5.1 Explains the level of SEI
5.2 Explains the descriptive statistics of emotional labour and job performance
5.3 Elucidates the relationship between total work experience and SEI and emotional labour
5.4 Explains the level of SEI and EL with regard to age
5.5 Elaborates the relationship between SEI and EL, EL and job performance, and SEI and job performance
5.6 Discusses the mediating role of ER-RR, SA, DA and overall ELS between SEI and job performance individually.

5.1. LEVEL OF STRATEGIC EMOTIONAL INTELLIGENCE (SEI)

The study carried out by Priti Suman Mishra and A K Das Mohapatra (2010) in the Indian context using EI test developed by Chadha and Singh (2001) for Indian respondents, identified a significant relationship between EI and Job performance. However, in this study the researcher has considered the Strategic Emotional Intelligence component of the MSCEIT. Strategic Emotional Intelligence involves conscious processing of emotions and hence is associated with linear thinking style, a style which aids frontline and senior managers according to Vance et al. (2006). To identify the level of SEI with the customer service personnel of this organization it is required to obtain the scores of SEI.
The scoring pattern on Strategic Emotional Intelligence has been classified into three levels as per the criteria suggested by experts. The categories were named as Low SEI, Average SEI and High SEI. The stated three levels were arrived at by expert consensus after collating responses to sixty one questions that covered both the branches of SEI. The group with the score of less than the mean with one standard deviation was labelled *Low SEI*. The group with the score of more than the mean with one standard deviation was labelled *High SEI*. The group with the score falling in the range of mean with + or – one standard deviation was labelled *Average SEI*.

SEI involves higher level of conscious processing of emotions. The SEI branches require reasoning about emotions, how they develop over time, how they may be managed and how to fit emotional management into social situations. They are strategic in character as they facilitate decisions regarding charting of one emotional course or another in response to personal or social needs.

The score of understanding emotions branch reflects the ability to label emotions - to recognize that there are groups of related emotional terms. Understanding what leads to various emotions is a very important component of emotional intelligence. Also how emotions combine and change over time is important in our dealings with other people and enhances our self understanding. Managing emotions score concerns how an individual manages emotions when necessary. It means an individual remains open to emotional information when required and work with feelings in a judicious way by thinking and acting. This is possible when an individual has awareness, acceptance and use of emotions in problem solving. The term emotional regulation is also understood as suppression of emotion or rationalization of emotion by some. Managing emotions involves the participation of emotions in thought and the ability to allow thought to include emotions.
The SEI scores specifically help us know the respondents’ ability to understand emotional information and use it strategically for planning and self-management. It also helps the respondent understand what emotions signify, for example, sadness typically signals loss. From Table 1 it could be seen that the respondents’ capability to understand emotional situations, give emotional meanings, and the capability to manage emotions in his life or others’ life is average for a majority of the respondents. This could be suitable to the present work setting and current case as it is the duty of the service personnel to give or provide what the customer asks for. It is only at times that the customer service personnel is expected to suggest solutions and these solutions also do not involve any customisation by the customer service personnel. The products or service is totally developed by the back office.

Though the scores stated in Table 4.1 were calculated from the Strategic Emotional Intelligence perspective they are still an indicator of the level of emotional intelligence required to perform the task. In mass service, EI does not significantly contribute to high work effectiveness instead EL plays its effective role in promising work effectiveness.

5.2. DESCRIPTIVE STATISTICS OF EMOTIONAL LABOUR

The Emotional Labour questionnaire consisted in total of 15 questions, on all the dimensions, viz. frequency, intensity, variety, surface acting, and deep acting. The dimensions frequency, intensity and variety have been taken as one construct. All the samples include service professional, and sales and service professionals who tend to have relatively brief interactions with their customers. This specific scale measures three dimensions (1) Emotion-related role requirements (duration, frequency, intensity and variety of emotional display), Surface Acting (SA) and Deep Acting (DA). All the
three dimensions were studied separately to check the level of mediation separately as it is important to distinguish between surface acting and deep acting because each suggests a fundamentally different internal state (Ashforth & Tomiuk 2000). The dimension Emotion-Related Role Requirement in this research is identified as ER-RR and is used as a unitary construct for frequency, intensity and variety (J. Andrew Morris and Daniel C. Feldman 1997)).

From Table 4.2 it could be identified that deep acting was the technique used more than other methods and it was followed by surface acting by the service personnel when interacting with customers. This could be due to the sincerity and commitment exhibited towards work and organization and understanding of what is expected by the customer in the present days. It is normal in this business for the customer to use the services of the personnel whom he knows over a period of time well. Hence authenticity could be inferred. The least exhibited technique is ER-RR as there is no requirement of intensity and the employees very rarely get to meet the same customer a couple of times on the same day. There is no requirement of variety as the services are very similar to most of the customers. The time the customer service personnel interact is also very short and mostly customers who are regular would expect the service personnel emotional display to be genuine. Most often customers listen to the suggestions provided by the service personnel in this business.

5.2.1. Descriptive statistics of Job performance

Job performance is the other name given to the Role Based Performance Scale in this study and this consists of five measures (i) Job (doing things specifically related to ones job description), (ii) Career (obtaining the necessary skills to progress through ones organization), (iii) Innovator (Creativity in ones job and organization as a whole),
(iv) Team (working with co-workers and team members, towards success of the firm, and (v) Organization (going above the call of duty in one's concern for the firm).

