EMOTIONAL LABOUR AND WORK FAMILY INTERFERENCE: THE CASE OF SRILANKAN AIRLINES FRONT-LINE EMPLOYEES

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ABSTRACT

This study examines how the process of performing emotional labour would impact on the individual's personal/family domain. The study was carried out in SriLankan Airlines, the national carrier of Sri Lanka, which is renowned for its customer oriented culture. Two hundred and six participants from two departments responded to the self administered questionnaire which measured three variables related to the study. Results indicated that performing organisationally desired emotions positively related to work-family interference and this relationship is not mediated by emotional exhaustion. The findings have implications for front-line employee training and development, recruitment and long term employee and organisational wellbeing.

Key words: Emotional Labour, Work-family Interference, Emotional Exhaustion, Airline Industry, Front-line employees

1. INTRODUCTION

Over the past few decades there has been a considerable debate over the implications of Work-Family Conflict. As the society moves to more equal distribution of work and family responsibilities, the need to play multiple roles have arisen creating a conflict between these different roles (Rabinowitz, 2007). Amidst the extensive research taken place on this area, there is an argument that it has only partially depicted the reality and the fundamental questions are yet to be addressed. Having these gaps identified, increasing scholarly and practitioner interest has led to analyse this phenomenon more broadly. The antecedents which contribute to work-family interference (WFI) keep evolving in line with the dynamic social, cultural and business environment. For instance, "emotions in organisations" and its impact on individuals' personal life is a relatively new topic which positively adds to WFI.

Workplace emotions and the emotional experience of work and family life were firstly identified by the scholars of Organisational Behaviour (Ashkanasy, Hartel, & Zerbe, 2005 as cited in Karim, 2009). Although emotions had been a well known topic in streams like psychology and sociology (Clark, 1992; Thoits, 1990 as cited in Karim, 2009), emotions at work is yet at its initial stage, and has become an area for dearth of research. In line with this current focus in WFI literature, present study attempts to identify

whether the workplace emotions impact on WFI of front-line employees in Sri Lankan context.

2. EMOTIONAL LABOUR

Emotional labour is a phenomenon that cascades down from workplace emotions. Sociologist Arlie Hochschild (1983) introduced the construct of Emotional Labour (EL) in her studies related to flight attendants work. She defined this as "the management of feeling to create a publicly observable facial and bodily display" (Hochschild, 1983, p. 7). Hochschild in her later work on emotional labour redefined emotional labour as "the regulation of emotions for a wage" (Hochschild, 1990, p. 118 as cited in Grandey, 2000).

Initially, emotional labour was identified as the behaviour essentially expected by the service sector employees. Nevertheless, Seery and Corrigal (2009) explain that emotional labour has mainly been studied among three types of service workers: Customer service jobs, Caring professions (Doctors, Nurses) and Social control jobs (Policemen, Bouncers) .When emotional labour in customer service jobs is examined, "service with a smile" can be taken as a classic example (Humphrey, Pollock, & Hawver, 2008; Rafaeli & Sutton, 1987 as cited in Grandey, 2003). Emotional labour is used and practiced in order to "shape others emotions". When this is applied to customer service setting, emotional labour can be used as a tool to create positive moments of truth. Further, emotional labour is conceptualised as an essential duty of front-line employees (Ashforth & Humphrey, 1993; Ashkanasy & Daus, 2002; Morris & Feldmen, 1996; Rafaeli & Sutton, 1987 as cited in Grandey, 2003).

Grandey (2000) illustrates that Hochschild's early conceptualisation of emotional labour in 1979 she stresses the fact that the process of controlling something as personal as emotions makes "feelings commercialised" which can be unpleasant to the employee. Hochschild's research on emotional labour mainly views the negative component of emotional labour. Ashforth and Humphrey (1993) view emotional labour as an "observable behaviour" than as a management of feeling. They argued that emotional labour does not necessarily require conscious effort, instead practice of emotional labour may become routine and will not be a source of stress always (as cited in Grandey, 2000). Furthermore, they proposed that emotional labour positively related to "task effectiveness", provided that the customer perceived the expression as sincere, hence, they highlighted the positives of emotional labour.

