



RESEARCH ARTICLE

IMPACT OF EMOTIONAL LABOR ON JOB SATISFACTION: A STUDY OF EDUCATION SECTOR IN PAKISTAN

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ABSTRACT

A work environment is a amalgamation of company's culture, systems and policies which is changing globally with a prime focus on services sector. The employees engaged in customer services tend to exhibit socially desired emotions at work irrespective of how they actually feel at work. Results have shown a weak positive correlation between emotional labor and work stress. The research explored the role of autonomy as a moderator in relationships between emotional labor and job satisfaction and found out that the more independence a service worker has, less harmful the effects of performing emotional labor. In fact, autonomy was significantly related to job satisfaction.

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INTRODUCTION

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. (David Ingram) Working environment is changing globally. Service sector is growing rapidly and even manufacturing industries is also focusing on providing services related to products.

Companies are focusing on providing services to get competitive advantage as Hochschild (1983) said "when competition in price is out, competition in service is in". If companies want to get and maintain profitability in this highly competitive world, then companies require offering pleasing customer services. Employees on job require managing their emotions so that they can deliver good quality services to the customer and can satisfy them.

Majority of managers believe that friendliness and good cheer of employees are related to customer satisfaction and as a result customer commitment and loyalty increases. Now Management of emotional behavior towards customer has become a paid and evaluated part of the work role and has been given the label emotional labor(Hochschild, 1983). As a result study of emotional labor is becoming important.

Emotional labor refers to the display of socially desired emotions during work encounters. (Hochschild, 1983). According to him emotional labor is basically about controlling feelings in order to display organizational demand emotions. According to various researchers (Thoits, 1989; Mills and

Kleinman, 1988) Emotions are feelings that people experience, interpret, reflect on, express, and manage. Ashforth and Humphrey (1993) defined emotional labor as "the act of displaying the appropriate emotion."

Hochschild in 1983 gave concept and definition of emotional labor. The model of antecedents and outcomes has been developed throughout the years (Ashforth & Humphrey, 1992; Bono & Vey, 2005; Grandey, 1999; Morris & Feldman, 1996). Grandey in (1999) briefly explain emotional labor as emotional rules for organizational purpose.

There are two strategies of emotional labor deep acting and surface acting. In Deep acting employee change their emotions to perform job. Surface acting is about showing their felt emotions. According to Grandey (2000) emotional labor is consist of surface and deep acting, which are actually first proposed by Hochschild (1983).

Deep acting is basically about managing and changing the felt emotions. Surface acting is about managing display emotions.

There is also a third strategy genuine acting which is purposed by Grandey, 1999. In genuine acting employees felt emotions is matched with organizationally desired emotions. Employees do not put any effort to conform their emotions to organizational desire responses. Employees who are performing their jobs by using genuine expression; according to definition he or she is not performing emotional labor. However during the day employee may use surface acting, deep acting and genuine expression of emotions, or combinations of these.

According to Morris and Feldman (1996) there are four dimension of emotional labor. Frequency of emotional labor, attentiveness (intensity of emotions, duration of interaction), variety of emotions required, and emotive dissonance (the difference between felt emotions and expressed emotions).

Many researchers have condemned Morris and Feldman's theory of dimension. According to Grandey (1999) frequency, duration, and Variety of Emotional Expressed give information about job requirement regarding the job demands on employees' emotional displays but, "they do not define what emotional labor is" (Grandey, 1999). These three factors do not explain emotion management process of employees. According to Kruml and Geddes (2000a) Morris and Feldman's dimensionality of emotional labor is methodologically problematic. Kruml and Geddes (2000a) criticized the content validity of Morris and Feldman's (1997) first three dimensions (frequency, duration, and variety). They said that first three dimension are not conceptually linked with the definition of emotional labor (Kruml & Geddes, 2000a)

Emotional display directly effects organization perception and outcome (Rafaeli and Sutton 1987). Goffman (1969) defined emotional display as an individual's strategic manipulation of emotional expressions designed to influence the behavior of others. Usually organization requires emotional labor to express positive emotions. Sometime employee feels emotional dissonance. Emotional dissonance is conflict between felt and expressed emotions. Emotional management and control becomes increasingly difficult if there is a difference between employees felt emotions and organizational desired emotions. As a result employee feels more stress to perform the job task.

