

Emotional Labour - An Empirical Analysis of Its Correlation with Well Being

Harsimran Kaur*, Sandeep Kaur**

ABSTRACT

Banking organisations need an effective workforce to keep customers happy. These days, every organisation try to give the best possible outcomes to their client. For this they are training their employees to hide or face their personal feelings for better results. In the process of keeping customers happy by ignoring their personal feelings, employees generally face emotional labour which leads to lowering down of their mental and physical health. The present study aims at studying the relation between emotional labour and well-being. The data of 251 bank employees from three districts i.e. Jalandhar, Patiala, Ludhiana was collected through simple random sampling for collecting the data on Emotional Labour, a standardised questionnaire of Blau (2010) was used as for well-being, standardised questionnaire of Kaur (2014) was used. Empirical research was conducted to check the correlation between emotional labour and well being. Mean, median, mode and skewness was applied to test the level of emotional labour and well being and the results obtained from descriptive statistics showed average scores on emotional labour and low scores on well being. Emotional Labour was negatively correlated with well being. Females had higher scores of well being than males. ANOVA technique was applied to find the difference among different age categories with emotional labour and well-being and results revealed that there was no significant difference for emotional labour but partial difference for wellbeing. Similarly the test was applied for the testing of significant difference on the basis of gender and marital status. The results showed that unmarried employees had better scores of well being than male employees. Both the variables emotional labour and wellbeing showed a noticeable difference in the different category of experience. Employees working in various service organisations perform emotional labour on daily basis which affects their physical and mental health.

* Research Scholar, IKG PTU, Kapurthala, Punjab, India.

Email: harsimran_kaur27@yahoo.co.in

** Assistant Professor, GNIMT, Ludhiana, Punjab, India.

When employees fake emotions they suffer from various problems related to health which lowers their well being. There was a reverse relation between emotional labour and well being wherein a higher emotional labour resulted in higher well being. Well being can be improved by providing training to employees. The present study was confined to 251 respondents of public sector banks only. Upcoming researcher can do research on private sector bank employees. The study was confined to three districts of Punjab. In the future, it can be done on other areas of northern Punjab.

Keywords: *Emotional Labour, Well Being, Employees of Banks and Correlation*

INTRODUCTION

India is growing into a service sector economy where service quality determines success. The quality of service of an organisation is dependent on the behavior of employees who are considered as the greatest human resource of any organization. An organization must have high quality of work force to deliver the best quality of service. To meet this demand they should have efficient staff. While dealing with customers, every organisation wants its employees to display some emotions like warmth, friendliness or enthusiasm. Moreover, it is essential for the employees to show only those emotions that are desired by their organization. Where there is high intimation with client's emotions of employees plays an important role in their job. Emotions displayed by the employees not only affect themselves but also the output in their organizations because this all depends between the interaction of customers and employees and also with co-workers. The employees of an organization suffer from insomnia, acidity, emotional drain out when they start faking their emotions. For faking the emotions, which is the need of the organisations these days, employees have to undergo different level of emotional exhaustion as well as mental and exhaustion. There are examples that while facing emotions, displaying required emotions, this has badly affected their physical health also. They suffer with joint pains, indigestion etc. All these are signs of lowering down of their well being. Internal and external factors of an organization constitute to the physical, emotional, mental and social state of an individual which totality is called well being. Now

days, it is need of an hour for an organisation to regulate the behavior of its employees to ensure the best service to clients and improving their overall health of employees. In service sector, work does not only mean physical work but it also means emotional work in terms of taking care of customers. Employees try to manipulate their feelings towards customers while providing their service, for this they have to keep or dead their own emotions. This is the time where concept of emotional labour becomes applicable. The concept of emotional labour is gaining importance with increasing share of service sector in the market. The present study aims at studying the relationship between emotional labour and well being of employees working in public sector banks.

EMOTIONAL LABOUR

Individuals face different kinds of emotions these days and they get affected by these emotions at each and every stage of their life. It does not matter that it is their personal life or professional life; emotions become an integral part of their life. Feelings and emotions play a vital role in modifying the behavior of an individual. A person if is not happy due to any reason may not be able to give his best in the role he is performing. It is impossible to separate feelings and emotions of person from his professional life. For instance, an employee facing disturbed personal life may talk rudely to its customers. An employee spends most of its time in organization serving different kind of customers. Moreover, they are asked to regulate their behavior in a certain way, give best services and keep clients happy.

