

EMOTIONAL LABOUR AND COUNTERPRODUCTIVE WORKPLACE BEHAVIOUR: EVIDENCE FROM BANKING SECTOR IN INDIA

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Abstract *Banking sector, being the barometer of a country, portrays the real picture of the economic advancement of a country. The Indian banking sector is currently valued at Rs 81 trillion (IBEF, 2013) and is emerged as the key driving force of Indian economy. As per the industry reports, the sector has the potential to become one of the five leading banking industry in the world by 2020 (IBEF, 2013). On the other hand this fact can't be denied that escalating globalisation and ruthless competition are altering the whole outlook of Indian economy and banking sector is no exception to this event. The facade of Indian banking has totally changed and revolves around the paradigm of "customer service", which has rather become a requirement than an option in the financial sector. Employees of the bank as the part of their job of providing the service to the customer, are supposed to express desired emotions in their face-to-face interactions with the bank customers and with this aim to display the appropriate emotions to the customers, the individuals sometimes hide or fake felt emotions, or they try to experience the expected emotion, which results in strain/stress. Employees, therefore, are exposed to significant pressures in their jobs, which ultimately affects their work and personal life. Appreciating the growing importance of emotions in banking sector jobs, the present study aims to scrutinize the impact of emotional labour (surface acting, deep acting, emotional consonance, and suppression) on employee job satisfaction and counterproductive workplace behaviour in Indian banking sector as its setting. The study has taken a large chunk of Indian banking sector i.e. nationalized banks as its sampling frame. Results revealed that emotional labour was a better predictor of job satisfaction as compared to CWB and the proposed mediating relationship was partially supported. Research findings and its implications for theory and practice are further discussed.*

Keywords: *Emotional Labour, Surface Acting, Deep Acting, Emotional Consonance, Suppression, Job Satisfaction, Counterproductive Workplace Behaviour*

INTRODUCTION

The Indian banking industry is a key driving force of Indian economy and has played a vital role in putting India on the global map. The sector has emerged as a sunrise sector in the Indian economy by playing a vivacious role in economic advancement of a country. The Indian banking system consists of a large mix of public private and foreign sector financial institutions, whose objective is to serve the people for their financial and economic needs. It is instructive that 157 including Public, New Private Sector, Old Private Sector, Foreign, Local Area and Regional Rural banks are operating in the country. Reserve Bank of India is the central/apex bank which controls and regulates the functioning of all banks operating within the country.

IBEF (India Brand Equity Foundation) India, a trust established by the Department of Commerce, Ministry of Commerce and Industry, Government of India in its report "The Indian Banking Sector : Recent Developments, Growth and Prospects", revealed that Indian Banking sector is at the path of progress, with total assets pegged at Rs 82,99,220 crore (US\$ 1564.8 billion) during FY 2013. Further the

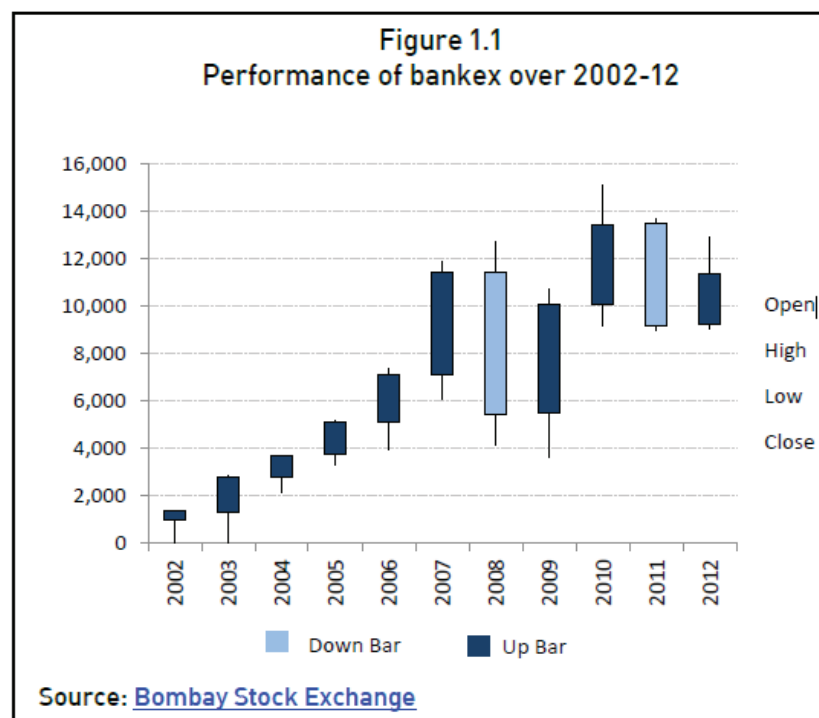
revenue of Indian banks grew four-fold from US\$ 11.8 billion to US\$ 46.9 billion, whereas the profit after tax rose nearly nine-fold from US\$ 1.4 billion to US\$ 12 billion over 2001-13. The influx of Foreign Direct Investment (FDI) of up to 74 percent and the various restrictions supported by the conservative policies of the Reserve Bank of India (RBI) are the reasons that have shielded Indian banks from recession and global economic turmoil.