Stress is a biological term which refers to the consequences of the failure of a human or animal to respond appropriately to emotional or physical threats to the organism, whether actual or imagined (Ms.M.Eswari, 2008).

Work Stress is reaction of the body to demand, and also basic demand from internal or external environment, or reaction result against threat of balance condition (Seley, 1956). Work Stress usually occurs when an individual's ability or skills fail to coordinate with the job or the job environment demand (French, 1971). According to (Kroes, 1974) Stress is improper occupational pressure or burden which badly affects the psychological and physical condition of the worker himself. Beehr & Newman, (1978) describe work Stress as the change that drives the worker from normal psychological and physical condition. According to Ivancevich & Matteson, (1980) Stress is some adaptive reaction, a consequence of special psychological or physical demand from the event, and such reaction takes personal character as intermediary Workplace stress is a harmful physical and emotional response that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress (Hoppock, 1935). According to Vroom, (1964) Work stress is a response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Work related stress has harmful impact on

employee performance and health, which as a result affect organizational performance. According to Porter and Streers, (1973) work stress is cause of poor employee performance; absenteeism and high labor market turnover are all linked to worker stress. Work related stress adversely affects national economy, productivity (Palmer *et al.* 2004)

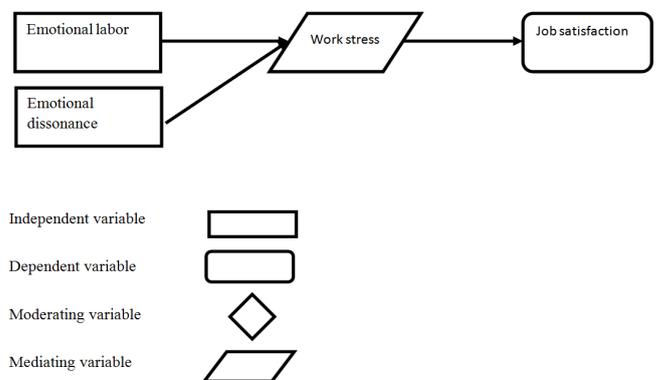
There are different sources of work stress. Job strain is an important cause of work stress. According to demand and control model (Karasek, 1979) job strain is determined by interaction of psychological demands and decision freedom. Job satisfaction is important aspect of work stress. Job stress affects the performance of employees. It shows the extent to which employees are dissatisfied with their job.

Job satisfaction is the combination of positive or negative feelings of workers towards their work. Every worker has their own needs, desires and experiences which determinates expectations that he has discharged. Job satisfaction represents the level to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place (Davis *et al.*, 1985).

Job satisfaction is basically about an internal state (Mullins, 2005). Job satisfaction is individual's behavior and feelings about his or her job. Positive feelings about work create job satisfaction. Negative feelings about job o work create job dissatisfaction (Armstrong, 2006). According to Kaliski,(2007) Job satisfaction is basically about worker's attainment on the job. Job satisfaction is basically employees' positive feelings about work. Job satisfaction leads to appreciation, promotion, and achievement of goals. According to George *et al.*, 2008 job satisfaction is an employee believes and feelings about their job. People may be satisfied or dissatisfied. People can also have feelings about different aspects of job like what kind of work they do, their coworkers, supervisor or subordinates. It is person's feelings that appear as a result of perception about the job. (Aziri, 2008)

Christen, Iyer and Soberman (2006) provide a model of job satisfaction in which the following elements are included: Job related factors, Role perceptions, Job performance and Firm performance.

**Theoretical Framework**



**Hypothesis**

- H1: The more the emotional labor, the more the work stress
- H2: The more the work stress, the less job satisfaction.

### **Problem statement**

Does emotional labor have any impact on job satisfaction in education sector?

