand (Ashforth & Humphrey, 1995). On the other hand, Kahn (1990, 1992) hypothesized that **personal engagement**, or emotional involvement in tasks, reflects the highest level of motivation and results in high performance. Personal engagement is a state of peak performance in which “emotions are not just contained and channelled, but are positive, energized, and aligned with the task at hand (Goleman, 1997). Individuals with high emotional intelligence may use buffering techniques to internally condense and segregate emotions so that they do not interfere
with task performance. The extant literature states individuals with well developed emotional intelligence would be able to identify and control their own emotions and those of others, they are less likely to be paralyzed by fear, hijacked by negative emotions, and strangled by anxiety; all of which have negative effects on both individual and team performance (Seipp, 1991). Conversely, people may use the same control to channel positive emotions and use them to achieve maximum personal engagement and productivity in themselves and others. (Laura Thi Lam and Susan L. Kirby, 2002). In this study, the focus is on the relationships among Emotional Intelligence, Emotional Labour and Employee Performance (task and contextual).

1.3. EMOTIONAL LABOUR

In any organization the frontline service professional and the customers service personnel are the face of the organization. The manner in which these professionals behave and respond makes a very powerful impact on the customers, could be positive or negative. The growth in the service sector is high and also very encouraging. This in turn has led to an increase in job opportunities for front line service professionals. These are the people who can create a climate which is desirable to the organisation for the customer which leads to the development of the business and customer satisfaction. The focus here should be on utilising emotion as a valuable resource of the workforce to create competitive advantage and also bring in commitment to the organizational requirement. It should also be noted that a great deal of this research is focused on emotions in customer service work (e.g., Diefendorff & Gosserand, 2003; Grandey & Brauburger, 2002; Grandey, Fisk, Mattila, Jansen, & Sideman, in press; Totterdell & Holman, 2003; Zapf, Isic, Becholdt, & Blau 2003). In India customer service jobs represent a sizeable proportion of jobs. It has been estimated that services account for three-fourths of the gross national product and represent 64.7% of job growth (Ryan & Ployhart, 2003). Research studies have helped us know that poor customer service is
one of the main reasons, for customers to switch their business from one competitor to another (Ryan and Ployhart, 2003). Due to the intense competition prevailing in India among the service providers and growth in the service economy, organizations are emphasising the importance on providing “service with a smile.” As a result of this greater focus on customer service and the quality of interpersonal interactions are considered important. This has led the researchers to study the phenomenon Emotional Labour, or the management of feelings or emotions as part of the work role (e.g., Diefendorff & Gosserand, 2003; Diefendorff & Richard, 2003; Gosserand & Diefendorff, in press; Grandey, 2000; Grandey 2003; Hochschild, 1983). According to most theories of Emotional Labour, it is required of the employees to display emotions which are sanctioned specifically by organizations for appropriate work situations (Hochschild, 1983). Strategies to regulate emotions and emotional display have been a very important area for researchers (e.g., Diefendorff, Croyle, & Gosserand, 2005). There are two different types of strategies in displaying emotions, surface acting (SA) and deep acting (DA), (Grandey, 2000; Hochschild, 1983). Surface Acting involves simply “faking” the required emotional displays and Deep Acting involves attempts to actually feel the required emotion. The extant literature has also shown that customers can distinguish faked smiles from authentic smiles and that these perceptions influence customer satisfaction (Grandey, Fisk, Mattila, Jansen, & Sideman, 2005).

Customer satisfaction is one of the most important requirements for any organization and has been shown to impact the bottom line of organizations. The study by Athanassopoulos, Gounaris, and Stathakopoulos (2001) found that customer satisfaction was very much related to decisions to stay with a particular organization or service provider in the future. Customer satisfaction is a very important requirement to retain customers, and for recommendations. The way a customer and employee interact is also a very important criterion for customer satisfaction. To enhance this particular
requirement appropriate training may have positive implications for the employees. One of the major differentiators is quality of service being provided by service providers and this is one of the most powerful weapons which companies need to possess during intense competition (Berry et al. 1988). According to Parasuraman, Zeithaml and Berry (1985), it is very difficult to evaluate the quality of service than the quality of the goods; and the way the service is provided is taken into consideration. Delivering quality service means conforming to customer expectations on a consistent basis (Lewis and Booms 1983). It is important to note what Farrell, Soucon and Durden (2001) have said: customers’ service quality evaluations are based almost entirely upon the behaviour of the frontline employees.