Conceptualising on different perspectives and integrating literature from different sources on emotional labour, Grandey (2000) concludes that "emotional labour may involve enhancing, faking or suppressing emotions to modify emotional expression" (p. 97). She stresses that emotional labour is about changing of one's emotions in order to change the emotions of the other party's emotional reaction.

The literature proposes four dimensions of emotional labour namely, (a) frequency of transactions (b) attentiveness (intensity of emotions, duration of interaction) (c) variety of emotions required and (d) emotional dissonance (Grandey, 2000). Researchers who have done extensive studies on emotional labour agree upon these dimensions. Yet, Grandey (2000) argues that the four proposed dimensions do not

completely define the emotion management process of the employee.

It is believed that the manner in which service sector employees manage their emotional state promotes customer spending and repeat transactions (Tsai & Huang, 2002 as cited in Kinman, 2009). Hochschild (1983) expressed how the organisations have expectations regarding the display of emotions at work setting (as cited in Grandey, 2000). These expectations are shaped by social, cultural and organisational norms. The organisations have formalised these expectations of appropriate behaviour which is known as "display rules". In customer service setting these display rules are said to guide the front-line employees for their typically expected expression of positive behaviour. These rules would shape the way an employee performs emotional labour and they are often communicated to the employee through the job descriptions.

The literature highlights "surface acting" and "deep acting" as the two dramaturgical forms of performing emotional labour as recognised by Hochschild (1983). Deep acting is the process where employees actually attempt to feel what they project to the external world (Humphrey et al., 2008). This is involved with one's inner feelings, where one actually attempts to internalise the feeling, such as the feeling of "empathy" (Blau, Fertig, Tatum, Connaughton, Park, & Marshall, 2010). Deep acting is also known as "acting done in good faith" as it requires "reappraisal" or "self-talk" which are internal efforts (Grandey, 2000). This type of emotional labour depicts the goodwill the employee harbours towards the organisation which extends to him/her reproducing his/her thoughts to fit organisational requirements.

Surface acting comes in to play when employees change or modify their outward expressions but do not attempt to feel or modify the internal feelings that they are experiencing. This is done through "response modulation" (Grandey, 2000; Grandey, 2003). Surface acting is also known as "acting in bad faith" (Rafaeli & Sutton, 1987 as cited in Grandey, 2003) as the employee conforms to the desired behaviour by the organisation not to help the organisation or the customer but to keep his or her job. For example, a hotel clerk who is handing a difficult client may show a sympathetic face but actually be irritated inside.

Integral emotional component in customer services setting has both its advantages and disadvantages. In terms of a customer services setting, displaying emotional labour would create positive customer interactions, by shaping the customers emotional state. Theories of human memory and learning, explain as to why organisations whose employees display pleasant emotions (that appear genuine) may promote sales. Customers, who have felt good about a product and in a good mood at the encounter, tend to recall the place easily and to select the same service provider based on the previous learning which is the positive encounter when they want the particular service the next time (Grandey, 2000).

Nevertheless, the process of regulating emotions for social or customer interactions for a long period of time can be toxic, especially if the employees are not provided with the resources to cope with the pressures created it would lead to psychological distress and strained outcomes, which in turn can be harmful to the employee (Grandey, 2000; Mann, 2007). Further, the target or the receiver can manifest negative effects if the display appears "false and unauthentic" as "synthetic compassion can be more

offensive than none at all" (Thompson, 1976 as cited in Mann, 2007, p. 556).

3. WORK-FAMILY INTEFERENCE

Despite discoveries on how WFI can adversely impact different layers of the contemporary society, there remains much resistance to enable real transformation to facilitate better ways to integrate paid work with the rest of people's lives (Lewis, Rapoport & Gambles, 2003).

The concept of work-life conflict and related terminology has been adopted only during the last 20 years, but the issue is much older (Roberts, 2007 as cited in Yavas, Babakus, & Karapte, 2008). The concern for WFI in the industrialised West emerged when women embarked on paid employment in the decades following World War II (Haas & Hawang, 1995; DeCieri et al., 2005 as cited in Ball & Brewis, 2008).

