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 to15 years exhibit the least emotional labouring technique. This could also be because of disinterest and could lead to search for job opportunities elsewhere.
4. Helps us identify that with the increase in age the level of SEI as a capability does not increase but there are fluctuations. The highest capability is identified in the age group of 26-30 years. This could also be because of the type of orientation customer service personnel have about the job in a public sector and whatever way one performs it does not impact in a positive or a negative way.

5. It is identified that upto the age of 40 from 21 there is an increase in emotional labour technique and thereafter there is a dip as age increases.

6. It is also identified that as SEI capability increases, emotional labour capability also increases. This could be true when an individual understands and identifies emotions of others it could be possible for an individual to exhibit the right emotion in the right manner. Awareness in an individual could help increase performance. The service personnel gets to understand which labouring technique could work well in short durations and repetitive natured tasks.

7. It is also identified that with an increase in the capability of SEI, surface acting as a technique to serve the customer decreases

8. It is also identified that the construct ER-RR has a high relationship to SEI.

9. It helps identify the overall emotional labour has a positive impact on job performance. It also exhibits that increase in labour techniques increases performance. Of the emotional labour construct ER-RR has the highest impact on performance.

10. It also helps us identify that the emotional labour techniques of surface acting and deep acting with reference to this study exhibit an inverse relationship but insignificant. The relationship is high between innovation role, team role and emotional labour and is positive and significant. The other job performance
roles also are positively related and significant. With respect to this study emotional labour capability surely improves overall job performance and the roles in job performance.

11. It helps us identify the relationship between SEI and job performance and the constructs have exhibited a positive relationship and is significant, which means an increase in SEI capability increases job performance, other than job role which is insignificant. This could be because EI in mass service has very little significance as the job the customer service personnel perform is of routine and standardised nature.

12. It was identified that ER-RR (Old ELS) mediates the relationship between SEI and JP, and SEI does not have direct influence on job performance.

13. It was identified that surface acting did not play a mediator role between SEI and job performance. It was also identified that SEI and SA has direct influence on job performance independently.

14. It was identified that deep acting does not mediate the relationship between SEI and job performance. However SEI and DA directly influence job performance independently.

6.2. THEORETICAL IMPLICATIONS OF THE STUDY

For this study the MSCEIT (2002) instrument was used. Instead of viewing the four dimensions of emotional intelligence only the strategic emotional intelligence branch was used to study the impact it has on job performance. To an extent the researcher is aware this is the first of its kind study which has used only the two branches of strategic emotional intelligence to collect the data from respondents very specifically by Salovey, Kokkonen, Lopes and Mayer (2004) as far as India is
concerned. It could also be stated that the SEI branches i.e. understanding emotions and managing emotions are associated with linear thinking and it involves a high level of conscious processing of emotions that requires “reasoning about emotions, how they develop over time, how they may be managed and how to fit emotional management into social situations” (Mayer et al., 2002:5) and rational decision making processes. It is also identified in a study by Vance et al. (2006) that frontline executive and managers adopted linear thinking style. Understanding emotions helps to identify the ability to understand relationship among various emotions, perceive the causes and consequences, understand complex feelings and understand transitions among emotions. Managing emotions helps us to identify the ability to be open to pleasant and unpleasant feelings, ability to monitor and reflect on emotions, ability to engage or detach from an emotional state and ability to manage emotions in oneself and others. This SEI branch consisted of 61 questions from both understanding and managing emotions. The score of understanding emotions reflects the capability to label emotion, shift of feelings to emotions, how emotions change over time. Managing emotions concerns how an individual manages emotions when necessary and working with feelings in a judicious way by thinking and acting.

The scale developed by Brotheridge and Raymond (2003) was used in this study. This scale was used as it comprised of three constructs i.e. emotional-related role requirement, surface acting and deep acting and this scale has been used earlier in various studies for service providers. Most jobs requires their occupants to perform emotional labour to varying degrees as it may have potentially significant organizational and personal costs. The study also tries to examine how the process of identifying with one’s role influences the nature of emotional labour that is performed. As stated by Ashforth and Humphrey (1993) the greater their role identification the more likely the workers will attempt to internalize the required emotions through deep
acting. This could be possible through a self-reinforcing cycle in which role identification results in higher levels of deep acting relative to surface acting which in turn reinforces one’s role identification. It is important that future studies focus more on the relationship between all the role one performs to emotional labour.

Role Based performance scale developed by Welbourne, Johnson and Erez (1998) was used to study job performance in this study. It was used to identify to what level SEI and EL impacts the individuals in performing various roles. Earlier studies suggest that a satisfied employee engages in all the roles such as career-focussed, innovator, team member, organization role and job holders role differently. Another advantage of this scale is short and can be used as a measure of employee performance.

The main model of this paper is to study if emotional labour scale with all its constructs mediates the relationship between SEI and job performance. As stated earlier the emotional labour constructs were emotion role-related requirements, surface acting and deep acting. This was specifically carried out in a mass service typology to see which construct of emotional labour mediates the relationship between SEI and job performance. The proposal stated by Othman, Abdullah and Ahmad (2008) that EI has very little significance in mass service was further confirmed in the study that SEI has no impact on job performance. When overall ELS is introduced it mediates the relationship. This signifies the importance of emotional labour as the mediator to impact performance. It could also be stated that emotion related role requirements also mediate the relationship between SEI and job performance.
6.3. MANAGERIAL IMPLICATIONS

The findings of this study offer several implications from an applied perspective.

