

Emotive Toil and Hospitality Management at the Workplace: A Case of Airline Industry in Pakistan

Kanwal Bilal

Department of Management Sciences
COMSATS Institute of Information Technology
Lahore, Pakistan.

E-mail: kanwalbilal@ciitlahore.edu.pk

Abstract

Purpose – Research in the field of emotive toil brings to light that staff members employed in the service sector are expected and insisted on to regulate their personal sentiments in agreement with the tenets set by the firm. The purpose of this study is to leave no stone unturned in the sphere of emotive control, thereby giving attention to their root causes and ramifications.

Design/methodology/approach – Connections between the basis and implications of emotive toil are established through the distribution of survey forms to the cabin crew in the airline industry. These causes and implications are analyzed by utilizing regression assessment.

Findings – Adjudications illustrate that emotive toil was considerably related with work family conflict but it had no significant association with dealing with others at the workplace.

Research limitations - The research verdicts are limited to the cabin crew in the airline industry in Lahore, Pakistan.

Key Words: Emotional labor, airline industry, service sector

Introduction

Employees serving in the frontline business tend to tackle challenging circumstances in such as greeting others especially clients with a smile on their face and this is said to be known as emotive toil (Hochschild, 1983). Emotive toil is widespread and expected in scores of careers and employment. Recruits are counted on to masquerade, veil or amend their sentiments at the place of work while cooperating and intermingling with others as a part of duty (Sloan, 2008). Line of investigations on demonstrative and emotive toil carries on to be advanced and far-out by scholars and canvassers from assorted and all-embracing viewpoints and vistas of employment, from the time when the novel and substantial tome on airline hostesses and stewardess by Arlie Hochschild was embossed in the year 1983 (Duguid, 2002). Cabin crew members are conjectured to undertake emotive struggle which is accredited as the manipulation and organization of sentiments so as to reimburse for an earning or proceeds (Hochschild, 1983). The credence that human resources are insisted on to preserve their emotions is explicated as having the status of “display rules” by and large ordained by the corporation in which the workforce is made aware of the policy on the subject of the articulation and hush-up of way of thinking and feeling (Rafaeli and Sutton, 1989). Imposing and having a hold over sentiments tends to have affirmative and downbeat ramifications with regards to recruits’ welfare and good (Zapf, 2002).

It is important to notice that employees tend to homogenize their sentiments at the workplace. Emotive toil is the guiding principle through which members of staff manage their sentiments to fulfill the objectives and aspirations predetermined by the institution and this adaptation of feelings is inclined to get them remuneration (Mishra, 2006). Thus, this calls for the treatment of a person’s sentiments with the purpose of inciting emotions for a definite event. Meting out feelings has to do with interaction with others such as face-to-face contact or voice-to-voice contact (Steinberg, 1999). Emotive toil is deliberated to be executed by recruits specifically in the service segment (Hochschild, 1983; Rafaeli and Sutton, 1987; Leidner, 1993; Hall, 1993; Sloan, 2008), however investigation has exposed that sentiments are dealt by human resources in the other jobs too. Recruits should adjust their thoughts and mind-set while interacting with others on the job.

Emotion management or emotive toil entails the demonstration and representation of administratively or managerially preferred sentiments as an obligation of workers. Emotive travail comes to mind when an individual has to interact with others as a part of job predominantly in the service sector (Zapf, 2002).

The idea and conception of emotion management was envisaged and cooked up by Hochschild (1983) in her decisive and influential manuscript in 1983, in which she scrutinized and examined the emotive toil incurred by flight attendants as a considerable and significant ingredient of their contractual obligation (Zapf, 2002). Employees who deal with clients act as an intersection or junction between the company and the clients; therefore, service providers act as representatives of the firms while dealing with the clients (Bowen, et al. 1989). Being discourteous, impolite, offensive and disrespectful tends to yield a negative impact of the firm in the brains of the clients. It is also the nature or sort of service in terms of inseparability, intangibility, variability and heterogeneity which brews the dealings and relations between the clients and workers a serious, essential and fundamental element in influencing the minds of clients (Bowen, et al., 1989). Such aspects reveal the reward and bonus which is positioned on the conduct and actions of employees while dealing with clients. The conduct of employees effectively and intensely leaves an impact on the minds of clients regarding the quality of the services and manufactured articles (Ashforth and Humphery, 1993).