### **Emotional Labor**

The concept of emotional labor was originally introduced by Hochschild in 1983. According to Hochschild, (1979, 1983) Ashforth & Humphrey, (1993) Emotional labor is the emotions which employees have to display during service encounter. Wharton in (1993) defined Emotional labor as "the effort involved in display organizational sanctioned emotions by those whose jobs require interaction with the clients or customers and for whom those interaction are the important component of their work. According to Morris and Feldman (1996) emotional labor is "the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions". Grandey (2000) has defined emotional labor as "the process of regulating both feelings and expressions for organizational goals". Emotional labor is the control of a person's behavior to display the appropriate emotions (Chu, 2002). Gail Kinman. Obrene McFall . Joanna Rodriguez, (2011) describes emotional labor as the internal components of the internal emotional labor refer to degree of consistent between "true" feelings and perceived feelings of the job role.

Emotional labor refers to the display of socially desired emotions during work encounters (Hochschild, 1983). There are the three basic characteristics of emotional labor: The face-to-face or voice contact between employees and clients, The expression of specific emotions and attitudes during work that might be in contrast with the real feelings that the individual experiences, The display rules derive from training programs for a particular profession, organizational norms of work behavior, and social stereotypes of behavior for certain occupational categories (Hochschild, 1983).

Emotional labor is a type of impression management because people intentionally attend training to get desired behavior, to match their behaviors to social perceptions and to get good interpersonal skills. (Gardner & Martinko, 1988; Grove & Fisk, 1989). By using different methods and strategies employees can get desired emotional states and exhibit. There are different strategies to control emotions and to use these controlled emotions according to situation or to alter the situation. Strategies can be cognitive related to reinterpreting an event or situation, behavioral (controlling showing behavior), or physical (reducing arousal through the use of psychoactive substances) in character (Walden & Smith, 1997). The sociologist Arlie Hochschild first defined "emotional labor" as "management of feeling to create a publicly facial and bodily display. According to this definition service provider should control their emotions and control and then use those emotions for commercial purposes and these emotions can be used to earn revenue. Many employees have strong faith that there exit a strong relationship between cherry faces and increasing revenue. (Ash, 1984; Peters & Austin, 1985; Rafaeli & Sutton, 1989). Customer's satisfaction level increase when employees treat customers with smiling faces and positive energy, this result in increase sales and financial success.

Hochschild (1983) has also given the concept of emotional dissonance. Emotional dissonance is level of discrepancy between felt emotions and desired emotions to meet external requirements. When during service employee is needed to display the organizationally desired emotions which are opposite to desired emotions, emotional dissonance occurred. As a result conflict starts within himself due to difference between desired emotions and felt emotions. (Zapf, 2002). According to Rafaeli and Sutton (1987) displayed emotions are planned expressions. The purpose of these planned emotional display are to influence the behavior of others (Goffman 1969). These expressed emotions are not only an individual's characteristics but it also associated with organization. (Sutton and Rafaeli 1988). So organizations want that emotional labor should show positive emotions and as result their sales will increase. If customer is not price sensitive he will prefer good transaction speed (Sutton and Rafaeli 1988). Organizations sales will be increased when their whole process is designed according to customer's expectations. Emotional labors requirement is varied from one services industries to other (Morris & Feldman, 1996). For example bill collectors require negative emotions to collect bills.

When the research goal is to predict, individual outcomes of performing emotional labor, understanding the emotion management process becomes essential (Grandey, 1999). Researchers identified three methods use to manage their emotions: (Hochschild, 1983; Ashforth & Humphrey, 1993). These three acting methods differ in nature; they require different degrees of handling of one's inner feelings or outward behavior. Some may require a greater degree of manipulation of one's inner feelings (i.e., deep acting) than those of others (i.e., surface acting). Surface acting means employees are displaying expressing without feeling. Deep acting employees try to change both physical expression and inner feelings. In deep acting employee uses the past emotional experience to stimulate desired emotions. In Genuine acting felt emotions are matched with desired emotions and rules. She also gave concept of "display rule" (Hochschild 1983)

### **Dimension of Emotional Labor**

According to Morris and Feldman (1996) emotional labor has four dimensions: Attentiveness to display rules, frequency of emotional display, variety of emotions to be expressed, and emotional dissonance. They explained this term by defining its dimensions. They clearly defined emotional labor as the "effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions to display proper emotions". This effort, planning, control and skill required to display expected emotions was included by four interrelated dimensions.