The initial work in this area of study identified this phenomenon to stem from the concept of "role conflict", defined as "simultaneous occurrences of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other" (Kahn et al., 1964, p. 19 as cited in Greenhaus & Beutell, 1985). Yavas et al. (2008) stated that inter-role conflicts emanates from demands of the two universal domains of adult life, namely the professional domain and the personal domain. Further, recent research in this area explicitly recognises this relationship as "bidirectional", these particular domains are intertwined with each other as "work interferes with family" and "family interfere with work". Based on the work of Kahn et al. (1964), Greenhaus and Beutell (1985) define work-family conflict as "a form

of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (p. 77). Literature finds work-family conflict mainly as time based, strain based and behaviour based. Consequences of WFI can be identified separately mainly in connection with three categories, psychological and physical outcomes, work consequences and family consequences (Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005).

The focus of the current study is towards strain based WFI because the researchers attempts to identify whether the strain created by performing emotional labour might have an impact on family domain. Strain based conflict or strain based WFI is involved with role-produced strain. When performance of one's work role creates strain symptoms such as tension, anxiety, fatigue, depression, apathy and irritability these symptoms may lead to strain based conflicts (Breif, Schuler & Van Sell, 1981; Ivancevich & Matteson, 1980 as cited in Greenhaus & Beutell, 1985). When strain is created as a result of job demand and this strain intrude or "spillover" from work to the non-work domain it will result in strain based conflict. Further, if the individual possesses greater work salience, the emotional involvement in occupation and career would be greater whilst positively contributing to WFI.

4. EMOTIONAL LABOUR, WORK-FAMILY INTEFERENCE AND EMOTIONAL EXHAUSTION

Literatures which directly address the relationship between emotional labour and WFI are limited. However, emotional labour has been identified as one

of the antecedents for strain based WFI (Karim, 2009; Kinman, 2009; Montgomery, Yanchus, Eby, Lance, & Drollinger, 2005). The study by Montgomery et al. (2005) is noted as the pioneering study (Karim, 2009) which examines the effect of emotional labour on WFI among Greek health-care professionals. Also, Karim (2009) has done a study on a sample of employees working in three public sector organisations. As the most recent study, "the impact on emotional labour on work family outcomes" was done by Yanchus et al. (2010) highlights the lack of research which delves in to the direct relationship between emotional labour and WFI. The relationship between emotional labour and WFI conflict for front-line employees can be seen in the form of strain-based and behavioural-based conflict (Karim, 2009; Grandey, 2000, Montgomery et al., 2005). Nevertheless, current study has narrowed the focus only towards strain based conflict work-family interference. In strain based conflict, strain created in one domain intrudes or "spill over" to the other domain making it difficult to fulfil the duties of that role (Karim, 2009).

In the comprehensive study on dramaturgical perspective by Grandey (2000) states that emotional labour leads to a state of emotional exhaustion. Researchers have identified that acting as ones job role may create emotional exhaustion for two key reasons: (1) the experience of tension from emotional dissonance and (2) the draining of resources or depletion of emotional resources and lack of energy as a consequence of full acting (Ganines & Jermier, 1983 as cited in Yavas et al., 2008; Hochschild, 1983; Wharton, 1993 as cited in Grandey, 2003). Studies have found that emotional exhaustion is closely linked with emotional dissonance (Abraham, 1998, Morris & Feldmen, 1997 as cited by Grandey, 2003)

and both the constructs collectively will lead to negative spillover (Dijik & Kirk, 2007). Further, they identified that emotional dissonance has the highest contribution to emotional exhaustion through surface acting (Dijik & Kirk, 2007; Grandey, 2003), because due to surface acting an employee feels the discrepancy between his/her expressions and inner feeling and this leads to emotional dissonance. For example, an employee may paste a "smile" on her face or put an empathetic "mask" in order to remain polite (Grandey, 2000).

When deep acting is linked to emotional dissonance and emotional exhaustion, it has some fundamental differences when compared with surface acting. Grandey (2000) states that to modify internal states or change inner feelings, there is a requisite for attention and energy, thus, the depletion of cognitive and energy resources may lead to emotional exhaustion. In deep acting the employee makes a sincere effort to feel what is prescribed by display rules this may lessen the gap between what is expressed and what is felt. Further, some argue that when employees get involved in deep acting they would find it difficult or confusing to change their behaviour pattern when they walk out of the work environment. Employees performing deep acting can be too preoccupied with their work roles finding it difficult to detach them self even when they leave their work domain. This scenario has been used as a metaphor to argue that employees who are exposed to high emotional labour and are engaged in high pressure work should "decompress" themselves before moving into normal pressure of private/family life (Maslach, 1982 as cited in Montgomery et al., 2005).