With reference to Table 4.3 job role, team role and organization role were performed more than career and innovation role. Most of the respondents have worked in the organization for quite some time and are also grateful to the organization for providing them employment. In a public enterprise in India there is a lot of job security. This means that it could be impossible for the organization to remove anyone from employment. The organization promotion policy is in place; promotions are not based on performance alone but also on seniority. The orientation prevailing among the employees or the service personnel is that they do not need to exhibit their innovativeness or creativity as they believe very strongly it is not their job to be creative. It is also not expected by the organization as they are just expected to carry on their duties. There is also a certain amount of monotony which sets in as they do jobs of routine nature and are not very challenging.

The organization also does not do anything to keep their workforce high on creativity. One of the biggest challenges they could face is an angry customer. Earlier, an angry customer was not even considered important as these organizations were the sole service providers. But now times have changed because customers have options in the form of competitor services.

5.3. RELATIONSHIP BETWEEN TOTAL WORK EXPERIENCE AND SEI

H1. There is significant relationship between total work experience and SEI

Table 4.4 helps us identify that there is significant association between total work experience and SEI. To find out the degree of association between the variables the researcher in the study had performed contingency coefficient. The result showed
low association between the variables and it was statistically significant. This finding is contradictory to the finding of Abraham (2004), who stated that emotional intelligence tends to increase as one matures and gains experience. Cote and Miners (2006) established that administrative experience enhanced self awareness. As far as the researcher is aware there has not been many studies in India in a public sector which tries to identify the link between EI and job performance. This could be due to performing the same task always which could lead to monotony and dampen the interest. Due to repetitive nature of task the service personnel’s urge to learn and get better over a period of time could be lost. This could also be due to average level of SEI prevalent amongst the sample.

5.3.1 Relationship between total work experience and emotional labour

H2. There is significant relationship between total work experience and emotional labour

From Table 4.5 it could be identified that the category with work experience of 11 to 15 years exhibits the least emotional labour. This could be because the customer would not notice in most cases the way service personnel responds. The customer would be more than happy if he receives a response. Performing the same job could lead to monotony and boredom. Sometimes performances are not acknowledged or acknowledgement is delayed. This could also be a stage where a customer service personnel look for elevation and it is natural for any individual to expect growth in an organization after having worked for 10 years. The public sector enterprise has a different method to acknowledge performance or promote an employee. This is a very crucial stage for the organization to take care of its work force and make the individual feel that there is growth in the job. When this does not happen the customer service personnel could get dejected and work in a disconnected manner. This leads to a drop in interest in performing the task in the way the organization expects. This could also
be because of the treatment they receive from customers, as the customers would not even notice the way the service personnel interacts.

5.4. LEVEL OF SEI WITH REGARD TO AGE

H3. Age and SEI are independent of each other.

The extant literature has stated that with increase in age, emotional intelligence as a capability also increases. From Table 4.6 it can be identified that the SEI capabilities of a majority of service personnel are average at all ages. The score of the SEI indicates that there are fluctuations in the level of SEI capabilities as age increases. The maximum number of service personnel is in the age group of 26 to 30 and the level of SEI is average. While recruiting for such services in the public sector, emotional intelligence is not usually measured. So the level of the respondent’s emotional intelligence would not be known. This fluctuation could be due to the respondent getting to know the importance of emotions, learning to manage and trying to understand the impact of emotions case by case over a time period.

5.4.1. Emotional labour with regard to age

H4. There is significant relationship between age and emotional labour

Table 4.7 indicates that the group means scores are statistically different, EL increases up to the age of 36-40 and thereafter there is a decrease. This is in contrast to the earlier studies. As it is identified generally through various socialization processes starting from a very early age, people develop a very strong sense of when and how to modify their emotional expressions to be able to better adjust to their social environments (Saarni, 1993). It has been argued by researchers earlier that with age individuals report greater emotional control and lesser negative emotional experience (Gross, Cartensen, Tsai, Skorpen, & Hsu, 1997). It was also suggested that older personnel could adopt to antecedent–focussed strategies to influence emotions.
In this particular organization this could be because of the routine nature of job especially when the individual does not get promoted to a higher position and grow. After a period, the service personnel tend to think that there is no necessity for the service personnel to prove his capability as there may not be any incentive and also because of the same type of job which he is performing. The intention not to create a relationship with the customer could also be a dampener as it may not have any implication on the business. The requirement of the service person would be to just perform mechanically without committing any mistakes. The focus with experience could be to perform with lesser mistakes than creating relationships with the customer especially in a public sector

5.5 RELATIONSHIP BETWEEN STRATEGIC EMOTIONAL INTELLIGENCE AND EMOTIONAL LABOUR

H5. There is significant relationship between Strategic Emotional Intelligence and Emotional Labour

It has also been identified that Emotional intelligence plays a role in helping individuals in controlling and managing negative emotions like anger, anxiety etc. Highly emotionally intelligent individuals have reported significantly less stress and experience better health psychologically and physically (Cartwright 2003, 2004). The study by Bono Foldes, Vinson and Muros (2007) reveals that leaders with high EI help maintain a positive mood while interacting with each other and with their customers.

The relationship between SEI and the overall EL (H5) construct exhibits a low level of positive relationship and is statistically significant. With relation to understanding emotions and managing emotions to emotional labour, (H5a and H5b) the relationship is positive and statistically significant. The ability to recognize
emotions in others may help the service person to perform emotional labour better just as the ability to recognize one’s own emotions may help employees know when they need to pay attention to alter their emotional expression.

With regard to the relationship between SEI and the dimension of emotional labour, there is a very low level of negative relationship between SEI and surface acting (H5.e) and is statistically significant. However, the relationship between SEI and deep acting (H5.d) exhibits a positive relationship but is statistically insignificant. The relationship between SEI and ER-RR (H5.c) is positive and significant. Of the relationships between SEI and dimension of EL, SEI and ER-RR (H5.c) exhibits a higher relationship.