The emotions of a service agent at the time of the service encounters are generally expressed as Emotional Labour (Hochschild, 1979, 1983; Ashforth & Humphery, 1993). Emotional labour is a kind of labour, which is required where there is close association between employee and client and for this; employees may have to change their feelings (Topateş and Kalfa, 2009). The term emotional labour was first given by Hochschild in 1983 as a “requisite of job which requires modifying behavior according to job requirements”. Soon after Hochschild, Morris and Feldman (1996) came up with their definition of emotional labour as the effort, preparation and check needed to display emotions desired by organizations during customer interactions. After Hochschild’s study of flight attendants, the research on emotional labour has increased over number of years. A major reason for this is the growth of service sector. In the service industry,

serving customers nicely is a part of product that an employee provides (Schneider & Bowen, 1985).

Banking employees have to deal with customers on daily basis. As they are dealing with people's money so they should be very careful in handling financial matters as well as clients. The operational staff present at the retail branch outlets of banks has to deal with different kinds of customers. A customer can be polite or rude at times but in order to keep their client base intact, an employee has to serve them with a smile on their faces. Due to increased competition in public and private banks, everyone tries to capture the existing market. Customers are happy when they are given proper operational as well as emotional services.

WELL BEING

Customer satisfaction is the prime responsibility of any employee working in an organization. Employees are expected to show pleasing emotions at work place on daily basis being the "Face of the Service Firm". Mental, social and physical health of the employees always gets affected when they are in constant dilemma of not behaving as per their personal feelings. Zapf & Holz, (2006) concluded that emotional dissonance is positively correlated with an organization's requirement to portray required emotions. Well being of employee is the mental, emotional and psychological state of an employee (Danna & Griffin, 1999). Gross, 1989 examined that displaying negative emotions can result in various physical problems like headache, vomits, and deadly diseases like cancer. Some of the major dimensions of well being considered for the further study are:

- Emotional well being (situation where an employee does not get attached with colleagues or customers).
- Mental well being (situation where an employee has annoyance from customers and this faces consequences like depression).
- Physical well being (circumstances where a person has discomforts in various body parts).
- Spiritual well being (situation where a person is having belief in Divinity).
- Social well being (state of affair where an individual does not desire to form any union with society).

The research here is carried out to find significant relationship between well being of employees and emotional labour on the bank employees.

REVIEW OF LITERATURE

Review of Literature serves the purpose to fill the gap between previous researches. To achieve the better understanding of two variables emotional labour and well-being, many research findings were studied and few of them are listed below.

Thisera & Silva (2017) conducted a study on nurses in Sri Lanka to study the impact of emotional labour on emotional exhaustion using the survey strategy. Major dimensions of emotional labour i.e. surface acting had influenced forty one per cent of emotional exhaustion whereas other dimension i.e. deep acting had only three per cent of contribution on scores of emotional exhaustion. Also a negative relationship was found between deep acting and emotional exhaustion.

Boucher (2016) conducted a qualitative study on the impact of emotional labour on health managers. The researcher concluded that female managers perform more surface acting with senior staff members than their male colleagues. Further, it was found that they were more negatively impacted by this practice and had lower well being. Female managers had emotional outburst and many such negative outcomes of practicing emotional labour.

Modekurti *et. al.*, (2014) studied the impact of emotional labour and its related outcomes on employees in India. Positive correlation was found between emotional labour and organizational role stress. This relationship was found to be positive especially for female married segment.

Balogun *et. al.*, (2016) conducted a study on 277 employees of commercial banks to find out the role of emotional intelligence and affectivity on emotional labour strategies. It was found that employees of banks with higher emotional intelligence and affectivity tend to use deep acting while those with low emotional intelligence and affectivity use surface acting.

Kiran and Khan (2014) studied the impact of Perceived organizational support on emotional labour and also examined the influence of emotional intelligence on relation between Perceived organizational support and emotional labour. The study found that emotional labour is significantly affected by Perceived organizational support and emotional intelligence had partial effect on relation between emotional labour and support.

Chou *et. al.*, (2012) in their study they took independent variable emotional labour which had two main dimensions as surface acting

and deep acting. To find the effect of these two dimensions they conducted a study in Taiwan hospitals with 450 respondents. Surface acting showed its positive impact on emotional exhaustion and negative impact on other variable i.e. satisfaction of job. The other dimension deep acting had positive impact on job satisfaction. Emotional labour helped one to find the scores of well being which resulted in a negative sense.

Hulsheger and Schewe (2011) examined the relationship between deep acting and well being by conducting a research on 494 respondents. Results reported a weak correlation between well being and deep acting. On the other side a positive but strong relationship between deep acting and customer satisfaction.