Figure 1 presents the country's Banking Index (Bankex). The Bankex is an index tracking the performance of important banking sector stocks, and has grown at a compounded annual growth rate (CAGR) of approximately 20 percent over 2003-12.

Further, it is projected that the sector has the potential to account for over 7.7 percent of GDP with over Rs.7, 500 billion in market cap, and to provide over 1.5 million jobs. It is no doubt that figures are quite satisfactory, but for long term growth and sustainability the Indian banks needs to differentiate themselves from their competitors and in today's environment it is the Exceptional customer service that can act as a source of long-term success for any

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Fig.1: Banking Index (Bankex)

organisation. It is rightly said that more the competition, higher is the necessity to keep the customers satisfied. And keeping the importance of customer satisfaction in mind, banks need to uphold stable and close relationships with their customers. Employees of an organisation play a critical role in delivering high quality services and creating a pool of contented external customers. The daily interaction with the customers is an integrated part of the life of a bank's employee. Employees of the bank as part of their job of providing the service to the customer, are supposed to express desired emotions in their face-to-face interactions with the bank customers and with this aim to display the appropriate emotions to the customers, the individuals sometimes hide or fake felt emotions, or they try to experience the expected emotion, which results in strain/stress. Employees, therefore, are exposed to significant pressures in their jobs, which ultimately affects their work and personal life. In addition to occupational roles the "act of expressing socially desirable emotions" is the basis for emotional labour in banking sector jobs. Appreciating the significance of emotions in service sector the study aims to examine the impact of emotional labour (Surface Acting, Deep Acting, Emotional Consonance, and Suppression) on employee job satisfaction and counterproductive workplace behaviour in Indian banking sector as its setting. The study has taken a large chunk of Indian banking sector i.e. nationalized banks as its sampling frame. Nationalised Banks were originally taken over through banking companies (Acquisition and Transfer of Undertakings) Ordinance in 1969. As per the latest figures

released by RBI, currently, there are 20 nationalized banks/public sector banks operating in India.

Conceptual Framework

Emotional labour is a concept which has been used in describing emotions as part of work. Emotional labour is the control of person's behaviour to display the appropriate emotions. The term "Emotional Labour" was first coined by sociologist Hochschild (1983) in her book "The Managed hearts" and she defined the term as "management of feeling to create a publicly facial and bodily display". Hochschild portrays two types of emotional acting: surface acting and deep acting. Surface acting involves employees' simulating emotions that are not actually felt, by changing their outward appearances (i.e., facial expression, gestures, or voice tone) when exhibiting required emotions. Surface acting most often involves the masking of negative emotions, such as anger, annoyance, sadness, etc., with happier emotions, such as happiness, care, excitement, etc. Deep acting refers to two diverse emotional actions. First is to exhibit the actual emotion that one feels. The other is true method acting, using past emotional experiences to encourage real emotion that one may not have felt otherwise. In many situations on job, people often find themselves suppressing feelings and displaying a more socially accepted emotion that is deemed more appropriate. During service encounters, employees adopt certain stratagems to regulate their emotions – that may include surface acting, deep acting, suppression, emotional

consonance etc. Suppression means hiding emotions in order to be effective on the job (Zammuner & Galli, 2005a) Emotional consonance incarcerates the situation where somebody effortlessly feels the emotions that are required in a certain situation (Zammuner & Galli, 2005a).

After Hochschild (1983), several researchers conceptualised emotional labour with a different emphasis. Mumby & Putnam (1992) conceptualised emotional labour as the way individuals change or manage emotions to make them appropriate or consistent with a situation, a role, or an expected organisational behaviour. According to this view, expression of wider range of emotions at work is desirable, not to enhance productivity but to foster subjective well-being of the organisational members and their families.