Display rules refer to the organizational rules about what kind of emotion to express on the job (Hochschild 1983). These rules express the correct response for work situation and also connected to the culture of civilization. Emotional labor occurs when a person contains an emotion conventional to feeling rules. If job demand more attentiveness to display rule then job will require more psychological and physical efforts from employees to perform this job. Display rules have two dimension, duration and intensity. Employees less have defined

rules and regulation when he has longer interaction with customers and longer emotional display need strong emotional stability. (Hochschild, 1983). Shorter emotional displays have highly documented interaction format. Sutton & Rafaeli, 1988; Rafaeli, 1989) and demand less emotional efforts. Deep acting as compare to surface acting produce intense emotions because employees require a lot of efforts to get desired emotions. (Morris &Feldman, 1996).

It is very important and widely studied dimension of emotional labor. Every organization requires an appropriate emotional display to manage and maintain perception. In organization there are two types of emotional displays; negative or neutral and positive. (Wharton & Erickson,1993). If organizations need frequently changing emotional displays then this require more control on emotions and Variety of emotions. The Variety of emotions demands more emotional labor and it is a third dimension According to Morris and Feldman's (1996) fourth dimension is Emotional dissonance. Emotional dissonance described as 'displayed emotion is from felt emotion'(Middleton, 1989). The concept of emotional dissonance was used as the sole indicator of emotional labor by some researchers (i.e., Abraham, 1998; 1999). It occurs when the expressed emotion is not similar with the actual felt emotion. For example, the cashier who is forced at a demanding customer yet smiles and thanks the customer for his or her business.

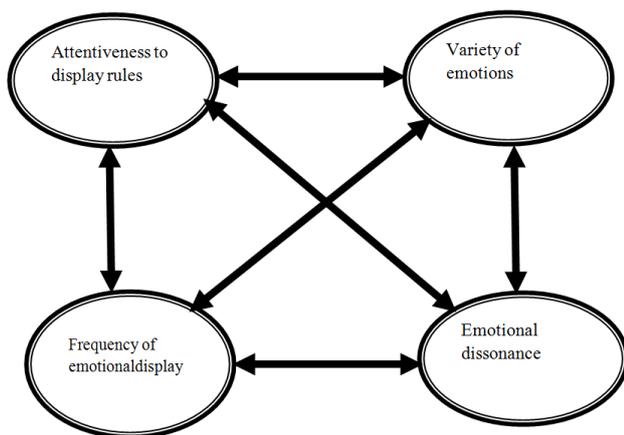


Fig 2 dimensions of emotional labor

Source: Morris & Feldman (1996)

Emotional labor can be a cause of positive and negative consequences. Laboratory research proposes that efforts to display positive emotions or suppress negative emotions often lead to patterns of physiological response that signify somatic illness (Schaubroeck & Jones, 2000). These illnesses range from a lower immune level and cardiovascular illness, to cancer. Some researchers says that by using emotional labor, outcomes will be unfavorable and leads to dissatisfaction burnout. The positive aspects of emotional labor include financial rewards increased satisfaction, security, and self-esteem; increased self-efficacy and psychological wellbeing and decreased stress. For an organization, modifiable employees' emotional display in a highly scripted manner can make sure task effectiveness and service quality, and increase sales and repeated business (Ashforth & Humphrey, 1993). While customers are major stress-producing figures for front-

line employees, customers also provide employees with many pleasurable and satisfying moments in the work day (Tolich, 1993). One reason for this satisfaction is that customers cheer up otherwise dull tasks.

**Work Stress**

Results indicated that most of the employees experienced high degree job stress. Job stressors affecting most of the employees included: role conflict and role ambiguity, lack of promotion and feedback, lack of participation in decision making, lack of authority, workload, unsatisfactory working conditions and interpersonal relationships. These job stressors affected the general physical health of employees, their job satisfaction and performance as well as their commitment negatively.