Kinman (2009) studied the differences in various levels of emotional labour performed by employees face to face and through telephone. He further examined the relationship between emotional labour and different strain outcomes which include psychological distress, work life conflict and job dissatisfaction. Lastly the aim of study is to examine that emotional labour levels and difference in strain outcomes is due to difference in mode of delivery.

Seery Brenda *et. al.*, (2009) took in their study surface acting and emotional enhancement as independent variable and emotional exhaustion, quitting intention and job satisfaction as dependent variables. The respondents were nurses and children care workers which were 363 in total number. Surface acting resulted in negative results which led them to quitting intentions, low scores on job satisfaction. On the other side, emotional enhancement the other independent variable had shown positive impact on turnover intentions.

Chau Samantha L. *et. al.*, (2009) described the way emotional labour strategies influence turnover intentions and emotional exhaustion. It also studied the impact of deep acting and surface acting on actual turnover of tellers in banking sector. From the study, it was found that turnover decisions of bank tellers were influenced by emotional labour. The findings revealed that as an antecedent of turnover emotional labour has implications on turnover.

Grandey *et. al.*, (2004) found a significant positive relationship between emotional exhaustion and surface acting while conducting a study on 196 employees. They found that showing fake emotional expressions led to job strain and further depletion of personal resources.

RELEVANCE OF THE STUDY

India is constantly evolving into a service sector economy. For survival of the service sector firms, they try to keep their customers happy and satisfied with their healthy attitude. Banking sector is mixture of public and private sector banks and is one of the important bodies which use emotional labour. Due to the similarity in the products that they offer there is tough competition between banks. To survive the scenario, banks offer best quality services to its customers. It's expected from employees that they provide desirable services with positive emotions irrespective of their personal problems and moods. Meanwhile, employees may face various mental and physical problems as a result of emotional labour. An excessive usage of emotional labour can lead to lowering down of well being of employees for whom organizations need to devise some strategies like meditation or training.

OBJECTIVES OF THE STUDY

- To determine the Level of emotional labour and well being of respondents under study.
- To apply correlation study technique to the study the relationship between emotional labour and well being.
- To analysis the significant relationship of demographic variables i.e. age, gender, marital status and years of experience with emotional labor and well being.

HYPOTHESES

The following hypotheses were framed on basis of review of literature:

H_{1.1} There is high level of emotional labour and its dimensions among the employees in selected public sector banks of Punjab.

H_{1.2} There is low level of well being and its dimensions among the employees in selected public sector banks of Punjab.

H_{2.1.1}: No significant relationship of age with emotional labour.

H_{2.1.2}: No significant relationship of marital status with emotional labour.

H_{2.1.3}: No significant relationship of gender with emotional labour.

H_{2.1.4}: No significant relationship of years of experience with emotional labour.

H_{3.1.1}: No significant relationship of age with well being.

H_{3.1.2}: No significant relationship of marital status and well being.

H_{3.1.3}: No significant relationship of gender with well being.

H_{3.1.4}: No significant relationship of years of experience with well being.

H_{4.1}: There is a negative correlation between dimensions of emotional labour and well being.

RESEARCH METHODOLOGY

Research Design

Independent Variable

Emotional labour was taken as the independent variable in the present study. Emotional Labour has two major dimensions namely Surface Acting (SA) which had further sub dimensions Basic Surface Acting (BSA) and Challenged Surface Acting (CSA) and Deep Acting (DA) which had further dimensions Basic Deep Acting (BDA), Perspective taking Deep Acting (PTDA) and Positive Refocus Deep Acting (PRDA).

Dependent Variable

The present study has one dependent variable i.e. well being. Well being has five major dimensions namely Physical well being (PWB), Mental well being (MWB), Social well being (SWB), Emotional well being (EWB) and Spiritual well being (Sp.WB)

Sample Size

A simple random sampling technique was used to collect the data of 251 employees working in public sector banks from various regions of Punjab i.e. Ludhiana, Jalandhar and Patiala. Data was collected from following banks:

Punjab and Sind Bank (121 respondents out of which 44 were from Ludhiana, 31 from Jalandhar and 46 from Patiala).

State bank of India (130 respondents out of which 29 were Ludhiana, 50 from Jalandhar and 51 from Patiala).

Sample Techniques and Sample Design

Primary Data: Primary data was collected through random sampling techniques using structured questionnaire.

Secondary Data: Secondary data was collected through journals, magazines, books, internet and libraries.