Most of the relationships exhibited in Table 4.8 are positively related and statistically significant which means an increase in one variable could lead to an increase in the other variable. When there is an increase in understanding and managing emotions the individual is capable of identifying what feelings certain emotions would lead to and how emotions change i.e. how a mild anger can change into rage. This would automatically lead to increase in the use of various labouring techniques to provide prompt service as the service provider is aware of emotional impact.

However, SEI and surface acting are negatively related, which means when SEI increases the individual adopting to surface acting would decrease. This could be because of the understanding the service person would have on the implications of the outcome. May be the service personnel believe that the non genuine display could be seen while expressing his emotions. This could also be because the service person may be in a position to understand the emotional situation and manage his own emotions because of his awareness and high SEI. There could be an instance where a customer
could be repeatedly asking for clarifications when the service personnel is about to break for lunch and this could lead to irritation for the service personnel. The service personnel who can understand his emotional state may respond to the customer exhibiting the right emotion. The customer generally is not concerned about the time at which he needs service.

Brotheridge (2006) found that personnel with high EI were more likely to perceive displaying emotions as part of the job and use deep acting. Table 4.8 exhibits low positive relationship between SEI and deep acting, which means that as SEI increases the service personnel intention in exhibiting authentic emotions. This could be very significant when the customer has a problem with the service provided due to delay or a loss. Authentic response here will make a lot of sense and the customer will also feel very satisfied. For instance in the postal service when an important mail of an individual has not been delivered, the front office personnel takes the steps to identify where it was lost and locate it and tell the customer when he would receive it. Sure, technology also plays a very vital role in this situation and the public enterprise used for the study has the required technology.

The interaction between the service personnel and the customer at times is for a very short duration; for instance a general enquiry or for a purchase of a product. The service personnel would understand the relationship of emotions and the service being provided. The service and the interaction are more of a scripted nature here. The customer with a positive response from the service personnel is more than happy. The service personnel at this point is able to manage emotions in himself and in the customers to a certain extent. For example, a customer comes to a counter in a hurry and if the service personnel understands his urgency and responds accordingly the customer would feel very happy. When the duration of interaction is pretty short it
would also be possible for the service personnel to detach him from the emotional state and respond to the next customer. The customer service personnel also gets to know very well how he is suppose to respond to a customer. This helps them to get to the point where the interpersonal relations get better. It could also be easy for the workers to handle the existing negative emotions when the interaction is short.

With respect to SEI and ER-RR components like duration, attentiveness and variety the relationship is positive. Normally in these service encounters unless there is a problem the service encounters are short. As the interaction is short it would not be tough to display the required emotion. All one needs to know is using ones emotion to decide, which would be possible with an increase in SEI.

5.5.1. Relationship between Emotional Labour and Job Performance

H6. There is significant relationship between Emotional Labour and Job Performance

The importance of the connection, emotional labour to job performance is even greater now that the service sector of the economy has grown (Bono & Vey, 2005). Emotional labour could become stressful when the service personnel lack autonomy (Bono & Vey, 2005). If the individual has the ability to regulate his emotions it could help him cope with stress (Grandey, Fisk & Steiner, 2005). The extant literature emphasises the important role emotions play in a service encounter (Menon and Dube 2000). The display of emotions by service personnel influences the customers judgement of the quality of service provided (Pugh 2001; Winsted 2000). In a study conducted by Tan et al (2004) the display of positive emotions by those interacting with customers was linked to customer satisfaction. So it is known that managing employees who interact with customers like the customer service personnel is an important criterion for maintaining loyal customers (Albrecht & Zemke, 1985;
Schneider & Bowen, 1985). For the customer service employees, customer orientation is a very important aspect which helps them reflect the behaviour during personal interactions with customers (Henning-Thurau, 2004).

The researcher at this point would like to refer to the proposition stated by Abdul Kadir Othman, Hazman Shah Abdullah and Jasmine Ahmad (2008) on the influence of EL on job role, career role, innovator role, team role and organization role in the overall job performance is high in mass service.

The researcher in the study has used bi-variate correlation in order to examine the relationship between emotional labour and job performance. Table 9 shows that except the relationship between deep acting and performance, all other relationships are positively related. However, the relationship between surface acting and performance is statistically insignificant at 0.05 level. The relationship between emotional labour and the dimensions of performance such as team role and innovation role are higher than the others, which indicates that team performance and innovation move on the same direction with the level of emotional labour but could also be the other way round.

From the Table 4.9 it could be identified that the relationship between emotional labour and job performance (H6) is positive and significant. Service personnel are expected to display positive emotions to promote goodwill, patronage and spending while they hold back their negative feelings (Diefendorf and Richard, 2003, Grandey, 2000, Hochschild, 1983, Rafaeli and Sutton, 1987).