Stress is a situation which will force a person to turn from normal functioning due to the change in his/her psychological and physiological condition, such that the person is forced to deviate from normal functioning (Beehr and Newman, 1978). There are many reasons of Work stress. Stress is associated with impaired individual functioning in the workplace (Smith, 2000).Unpleasant or dangerous physical conditions such as crowding, noise, air pollution, or ergonomic problems as well as unrealistic deadlines, low levels of support from supervisors are known to cause occupation stress (Johnson *et al.*, 2005). Selye (1974) suggested that learning to live with other people is one of the most stressful aspects of life (cited from Manshor *et al.*, 2003). In addition, stress is created when politics rather than performance affect organizational decisions. Office politics can be profoundly stressful for professional and white-collar workers (Larson, 2004; Chang and Lu, 2007). A lack of effective communication within an organization, excessive red tape, and seemingly endless paperwork was very stressful for internal auditors (Gmelch and Burns, 1994). Management role of an organization is one of the aspects that affect work-related stress among workers (Alexandros-Stamatios *et. al.*, 2003). Management gives the role stress to workers in an organization who can face the occupational stress.

Role stress means anything about an organizational role that produces unfavorable consequences for the individual (Kahn and Quinn, 1970). Several studies have revealed that both role conflict and role ambiguity are associated with low satisfaction, absenteeism, low involvement, low expectancies and task characteristics with a low motivating potential and tension, which all affect the productivity and efficiency at the organization.It is a biological term which refers to the consequences of the failure of a human to respond properly to emotional or physical threats to the organism, whether actual or imagined.

Work stress can be defined as an individual's emotional and physical response to the demand of a job that is different with his or her abilities, resources, or needs (National Institute for Occupational Safety and Health, No. 99-101). Work-related stress is very common in today's workforce, including individuals practicing social work that particularly among those providing direct services. It is documented world-wide as a major challenge to individual mental and physical health, and organizational health (ILO 1986). Stressed workers are also more probably to be unhealthy, poorly irritated, less productive and less safe at work. And their organizations are less likely to

succeed in a competitive market. By some estimates work-related stress costs the national economy a shocking amount in sick pay, lost productivity, health care and proceedings costs (Palmer *et al.* 2004).

### **Job Satisfaction**

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). Although level of satisfaction is influenced by external factors but it is something internal that how the employee feels. There are some factors on job which create job satisfaction. Vroom defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). According to Vroom job satisfaction is related to employee role on job. Definition given by Spector is considered more valid. According to him job satisfaction has to do with the way how people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. That's why job satisfaction and job dissatisfaction can appear in any given work situation.

Job satisfaction is positive emotions about job (Locke and Lathan 1976). Job satisfaction is employees' perception of how well their job provides those things that are viewed as important. According to (Mitchell and Lasan, 1987), it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. Luthan (1998) gave three important dimensions to job satisfaction. Job satisfaction is an emotional response to a job situation. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job. Job satisfaction describes related approaches which are most important characteristics of a job and about these attitudes people have positive feelings.

Job satisfaction is a positive or pleasant emotional state consequential from a person's appreciation of his/her own job or experience Locke (1976). The theoretical domain of job satisfaction is wide, because it includes all characteristics of the job itself and the work environment, which employees find rewarding, fulfilling, and satisfying, or frustrating or unsatisfying.

Snipes *et al.* (2005) stated that job satisfaction consists of several aspects, including satisfaction with the supervisor, work, pay, advancement opportunities, coworkers, and customers (Snipes *et al.*, 2005). Job satisfaction is an affective attitude and feeling of relative like or dislike toward something. Job satisfaction is generally defined as an employee's affective reaction to a job, based on comparing actual outcomes with desired outcomes.

### **Example**

The level of job satisfaction of teachers is very high affects positively the educational aims come true. It is expected that a school which has teachers with high level of job satisfaction gives qualified education and brings up successful students. Teachers with high job satisfaction can obtain very important gains by means of balanced works in a triangle in which are administrators, students and parents. Low teaching satisfaction is expected to correlate with the outcomes of work stress, that is, psychological distress and low self-esteem. (Ho & Au, 2006). The after-effect of chronic stress is burnout (Cunningham, 1983). Teachers under stress experience feelings of exhaustion, irritability, tension, and headache frequently (Dunham, 1984).