When DA is used as a technique to regulate emotions it could be linked to appraisal theories of emotions (e.g., Arnold, 1960; Ellsworth, 1991; Lazarus, 1991; 2001; Frijda, 1986; 1988; 1992; Ortony, Clore, and Collins, 1988; Roseman, 2001; Scherer, 2001; Smith, 1991). Appraisal theories state that emotions arise out of a person’s evaluation (or appraisal) of an event or situation. For example, in response to an angry or an irate customer, two customer service employees may have a completely different emotional response, depending on their appraisals of that situation. If one employee appraises the customers’ behaviour as a personal attack that hinders one’s own goal, the person will feel angry. On the other hand, if the other employee appraises the customers’ behaviour as something which generally happens on a bad day and does not evaluate the customer’s behaviour as affecting one’s own goals, the customer service person may experience neutral affect or even sympathy. It is seen that many researchers have used appraisal theory to design workplace interventions aimed at reducing stress reactions in employees by teaching them to think about situations in many different and alternative ways (Van der Klink, Blonk, Schene, & van Dijk, 2001; Murphy, 1996; Saunders, Driskell, Johnston, & Salas, 1996). These interventions are
often called cognitive-behavioural interventions. They have mostly been applied to occupations such as manufacturing workers, police officers, teachers, nurses, highway maintenance workers, and the military and have usually examined outcomes that are internal to the employee, such as self-reported stress, burnout, or physical symptoms (Murphy, 1996).

So there is apparently increasing demands for emotional labour in jobs both inside and outside service industries. To understand the expression the experience of emotion at work is considered here. Also the way how our emotion impacts our work behaviour

1.4. JOB PERFORMANCE

What is the better part of the human self, its head or its heart (Smith, 1991)? This is an age old question that has divided groups of people and relates to the entire range of human enterprise. This interest has peaked due to a desire in most organizations to improve employee performance. People are considered very important in business today as the whole business depends on their effective performance. Low levels of employee performance could lower the firm’s profitability and lead to failure. The factor that explains organizational performance is job performance, which indicates how well an employee performs (Skinner, Dubinsky, and Donnelly 1984). Companies should be concerned about their employee’s performance at work, which is expected to directly affect organizational performance. The research community reflects this search for efficiency by the amount of attention it has given to job performance in recent years. Bommer, Johnson, Rich, Podsakoff & MacKenzie (1995) observed that job performance is the most extensively researched criterion variable in both the organizational behaviour and the human resource management literatures. Earlier performance appraisal methods were fairly simple but had a few problems as
they were person based (Cardy and Dobbins, 1994). This paved the way for researchers to come up with job related assessments which need accurate job descriptions and understanding of the performance appraisal process. This led to a shift in performance measurement from being person-oriented to being behaviour-oriented, with focus on those tasks or behaviours that are associated with a given job.

Traditionally, performance has been conceptualized in terms of the execution and completion of well-defined tasks (Bommer et al., 1995; Borman & Motowidlo, 1993). As stated earlier when emotions are combined with role and performance or even both, they tend to interfere in achieving task (Ashforth & Humphrey, 1995). If performance is measured for social tasks, it could yield different information about emotional intelligence and how it could affect performance in an interpersonal setting. On the other hand if, emotional intelligence is examined in established work places it could provide insights into how people manage emotions in contexts that could last for several years, where deeper social relationships could be present, and where people from different backgrounds come together to work toward common organizational goal. Wong and Law (2002) studied the link in workplaces and found a positive relationship between EI and job performance. It is very important and necessary for an accurate appraisal and expression of emotions for people to develop beneficial interpersonal relationships, to communicate with others about their requirements and to fulfill their goals through high-level job performance (George, 2000). Emotional Intelligence could be very important in the service sector and in other jobs where employees interact with customers. In a food service setting, Sy, Tram, and O’Hara (2006) directly related the EI of the leaders to their ability to manage the job satisfaction of their subordinates. Another similar study though it was not directly on Emotional Intelligence by Bono, Foldes, Vinson, and Muros (2007) found that transformational leaders helped their employees remain in a positive mood while
interacting with each other and with customers. It is likely that leaders high on EI would be better at helping their employees maintain positive moods while interacting with customers and performing emotional labour. The importance of emotional labour to job performance is even greater now that the service sector of the economy has grown while the manufacturing sector has declined (Bono & Vey, 2007). Emotional labour may be stressful for some employees (Bono & Vey, 2005), especially those lacking in autonomy (Grandey, Fisk, & Steiner, 2005), and the ability to regulate one’s emotions may help employees cope with this stress.