Job Satisfaction, the other construct of the study is defined as the extent to which people like or dislike their jobs. It is defined as the overall assessment of positive emotions related to an individual’s work (Martin & Schinke, 1998). It is a significant gauge meter that measures how workers feel about their jobs which ultimately affects their work behaviours such as organisational citizenship, absenteeism, and turnover. It is a pleasurable emotional state resulting from the perception of one’s job as fulfilling one’s important job values, provided these values are compatible with one’s needs (Locke, 1976).

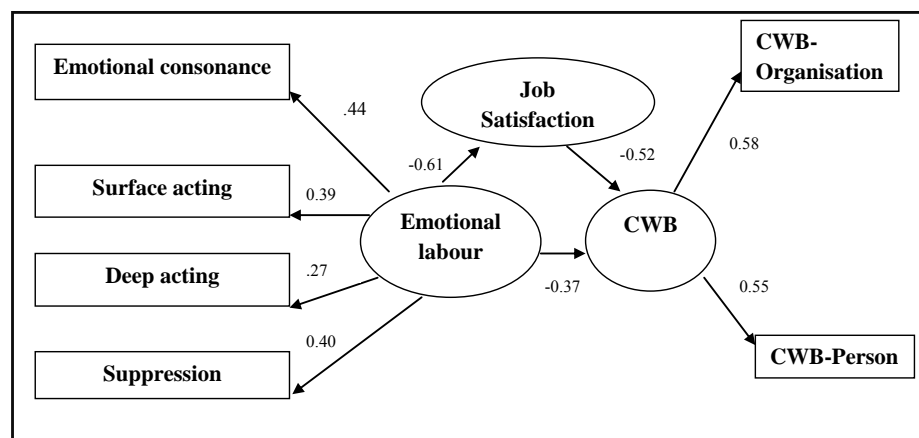
Montgomery *et al.* (2005) posits that emotional labour was positively related to Work-employee job satisfaction as well as life satisfaction. Leidner (1993) conducted study in few of the fast food restaurants of UK and examines how employers in fast food restaurants fine-tuned workers’ interactions with customers. The workers are expected to greet customers with a smile and gracious attitude independent of their own mood or temperament at the time. The study suggests that rigid compliance with these expectations is at least potentially damaging to workers’ sense of self and identity and even leads to low job satisfaction. The research on

emotional labour and job satisfaction has found both positive (Wharton, 1993) and negative relationships (Morris & Feldman, 1997). These findings may be elucidated by the method of emotional labour undertaken, for instance, surface acting may lead to feelings of inauthenticity and consequently job dissatisfaction. On the other hand, if an employee engages in deep acting this may lead to feelings of personal accomplishment and by extension, job satisfaction (Kruml & Geddes, 2000).

Counterproductive Workplace Behaviours or Organisational Misbehaviour can be defined as “voluntary behaviour of organisational members that violates significant organisational norms, and in doing so, threatens the wellbeing of the organisation and/or its members” (Bennett & Robinson, 2000). Gruys & Sackett (2003) defined CWB as any deliberate behaviour on the part of an organisational member viewed by the organisation as contrary to its legitimate interests. Some of these behaviours include theft, sabotage, workplace violence, aggression, revenge, incivility etc. (Vardi & Weitz, 2004). CWB are basically categorized into two types based on the target of the misbehaviours: organisational and interpersonal (Robinson & Bennett, 1995). CWBs targeted toward organisations, that is, organisational CWBs, result in costs to the organisation by way of fraud, failure to meet deadlines, and poor quality work (Aube *et al.*, 2009). They can also lead to negative organisational outcomes such as time wasting, sabotage, and vandalism (Lanyon & Goldstein, 2004). Interpersonal CWBs, on the contrary, are predominately directed toward other individuals and are observed in actions such as retaliations, sabotage, revenge, personal theft, and aggression (Cohen-Charash & Mueller, 2007).

Chrystal (2012) in this regard conducted a study on 420 frontline hourly customer service employees across the United States to examine the relationship between emotional labour and CWB. The findings of the study confirmed that

Fig. 2:Proposed Conceptual Model



employees who engaged in emotional labour are more likely to engage in CWB in order to relieve the stress and emotional dissonance felt from engaging in emotional labour. Based on the review of literature, following hypotheses have been framed.

H₁: There exists a significant relationship between Emotional Labour and Job Satisfaction in select nationalized banks.

The main hypothesis has been further categorized into sub-hypotheses to determine the relationship between Emotional Consonance, Suppression, Surface Acting, Deep Acting, core constructs of Emotional Labour, and Job Satisfaction in select nationalized banks.