### **Emotional Labor And Work Stress**

According to research emotional labor especially emotional dissonance is a cause of work stress. Present time has been called as the "age of anxiety and stress" (Coleman, 1976). There are different factors and working conditions which create the stress. According to (Nevertheless, Beehr and Newman 1978) stress usually effect the normal functioning of persons. Stress may be due to changes in physical and psychological conditions. To perform good job a person should identify stresses which he is facing at work. "Demand control" model of job strain (Karasek, 1979, 1990) is most effective study on job conditions. According to this model job condition which creates job stress are the demands. According to Demand-Control Model (DCM) human factor on work environment is more important and working environment is changing continuously (Karasek & Theorell, 1990). To control work stress working environment should be well control and employees should have quick learning and response behavior. According to this model environmental situation and employee's quick learning abilities is important dimension in determining the health. (Karasek *et al.* 1998). If employee's abilities and skills matches with the demand of job, employee require less emotional labor and feel more satisfied. (Frese & Zapf, 1994) and if job requirements exceeds employees abilities then he will require more emotional labor. (Vander Doef & Maes, 1999). If role of employees are predefined and well described, employees feel emotionally more satisfied.

### **Emotional Labor And Job Satisfaction**

Job satisfaction is a frequently cite result of emotional labor. According to the studies of Wharton (1993) emotional labor has impact on job satisfaction. There is not any specific way regarding performing emotional labor. Researchers do not know how they should perform emotional labor to increase or decrease the job satisfaction. Different working conditions like job autonomy, job involvement, self monitoring also make this relationship complex. (Adelmann, 1995). But Pugliesi (1999) found link between emotional labor and working conditions.

According to Morris and Feldman (1996, 1997) different authors ignore qualitative (emotional dissonance) and quantitative (frequency and duration of emotional display) aspect of emotional labor. That's why their outcome is different from each other. Firstly they measure emotional stress due to emotional dissonance. Secondly they measure job satisfaction due to emotional dissonance. According to environment fit then

all is not dissatisfied due to difference between desired and expressed emotions. If Feel emotions fail to matched with organizational desired emotions then employee feel less satisfied with the job. (Ashforth and Humphrey 1993). The more emotional labor requires performing a job the more emotional exhaustion will be (Schaufeli & Enzmann, 1998).

### **Work Stress And Job Satisfaction**

Work stress has major impact on job satisfaction. Work stress and job satisfaction are very important and a lot of research has been done on it. Job satisfaction and work stress has strong relationship Stamps & Piedmont (1986). Workload Emotional dissonance and working conditions are negatively related. (Vinokur-Kaplan,1991). Different studies have proven that work stress and job satisfaction are related. High level of job stress is a cause of low job satisfaction (Landsbergis 1988) and Terry *et al.* 1993). According to, Cummins (1990) majority of employees leave organization due to work stress.

### **Study 1**

#### **Development of scale**

Development of scale involves administering the pool of three variables' items to a larger group of participants, so that final scale items could be selected depending on their reliability and factor loadings on intended subscale scores. Researcher has designed a questionnaire for the research purpose to measure the reliability of the research. To study the impact of emotional labor on job satisfaction, researcher developed subscales, dimensions and elements of variables. To measure emotional labor researcher defined three dimensions that are job demand, variety of emotions and self focused emotional labor. Moreover, to measure its performance researcher defined some elements e.g., able to complete the work, help coworkers deal with stresses and difficulties, unable to express the true feelings to coworkers etc. Dimensions of work stress include job control, job complexity and psychological distress. To measure this variable, elements are variety in the kinds of things, make decisions about how to do the work etc. To measure the variable job satisfaction, dimensions are intrinsic job satisfaction and extrinsic job satisfaction. The elements that used for the measurement of this variable are satisfaction with the salary, satisfaction with opportunities for promotion. Five (5) point Likert scale (Very satisfied (5) Satisfied (4) Neutral (3) Dissatisfied (2) VeryDissatisfied (1)) is being used to measure these subscales. We developed thirty (30) questionnaires (cases) having 38 items to collect the data about research.

#### **Sample**

Researcher used Purposive sampling in the study because it targets a particular group of people. 30 Respondents from different education institutions were asked to fill in the questionnaires.

#### **Purpose**

The Purpose of this study is to examine the reliability of the scale so that the outcomes can be applied to large population.

### **Procedure**

Researcher used Self administered questionnaires for study. Because it is a questionnaire that a respondent completes on his/her own, either on paper or via computer. Data was collected from 30 teachers of different school, colleges and universities. Questionnaire was having 38 items that were related to the emotional labor, work stress and job satisfaction. Researcher gave questioner to respondents and collects it next day. Researcher gave 15 hours to respondents to fill the questioner.