During the last twenty-five years, however, other streams of research have emerged that move the focus beyond task performance to consider diverse forms of employee performance. These include organizational citizenship behaviours (Konovsky & Organ, 1996), contextual performance (Borman & Motowidlo, 1993), prosocial organizational behaviour (Brief & Motowidlo, 1986), and extra role behaviour (Scholl, Cooper, & McKenna, 1987). The question of how emotional intelligence affects task-interdependent activities, organizational commitment, or job satisfaction needs a lot of investigation. Both role and identity theory have been applied here to the topic of performance measurement. This has led to the introduction of a set of roles that is suggested to be measured by an instrument that focuses on measuring overall performance at work. The roles included in Role Based Performance Scale (RBPS) are job and organization role, career role, team role and innovator role.
1.5. SERVICE INDUSTRY

Is an industry made up of companies that primarily earn revenue through providing intangible products and services. Service industry companies are involved in retail, transport, distribution, food services, car rental, computer services, communication, finance, insurance, medical help, leisure activities, hotels, education, beauty parlours, saloon, transportation, etc.

With reference to the 4P’s of marketing namely, Product, Place, Promotion, Price, the service industries had to concentrate on three more P’s – Physical Environment, Process and People. The services have four “special” characteristic features as indicated below:

**Intangibility:** It could be experienced after completing the process as there is no shape, colour or taste. Companies try to differentiate themselves through the service they provide. Eg: Airline companies try to differentiate their services by providing various comforts to the customers during their travel.

**Perishability:** Certain services are highly perishable; for example a hotel room. A room not occupied on a particular day has lost its revenue and can never bring revenue for that day or the next day. So it is not possible to store services. Services cannot be stored. So the companies follow suitable strategies in pricing and promotions. They strive to differentiate through their service delivery process.

**Inseparability:** In any service industry the most important factor is the “people”. Service delivery process takes place in the presence of the customer. The customer service employee and the customers are part of the service delivery process. So the time spent by the customer and the interaction during the process plays a very important role.
in customer satisfaction. For example a surgery can be performed only if both the doctor and the patient are present in the operation theatre.

**Heterogeneity:** This is another important feature of service delivery process; the variability in the service provided by different companies of the same service industry. The service provided by the same company at different times or different locations also may vary. To handle this at least to a certain extant service companies have to train their employees. To illustrate; service provided by a bank may be different during ordinary time and peak hours.

The service industry forms the backbone of social and economic development of a region. It has emerged as the largest and fastest-growing sector in the world economy, making higher contributions to the global output and employment. Its growth rate has been higher than that of agriculture and manufacturing sectors. It is a large and most dynamic part of the Indian economy both in terms of employment potential and contribution to national income. In India, services sector, as a whole, contributed as much as 68.6 per cent of the overall average growth in gross domestic product (GDP) between the years 2002-03 and 2006-07.

The most important services in the Indian economy has been health and education. They are one of the largest and most challenging sectors and hold a key to the country's overall progress. The era of economic liberalisation has ushered in a rapid change in the service industry. As a result, over the years, India is witnessing a transition from agriculture-based economy to a knowledge-based economy. The knowledge economy creates, disseminates, and uses knowledge to enhance its growth and development. One of the major functional pillars of this economy is Information Technology (IT) and IT-enabled services (ITES) industry. The ‘Department of
Information Technology’ has been making continuous efforts to make India a front-runner in the age of Information revolution. IT continues to be a dominating sector in the overall growth of the Indian industry. A large number of Indian software companies have acquired international quality certification. Several policies have also been framed on the key issues of IT infrastructure, electronic governance as well as IT education.