It is also seen that the relationship between dimensions of job performance and the dimensions of emotional labour, the ER-RR and the job performance (H6.a) has a higher level of relationship than the other dimensions of EL. The dimensions in the ER-
RR construct are duration, frequency and intensity. For instance when the frequency of the interaction between a customer and a customer service personnel is more it may require high emotional labour. This would lead to better performance as expected by the customer. In these service counters duration of interaction between the customer and service personnel is pretty short. In fact, the customer would label it poor service if the interaction is for a slightly longer time. It could probably be a scripted interaction format like a simple ‘thank you’ or a smile which could have a greater impact on the customer. It is also the intensity which could make an impact. Frijda, Ortony, Sonnemans and Clore (1992) stated that the intensity of the expressed emotion more than any other factor determines whether the customer and service personnel change their behaviour during a service interaction; for example, even the tone in which ‘thank you’ is said could impact the customer in a positive or a negative way. The greater the variety of emotions to be displayed the greater the emotion labour. Though the interaction is short, most often it is expected of the customer service person to alter the kind of emotion to fit the specific situational context. The alteration could be for the same customer or the next customer who is in queue for service. This variety could improve the perception of job performance by the customer. The service encounters could be very dynamic in nature; for instance when one empathises with a customer for a loss and immediately sees off this customer and greets the next customer with a smile. Though in mass service the job performed could be low interaction and non judgemental one (Othman, Abdullah and Ahmad, 2008), it is required to give individualised attention to the customer when there is a concern. All classes of people use these services and hence there are customers at all levels. The customer service personnel have to really exhibit variety here. Though in mass service the job performed by service providers is more of a routine nature and less of interaction and is non judgemental, So it is required of the employee to conform to organizations display rules (Brotheridge and Grandey, 2002, Hochschild, 1983 and Wharton, 1999) with some
variety for better performance. In a study conducted by J.M Diefendorff et al (2005) frequency, duration and routineness of interpersonal interactions were examined as antecedents of emotional labour strategies.

Table 4.9 exhibits a negative and an insignificant relationship between deep acting and job performance (H6.b). In simple words, when customer service personnel increase their engagement in deep acting, their job performance decreases and vice versa. This finding is in contrast with Grandey 2003, Groth, Michael Paul, Dwayne D Gremler, Henning-Thurau and Walsh (2009) findings that deep acting will have positive effects on the customer. With reference to this study, it does make sense as the customer service personnel interact for a very short time duration with the customer. This also takes the research to the point as stated by Diefendorff et al (2005) that the naturally felt emotions could play a bigger role in the interactions in this context. Though this type of business has few competitors as of now, the customers depend on them as this is provided by the government. Hence, it is considered safe by the customer to utilize this service. As stated earlier there could be a queue to avail these services. If a service personnel increases the labouring strategies this could need additional time to provide service and hence will have an impact on the performance. The customer service personnel play a vital role in satisfying the expectations of the customers, which in turn influences their perceptions about service quality. (Barnes & Morris, 2000). If the customers’ perceptions do not meet their expectations, it could be evaluated as poor service (Boshoff & Mels, 1995). Therefore, service quality is defined as the judgement about service interaction’s overall excellence or superiority (Parasuraman et al., 1985). As a result, the customers waiting in the queue would get delayed and would identify the service personnel as too slow at work. This could be a very important point to note if the DA as a technique is adapted to, as it is important for
the service personnel to serve the customer fast and not make wait in a queue. It is also accepted that training can suggest ways to engage in deep acting if it is required.

With regard to this study surface acting has a low positive relationship with job performance but is insignificant (H6.c). High levels of role performance requires an employee to be cognitively attentive and empathically connected to others in a way that he/she displays ideas, feelings, creativity, beliefs and values while performing role behaviours (Kahn, 1990). It is known that when service encounters are short this technique could work. The customer may not have the time or the intention to check if the service personnel’s expressed emotion is authentic, for example, a smile as a display rule. In fact, in a public enterprise in India even a non genuine smile could make a customer feel happy. It may not be possible for the service personnel to feel the feeling and display emotion. Another reason could be that they meet more than hundred customers on a particular day where the work gets very intense. As far as this particular public enterprise is concerned, people prefer to use their service as it is safe. The above finding contradicts the study by Cote & Morgan (2002) that surface acting may be less effective than deep acting in eliciting desired customer responses and faking emotions may increase staff turnover.

Again the study by J.M Diefendorff et al (2005) also confirmed that deep acting, surface acting and expressions of naturally felt emotions were distinct constructs because it was argued, that naturally felt emotions are a proxy for low levels of SA or that are redundant for DA. It also proved that individuals displayed naturally felt emotions more than SA or DA and plays a very important role in displaying emotions at work. The study also helps to understand that SA is not all that bad as it could be better than displaying felt emotions on a bad day. Individuals to tend to value positive interpersonal interaction focussed on genuine emotional display. Morris and
Feldmand 1997 stated that if frequency is more, regulation of emotional display will have greater need.

It is also clear that all the job performance roles are related positively to emotional labour and are significant (H6d, H6e, H6f, H6g, H6h). This implies that the capability to increase labouring technique increases the performances in every role in the overall job performance (Bono & Vey, 2007). Employees with the abilities to perceive, understand, and regulate emotion in self and others and ability to use emotion to facilitate thought and actions would be able to achieve high performance in their job.

The hypothesis (H6.d) which states the relationship between emotional labour and job role, has a positive relationship and is significant. Service is provided with or without personal contact of routine and non-judgemental nature. They are able to accept job challenges, overcome obstacles or work-related problems (Slaski and Cartwright, 2002, 2003), and to reduce the personal job conflicts (Abraham, 1999). It is true that a customer service personnel should go the extra mile to perform a task for a customer. When this is being done the service personnel cannot emote the strain and pain one undergoes. The orientation to the service personnel about serving the customer is important. This particular public enterprise in India has taken an initiative to give a fresh look to their service and make the customers feel that they are taken care of. This organization is investing a lot towards their workforce development for better service and to remain motivated to work. This may have an impact on the service personnel to complete a task by any means and perform additional roles. Employees in such service could achieve good role performance even if they conform to their standard operating procedure (Collier, 1990) which calls for emotional labour.
The implications of EL in career role (H6h) in mass service is structured and pre determined by the management. It is basically associated with the EL practices of how to please the customers. Employees are rewarded with raises and promotions if they comply with display rules (Sutton, 1991). Though such organizations provide job security there is a lot of focus on training and development. Career for the personnel is considered and there are promotion policies in place. When an individual is striving to develop his career he would perform at his best.