Description of Tools: Primary data was collected through a structured questionnaire developed by Blau (2012) for emotional labour and its dimensions which extensively measures the dimensions of emotional labour such as deep acting and surface acting. Responses were asked on Likert scale as ranging from lowest value 1 (strongly disagree) to 5 (strongly agree). The scale is reportedly reliable and validate. Cronbach's alpha was used to calculate internal reliability of four out of five scales of EL, Basic surface acting (BSA)(Item number 1, 2, 3, 4), Challenged surface acting (CSA) (Item number 5, 6, 7), Basic deep acting (BDA)(Item number 8, 9,10), Perspective taking deep acting (PTDA)(Item number 11, 12, 13, 14), and Positive focus deep acting (PRDA)(Item number 15, 16, 17). The results showed that two of the scales, BSA (0.89) and PRDA (0.81) have internal consistency alphas exceeding 0.80, while the other two scale reliabilities, BDA (0.74) and PTDA (0.77) are not far above the minimum threshold value of 0.70 as recommended by the statisticians. For the two-item challenged surface acting (CSA) scale, Split-half reliability estimate was 0.73 which resulted in Cronbach's alpha as suggested by (Hulin and Cudeck, 2001).

For raw data on dependent variable well being, a tool developed by Kaur (2014) was used. There are total 35 items out of which there are 20 positive items and 15 negative items. Responses were collected on five points Likert Scale. To check the validity of the scale an independent sample of 50 randomly selected B.Ed. students from various colleges of education was selected. Consistency of the test was checked by repetition by taking it two times with a gap of one month. Correlation was found between two sets of scores which resulted in value 0.51. The data was collected from public sector bank employees at managerial level and the distribution was done using the dimensions of well being: Physical well being (Item numbers: Positive responses 6, 16, 21, 31, and negative responses 1, 11, 26), Mental well-being (Item number 2, 7, 12, 27 - 32, 17, 22), Social well-being (Item number 3, 8, 18, 23 - 13, 28, 33), Emotional well-being (Item number 4, 14, 19, 29, - 9, 24, 34), Spiritual well-being (Item number 5, 10, 25, 35 - 15, 20, 30).

DATA ANALYSIS AND INTERPRETATION

Statistical Package for Social Science - Version 17 was used to tabulate the raw data for two variables i.e Emotional Labour, Well Being

and demographic variables i.e. age, gender, marital status and year of experience. In section-A, demographic information was recorded whereas in another Section-B, there were 17 statements related to emotional labour i.e. Basic Surface Acting (BSA) and Basic Deep Acting (BDA) were recorded. For well-being dependent variable 35 statements studying Physical well being (PWB), Mental well being (MWB), Social well being (SWB), Emotional well being (EWB) and Spiritual well-being (Sp.WB) was also coded in SPSS on five point scale.

Explorative research was carried out for getting values of mean and standard deviation. It helped out to find out the nature and distribution of scores of emotional labour and well-being. The relationship between emotional labour and well-being was studied with the help of ANOVA correlation technique. To test association of demographic variables i.e. age, years of experience, ANOVA was used while for gender, marital status t-test was used.

NORMALITY OF DATA

To confirm the normality of the collected data, Kolmogorov –Smirnov Test was applied for two variables. The table below indicated that distribution is normal and thus the researcher use parametric tests such as t-test, ANOVA, and correlation technique.

Table 1: Normality for Variables

VARIABLES		EMOTIONAL LABOUR	WELL BEING
N		251	251
Normal Parameters	Mean	3.4108	2.9376
	Standard Deviations	.31716	.23788
Kolmogorov-Smirnov Z		1.618	1.338
Asymp. Sig. (2-tailed)		.011	.056

From the values of above table, mean, median and mode are observed as approximately same and significant value of Kolmogorov –Smirnov test for dependent variable i.e. well being is greater than 0.05, which indicates that distribution is normally distributed. Asymptotic value of Kolmogorov –Smirnov Test for independent variable i.e. emotional labour is less than 0.05 so that means it is not normally distributed.

Descriptive Statistics was applied to meet the first objective i.e. “To determine the Level of emotional labour and well-being” and the following table showed the bank wise scores of mean, median and standard distribution.

Table 2: Level of Emotional Labour

	Mean	Median	Standard Deviation	Total Respondents
SBI	3.3483	3.9722	.2636	121
PSB	3.3236	4.1429	.3197	130
Total	3.4108	3.4500	3.33 ^a	251

From the above table, the values of mean, median and mode indicated that there was moderate level of emotional labour. The inference is that public sector bank employees were portraying their emotions according to the need of organization towards their clients. It was concluded that SBI employees perform more emotional labour than PSB employees.