Literature Review

Emotive administration, generally known as emotional regulation, is the deliberate control of an individual's emotions in public (Cote and Morgan, 2002). Emotional regulation and emotional demonstration are considered to be same theoretically, even though their taxonomy and classification are employed in one way or the other by a variety of emotional labor researchers (Mishra, 2006). Social psychologists are of the view that the perception of emotive toil is analogous and akin to the idea of emotional regulation (Pugliesi, 1999; Monaghan, 2006). While scrutinizing the determinants and effects of emotional labor and looking from an angle of a distinct service worker, emotional labor implies individual discrepancies along with personnel's' understanding of their emotive encounters (Mishra, 2006).

Extant literature on emotive toil has exposed that recruits in several careers deal with their sentiments (Haas, 1977; Smith and Kleinman, 1989; Pierce, 1995; Rogers, 1995; Bellas, 1999; Cahill, 1999; Steinberg and Figart, 1999; Lively, 2000; Sloan, 2008). Emotive toil is taken into account as the tactic and attitude by which recruits are believed to regulate their feelings in accordance with the rules and regulations marked out by the firm (Grandey, 2000). The detection of types of workforce who govern the maximum amount of emotive struggle is significant for the reason that it would support in making a distinction amid members of staff who could be at peril for affliction and who could be undergoing injurious ramifications of governing the demonstration of sentiments (Sloan, 2004, 2008).

Interaction with others

Research advocates that canvassers count on workers in the service sector to be the masters of their sentiments and managers want workers to cover their faces with a mask of smile during the course of interaction with others (Hochschild, 1983). Literature exposes a scrutiny of staff members contact with others; conversely, the outcomes let slip that the workers' degree of contact and interaction with others is inconsequential and petty in terms of emotive effort exerted. As a matter of fact, emotive toil researchers have projected the scope and levels of execution of emotion management by staff members by means of job-related attributes such as jobs regarding non-service or service, which compel to intermingle and tackle with different individuals and realized that these attributes are not decisive to envisage the management of emotions and the probable corollaries regarding it (Wharton, 1993; Ritter and Erickson, 2001; Sloan, 2004, 2008). For this reason, it is essential to probe the practice of managing emotions implicitly for a number of lines of work (Ritter and Erickson, 2001; Pugliesi and Shook, 1997; Pugliesi, 1999; Sloan, 2004).

Service sector employees ought to have a hold over their emotions to a high extent in order to endure long lasting associations with the clients (Grandey and Brotheridge, 2002). Employees working in the service sector are actually adjunct to their customers because the interactive service toil is usually monotonous as well as drafted; thus, it hampers the liberty to demonstrate their true expressions or selves (Grandey et al. 2004; Grandey and Fisk, 2006). It is the responsibility of service sector employees to build positive, candid and long-term affiliations with the clients and to nip the expressive hemorrhage of gloominess and disappointment in the bud (Zapf et al., 2003). Employees are compelled and expected to take care of their clients in a respectful and sophisticated way even though they are being exposed to foul language and insults from them (Glomb and Tews, 2004). Research indicates that the employee exerts less emotive toil if he or she has more co-worker encouragement on the job (Sloan, 2008). Hence, the following hypothesis can be drawn based on literature:

Hypothesis 1: Interactions with others on the job lead to emotive toil in staff members.

Work and Home Conflict

Working hard with sentiments could also direct to pressure, hassle, and mental suffering which crops up clash amid job and family domains. There exist an assortment of assessments which shore up that unease and spar amid job and domestic chores have negative and depressing ramifications with regards to emotive health of employees (Bedeian et al., 1988; Frone et al., 1992; Grzywacz, 2003).