With respect to innovator role (H6.e) the service personnel need to be a bit creative in attending to the requirements and interacting with customers though it would be for a short duration. A number of studies have fairly established that emotion plays an important role in employees readiness to be innovative (Amabile, Barsade, Mueller and Staw, 2005, Fenwick, 2003, Fong, 2006, Fredrickson, 1998, 2001 and Park, 2005). Customer service personnel would be meeting the customers from various levels and must bring in creativity while responding. For example, if a new service is launched the service personnel need to know how to make the customer from various levels understand while explaining a product or service. Still further, the way the customer service personnel respond to a literate and an illiterate could differ. Repeating the same job could bring in monotony hence it could have an impact on the emotional labour during performance and hence the requirement of EL important for performance. The need for EL is more important to perform effectively here.

The relationship between EL and team role (H6.f) exhibits the highest positive relationship among the other roles. With respect to team role it should be adequate if the service personnel comply with display rules in the case of mass service. According to Wharton and Erickson (1993) employees are required to display integrative emotions to bring people together. It is also quoted that it may be easy to fake an emotion in
highly standardised situations (Zapf, 2002). In this organization, though it is required to work in a team, the management has already decided the aspects for the team to function effectively and hence it is enough if the service personnel follow the predetermined roles stated by the organization. However to work as a team it is required for the member to display emotions which would enhance collaboration; for example a member taking interest and helping the other member to perform the task. It is one of the emotions which bonds members and makes better teams. It is surely a great feeling that all the team members are working for the betterment of the organization which in turn leads to their development.

With respect to the relationship stated in H6g, in organization role conforming to the standard operating procedure is the norm. The concept is associated with organisational citizenship behaviours (OCB) (Organ 1988). OCB consists of behaviours that go beyond specific role requirements and such behaviours are performed voluntarily without expecting any rewards (Brief and Motowildo, 1986). Here in this particular organization, the service personnel exhibit commitment to their work and commitment is exhibited towards providing service to a customer. In an organization going beyond minimum role requirement, tolerating certain unfavourable circumstances without finding fault and being concerned about the life of the company could be very helpful to better performance (Podskoff, Mackenzie, Moorman and Fetter, 1990) and if this is followed in this public sector it could help better performance. As customer service personnel, all the above may not be possible for an individual to perform but if it could be tried out this will surely impact performance.
5.5.2 Relationship between Strategic Emotional Intelligence and Job Performance

H7. There is significant relationship between Strategic Emotional Intelligence and Job Performance

Studies by Kerr et al. (2006), Leban and Zulauf (2004); Rosete and Ciarrochi (2005) identified a strong correlation between MSCEIT and leadership effectiveness and the strongest predictor was on the ability to perceive emotions. It was identified by Nikolaou and Tsaousis (2002) that EI was strongly associated with organizational commitment. Jordon and Troth (2002) found that individuals with higher levels of EI were more able to engage in collaborative conflict resolution. The researchers also advocate emotional management training to improve work relationship among individuals. In total, the regulation and use of emotions seem to explain well how individuals respond to the environment and bring stability in handling stressful situations.

In mass service, EI plays a very small role in helping employees to perform effectively as the job is of routine nature. It is required of the service provider to rationally provide what the customer is asking for. In fact, the interaction with customer is also low in nature. As the nature of service is standardised, EI may slightly help the service personnel to acquire necessary skills to progress in one’s career. With reference to creativity and innovation role a service person in a mass service would not have many options as the services offered would be of standardised and routine nature. In organization role the offering is standardised and does not require employee’s discretion and interaction with others.

Table 4.10 shows the SEI influence on the performance of the service personnel in the public enterprise.
According to the proposition given by Abdul Kadir Othman, Hazman Shah Abdullah and Jasmine Ahmad (2008) the influence of EI on job role, career role, innovator role, team role and organization role in job performance is low in mass service. The proposition only states the impact of emotional intelligence on performance.

In this particular study the majority of the service personnel fall in the category of possessing average SEI. The service personnel can understand the emotional information, appreciate the emotional meanings and work with feelings in a judicious way.

The Hypothesis H7 is confirmed with reference to Table 4.10 that the relationship between SEI and job performance is positive and significant. This indicates that the increase in capability to understand and manage emotions helps increase performance. SEI involves higher level of conscious processing of emotions, reasoning about emotions, how emotions develop over time, how they may be managed and how to fit emotional management into social or personal situations.

When the capability to manage emotions increases, job performance increases (H7b) with reference to Table 4.10, feelings are used in a judicious way rather than acting on them without thinking. So here the ability to feel the emotion and combine it with thinking could help the individual take effective actions. Tomer (2003) states that individuals who improve their emotional intelligence and emotional competencies in ways that match the demands of their work situations can be expected to raise their job performance. In a service encounter when the service personnel has the capability to understand what emotions really signify, the service personnel would take care of the
customers need and try to respond or provide service in a manner that can bring down the intensity of the emotion in the customer. This could lead to making the customer feel good about the service. This in turn will lead to an increase in job performance. When the customer service provider is aware of his/her emotions it would be possible for the individual to respond in a manner that could handle the customer emotion. Even when working in a team this would help handle conflicts and misunderstanding in a better way. This would help the personnel to work together in a amicable manner.