Table 3: Level of Well Being

	Mean	Median	Standard Deviation	Total Respondents
SBI	2.9193	3.8000	.2414	121
PSB	2.9637	3.6571	.2160	130
Total	2.9376	2.9145	3.00	251

The table of well being indicates that, the value of mean, median, mode were less than value of 3, so results implies that there is low level of well being among the bank employees. The inference is that employees in the public sector banks are facing problems of physical, mental and social well being. These problems might be of anxiety, nausea and low confidence. Low physical well-being means that they feel pain in various body parts and mental being means that they burst into tears due to exerting pressure. Although there is low score of Well-being in both the bank employees but SBI employees have lower well being scores of jobs and family than PSB employees.

Correlation technique was administered to study the relationship between the independent variable emotional labour and dependent variable well-being. Positive the value of correlation then there will be positive correlation in both variables and vice versa. Correlation between

Emotional labour and Well-being of 251 employees is depicted in table given below.

Table 4: Correlation between Emotional Labour and Well-Being

Variables		Emotional Labour	Well Being
Pearson Correlation of N=251	Emotional Labour	1	-.381
	Well Being	-.381	1

Since the value of $r = -0.381$ is in negative. It established a negative relationship between emotional labour and well being which can be regarded as moderate negative correlation. It means that as the level of emotional labour increases, level of well being decreases. These results are in line with study of Jhonson (2004) who found that surface acting had a negative correlation with affective well being.

ASSOCIATION OF DEMOGRAPHIC VARIABLES WITH EMOTIONAL LABOUR AND WELL BEING

T-test was applied to find the significant association of two variables on gender basis. For this the hypothesis that there is significant association among emotional labour and well being on the basis on gender was tested with the help of following table.

Table 5: Analysis of Emotional Labour and Well Being on the basis of Gender

Variables	Gender	N	Std. Deviation	t-value	Sig.
Emotional Labour	Male	147	.33058	-.114	.860
	Female	105	.29889		
Well Being	Male	147	.25802	-.340	.046*
	Female	105	.20749		

*significant at 0.05 level of significance

From the above table, the significant value of p for gender on variable emotional labour is .860 which is higher than 0.05. It indicates that there is no significant difference in the mean scores of gender on basis of emotional labour. Thus hypothesis $H_{2.1.3}$: No significant association of emotional labour with gender is rejected .but the study by Berry and Cassidy (2013)

found that female university lecturers had higher emotional labour than males. On the other side, well being has significant difference in gender as the p value is .046 which is less than 0.05. Thus hypothesis $H_{3.1.3}$: No significant association of well being with gender is accepted. It is concluded that females have better well being scores than males these results are in line with findings of Boucher (2016) who concluded that female managers perform more surface acting with senior staff members than their male colleagues.

For the analysis of two variables on marital status basis, t-test was applied and the hypothesis that there is significant difference in the mean scores of male and female for emotional labour and well being was tested

Table 6: Analysis of Emotional Labour and Well Being on the basis of Marital Status

Variables	Marital Status	N	Std. Deviation	t-value	Sig.
Emotional Labour	Unmarried	101	.26517	2.109	.022*
	Married	150	.34475		
Well Being	Unmarried	101	.25802	-.504	.003*
	Married	150	.20749		

*significant at 0.05 level of significance

From the above table, it can be concluded that the significant p value for marital status on variable emotional labour is .022 which is less than .05. The inference is that there is significant difference between mean scores on the basis of marital status. Thus hypothesis $H_{2.1.2}$: No significant association of emotional labour with marital status is accepted. The results are similar with Noor & Zainuddin (2011). They concluded in their study on married females that surface acting was positively correlated with emotional exhaustion. Same is the case with variable well being, as the significant value is .003 which is less than .05 so the hypothesis $H_{3.1.2}$: No significant association of well-being with marital status is accepted which shows that there is significant difference between married and unmarried employees for well being. The above table depicts that unmarried employees have higher levels of emotional labour than married employees of banks while married employees have better well being than unmarried employees.

ANOVA was applied to study the significant difference in the sample means of various age categories. For this the hypothesis that there is significant difference among differential age categories for emotional

labour and well being was tested and the results are listed in the following table.