The study confirms the mediational effect of the emotional labour requirement as a technique to impact job performance especially in mass service typology. It is known that most jobs requires the occupant to perform emotional labour at varying degrees. This understanding can lead to the development of human resource management practices aligned with individual and organizational needs. It is well known that the customer service personnel interact only for a short time with the customer. However, it would impact performance better if the service personnel were trained to give certain response. The service personnel could be trained on a set of responses but care should be taken that monotony does not set in as the nature of the job is repetitive. Some amount of expressive freedom could be given so that the service personnel do not get frustrated exhibiting the same behaviour and response always and express emotions they don’t actually feel. To increase acceptance by a customer it is required to create a rapport between the service personnel and the customer.

Regulating emotions at work is important to meet the interpersonal goals (Kanfer & Kantrowitz, 2002); for customer service employees. Effective emotional labour exhibition could be possible if one could develop control over one’s own behaviour, commitment to work, better understanding of customers requirements in today’s business and working environment. Imbibing appropriate organizational culture could enhance performance.

Acknowledging and recognition of work in a public sector would enhance performance. As customer service personnel meets many customers everyday he has to
feel good to provide good service to customers. Especially when serving an angry customer, unless the service personnel is committed to the organization he may not take additional pain to service the customer. It is also important for the customer service personnel to have detailed knowledge of the product and service the organization offers.

With reference to this study, it is obvious that the customer service personnel interact for very short time with the customer. This also takes the research to the point as stated by Diefeendorff 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.

During the discussion most of the service personnel expressed high gratitude towards their organisation, because they perceived the organisation as a provider of livelihood. This could be used by the organization to increase performance by acknowledging their performance in some way or the other.

When the service provider expresses a good cheer, it in turn increases the possibility that the customer will report a positive service encounter (Pugh, 2001; Tsai, 2001). 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 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 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 lesser time he waits in the queue the better the service provided by the service provider.

It is also important to know that customer’s behaviour does influence the behaviour of the service provider which also influences the customer evaluation of the service encounter (Weick’s 1996). Thus, a pleasant customer could bring out a pleasant response from the service provider which could lead to higher satisfaction for the customer of the service provider. There is also another valid point to be considered that most customers would not expect emotional responses from this service person as that is the prevailing belief in the minds of customers. Hence, if a customer service person extends a smile it may or may not impact the customer. It is unknown if this could have a negative impact on the customers. The customer service person most times also feel that there is no incentive for the amount of effort they put in, from the organization. It was also understood during the discussion by the researcher that there is a huge shortage in staff in these organization. Hence, the customer service person has to do unassigned work also in the office. Therefore, it could be understood that when emotional labouring strategies i.e. SA and DA are engaged at a minimal level the performance of the customer service personnel could be better.

In the complex, constantly changing and often chaotic world of today's public sector services, the demands on practitioners and managers ask for new ways of dealing with customers and the contradictions. Requirements such as partnership with potential competitors and collaboration with customers who may not want the service call for paradigm shifts that involve individual and organisational growth. Of late work has
become more complex and collaborative, companies where people work together best have a competitive edge. In the new workplace, with its emphasis on flexibility, teams and a strong customer orientation, this crucial set of emotional competencies is becoming increasingly essential for excellence in every job and in every part of the world (Goleman, 1998). Emotional intelligence can be learned by individuals, while 'fine-tuning the interpersonal dynamics that make groups smarter' requires the organisation to prioritise its values 'in the concrete terms of hiring, training and development, performance evaluation and promotions' (Goleman, 1998).

Taylor (2001) argued that if you are emotionally intelligent then you can cope better with life’s challenges and control your emotions more effectively, both of which contribute to good mental and physical health. They stated that EI was strongly correlated with both, physical and psychological health. Furthermore, Salovey (2001) suggested that emotions’ manifestation has a positive impact on physical health when people are confident about their abilities to regulate them. He proposed that the best way of dealing with the expression of our feelings in terms of our health is through the rule of “golden mean”. “We may need to express negative feelings, but in a way that is neither mean spirited nor stifled” (p. 170). In addition, Dulewicz, et al., (2003), examined the role emotional self-management such as stress, distress, morale and poor quality of working life play in everyday life. Emotional intelligence research has provided evidence to suggest that differences exist in emotional intelligence between men and women. Research by Mayer and Geher in 1996, and again by Mayer, Caruso, and Salovey (1999), and more recently by Mandell and Pherwani (2003), concluded that women may score higher on measures of emotional intelligence than men, both in professional and personal settings. Liang (2007) investigated the relationship between gender and emotional intelligence and found no significant difference in emotional intelligence between males and females.
Though in a mass service typology EL has a major impact towards performance, it would enhance performance if one possess high SEI. As in this research it is seen that SEI does not increase with experience. It would be therefore helpful to test individuals on EI at the time of recruitment as the nature of work in this organization does not help increase EI as one gets experienced.

This research has helped us identify that emotional labour impacts performance even in short interactions between customer and customer service personnel. It should be noted that a scripted response in such situations would be helpful.

6.4. LIMITATIONS OF THE STUDY
1. Samples were collected and research was conducted only in tier 2 and tier 3 in the state.

2. Comprehending and responding to questions of this nature were relatively new to the respondents.

3. The research only focuses on strategic emotional intelligence with certain assumptions.

4. In India, research on emotional labour as a mediator to SEI and job performance in a public sector has not been done hence comparisons were not possible.

6.5. SCOPE FOR FURTHER RESEARCH
1. A similar research could be performed to study the mediating effect of emotional labour in a private enterprise in India.
2. There is a scope to develop instruments to measure SEI and EL to incorporate the trends in the current competitive structure

3. A study could be performed to examine the influence of naturally felt emotions in such service encounters in both private and public enterprises in India.

4. There is an opportunity to explore further on the mediating effect of emotional labour between strategic emotional intelligence and job performance in other developing countries.