In terms of the findings which directly link emotional labour to WFI, Seery and Corrigall (2008) found a

positive relationship between surface acting (a form of emotional labour) and WFI. Whereas Montgomery et al. (2005) found no significant relationship between surface acting and WFI. Also, Karim (2009) suggests that the "degree of emotional labour undertaken by employees may have negative implications for their psychological wellbeing beyond their work domain" (p. 593). He further highlights that deep acting is significantly related to WFI; nevertheless, the direct effect of surface acting is stronger for WFI when compared to deep acting's impact on same. Empirical studies provide evidence that surface acting, where by employees modify and control one's true emotions, is related to stressful outcomes (Brotheridge, 1999; Brotheridge & Grandey, 2002 as cited in Grandey, 2003).

It has been estimated that emotional labour is embedded to certain degree in most professions. But in the case of service professions emotional labour has become a fundamental component essential to maintain positive relationships with customers (Brotheridge & Grandey, 2002 as cited in Kinman, 2009) in comparison to other occupational groups such as policemen and doctors. Also, studies suggest that the customer services employees are subordinates to their customers, thus, the nature of the relationship stifles the expression of true emotions causing more suppression and faking of emotions (Grandey et al., 2004; Grandey & Fisk, 2006, as cited in Kinman, 2009). From another point of view, customer services employees should be consistently on alert to prevent "emotional leakage" or boredom or frustration (Leidner, 1999; Putnum & Mumby, 1993; Schneider & Brwon, 1999; Zapf et al., 2003 as cited in Kinman 2009) and to treat the customers politely even when their subjected to abuse (Glomb & Tews, 2004 as cited in Kinman, 2009).

Strain created through the job role can interfere with one's personal or family life mainly through the "spillover" effect. The concept of spillover refers to pressures produced in one domain imported to the other domain.

In conclusion, surface acting largely contributes to emotional exhaustion through emotional dissonance and deep acting contributes to emotional exhaustion mostly through energy and resource depletion. Finally the strains created through these processes intrude or spillover to the family domain creating debilitating effects on family life. Based on past studies it can be argued that, if employees are provided with mechanisms to get over the work strain or replace the depleted emotional resources before he or she enters in to the family domain the degree of the negative spillover would be minimised.

5. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Figure 1 depicts the framework and shows how the researchers have conceptualised emotional labour and WFI and hypothesised the possible relationships. Emotional labour is shown as the independent variable consisting of two elements "surface acting" and "deep acting". It is assumed that the independent variable is related to emotional exhaustion which mediates the relationship between the independent variable and the dependent variable which is WFI.

Figure 1: Conceptual framework
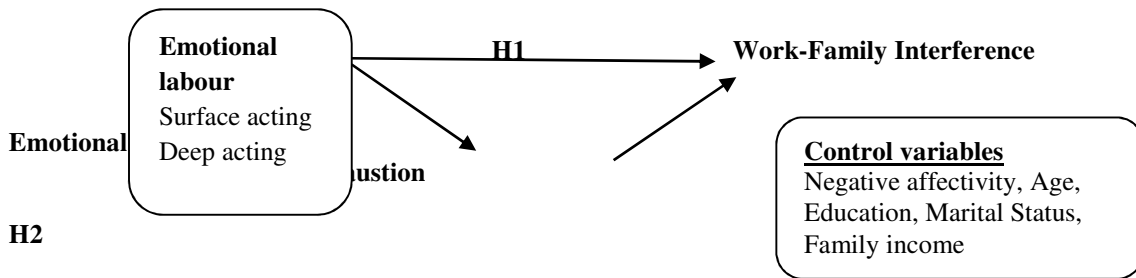
The following are this study's hypotheses:

Hypothesis 1: Emotional labour is positively related to Work-family interference

Hypothesis 2: Emotional exhaustion mediates the relationship between emotional labourand Work-family interference

6. METHODOLOGY

This research is designed as quantitative study. SriLankan Airlines was taken as the contextual setting to conduct the research. The sample for the study comprises of two categories of employees namely the Cabin Crew and Airport Service Agents to represent the population of front-line employees. Convenience sampling which falls under non-random sampling was used as the sampling strategy.