## **DISCUSSION**

### **Reliability Test**

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an underlying (or latent) construct. However, a high alpha does not imply that the measure is one-dimensional. Alpha, therefore, does not simply measure the one-dimensional. And if a test has more than one concept or construct, it may not make sense to report alpha for the test as a whole as the larger number of questions will inevitable inflate the value of alpha. In principle therefore, alpha should be calculated for each of the concepts rather than for the entire test or scale. Cronbach's Alpha of whole scale is 0.895 which is good. It shows that internal consistency reliability of measure is good.

### **Reliability of Subscale**

#### **Work Stress**

Cronbach's alpha is 0.710, which indicates a high level of internal consistency for our scale with this specific sample.

#### **Job Satisfaction**

Cronbach's alpha is 0.753, which indicates a high level of internal consistency for our scale with this specific sample.

#### **Emotional Labor**

Cronbach's alpha is 0.710, which indicates a high level of internal consistency for our scale with this specific sample

### **Descriptive statistics**

Mean is the average value of any variable. Mean of emotional labor is 32. Average weight of work stress and job satisfaction is 102.2069 and 11.7000 respectively. Median is the "middle" value in the list of numbers. The median of emotional labor, work stress, job satisfaction is 33.0000, 107.0000, and 12.0000 respectively.

### **Correlation analysis**

#### **Work stress and Emotional labor**

The Pearson's r for the correlation between the Work stress and Emotional labor variables is 0.557. This means that there is a relationship between two variables. This means that changes in emotional labor are not correlated with changes in the work stress.

Pearson's r value of 0.575 was positive. This means that if emotional labor increases in value, the work stress increase in value. Similarly, as emotional labor decreases in value, the work

stress also decreases in value. This is called a positive correlation.

Significant value will tell if there is a statistically significant correlation between two variables. Sig. (2-tailed) value is 0.001. This value is less than .05. This means that there is a statistically significant correlation between emotional labor and work stress.

#### **Work stress and job satisfaction**

The Pearson's r for the correlation between the Work stress and job satisfaction variables is 0.177. This means that there is a weak relationship between two variables. This means that changes in emotional labor are not correlated with changes in the work stress.

Pearson's r value of 0.117 was positive. This means that if emotional labor increases in value, the work stress increase in value. Similarly, as emotional labor decreases in value, the work stress also decreases in value. This is called a positive correlation.

Significant value will tell if there is a statistically significant correlation between two variables. Sig. (2-tailed) value is 0.360. This means that correlation between emotional labor and Job satisfaction is not significant.

#### **Study II**

In study I, 38 items were included in a case. In study two, 4 items were to be eliminated to reduce the negative impact on reliability of the research. Items were eliminated from different dimensions of the variables like 1<sup>st</sup> item eliminated from the dimension (job complexity) of work stress. 2<sup>nd</sup> item eliminated from the dimension (job control) of work stress. 3<sup>rd</sup> item eliminated from the dimension (variety of emotions) of emotional labor. 4<sup>th</sup> item eliminated from the dimension (psychological distress) of work stress.

#### **Sample**

Purposive sampling was being used in this study. 100 individuals of education sector were asked to fill the questionnaires. This questionnaire was in relation to study the impact of emotional labor on job satisfaction.

#### **Purpose**

Purpose of this study was to check the scale reliability so that the outcomes can be applied to large population.

#### **Procedure**

Self administered questionnaires were being used. Data was collected from 100 individuals of education sector. Questionnaire was having 34 items that were related to the emotional labor on job satisfaction. 30 minutes were given to individuals to fill the questionnaires.

## **DISCUSSION OF RESULT**

#### **Reliability Test**

Cronbach's Alpha of scale is 0.864. It shows that scale is internally consistent and reliable

#### **Reliability of subscale**

##### **Work Stress**

Cronbach's alpha is 0.871, which indicates a high level of internal consistency for our scale with this specific sample.

##### **Job Satisfaction**

Cronbach's alpha is 0.671, which shows a low level of internal consistency for our scale with this specific sample.

##### **Emotional Labor**

Cronbach's alpha is 0.757 which indicates a high level of internal consistency for our scale with this specific sample.