Table 7: Analysis of Emotional labour and Well being on the basis of Age

Variables	Age Categories	N	Mean	F-value	Sig.
Emotional Labour	25-30 yrs	108	3.4540	1.321	0.262
	31-35 yrs	68	3.3799		
	36-40 yrs	11	3.3076		
	41-45 yrs	22	3.3303		
	45 and above yrs	43	3.4186		
Well Being	25-30 yrs	108	2.9262	4.066	0.033*
	31-35 yrs	68	2.9597		
	36-40 yrs	11	3.1870		
	41-45 yrs	22	2.9065		
	45 and above yrs	43	2.8837		

*significant at 0.05 level of significance

From the above table, it can be seen that there is no significant difference in age categories in emotional labour variable as p is .262 which is greater than .05 so the hypothesis $H_{2.1.1}$: No significance association of different age categories for variable emotional labour is rejected. The results are contrary to findings with Morgan & Scheibe (2014). They found that examined that older adults had higher emotional stability and well being than their younger colleagues. While in the case of well being variable the p value is .033 which is lower than .05 so that means there is significant difference in age categories for the variable well being. Thus hypothesis $H_{3.1.1}$: There is significance association of different age categories for variable well being is accepted. It is concluded that well being is the highest in age categories of 36-40 years (mean score =3.1870) as compared to other age categories.

For the analysis of different years of experience on variables emotional labour and well-being ANOVA was applied. The hypothesis framed to test sample means of ANOVA was that there is the significant difference among years of experience for emotional labour and well- being was tested.

Table 8: Analysis of Emotional Labour and Well Being on the basis of Experience

Variables	Experience Categories	N	Mean	F-value	Sig.
Emotional Labour	0-5 yrs	109	3.4329	0.45	0.773
	5.1-10 yrs	77	3.3764		
	10.1-15 yrs	4	3.4625		
	15.1-20 yrs	5	3.3400		
	20 and above yrs	57	3.4175		
Well Being	0-5 yrs	109	2.9389	0.949	0.436
	5.1-10 yrs	77	2.9692		
	10.1-15 yrs	4	2.9500		
	15.1-20 yrs	5	2.9657		
	20 and above yrs	57	2.8892		

*significant at 0.05 level of significance

From the above table, p values for both variables is higher than .05 which means there is no significant difference in the experience categories on emotional labour and well being. Thus the hypothesis $H_{2.1.4}$: No significant association of emotional labour and years of experience and $H_{3.1.4}$: There is significant association of well being and years of experience stands rejected. Sloan (2012) concluded that as a person gets senior position in organization, they tend to express genuine feelings than such as frustration and anger and this was more applicable to men who are at senior posts.

FINDINGS

Descriptive statistics was applied to find the level of emotional labour and well being. Results proved that there was moderate level of emotional labour (Mean=3.4108) and low level of well being (mean=2, 937) in employees working in public sector banks. As far as the different public sector banks were concerned the mean of State bank of India for emotional labour was 2.91 and for well being it were 3.800. For Punjab National Bank mean of emotional labour was 2.967 and for well being it were 3.6571. Emotional labour was negatively correlated ($r=-.361$) with well being. No significant differences were found between males and females on basis of emotional labour ($t=-.114$, $p=.860$) but females had higher scores of well being than males ($t=.046$, $p=-0.240$). No significant

differences were found in scores of variable emotional labour in different age categories ($F=1.321$, $p=0.262$), while significant differences were found in scores of variable well being ($F=4.066$, $p=0.033$). The results showed that unmarried employees had better scores of well being than male employees ($t=2.109$, $p=.022$). No significant differences were found between scores of variable emotional labour ($F=0.046$, $p=0.773$) and well being ($F=0.949$, $p=0.436$) in the different category of experience.

DISCUSSION

In the present study of 251 employees of two public sector banks SBI and PNB in three districts of Punjab, it was found that there is moderate level of emotional labour in bank employees which means employees put much effort to modify their feelings according to situation in public sector banks. Further, it was found that level of well being was low among the employees. The researcher also found a negative correlation ($r= -.381$) between emotional labour and well being which was found in a similar study of Jhonson (2004), in which it was concluded that surface acting had a negative correlation with affective well being. The study was carried on to measure relation of demographics variables on emotional labour and well being. It was found that females were sounder in terms of well being than males ($p=0.046$). While on contrary Berry and Cassidy (2013) found that female university lecturers had higher emotional labour than males. The study further concluded that Unmarried employees had higher levels of emotional labour than married employees of banks while married employees had better well being than unmarried. Well being was found the highest in 36-40 age category (mean score =3.1870). No significant differences were found in scores of emotional labour and well being on the basis of experience. Rauschenbach (2012) concluded that older people had lower levels of emotional flexibility than their younger counterparts while another study conducted by Morgan & Scheibe (2014) examined that older adults had higher emotional stability and well being than their younger colleagues.