Another major and upcoming service industry is media and entertainment. It is basically an intellectual property-driven sector with small to large players spread throughout the country. It covers film, music, radio, broadcast, television and live entertainment.

Retailing has been one of the fastest growing service sectors both in terms of turnover and employment. Many national and global players have been investing in the retail segment and are making all efforts to further expand the sector. Out of the total retail outlets in the country, most are related to food items. Travel and tourism sector is one of the largest industries in terms of gross revenue and foreign exchange earnings. It stimulates growth and expansion in other economic sectors like agriculture, horticulture, poultry, handicrafts, transportation, construction, etc. as well as gives momentum to growth of service exports. It is a major contributor to the national integration process of the country as well as acts as the preserver of natural and cultural environments.

All these show that services hold immense potential to accelerate the growth of an economy and promote general well-being of the people. They offer innumerable business opportunities to the investors. They have the capacity not only to generate substantial employment opportunities in the economy but also to well as increase its per capita income. Without them, Indian economy would not have acquired a strong and
dominating place on the world platform. Thus, service sector is considered to be an integral part of the economy and includes various sub-sectors spread all across the country (http://business.gov.in/Industry_services/services_sector.php).

1.6. INDIAN ORGANIZATIONS AND EMOTION

It is very clear and understandable that the ability to use emotions to improve performance will have a very positive impact on performance. Research reveals that individuals with high ability in this dimension are always active in directing their emotions toward good outcomes. In organizational settings, such employees keep their spirits and others spirits high especially when they know that a good mood will help them to perform better or complete the job. Though it seems to be clear that EI can impact job performance, it is important to establish the contribution it makes to job performance when compared with general intelligence measure, which has been considered to be a valid predictor of performance. In the personnel psychology literature, research over the last two decades has shown that the variability of performance among workers is very large (Schmidt & Hunter, 1998). There is ample evidence in research that general intelligence predicts important outcomes, such as job performance, training success and career success across jobs, settings, and careers (O’Reilly III & Chatman, 1994).

Of late, within the Indian organizations there is a lot of interest shown in the area of “emotional intelligence”. The organizations have also started to understand the importance of emotional development as this could bring in the ability to regulate emotions which in turn could lead to better performance; or at least make the worker an effective performer which is very important in today’s prevailing competition. However, there is very little evidence to support the existence of a relationship between emotional intelligence, emotional labour and workplace performance, though there is a
specific study which illustrates a positive relationship between Emotional Intelligence and workplace performance in India by Priti Suman Mishra and A K Das Mohapatra (2010).

Having seen an outline on the role of emotional intelligence and emotional labour to job performance it is important to further prove or disprove the existence of significant relationship among the above three. There have been few studies which have statistically brought out the moderating effect of emotional intelligence to performance. We have seldom come across research which statistically proves the mediating effect of emotional labour in Indian setting. The present study tries to build a model describing the mediating role of emotional labour between emotional intelligence and job performance.

The private sector in India is proactive and trains its workforce. Whereas the public sector though trains their workforce to an extent, it does not check the performance of their workforce during service encounters. In a public sector unit in India customers are seen as very important of late as the competition is becoming very intense. For example, the way a customer was perceived and the way the customer was received in a public sector organization helped us understand how a customer was valued by them. Earlier it was not at all a very encouraging sign for the customer. But now after the opening up of the economy the way a customer is viewed has changed multi folds, thanks to the competition prevailing. The public sector organizations are now in the path of orienting customer service personnel and trying to increase the sensitivity to the requirements of the customers. They have understood very clearly that if they do not fall in line with the quality of service provided by private enterprises, it would be very difficult for the public sectors to even survive in service businesses.
This research was done specifically for the betterment of public sector organization in India.

A major giant, India Post, the postal department was used for the study. The postal department has done a lot of work on repositioning and branding and a lot of money has also been invested to train the workforce who serve customers from their sales and service counters. The Department of Posts comes under the Ministry of Communication and Information Technology and operates the largest postal network in the world. With 155,333 post offices in 22 circles across India, the network spans the length and breadth of the country. India Post employs over half a million people and serves over 300 million customers each year. India Post provides various services depending on customer requirements to extend the benefit of its huge network in the area of Communication Services (Letters, Postcards etc.), Transportation Services (Parcels, Logistics Post), Financial Services (Savings Bank, Money Order, International Money Transfer Service, Public Private Partnership for extending financial service outreach through the post office network, Postal Life Insurance) and Premium Value added Services (like Speed Post, Business Post, Retail Post). India Post provides communication, transportation and banking services in all places in the country.