H₂: Relationship between Emotional Labour and Counterproductive Workplace Behaviour is mediated through Job Satisfaction.

PROPOSED RESEARCH MODEL

METHOD

To fulfil the objectives set for the study the employees of 2 nationalized banks, Oriental Bank of Commerce and Corporation Bank, who basically perform emotional labour on a daily basis were contacted to participate in the research. A sample of 130 guest contact employees from various hierarchies (refer Table1) was selected to gather primary data with the help of a structured questionnaire administered to them and out of this only 109 usable responses fit for data analysis were procured with a response rate of 83%.

Table 1: The Guest-Contact Employees Included in the Study

| |
|--|
| • Front desk executives/ Single Window operator/Computer Operators/Clerk/Tellers |
| • Assistant Managers/ Accountants/ Officers/ POs |
| • Managers(Operations, Deposits, loans, Forex, Marketing) |
| • Branch Manager (AGM, Chief Manager, Manager) |

The sampling frame was selected on the basis of maximum business per employee statistics provided by RBI for the year 2012-2013. For purpose of secondary data collection, help of various research journals, articles was sought. Data collection was done with the help of a well-structured standardized questionnaire. The respondents' demographic profile chosen for the study is mentioned in Table 2.

It is clear from Table 2 that out of 109 total respondents, 65.1 % of the respondents are male and remaining 34.9 % constitutes the female respondents. The age categorisation reveals that 49.5 % are in the age group of 21-30 yrs, followed by 31-40 yrs (29.4 %) and lastly 41 yrs and above (21.1%). Further the monthly income figures reflect that

maximum number of respondents (38.5 %) fall under the bracket of income less than Rs 30,000, followed by Rs. 30,001-60,000(32.1 %) and lastly more than Rs.60,001 contributes for (29.4%) respectively. The data also throw light on the figures related to organisation tenure. It reveals that 38.5% of employees have organisation tenure between 0- 5 years. 33% constituted for organisation tenure ranges b/w 5-10 years and 28.4 % forms those respondents who have organisation tenure ranges between 10 years and more. Nationalised banks offer job security to its employees that attract the assertive talent, but the pay scale and other perks are not as high and comparable with the private sector banks, which forced the employees with good number of years of experience to shift the jobs.

Table 2: Distribution of Respondents

| | Number of respondents (N= 109) | Percentage |
|--|---------------------------------|------------|
| Age (years) | | |
| 21-30 yrs | 54 | 49.5 |
| 31-40 yrs | 32 | 29.4 |
| 41 yrs & above | 23 | 21.1 |
| Total | 109 | 100 |
| Gender | | |
| Male | 71 | 65.1 |
| Female | 38 | 34.9 |
| Total | 109 | 100 |
| Income (monthly) | | |
| Less than Rs.30,000 | 42 | 38.5 |
| Rs.30,001-60,000 | 35 | 32.1 |
| More than Rs.60,001 | 32 | 29.4 |
| Total | 109 | 100 |
| Organisational tenure | | |
| 0-5 Years | 42 | 38.5 |
| 5-10 Years | 36 | 33 |
| 10 Years and more | 31 | 28.5 |
| Total | 109 | 100 |
| Designation | | |
| Front desk executive/ Single Window operator/Computer Operator/ Clerk/Teller | 36 | 33 |
| Assistant Manager/ Accountant/ Officer/ PO | 33 | 30.3 |
| Manager (Operations, Deposits, loans, Forex, Marketing) | 29 | 26.6 |
| Branch Manager (AGM, Chief Manager, Manager) | 11 | 10.1 |
| Total | 109 | 100 |

At the end of Table 2 it can be seen that 33 % of respondents are front desk executives/Single Window operator/Computer Operators/Clerk/Tellers. 30.3 % are assistant managers, 26.6 % constitutes the managers (operational, credit, and loan) and 10.1 % constitutes the branch manager position.

Measures

Emotional Labour was measured using a scale developed by Näring, Briët, & Brouwers (2007). The scale comprises 14 items and consists of 4 constructs: Surface Acting, Deep Acting, Emotional Consonance, and Suppression. For measuring job satisfaction, the Job Satisfaction Survey (JSS) designed by Paul E. Spector, University of South Florida (1985) was used, which is a 36 item, nine facet scales to assess employee attitudes about the job and aspects of the job. Further counter productive workplace behavior was measured using 10 items from Fox and Spector's (1999) CWB scale. Ten items were chosen from this instrument to reduce scale length. The chosen items represented five interpersonal deviance items and five organisational deviance items. The specific items selected from each dimension were the ones with the highest reported frequency in Fox and Spector's (1999) work.