CONCLUSION

Banking sector in today's scenario has outgrown to a mix of complex financial instruments and services. They offer a variety of services to please their customers but with these services there also comes a

responsibility of maintaining healthy relationship with their customers. In the process of pleasing customers, employees face emotional labour which affects their well being. Various research studies tried to throw light on the effect of emotional labour on other variables like performance appraisal, job satisfaction etc. The current study was done to find out the relationship between emotional labour and well being on public sector bank employees. Results proved that there was moderate level of emotional labour and low level of well being in employees working in public sector banks. Bank wise analysis showed that mean scores of State bank of India for emotional labour were same as the scores in Punjab and Sind Bank but scores of well being were better in State Bank of India in comparison to Punjab and Sind Bank. Negative relationship was found between emotional labours and well being which indicated that as the level of emotional level would increase the scores of well being would decrease. There were no evidences of significant difference between males and females on scores of emotional labour but females had higher scores of well being than their counterparts. No significant differences were found in scores of variable emotional labour in different age categories while as differences were found in scores of variable well being. Further on the basis of marital status it was found that unmarried employees had better scores of well being than males. There were no evidences of difference between different experience categories for variables emotional labour and well being.

The researcher concluded that there was a negative relationship between emotional labour and well being. There is still lot of scope for future research in this field.

MANAGERIAL IMPLICATIONS

Emotional labour is the need of the hour in service sector these days. Bank employees have to go through lot of emotional labour issues as they have to deal with variety of customers on daily basis. Right from their hiring till the orientation, bank employees are told to behave in certain manner in order to achieve their given targets and organization's goal. Portraying positive and real emotions have positive impact on performance of bank employees whereas faking emotions can lead to negative effects. While performing surface acting or deep acting, employees may feel depressed, sick or mentally pressurized. Such feelings can be reduced by giving them

appropriate training on how to deal with their emotions. Employees should be given on the job training to deal with tough clients and they should be taught meditation and yoga. The present research can help public banks to devise methods so that their employees can train themselves to cope up with their emotional problems, which they face during their job's and hence can increase their well-being, job satisfaction and life satisfaction.

LIMITATIONS

The study was confined to only three districts of Punjab. In future the study can be extended to other areas of Punjab and Northern India as well. In the present study, the researcher has taken sector bank employees of two public sector banks SBI and PNB from major districts of Punjab. In future private bank employees can also be considered. The study is confined to only bank employees while as in future same variables can be taken to others services sector like hospital sector, hotel industry, airline industry etc. There is lot of scope for future research in the field of emotional labour as it is prime concern for bankers. This study was done on public sector bank employees who do not face heavy sales target while on the other side private sector bank employees may have more emotional labour issues as they are facing more competition.

SCOPE FOR FUTURE RESEARCH

Emotional labour has become the growing concern issue in today's competitive environment. The study conducted on private sector bank employees established a relationship between emotional labour and well being. In future, the study can be done on emotional labour and other dependent variables like job satisfaction, employee performance, employee production, employee engagement and burnout to bring out the more research findings. The study can also be done various other service sectors like hotel industry, hospital and nursing, call centers etc.

REFERENCES

- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service roles: The influence of identity. *Academy Management Review*, 18(1), 88-115.

- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labour and burnout: comparing two perspectives of people work. *Journal of Vocational Behaviour*, 60(1), 17-39.
- Bono, J. E., & Vey, M. A. (2005). Towards understanding emotional management at work: A quantitative review of emotional labour research. In C.E. Hartel and W.J. Zerbe (Eds) *Emotions in organizational behaviour*. Mahwah: Lawrence Erlbaum Associates. 213-233.
- Blau et.al (2012). Testing the impact of emotional labour on work exhaustion for three distinct emergency medical service (EMS) samples, *Career Development International*, 17(7), 626-645.
- Berry, K., & Casidy, S. (2013) Emotional labour in University lecturers: consideration for higher education institutions. *Journal of Curriculum and Teaching*, 2(2), 22-22.
- Boucher, C. (2016). A Qualitative Study of the Impact of Emotional Labour on Health Managers: The Qualitative Report 2016 Volume 21, Number 11, Article 12, 2148-2160.
- Chou, H., Hecker, R., & Martin, A. (2012). Predicting nurses' well-being from job demands and resources: A cross-sectional study of emotional labour. *Journal of Nursing Management*, 20(4), 502-551
- Chau, S. L. (2009). *Journal of Organisation Behaviour*, 1151-1163, A predictive study of emotional labour and turnover.
- Danna, K., & Griffin, R. W. (1999). Health and Well being in the work place: A review and synthesis of the literature. *Journal of Management*, 25(3), 357-384.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labour strategies, *Journal of Vocational Behaviour*, 26(2), 339-57.
- Grandey, A. A. (2003). When the show must go on: Surface and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academic Management Journal*, 46(1), 86-96.
- Gross, J. (1989). Emotion expression in cancer onset and progression. *Social Science and Medicine*, 28910, 1239-1248.
- Hochschild, A. R. (1979). Emotion Work, Feeling Rules, and Social Structure. *American Journal of Sociology*, 85(3), 551-575.
- Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. University of California Press, Berkeley, CA.
- Hulsheger, U. R., & Schewe, A. F. (2011). On the costs and benefits of emotional labour: A meta-analysis of three decades of research. Faculty of Psychology and Neuroscience, Maastricht, Netherlands.