Hypothesis H7a. analysis the relationship between understanding emotions and job performance and with reference to this study Table 4.10 exhibits a positive relationship and is significant. If the service personnel could understand how simple emotions combine to form complex emotions the service could improve. For example (i.) a customer asks for a particular service and is not available, (ii) asks for an alternative and that is also not available, (iii) above this the way the service personnel responds in an irresponsible manner, all these over a period of time could elevate the anger to rage. This could bring down the faith and the quality of service provided by the organization. An idea of how emotions combine and change over time is important when service personnel deal with customers. Otherwise next time when the customer comes to the organization he would want to meet another service personnel and not the one he met in the previous encounter as he could have lost faith in that particular service personnel.

The relationship between SEI and innovator role is positive and significant (H7.d). Studies have stated that EI is related to innovation and creativity (Stough and De Guara, 2003, Sulaiman, and Al-Shaikh, 2006). Emotionally intelligent employees are able to understand, manage and use negative or positive feelings by the way of finding associations among available elements to find creative solutions to the
problems at hand (Othman, Abdullah and Ahmad 2008). Emotions change the way we think; it could create positive thoughts when a person is happy and negative thoughts when the person is sad. This could help individual view things from different perspectives. These viewpoints which shift could foster creative thinking. Even with the limited freedom given to customer service personnel he could be creative in his work, dealing with customers or with problems. Especially when he meets an angry customer creative responses could improve performance. If the customer service personnel understands the situation and is aware of what generally works well for people in that situation, the service personnel could take a right decision which would help the organization. In mass service because of standardised and routine service offered minimum interaction with customers take place and hence service providers may not use EI abilities to facilitate their innovator role.

The relationship between team role and SEI is positive and significant (H7.e). In the organization considered for this study, though the customer service personnel work individually with a customer at a time they will have to collaborate with the personnel from other departments to cater to what the customers want. Feyerherm and Rice (2002) found that understanding emotion and managing emotion were positively correlated with some measures of team performance especially with regard to customer service. Stough and de Guara (2003) found that emotional control positively related to the ability to work as a team member. When performing a team role and if individual wants to assist others he may not include emotional information. Hence critical information could be missed out. In a team role, in mass service the management determines every aspect of the team so that the team can function effectively. In such organizations rules and regulations, functions of team members are predetermined and fixed and they are given a structured team role and hence the requirement of EI is least significant. The study conducted by Offermann, Bailey, Vasilopoulos, Seal and Sass
(2004) found that EI better predicted performance on teamwork. Especially in a service sector EI has a great impact on performance (Sy Tram and Ohara 2006). So this would certainly have an impact on SEI as it is a branch of it. A better understanding with the team helps an individual become a good team player as the individual can understand emotions.

Poon 2004 stated that people who are able to perceive and understand their feelings should be able to assess their job skills and set appropriate career objectives. SEI and career role (H7.g) have a high positive relationship among the other roles and is significant. This could help the customer service personnel accurately understand what the respondents emotions signify and how emotions in oneself and others can be managed. This will automatically help the performance which will have positive impact on the career role. Some of the service personnel could display more commitment to the role as they get a positive response for the customer. Though the requirement of EI in mass service could be minimal as the service is standardised, it may still influence the service provider to acquire necessary skills to progress in one’s career.

SEI and organization role are positively related and significant (H7.f). In this specific study this is actually seen when a customer goes to a counter and if that service personnel is not available another service personnel volunteers to help the customer. This is something which is very impressive to witness. This is not a requirement but the service personnel exhibits a type of behaviour that goes beyond the stated role, though in mass service EI may be least significant in helping employees perform well (Zapf 2002). This has a very good impact on the customer as commitment is exhibited though it is only required to conform to SOP norms.
Hypothesis H7c highlights the relationship between SEI and job role. In this study the relationship is positive and insignificant. Though the job in mass service may not be very challenging products and services rendered are the same.

5.6. CONSTRUCT LEVEL MODEL AND MAIN MODEL DISCUSSION

Discussion in detail, on the mediating effect in all the three construct level models and main model, follows.

The above study attempts to relate the concept of SEI and EL to job performance. It is known that effective regulation is one of the signs of strong emotional intelligence (Salovey, Hsee& Mayer, 1993). Those with high EI are skilled at handling social encounters, and in fact may make other people feel good about themselves as well (Goleman 1995). This study has focussed on the Strategic Emotional Intelligence branch in the MSCEIT (2002) instrument. SEI involves a higher degree of conscious processing of emotions. The SEI branches require reasoning about emotions, how they develop over time, how they may be managed and how to fit emotional management into social situations. They are strategic in the sense that one may use such information to chart an emotional course for one self and others according to personal and social needs. Understanding what emotions lead to various other emotions is a very important component of emotional intelligence. Also how emotions combine and change over time is important in our dealings with other people and enhances our self understanding. Managing emotions means an individual remains open to emotional information when required. It also means working with feelings in a judicious way by thinking and acting. This is possible when an individual has awareness, acceptance and use of emotions in problem solving. By emotional regulation some understand the term to mean suppression of emotion or rationalization of emotion. Managing emotions involves the participation of emotions in thought and
the ability to allow thought to include emotions. Ashforth and Humphrey (1993) downplayed the importance of internal management of emotions through surface and deep acting. They proposed that Emotional Labour should be positively related to the work effectiveness provided that the customer perceives the expression as sincere. They however do not provide a way of understanding its workings within the individual.

Emotional labour is the process of regulating both feelings and expressions for the organizational goals. Surface acting is managing observable expressions whereas and deep acting is managing feelings. The SEI score of helps us to assume to the extent one can manage and understand emotions, whereas emotional labour helps the service personnel to exhibit emotions in a particular pattern truly for one self or for the wages. With this as the background the above hypothesis attempts to study if ER-RR as a unitary construct, or surface acting or deep acting or all three together mediate the relationship between strategic emotional intelligence and job performance.