Reliability and Validity of the Instrument

Though standardized questionnaires have been used by the researcher, still it is considered to be a good practice to assess the reliability statistics of the instrument. The structured questionnaire for emotional labour by Näring, Briët, & Brouwers (2007) in general shows the reliability statistics between the range of 0.71 to 0.83 across four constructs. Job satisfaction survey designed by Paul E. Spector, University of South Florida (1985) shows the reliability statistics of 0.77 in general. Counterproductive workplace behaviour questionnaire by Fox and Spector(1999) in general shows the reliability statistics of 0.86 in general. The Researcher cross

checked the internal reliability of the 2 scales used for the study using SPSS reliability analysis. The scale used in this study has demonstrated high reliability scores. Cronbach's alpha scores range from 0.717 to 0.852 across all the seven dimensions of the scales used for the study.

For validity analysis, a pilot survey of respondents was conducted. The questionnaire was imparted to 30 bank employees (all inclusive front desk executives, managers, assistant managers and branch manager) of 2 branches of both the banks under study. After pretesting in the field, expert advice from the subject guide, Branch Manager of OBC Bank, the questionnaire was carefully reviewed and subsequent changes were made. The required numbers of questionnaire were then printed for collecting the responses from the employees of 2 banks under study. Personal visits were conducted in all the branches to collect the data. This process helps in ensuring the content validity of the instrument used in the study. For construct and criteria validity researcher relies on the validity testing already done by respective authors Näring, Briët, & Brouwers (2007) for emotional labour, Paul E. Spector, University of South Florida (1985) for job satisfaction survey and Fox and Spector's (1999) for counterproductive work behaviours.

ANALYSIS OF RESULTS

To achieve the objectives set for the study, various statistical measures were undertaken. Firstly, the descriptive statistics of data like mean, standard deviation were calculated. Secondly, the mean and deviations were used to explore and establish the associations between the constructs by determining the Pearson's correlation co-efficient (r). Further to study the impact of Emotional labour on employee job satisfaction, regression tool has been used to ascertain the model fit and finally to study the mediation by Job Satisfaction between Emotional labour and CWB, mediation analysis is done using Structural Equation modelling. All the statistical analysis has been carried out using SPSS 21 and for conducting Mediation Analysis, AMOS 18 has been

Table 3: Means, Standard Deviations, Alpha Reliabilities and Inter-Correlations Among Variables

| | M | SD | 1 | 2 | 3 | 4 | 5 | 6 |
|------------|------|------|---------|---------|---------|---------|---------|---------|
| SA | 3.85 | 0.56 | (0.815) | | | | | |
| DA | 3.30 | 0.49 | – | (0.852) | | | | |
| EC | 3.76 | 0.99 | – | .802* | (0.723) | | | |
| SU | 3.18 | 0.84 | 0.724* | 0.521* | – | (0.783) | | |
| JS | 3.98 | 0.50 | -0.398* | 0.512* | 0.732* | -0.587* | (0.801) | |
| CWB | 3.82 | 1.02 | 0.571* | -0.398* | -0.478* | 0.625* | -0.526* | (0.717) |

Note: $N = 109$; SD = Standard Deviation; Reliability coefficients (Cronbach's alpha) of each scale have been mentioned on the diagonal (in parentheses). * $p < .001$, $\alpha = 0.05$.

SA= Surface Acting; DA=Deep Acting; EC=Emotional Consonance; SU=Suppression; JS=Job Satisfaction; CWB=Counterproductive Workplace Behaviour

Table 4: Regression Analysis Results for Job Satisfaction

| DV* | IV* | Unstandardised Regression Coefficients | | Standardised Regression Coefficients (β) | T-value | Significance Probability | | |
|------|----------|--|------------|--|---------|--------------------------|-------------------------|-------|
| | | β | Std. Error | | | | | |
| JS** | Constant | .582 | | | 11.769 | .000 | R | 0.693 |
| | EC** | .492 | .105 | 0.467 | 4.547 | .000 | Adjusted R ² | 0.512 |
| | SA** | -.412 | 0.089 | 0.393 | -2.912 | .003 | F | 56.78 |
| | SU** | -.328 | 0.058 | .267 | -2.456 | .000 | Sample Size | 109 |
| | DA** | .298 | 0.059 | .232 | 2.564 | .001 | | |

*DV: Dependent Variable; IV: Independent Variable

** JS: Job Satisfaction; EC: Emotional Consonance; SA: Surface Acting; SU: Suppression; DA: Deep Acting

used. The mean, standard deviation, inter-correlations and Cronbach's reliability values have been mentioned in Table 3.