- Johnson, H. M. (2004). The story behind service with a smile: The effects of emotional labour on job satisfaction, emotional exhaustion, and affective well-being. *Journal of Occupational Health Psychology*, 12, 319-333.
- Johnson, H. M. (2007). Service with a smile: Antecedents and Consequences of Emotional Labor Strategies. MA Thesis, Department of Psychology College of Arts and Sciences, University of South Florida.
- Johnson, H. M., & Spector, P. E. (2007). Service with a smile: Do emotional intelligence, gender and autonomy moderate the emotional labor process? *Journal of Occupational and Health Psychology*., 12(4), 319 333.
- Bursali, M. Y., Bagci, Z., & Kok, B. S. (2013) The relationship between emotional labour and task job performance, A study with private banking employees in Denizli. *European Journal of Research on Education*, 2(2), 221-228.
- Khamisa, N., Peltzer, K., & Oldenburg, B. (2013). Burnout in relation to specific contributing factors and health outcomes among nurses: A systematic review. *International Journal of Environmental Research and Public Health*, 10(6), 2214-2240.
- Kinman, G., Wray, S., & Strange, C. (2011). Emotional labour, burnout and job satisfaction in UK teachers: The role of workplace social support. *Educational Psychology*, 31(7), 843-856.
- Modekurti-Mahato, M. (2014). Procedia economics and finance, SIMS ARC 13, Impact of emotional labour on organisational role stress- A Study in S.S in India. *II*(2014), 110-121.
- Morgan, E. S., & Scheibe, S. (2014). Reconciling cognitive decline and increased well-being with age: The role of increased emotion regulation efficiency. In P. Verhaeghen & C. Hertzog (Eds.), *Emotion, social cognition, and everyday problem solving during adulthood*. Oxford: Oxford University Press. 155-171.
- Mahato & Kumar (2012). Emotional labour - An empirical analysis of the correlations of its variables. *European Journal of Business and Management*, 4(7), 2012.
- Nunnally, J. (1978). *Psychometric theory* (2nd ed.). McGraw Hill, New York, NY.
- Noor, N. M., & Zainuddin, M. (2011). Emotional labour and burnout among female teachers: Work–family conflict as mediator. *Asian Journal of Social Psychology*, 1, 1-11.

- Rathi, N. (2012). Please Smile While You Serve: Do Employees Pay a Hidden Cost For “Serving with a Smile?” working paper .No.125/2012
- Rauschenbach, C., Göritz, A. S., & Hertel, G. (2012). Age stereotypes about emotional resilience at work. *Educational Gerontology*, 38(1), 511-519.
- Santos Angeli et.al (2015), Trait emotional intelligence, emotional labour, and burnout among Malaysian HR professionals. *Management Research Review*, 38 (1), 67-88.
- Sloan, M. (2012). Controlling anger and happiness at work: An examination of gender differences. *Gender, Work and Organisation*, 19(4), 370-391.
- Taegoo, K., Yoo, J, J. E., Lee, G., & Joungman, K. (2012). Emotional intelligence and emotional labor acting strategies among frontline hotel employees. *International Journal of Contemporary Hospitality Management*, 24(7), 1029-1046.
- Thisera, T. J. R., & Silva, D. P. A. K. H. (2017). The Impact of Emotional Labour on Emotional Exhaustion of Female Nurses in Sri Lanka. Research Gate Publications.
- Walsh & Bartikowski (2013). Employee emotional labour and quitting intentions: Moderating effects of gender and age. *European Journal of Marketing*, 47(8), 1213-1237.
- Zapf, D. (2002). Emotion work and psychological well being - A review of the literature and some considerations. *Human Resource Management Review*, 12(2), 237-268.
- Zapf, D., & Holz, M. (2006). On the positive and negative effects of emotion work in organizations. *European Journal of Work and Organizational Psychology*, 15(1), 1-28.