Despite the fact that the work and family frontiers have been scrutinized comprehensively by research scholars, there still exist numerous differences as well as rift in the extant literature (Yanchus et al., 2009). Exploration on the emotive encounters related to the work and home verve has been taken into consideration by researchers (Eby, Maher, & Butts, in press), the crucial and most important center of attention is the unconstructive and negative outlooks and characteristics of the work and home domain (Judge et al., 2006). Scholars have not reflected over the work and family matter with regards to the emotive sufferings (Williams et al., 1991; William and Alliger, 1994; Rothbard, 2001). Emotions are considered to be a vital component in the field of organizational behavior and thus, emotive demonstration is a noteworthy element of work and home domain (Fisher and Ashkanasy, 2000). Extant literature reveals that happenings in the home are a key underpinning of emotive welfare (Greenhaus and Powell, 2006). Prior research shows that work home tension crops up mostly in married females who work in and outside the boundaries of home. Conventionally, females are considered as home creators and their responsibilities at home are at disharmony with their duties as a member of staff in an organization. However, it is essential for men to be employed because of their conventional duty as an earner of bread. For this reason, men are less prone or predisposed to work and home conflict (Yanchus et al., 2009).

The emotive toil in relation to the administration of sentiments is likely to trickle or overflow into other realms of life and this may escort to collision between the roles or duties proliferating in the work and home (Erickson and Wharton, 1997). Work and home conflict can be obvious in terms of bad temper, fatigue as well as the communal abandonment. It may also ruin and mess up with family bonding and relaxation measures (Kinman and Jones, 2001). Research is requisite in the area of emotive toil with reference to work and home conflict because there is present a single investigation carried out on group of medical professionals in Greece related to emotive forgery and simulation in connection with work and home intrusion (Montgomery et al., 2005). Thus, more scrutinization is obligatory which inspects into the associations between emotive toil and effort in the light of work and home frontiers in the job-related context and ambience (Kinman, 2008). Hence, the following hypothesis is educated from the literature:

Hypothesis 2: Emotive toil exerted by staff members leads to work and home conflict.

Data and Methodology

Sample and Data Collection

A pilot study was performed with the aim of assessing the survey instrument prior to gathering more facts and figures. The pre-testing was carried out on a sample of 40 cabin crew members employed in Lahore. The crew members who participated in this study served in the Pakistan International Airlines (P.I.A.). The sampling technique used to collect the data is purposive sampling because a specific group of employees were the target of this particular study. A feedback form was built up in order to find out the respondent's feedback. The respondent's view and judgment was calculated through a Five-Point Likert scale spanning from 1 to 5. The participants were up-dated with the description of the study. A total number of 85 participants in the cabin crew members participated in the study, out of which 35 were male crew members and 50 comprised of female flight attendants. Of the 85 crew members who participated in this study, 20 were single, 60 were married whereas 5 were widowed. Participant's contribution to this study was confidential and deliberate.

Measures

The measures which are utilized as constructs are the replicated items employed by Erickson and Ritter (2001), Sloan (2008), Carlson et al., (2000) and Kinman (2008). These measures are being employed by investigators widely and are well-known for their consistency and validity universally.

Data Analysis

SPSS 16 was employed to analyze the data and descriptive statistics along with inferential statistics have been also carried out to scrutinize the data. The internal consistency has been ascertained by Cronbach's alpha coefficient. The consistency and reliability values for the variables used in the study are above 0.7 which confirms that the variables explored in this study are internally reliable and consistent.

Testing of Hypothesis

In this study, Pearson’s correlation analysis and regression analysis are regarded as pertinent trial for data assessment. The hypotheses that have been educated in this study are examined by employing regression analysis. The correlations of the variables taken up in this study are shown in the following table:

Table 1- Correlations of Vaaribles

Correlations				
		ET	IWO	WFC
ET	Pearson Correlation	1	-.268*	.584**
	Sig. (2-tailed)		.013	.000
	N	85	85	85
IWO	Pearson Correlation	-.268*	1	-.027
	Sig. (2-tailed)	.013		.803
	N	85	85	85
WFC	Pearson Correlation	.584**	-.027	1
	Sig. (2-tailed)	.000	.803	
	N	85	85	85
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

It can be seen that negative correlation exists between emotive toil and employees’ interaction with others, whereas positive and strong correlation exists between emotive toil and work and family clash or conflict. The highest value of work family conflict is found to be 0.584.