Descriptive Analysis

Descriptive statistics are worked out to know the pattern of score distribution. The data suggest that mean for all the variables are between 3.00 & 4.00 which suggests that respondents either remain neutral or agreed with the statements pertaining to scale and sub scales. While the standard deviation for Surface Acting, Deep Acting and Job Satisfaction are around 0.5 which suggests that the responses are not much scattered while in the case of Emotional Consonance, Suppression and CWB the responses are highly scattered and significant in nature.

Correlation Analysis

From Table 3, it is revealed that Job satisfaction has inverse correlation with surface acting ($r = -0.398$, $p < .01$), and Suppression ($r = -.587$, $p < .01$) respectively. While the correlation found to be positive between Job Satisfaction and Emotional Consonance ($r = -0.732$, $p < .01$). Also, there is found to be a positive correlation between Job Satisfaction and Deep Acting ($r = 0.512$, $p < .01$).

Table 3 also reveals the correlation between Emotional Labour and Counterproductive Workplace Behaviour among the employees. The correlation found to be positive between Counterproductive Workplace Behaviour and Surface Acting ($r = 0.571$, $p < .01$), and also between Counterproductive Workplace Behaviour and Suppression ($r = 0.625$, $p < .01$). While the correlation found to be negative and significant between Counterproductive Workplace Behaviour and Emotional Consonance ($r = -0.478$, $p < .01$) and also between Counterproductive Workplace Behaviour and Deep Acting

($r = -0.398$, $p < .01$). Additionally the correlation among Job satisfaction and Counterproductive Workplace Behaviour comes out to be negative ($r = -0.526$, $p < .01$).

Preliminary analysis shows that there was no violation of the assumption of linearity and homoscedasticity and all associations were found to be significant at 99% level work outcomes.

Regression Analysis

The strength of association between Job Satisfaction and the expounding variable i.e. Emotional labour (Surface Acting, Deep Acting, Emotional Consonance, and Suppression) was measured by using a linear regression. The following regression models were used to assess the effects of each of the explanatory variables on the level of job satisfaction.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \text{Error Term}$$

$$\text{Job satisfaction} = \alpha + \beta_1 \text{Emotional Consonance} + \beta_2 \text{Surface Acting} + \beta_3 \text{Suppression} + \beta_4 \text{Deep Acting}$$

where, $\beta_1, \beta_2, \beta_3, \beta_4 =$ unstandardised coefficients of Emotional Consonance, Surface acting, Suppression, Deep Acting, dimensions of Emotional Labour

The regression equation thus formed is as follows

$$\text{Job satisfaction} = \alpha + \beta_1 \text{Emotional Consonance} + \beta_2 \text{Surface Acting} + \beta_3 \text{Suppression} + \beta_4 \text{Deep Acting}$$

$$\text{Job Satisfaction} = 0.582 + 0.492 X_1 + (-0.412) X_2 + (-0.328) X_3 + 0.298 X_4$$

This can be interpreted that the increase of 1 unit of surface acting may incur the dip of 0.412 units in Job Satisfaction. However for the independent variable of Deep Acting, every 1 unit of increase will incur the raise of 0.298 units in dependent variable, Job Satisfaction. On the other hand 1 unit increase in Emotional Consonance may cause 0.582 units of Job Satisfaction to increase. Finally for Suppression

every 1 unit of increase in that will incur the dip of 0.328 units in Job Satisfaction.

The results of multivariate analysis suggests that Job Satisfaction demonstrates a moderate predictive power adjusted R Square=0.512 which points out that 51.2 percent of dependent variable of Job Satisfaction can be explained by 4 constructs i.e. Emotional Consonance, Surface Acting, Suppression, Deep Acting of Emotional Labour. A closer scrutiny of the results in table 6 show that the explanatory variables, namely, Emotional Consonance (p=.000), Surface Acting (p=.003), Suppression (p=.000), and Deep Acting (p=.001) are significant predictors of Job Satisfaction. There is a significant positive relationship of job satisfaction with