It is therefore a challenging task before the postal department as a public sector to revisit their entire working modules, upgradation of skills, technology, and policies so that they are competent to withstand the international competitive environment in future. However, the organization is in the process of enhancing their service module, behaviour than before.
1.7. IMPORTANCE OF CUSTOMER SERVICE IN INDIA

Cut-throat competition in the business world has forced organizations all over the world to pay attention to customer service. The mantra, “The Customer is King!” holds greater significance today. As a result, customer service jobs in India and elsewhere are on the rise. In service industry customer service is the key to the success of business. As increasing consumerism prompts industry’s growth and the volume of money spent on finished products are increasing year after year, there is a growing sense of quality and optimum satisfaction among customers. Also, there is great pressure of market competition among sellers and service providers. There is a reflection of all these changes in the job market as well.

Satisfied customers are the best guarantee for the stability and growth of the firm. Customers will be satisfied only when the service providers provide the customized and innovative products and services at reasonable cost. Customer service is a profession that holds great employment opportunity in India. There are customer service jobs in India in almost all emerging service sectors. These includes banking customer service jobs, postal, insurance customer service jobs, hotel customer care jobs, tourism jobs, security jobs, housekeeping jobs, software services, ITES, transportation, finance, real estate, etc. Also there are areas like finished products such as customer service for household equipments; consumer durables service jobs, automobiles after sale service jobs, consumer electronics after sale service, computer hardware products services where customer service jobs hold high potential. All these fields need trained personnel to provide assistance or support on site or over telephone, email, internet or web based chat. Globally recognized companies are outsourcing their customer care jobs in India. However in India most of the customer service of late is provided by call centres and BPO’s.
1.8. PURPOSE OF THE PRESENT STUDY

The purpose of this study is to understand to what extent emotional labour mediates job performance who possess emotional intelligence at a level. The research conducted by Othman, Abdullah and Ahamad (2008) proposed emotional intelligence as the most salient concept in professional service whereas emotional labour as the most important concept in mass service to influence employees work effectiveness. There has been only a few researches till date on the mediation of emotional intelligence to emotional labour and job performance. They are about the importance of an internal marketing orientation in social services by Cynthia Rodriguez Cano and Doreen Sams (2009). Emotionally intelligent individuals may possess greater ability to respond to customer emotions without allowing their emotions to inhibit rational thinking (Salovey and Mayer, 1990). Emotionally intelligent individuals are equipped to sense, know and display appropriate emotionally based behaviour thus reducing the impact of emotional labour on job stress Cynthia Rodriguez cano and Doreen Sams (2009).

1.9. OVERVIEW OF THE REMAINING CHAPTERS

Chapter 2 reviews the literature relevant to the subject matter of this research. The theoretical framework and research on Emotional Intelligence, Emotional Labour and Job performance are elaborated. The choice of MSCEIT V2.0 (2002) and the use of strategic emotional intelligence component for measurement has been stated. An explanation for the service typology, and meditational analysis is given. Focus of the present research is explained and finally the research questions to be addressed by the present study are enumerated.

Chapter 3 discusses the conceptual model developed in this study; lists the hypotheses to be tested. The sources of data are described and the research instruments
adopted are explained. The pilot study and data collection procedure are presented. The statistical methods used for data analysis are explained.

Chapter 4 provides the research results of mediating variable. The research results of analysis relating to the hypotheses are presented. This chapter details the findings and interprets them.

Chapter 5 summarises the findings concerning the tests for structural properties of the independent variables and the mediator variable as well the functional analysis to examine the relationship between the independent, the mediator and the dependent variables. This chapter presents the key results of the survey and tests the hypotheses developed

Chapter 5 discusses the findings of the functional analysis and interprets them.

Chapter 6 summarises findings and evaluates them from the theoretical, pragmatic and methodological points of view. The limitations of the study and scope for future research are indicated.