Construct Level Model 1: Hypothesis H8 proposes that OldEL (ER-RR) mediates the relationship between SEI and Job performance (RBPS); it is identified that SEI does not impact job performance directly. It is seen that ER-RR mediated the relationship. As stated earlier. SEI measurements of understanding and managing emotions help us to understand emotional information, emotional meanings, emotional states changes, and manage others feelings for better performance. The components in ER-RR construct help us identify the intensity, variety, frequency and duration of emotion display.

This enables the customer service personnel to focus and if required express many different emotions during an encounter. As Frijda, Ortony, Sonnemans and Clore
(1992) stated that, intensity of the expressed emotion more than any other factor determines whether clients and customers change their behaviour during service interactions. Normally in mass service the duration of an interaction is short but when there are certain concerns for the customer which need attention, service intensity matters. With very specific connection to this organization most of the products and services are designed by the back office. The only issue which could and will make the customer feel good is the type of intensity the service personnel exhibits during an encounter. As in our chosen sample organization there would be customers from different backgrounds. Their expectations would be high towards the response of the customer service personnel, especially when it comes to certain product or service schemes where they are suppose to invest periodically. When the customer service personnel are expected to collect funds from the customers, service personnel will have to express sense of urgency. It is in such situations that intensity is a very clear requirement across service providers. There are earlier researches which have stated that duration and intensity of emotional display are positively related. So by and large, in short encounters display of emotion is scripted. In this organization, based on the service required by the customer, intensity will vary and even for a short display, emotions will have to be sincere, as the customer will expect it. Frijda and colleagues (1992) have also stated that displays of intense emotions occur more when the participants in transactions have some history to their exchanges and long interactions provide history.

Service encounters are dynamic in nature and call for different sets of occupational and organizational display rules, which are sometimes utilized as the demands of a given transaction change (Sutton, 1991). Most of the services in this organization are in queue and customer service personnel must cater accordingly. What could be normally seen is that customer service personnel when there is a long queue,
speeds up the transaction and when it is free they spend a little more time with customers and give individualized attention. This actually helps the customer feel good and respected and this helps build rapport and leads to a good history. So here there are a variety of emotions displayed by the service personnel. As the service happens in a queue it is expected of the service personnel to change emotions in a very fast manner, even to display the organization stated emotion. The service personnel cannot sustain an emotion for long time. The way they interact towards closing time if the queue is long is also very important. It is required here to change emotions and manage feelings and SEI as a capability would be helpful. The greater the variety of emotions to be displayed the greater the emotional labour of role occupants will be. Leidner’s (1989) experience with counter workers at fast food restaurants further supports this relationship. Leidner found that these workers are strongly encouraged to routinize interactions and minimize interaction time, because time spent waiting in line violates customers expectations of good service. James (1989) stated that for certain types of services the customer client interaction should be short so that it does not make the customer service personnel emotionally involved.

The organization considered for this study is now taking efforts to reposition it in the minds of the customers. It has now reworked the look of its outlets. A lot of importance is given to training specifically customer service executives, managers and assistant managers, and all who interact with customers on a daily basis. They are also trained to display their emotions and give responses in a certain manner. The majority of our samples were personnel with average SEI capability but they are capable of exhibiting variety and intensity even as their task is of routine nature, but the service and customers are different. These customer service personnel also exhibit emotions based on the power of the role receiver, variety of customers that come in and a variety
of emotions are expressed. In this organization the service personnel meet customers face to face so greater use and control of emotions are required.

**Construct Level Model 2:** With reference to the hypothesis H9 if surface acting mediates the relationship between SEI and job performance, SA does not mediate. When SA in the emotional labour construct and SEI are studied as separate variables, it has direct influence on job performance. This could be due to the short encounters which customer service personnel have with the customer. The way the service person interacts, is also not noticed in most occasions as long as the customer gets what he has asked for. Normally, these service encounters are in small counters and there is normally a queue to avail these services. The customer would be only concerned about the way service personnel interact. Most often in short encounters between the service personnel and customer it would be possible to exhibit the organizations stated behaviour. This will enhance performance as the individual is aware of and accepts what he has to display, which is also in line with SEI elaborations. Thus we see that SEI also influences performance directly at a lower level to SA. In this particular type of organization, which attracts customers from all levels, the SA technique of labouring would be better for service. The most what one expects is a cordial answer and smile in return.

**Construct Level Model 3:** In the same manner in the hypothesis H10 if DA mediates SEI and job performance a negative relationship is exhibited. This could be because the customer service personnel do not have sufficient time. The customers are in queue and service has to be fast. If the technique of deep acting is adopted for every customer this could delay the service and hence would lead to poor performance. So, if a customer service personnel increases the labour strategy this could need additional time to provide service and subsequently will have an impact on performance. If the
customers’ perceptions do not meet their expectations, it could be evaluated as poor service (Boshoff & Mels, 1995). Therefore, service quality is defined as the judgement about a service interaction’s overall excellence or superiority (Parasuraman et al., 1985). As a result the customers waiting in the queue would get delayed and would identify the service personnel as too slow at work. This could be a very important point to note in these types of services, as the customer feels, the less time he waits in the queue the better the service provided by the service provider. However, SEI individually exhibits a positive relationship to job performance. This could be due to their capability during interaction to use information to chart an emotional course for oneself and others according to their needs. It could also be because they possess the capability to think and then act. The findings of the present research contradicts the finding of Hochschild (2003) which considered deep acting as a step above surface acting in that the service employees does not attempt to fool the consumers with their emotional display. It should be noted that in this type of service alone deep acting may not help performance. This could also be because personnel with high EI may perceive displaying emotions as a part of the job and use deep acting (Brotheridge 2006).