Table 2– Results of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.268 ^a	.072	.061	.87090	1.834
a. Predictors: (Constant), IWO					
b. Dependent Variable: ET					

Regression analysis has been carried out by keeping emotive toil as the dependent variable and Interaction with others as the independent variable. The R value for interaction with others is 0.268 which shows that there exists a weak correlation between these variables. The R square value shows that emotive toil explains the dependent variable by 7%. Values of adjusted R square explain the extent to which the model is generalized. The Durbin-Watson value is 1.834 which shows that there is no autocorrelation.

Table 3 – Results of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.584 ^a	.341	.333	.77055	1.590
a. Predictors: (Constant), ET					
b. Dependent Variable: WFC					

Regression analysis has been carried out by keeping work family conflict as the dependent variable and emotive toil as the independent variable. The R value for interaction with others is 0.584 which shows that there exists a strong correlation between these variables.

The R square value shows that emotive toil explains the dependent variable by 34%. Values of adjusted R square explain the extent to which the model is generalized. The Durbin-Watson value is 1.590 which shows that the problem of autocorrelation does not exist.

Discussion

The objective of this study was to probe the cause and impact of emotive toil on cabin crew members. The scales used in this study were also evaluated and the reliability analysis verified adequate internal consistency of the scales and measures. Workers are entailed to demonstrate particular emotive reactions while interacting with others on the job. At the same time as some workers may undertake the required emotions indisputably, exerting no endeavor and struggle to assure such obligations, almost all workers are likely to experience circumstances and state of affairs where their demonstrated feelings do not tone with their actual sentiments. Therefore, emotive regulation must be taken up in order to accomplish and attain the required and preferred emotive reaction, which also tends to have ramifications for the employees who execute and implement it.

Sentiments and feelings of staff members are unnoticed and ignored in the airline industry. It is necessary to identify that work family conflict crops up in the crew members as a result of emotive toil at the workplace. The findings of this study are consistent with the findings of previous research. It was found out that interaction with others had no significant relationship with emotive toil. It was also ascertained that work family conflict occurs in the cabin crew due to dealing with sentiments at the workplace. Crew members ought to manage their feelings and as a result, they are not able to enjoy activities at home. Thus, dispute at home arises due to the emotive toil performed by crew members and they often feel irritated and annoyed after performing hectic job.

As the data taken up for this research is cross-sectional; hence, the associations may not be ascertained or clarified based on the causal trend and path. On the other hand, theory and extant studies reveal that postulations and speculations based on causality may be knocked together and constituted (Sloan, 2008). Literature also reveals that it is the nature of work which affects the psychosomatic and emotive fitness of employees and nature of tasks ascertains as to how employees feel at the workplace (Hochschild, 1983; Rogers, 1995; Sloan, 2008).

This study tends to enhance and develop the extant quantitative literature on emotion management or emotional labor through the corroboration and authentication of the inverse correlation and association between emotive toil, dealing with others and work-home conflict.

Findings reveal that the sentiments of crew members should be cared of for by employers and feelings of employees must not be disregarded because it would be supportive in creating the bureau a healthier place to work in and therefore, human resources would be optimistic to accomplish the objectives of the establishment.

On the whole, the current study imparts and bestows with a constructive, beneficial and worthwhile attempt and contribution to the existing theory and literature on feelings and emotions at the work terrain. This study facilitates by elucidating and shedding light on the way and line of attack of emotive struggle means in flight attendants working in Pakistan. Management of emotions at place of work give support for being subjected to inauthentic outlooks as well as amplified psychosomatic suffering and unease. It also crops up aggravation and clash between work and home orbits.

This study tends to give practical and handy report and notification to the employers, organizations and in addition to the researchers and thus, employers may tend to regard the emotions of employees and provide them with a more comfortable and secure place of work.