#### **Correlation analysis**

##### **Work stress and Emotional labor**

The Pearson's r for the correlation between the Work stress and Emotional labor variables is 0.227. It shows that there is a weak relationship between two variables. This means that changes in emotional labor are not much correlated with changes in the work stress.

Pearson's r value of 0.227 was positive. This means that if emotional labor increases in value, the work stress increase in value. Similarly, as emotional labor decreases in value, the work stress also decreases in value. This is called a positive correlation.

Significant value will tell if there is a statistically significant correlation between two variables. Sig. (2-tailed) value is 0.023. This value is less than .05. This means that there is a statistically significant correlation between emotional labor and work stress.

##### **Work stress and job satisfaction**

The Pearson's r for the correlation between the Work stress and job satisfaction variables is 0.277. This means that there is a weak relationship between two variables. It shows that changes in emotional labor are not correlated with changes in the work stress.

Pearson's r value of 0.277 was positive. This means that if emotional labor increases in value, the work stress increase in value. Similarly, as emotional labor decreases in value, the work stress also decreases in value. This is called a positive correlation.

Significant value will tell if there is a statistically significant correlation between two variables. Sig. (2-tailed) value is 0.005. This means that correlation between work stress and Job satisfaction is not significant.

#### **Discussion**

The purpose of this study was to investigate the relationship between the emotional labor and job satisfaction at work. In addition, this study examines some individual and organizational factors that moderate the relationships between emotional labor and its potential consequences.

According to previous studies, emotional labor has positive relationship with job satisfaction. Emotional labor creates work stress which in turns determines the level of satisfaction and dissatisfaction. Basically emotional labor dissonance creates work stress at work place. It means that emotional labor does

not affect job satisfaction directly. The results of this study do not conform to the previous studies. A number of interesting findings emerged from this study; do not support the proposed hypotheses. Among the more notable findings is the role of autonomy as a moderator in relationships between emotional labor and job satisfaction. That is, the more independence a service worker has, the less harmful the effects of performing emotional labor. In fact, autonomy was significantly related to job satisfaction ( $r = .227, = .182, = .277, < .05$ ; respectively).

This finding suggests that providing autonomy to customer service employees would improve potential negative effects that may stem from their performance of emotional labor. The significant relationship between autonomy and deep acting ( $r = .17, < .05$ ) implies that when employees with high levels of autonomy are confronted with a situation that requires emotional labor they will be more likely to engage in deep acting in order to stick to organizational display rules.

In all of the cases where autonomy acts as a moderator, the real difference is seen at the higher levels of emotional labor, deep acting or surface acting. That is, at the lower levels there is not much difference between the high and low autonomy individuals, but as the level of emotional labor, deep or surface acting increases, so too does the difference in the outcome variables for the high and low autonomy individuals. Therefore it is more crucial for organizations to provide service employees with autonomy in situations in which they have to engage in high levels of emotional labor, or deep or surface acting.

#### Limitations

1. The study was restricted to the teachers working in Taxila and Wah Cantt only.
2. The sample of 100 makes it difficult to generalize the results.
3. The data was obtained through questionnaire and it has its own limitations
4. The study was conducted in a very short time.

#### Recommendation

1. They should provide flexible office timing.
2. They should provide promotion opportunities.
3. Should provide the opportunities for personal and professional development.

#### CONCLUSION

The organizations that contributed to this sample were drawn from education sector; consequently the sources for this sample should contribute to the generalizability of these findings. This study provides a valuable contribution to the literature on emotions in the workplace, and in particular it serves to clarify that how the process of emotional labor affects the service employee. Of the variables examined, emotional intelligence and autonomy seem to hold the most promise for future path of research. Emotional intelligence is relatively new construct that has a clear impact on the relationship between emotional labor and the job satisfaction. This study lends further empirical support to the use of emotional intelligence as a predictive tool in the service context.

Overall, this study provides useful information to organizations in the service industry, as well as to researchers because the negative consequences associated with performance of emotional labor can have immense personal and organizational costs. Understanding the emotional labor process and how it can result in negative consequences for employees is the first step in attempting to improve the sometimes negative aspects of service work and reduce the related personal and organizational costs.

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