Deep Acting, Emotional Consonance respectively whereas a significant negative relationship of job satisfaction with Surface Acting and Suppression. Surface acting means affecting displays or faking. Therefore it can be concluded that if there is surface acting in the work of the employees they will be uncomfortable at their job. In terms of suppression also the relation appears to be negative. If one goes into the meaning of suppression it means withdrawing, failure to develop or exclusion which suggests that if any of this exists in one job he/ she will not be satisfied or comfortable working there so it very approves the found relation. The findings reveal that if bank employees start hiding emotions in order to be effective on the job, it will ultimately affect their job

Figure 3: Model with Direct and Indirect Paths

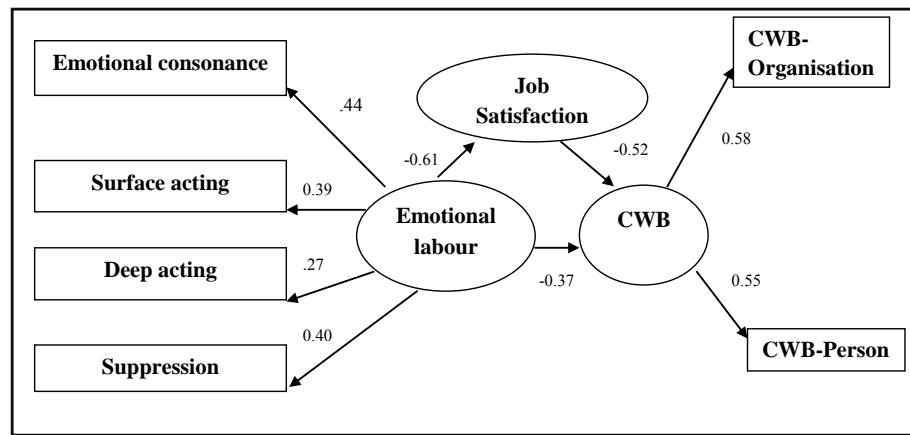


Figure 4: Model with Indirect Path Only

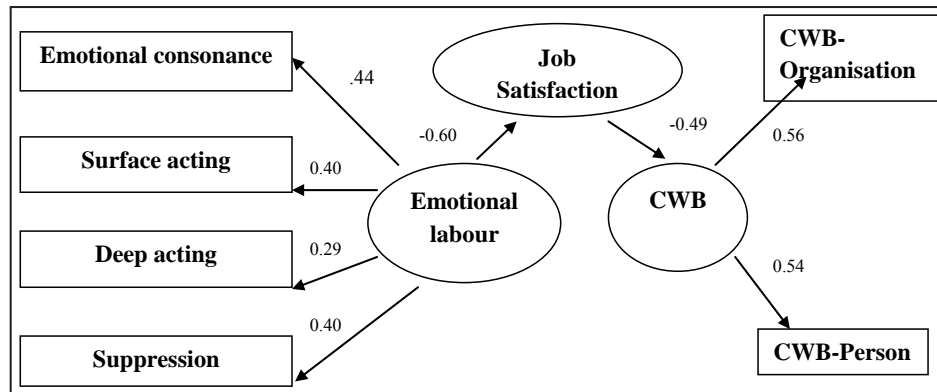


Table 5: Sobel Test

| Model | χ^2 | Df | $\Delta \chi^2$ | RMSEA | GFI | CFI | TLI |
|-----------------------|----------|----|-----------------|-------|------|------|------|
| Model 1 | 31.33 | 30 | — | 0.036 | 0.96 | 0.99 | 0.98 |
| (with direct path) | | | | | | | |
| Model 2 | 44.52** | 31 | 13.19 | 0.059 | 0.94 | 0.99 | 0.98 |
| (Without direct path) | | | | | | | |

Note *p<0.01(Two tailed)

satisfaction level. They may sense heaviness, feel burdened as they are unable to present the true emotions, which can further give invitation to various health problems. Similar results were found by Ybema & Smulders (2002) in their study and hence support the findings of current study.

Further the result reveals that deep acting leads to high job satisfaction. Deep acting helps employee tries to actually feel the emotions that he or she is supposed to express in the service interaction when employees successfully perform deep acting emotional labour, they feel less phony or alienation. They are rewarded and satisfied by how personal their service was (Hochschild, 1983), and therefore, they experience job satisfaction. Further the result divulges that emotional consonance leads to high job satisfaction. Emotional consonance captures the situation where somebody effortlessly feels the emotions that are required in a certain situation, which leads to high job as well as life satisfaction.