Findings and Conclusion

Adjudications illustrate that emotive toil was considerably related with work family conflict but it had no significant association with dealing with others at the workplace. The research verdicts are limited to the cabin crew in the airline industry in Lahore, Pakistan. The findings of this study are consistent with previous research findings as of Sloan (2008) and Kinman (2008), who have also found out that emotive struggle at the workplace is significantly associated with work and home conflict whereas being in contact with others at the workplace had no significant association with the emotive toil. The findings of this study harmonize and tie in with the previous research and thus, it is likely to complement the contemporary and present-day literature.

Limitations and Future Research

This study is limited to the cabin crew members working in Lahore only. Future research can be done in the other aspects of the jobs of crew members.

The results of this study do not correspond to the findings relevant to other professions instead of flight attendants and cabin crew members. Future research may also be carried out by undertaking other professions included in the service sector. Purposive sampling may not aid us in getting the generalized results of whole population but it was used due to the wide dispersion of population. The sample taken for this study was homogenous, therefore there exists a need to consider and evaluate multi-cultural population. This calls attention to investigate the emotive toil patterns in other cultures as well who are working in the similar frontline business. Extant literature proves that this group of frontline service staff definitely tends to experience emotive toil. Since the nature of the data employed for this study is cross-sectional, it also yields the limitation for this study. Future research may be carried out at different periods of time in order to measure the emotional states of employees. This calls for a longitudinal study in this area of research. This would aid in providing causal composition and framework with reference to these associations.

References

- Ashforth, B.E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy of Management Review*, 18, 88-115.
- Bowen, D. E., Siehl, C., & Schneider, B. (1989). A framework for analyzing customer service orientations in manufacturing. *Academy of Management Review*, 14, 75-95.
- Bedeian, A. G., Burke, B. G., & Moffett, R. G. (1988). Outcomes of work-family conflict among married male and female professionals. *Journal of Management*, 14, 475-491.
- Bellas, M.L. (1999) 'Emotional labor in academia: the case of professors', *Annals of the American Academy of Political and Social Science*, Vol. 561, pp.96-110.
- Cahill, S.E. (1999) 'Emotional capital and professional socialization: the case of mortuary science students (and Me)', *Social Psychology Quarterly*, Vol. 62, pp.101-116.
- Duguid, F (2002) 'Emotion Work Learning: Findings, Gaps and Suggestions', NALL Working Paper # 50 – 2002.
- Eby, L. T., Maher, C. P., & Butts, M. M. (in press). The intersection of emotion, affect, and work-family experiences. *Annual Review of Psychology*, 61.
- Fisher, C. D., & Ashkanasy, N. M. (2000). The emerging role of emotions in work life: An introduction. *Journal of Organizational Behavior*, 21, 123-129.
- Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, 77, 65-78.
- Grandey, A.A. (2000), "Emotional regulation in the workplace: a new way to conceptualize emotional labor", *Journal of Occupational Health Psychology*, Vol. 5 No. 1, pp. 95-110.
- Grandey, A. A. & Brotheridge, C. M., (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60, 17-39.
- Grandey, A. and Fisk, G. (2006), "Display rules and strain in service jobs: what's fairness got to do with it?", in Perrewe, P. and Ganster, D. (Eds), *Research in Occupational Stress and Well Being*, Vol. 3, Elsevier, Oxford.
- Grandey, A., Dickter, D. and Sin, H.-P. (2004), "The customer is not always right: customer verbal aggression toward service employees", *Journal of Organizational Behavior*, Vol. 25 No. 3, pp. 397-418.
- Glomb, T.M and Tews, M.J. (2004). Emotional labor: A conceptualization and scale development *Journal of Vocational Behavior* 64 (2004) 1-23
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31, 72-92.
- Grzywacz, J. G., & Bass, B. L. (2003). Work, family, and mental health: Testing different models of work-family fit. *Journal of Marriage and Family*, 65, 248-261.
- Haas, J. (1977) 'Learning real feelings', *Sociology of Work and Occupations*, Vol. 4, pp.47-50.
- Hall, E.J. (1993) 'Smiling, deferring, and flirting: doing gender by giving 'good service'', *Work and Occupations*, Vol. 20, pp.452-471.
- Hochschild, A. (1983) *The Managed Heart: Commercialization of Human Feeling*. Berkeley: University of California Press.