The whole research has focussed to confirm the Main Model, hypothesis H11 “ELS mediates the relationship between SEI and RBPS”. The construct of the OLDEL or ER-RR have already been stated. Surface acting and deep acting in the Emotion Labour scale have been included in the main model, with the number of occupational roles, the act of expressing socially desirable emotions (Ashforth & Humphrey 1993) during service transactions basis for Emotional Labour. Hochschild 1983 found that workers dealt with emotional dissonance either by simply altering the displayed feelings (surface acting) or by conjuring up the appropriate feelings within themselves (deep acting). So the focus of this multifaceted construct has added surface acting and deep acting as measures with emotional required role requirements. Surface and deep
acting foster perceived need for effort. EL is the behavioural response to variation in the frequency, variety, intensity and duration of service interaction. Emotional intelligence and emotional regulation are considered important antecedants of affect at work (Cote et al., 2006; Grandley, 2000; Mayer et al., 2000a). The present study was performed to identify if emotional labour mediates the two variables SEI to job performance.

From the given model the first finding was that SEI i.e., ‘understanding emotion’ and ‘managing emotions’ did not have any impact on performance directly. All the constructs of the emotional labour together mediated the relationship. The assumption here is that even when strategic emotional intelligence is present in an individual one should possess the capability to display the right emotion, express variety, with the right intensity, considering the duration then EL will be the behavioural response. In a service encounter in mass service which we have taken as an example the interactions are mostly of short duration. In that case the customer service personnel has to express positive feelings regardless of customer noticing it. In such services a positive expression may go unnoticed but a negative expression will catch the attention of the customer. In the prevailing competitive condition this cannot be tolerated by any organization. The SEI focus was on general coping strategies and perceived social skill whereas the emotional labour facets brought out the adaptive interface of cognition and emotion. Organizations are trying their level best to attract and retain its consumers. The service organizations should give importance not only to the display of positive emotions but also the way in which the positive emotions are managed by the service employee.

Emotional Intelligence theory states that before people can regulate emotions, they need to recognize them. Emotion regulation refers to the process by which
individuals influence the emotions they have, when they have them and how they experience and express these emotions (Gross, 1998). It is very important to adjust positively because controlling negative emotions which are evoked during interaction allow one to be overly influenced by negative emotions and prevent them from thinking clearly and rationally (Matsumoto et al., 2001, 2003). The same can also happen during an interaction with customer and customer service personnel. EI refers to “the ability to recognize the meanings of emotions and their relationships and to use them as a basis in reasoning and problem solving (Mayer, Salovey, Caruso, & Sitarenios, 2001) which means one needs to recognize emotions to regulate; conversely if emotions are not recognized there is nothing to regulate; so emotion recognition is a precursor to regulation (Izard, 2001; Lane, 2000; Mayer et al., 2001).

A study was conducted by Seung Hee Yoo, David Matsumoto and Jeffrey A LeRoux (2005) to understand if emotional regulation mediated the relationship between recognition and intercultural adjustment. It was identified that emotional regulation did not mediate the relationship between recognition and adjustment.

If EI is a precursor to job performance and a requirement to performance, EL should also enable performance. To recognise emotions one needs to possess emotional intelligence and after recognition one will have to use emotions for an outcome. In the same project to study the joint effect of emotion regulation and emotion recognition to predict adjustment, it was found that both strongly predicted an adjustment.

Emotional labour research focuses specifically on the self regulatory processes that employees use to display emotions in accordance to organizational expectation. Emotion regulation is the process by which individuals influence the emotions they have, when they have them and how they experience and express these emotions
Emotional regulation encompasses a broader set of behaviours whereas Emotional Labour represents a specific type of emotional regulation (Cote, 2005). Research differentiates between two kinds of emotional regulation that closely correspond to emotional labour strategies of deep acting and surface acting.

In this particular study the researcher has chosen a public sector in the mass service typology and has identified that if the overall emotional labour scale mediates the relationship between SEI and Job Performance. Though the majority i.e. 68% of the respondents possessed average SEI capability, this could have also been the reason for this mediation to happen.

The study by Othman, Abdullah and Ahmad in mass service typology, such as the organization taken for our study, proposes that EI plays a very small role in employees to achieve job performance whereas EL is important to perform specific jobs, to please customers for better growth and reward, to work in highly structured team as they have to display integrative emotions to bring people together (Erickson, 1993), conforming to certain SOP norms. The present study also helps us understand the importance of emotional labour even when there is very little contact time, and little can be done to add value to the product in the front office.
CHAPTER VI
CONCLUSIONS

In this final chapter, the results of this research work are encapsulated and the implications there of are articulated.

6.1 Summarises the broad findings of the study.
6.2 Brings out the theoretical implications of the study.
6.3 Accords the pragmatic implications of the results.
6.4 Points out the limitations of the study.
6.6 Identifies the areas that could be probed by further research

6.1. SUMMARY OF FINDINGS

This specific study has helped the researcher identify

1. The level of strategic emotional intelligence in this particular public sector in mass service typology among the customer service personnel is average and a majority of them possess SEI capability at the average level.

2. The study helps us identify that SEI does not increase with work experience. This could be because of the nature of work which is standardised and repetitive from the solution point of view.

3. With respect to total work experience and emotional labouring, service personnel who have worked for a period of 11 to 15 years exhibit the least emotional labouring technique. This could also be because of disinterest and could lead to search for job opportunities elsewhere.