Hence the first hypothesis (H1) that there exists a significant relationship between Emotional Labour (comprising of Emotional Consonance, Surface Acting, Suppression and Deep Acting) and Job Satisfaction stands accepted.

Second hypothesis (H2) on mediation was tested using Structural Equation modeling. Two models were defined to prove the same: first as the originally hypothesized model, showing direct and indirect paths between Emotional Labour and CWB (Figure 3) and second showing only indirect path (Figure 4).

Sobel test (1986) was performed to make a preliminary assessment for mediation and the test statistics ($Z= 4.141$; $P< 0.001(0.00003)$; $a=0.61(0.071)$ and $b= 0.52(0.11)$) suggested presence of mediation and further confirmation was done by comparative indices of aforementioned models.

It is obvious that Model 1 is a better fit on the basis of values of χ^2 and $\Delta\chi^2$. Incremental χ^2 is 13.19 more than the suggested value ($\chi^2/\Delta df < 2$). So it can be concluded that model with direct path is a better fit and full mediation is ruled out. As per Byrne (1998) all other fit indices are within stipulated limits for both the models. Hence, it provides support for second hypothesis H2. So it can be concluded that there is a partial mediation by Job Satisfaction between Emotional labour and CWB, which further implies that there is not only a significant relationship between the Job Satisfaction and the CWB, but also some direct relationship between the Emotional labour and CWB. It can be concluded that employees engaged in suppression and faking of emotions can influence the incidence of interpersonal CWBs. Individuals may engage in CWBs in an attempt to induce balance and achieve fairness within the organisation by masking their real emotions with the fake emotions which is supported by a Norwegian qualitative study done by Glasø et al. (2006).

CONCLUSION AND STRATEGIC IMPLICATIONS

This study examines the relationship between Emotional Labour, Employee Job Satisfaction and Counterproductive Workplace Behaviour in the banking sector. The two nationalized banks OBC and Corporation bank are chosen to conduct the study. The results of this study provide practical implications for the Banking sector. The research suggests that emotional labour is an important antecedent of employee job satisfaction. Emotions/sentiments play a crucial role in shaping individuals' thoughts, actions and subsequent feelings. There is need to recognise that emotions and job-related emotional regulation (e.g. customer interaction or management) should be an important part of organisation work cultures. It certainly applies to interactions between bank employees as they work with their customers. Banking professionals frequently encounter situations where dissatisfaction, annoyance, and frustration are likely to be the dominant emotions, leading them to enact emotion work as part of their position. They are required to display only emotions that are part of their work role: calmness, coolness, technological dexterity, pleasantness, and cheerfulness, while hiding emotions of anger, disdain, and irritation. It would be very positive for banks to conduct training programs, hold guest lectures that discuss how to handle emotions. Banks should include an item that measures workers' emotional labour skills in performance appraisals. HRM department of banks should take an initiative to apply emotional intelligence (ability and/or trait) tests, such as the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) (Mayer, Salovey & Caruso, 2000), in selection processes. The base of a successful and competitive organisation is the presence of emotionally intelligent and capable employees and banks should take every possible measure to achieve this aim, OD interventions in the forms of games and other activities, where individuals can learn to enhance their emotional quotient can be one such measure. Banks should endeavour to build a sense of teamwork that would help in the service delivery process and also helps in nurturing positive mood among team players. Branch Managers/Chief Managers/General Managers should be trained to educate employees on how to help each other when someone is having a ghastly experience on job. Training more specifically in identifying the emotions of customers, reading body language and dealing with the emotional aspect of difficult customers should become the part of the regular training programs of Bank employees. In addition to training providing competitive pay packages, arranging social gatherings regularly to share experiences and unwind, mentoring, coaching, counselling, and focusing on job design methods like job enlargement, job enrichment, job rotation should be there to alleviate the levels of emotional exhaustion which will ultimately help in plummeting the

deviant workplace behaviours in the organisations. Result of this study divulges that the consequences of emotional labour can be either positive or negative, depending on how it is executed/ performed.

LIMITATIONS OF THE STUDY

Every study, no matter how well it is conducted and constructed has limitations, and similar is the case with this study. The first limitation of this research is the inclusion of only two nationalised banks. This might not portray an accurate representation of whole banking sector. The replication of the study at different regions and in private sector and foreign banks would enable better generalisation of the findings of the study. Secondly, due to time constraints and busy schedules of the employee it was difficult to interact with them completely. Lastly the research only considers the service sector and similar scenario may also be present in other sectors of an economy. This may open new avenues for researchers to extend the scope of the study.

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