- Judge, T. A., Ilies, R., & Scott, B. A. (2006). Work–family conflict and emotions: Effects at work and at home. *Personnel Psychology*, 59, 779–814.
- Kinman, G. and Jones, F. (2001), “The work-home interface”, in Jones, F. and Bright, J. (Eds), *Stress: Myth, Theory and Research*, Prentice-Hall, London.
- Kinman (2008). Emotional labour and strain in “front-line” service employees: Does mode of delivery matter? *Journal of Managerial Psychology* Vol. 24 No. 2, 2009 pp. 118-135
- Lively, K.J. (2000) ‘Reciprocal emotion management: working together to maintain stratification in private law firms’, *Work and Occupations*, Vol. 27, pp.32–63.
- Leidner, R. (1993) *Fast Food, Fast Talk: Service Work and the Routinization of Everyday Life*, University of California Press, Berkeley, CA.
- Mishra (2006). What Emotional Labor is: A Review of Literature. Indian Institute of Management Ahmedabad, W.P. No.2006-12-05
- Pierce, J.L. (1995) *Gender Trials: Emotional Lives in Contemporary Law Firms*, University of California Press, Berkeley, CA.
- Pugliesi, K. and Shook, S.L. (1997) ‘Gender, jobs, and emotional labor in a complex organization’, in Erickson, R.J. and Cuthbertson-Johnson, B. (Eds.): *Social Perspectives on Emotion*, Vol. 4, JAI, Greenwich, CT, pp.283–316.
- Pugliesi, K. (1999). The consequences of emotional labor: Effects on work stress, job satisfaction, and well being. *Motivation and Emotion*, 23 (2), 125-154.
- Rafaeli, A., & Sutton, R. I. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12(1), 23-37.
- Rogers, J.K. (1995) ‘Just a temp: experience and structure of alienation in temporary clerical employment’, *Work and Occupations*, Vol. 22, pp.137–166.
- Ritter, C. and Erickson, R.J. (2001) ‘Emotional labor, burnout, and inauthenticity: Does gender matter?’, *Social Psychology Quarterly*, Vol. 64, pp.146–163.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46, 655–684.
- Sloan, M.M. (2004) ‘The effects of occupational characteristics on the experience and expression of anger in the workplace’, *Work and Occupations*, Vol. 31, pp.38–72.
- Sloan, M.M. (2008) ‘Emotion management and workplace status: consequences for well-being’, *Int. J. Work Organisation and Emotion*, Vol. 2, No. 3, pp.236–255.
- Smith, A.C., Kleinman, S., 1989. Managing emotions in medical school: students’ contacts with the living and the dead. *Social Psychology Quarterly* 52 (1), 56–69.
- Steinberg, R.J. and Figart, D.M. (1999) ‘Emotional demands at work: a job content analysis’, *Annals of the American Academy of Political and Social Science*, Vol. 561, pp.177–191.
- Wharton, A.S. (1993) ‘The affective consequences of service work: managing emotions on the job’, *Work and Occupations*, Vol. 20, pp.205–232
- William, K. J., & Alliger, G. M. (1994). Role stressors, mood spillover, and perceptions of work–family conflict in employed parents. *Academy of Management Journal*, 37, 837–868.
- Williams, K. J., Suls, J., Alliger, G. M., Learner, S. M., & Wan, C. K. (1991). Multiple role juggling and daily mood states in working mothers: An experience sampling study. *Journal of Applied Psychology*, 76, 664–674.
- Yanchus, N. J., et al. (2009) The impact of emotional labor on work–family outcomes. *Journal of Vocational Behavior*, doi:10.1016/j.jvb.2009.05.001
- Zapf, D. (2002), “Emotion work and psychological well-being: a review of the literature and some conceptual considerations”, *Human Resource Management Review*, Vol. 12, pp. 237-68.