Following the survey method, self reported questionnaires were distributed as the instrument for data collection, out of 350 questionnaires distributed only 206 questionnaires were accepted as properly filled.

Of the 206 questionnaires 105 were Cabin crew and 101 were from Airport Service Agents. The respondents' ages ranged from 19 to 57 years with a mean of 31.72 years. Majority of the respondents were married (52.9%) and 46.6% were single. In terms of education, 66% had studied up to GCE A/L, 12% up to GCE O/L and 11% had Professional qualifications. The participants' family monthly income levels were spread among the five income categories, with 38% earning Rs. 100,000 or more, 26% earning between Rs. 70,000 and Rs. 99,999 and 14% earning between Rs. 50,000 and Rs. 69,999 per month.

Measures with high accuracy were incorporated to the study based on thorough literature review. WFI was measured using the five item scale developed by Netemeyer, Boles, and McMurrian (1996). Scale items were measured on a response scale ranging from 1 (Strongly disagree) to 7 (Strongly agree). The construct of emotional labour was measured by a scale developed by Brotheridge and Lee (1998). This scale is comprised of subscales that measure the six dimensions of emotional labour which are namely duration, frequency, intensity, variety, deep acting and surface acting. Scale items were measured on a response scale ranging from 1 (Never) to 5 (Always). Lastly, emotional exhaustion was measured using the nine item scale developed by Maslach and Jackson

(1986, as cited in Johnson, 2004). These nine items comprise of the emotional exhaustion subscale of the Maslach Burnout Inventory. Scale items were measured on a response scale ranging from 1 (Never) to 7 (Every day). All the measures were shown to have high reliability having Cronbach's alpha over .85. Final scores for the variables were obtained by averaging the items for emotional labour (independent variable), WFI (dependent variable), and emotional exhaustion (mediator variable).

Characteristic and demographic variables were incorporated to the model to control for extraneous sources of variance. Control variables were used in the analysis for hypothesis 1 only. Negative affectivity was measured using the PANAS scale developed by Watson, Clark, and Tellegen (1988). Marital status was measured using a single question "What is your marital status?" and four response categories were given as "single, married, divorced

and widowed". Education qualifications was measured using a single question as "select the highest education qualification acquired" and response categories were given as "Up to GCE O/L, Up to GCE A/L and etc.". Family's monthly income was measured using a single question "What is your family's monthly income?" and were given response categories, as an example "Rs.29, 999 or less, Rs.30, 000 – 49,000, etc. Age was measured by a single question "What is your age?"

The majority of scales demonstrated good internal consistency reliability, where an alpha of 0.70 is the minimum considered acceptable (Nunnally & Bernstein, 1994 as cited Karim, 2009).

6.1 CORRELATION

Bivariate correlations (see Table 1) were done identifying how the study variables are related to each other while with determining the magnitude and direction of the relationship.

Table 1: Correlations

	1	2	3	4	5	6	7
1. WFI							
2. Emotional Labour	.254**						
3. Emotional Exhaustion	0.031	0.580					
4. Negative Affectivity	0.072	0.172*	0.131				
5. Age	0.021	-0.206**	-0.113	-0.146*			
6. Marital Status	-0.035	-0.168*	-0.098	-0.017	0.425**		
7. Education.	0.014	0.040	-0.089	0.044	0.012	-0.039	
8. Family Income	-0.064	-0.188**	-0.134	-0.186**	0.121	0.071	0.057

Note. ** Correlation is significant at the 0.01 level (2-tailed).
   * Correlation is significant at the 0.05 level (2-tailed).

As expected, emotional labour and WFI were positively correlated. However, emotional exhaustion was not correlated to WFI and emotional labour. Emotional labour was negatively correlated to three of the control variables, age, marital status and family

income and was positively correlated to negative affectivity.

6. RESULTS

To test hypothesis 1, WFI (dependent variable) was regressed on emotional labour (independent variable)

after controlling for the five control variables to find out the direct effect of emotional labour on WFI. To test the hypothesis 2, the four step mediation test developed by Kenny and colleagues (as cited in Frazier, Barron, & Tix, 2004) were followed. Table 2 shows the results of the stepwise mediator regression analysis.

First, the dependent variable (WFI) was regressed on independent variable (emotional labour) to find out the direct effect of emotional labour on WFI after controlling the five control variables. Results of the hierarchical regression analysis to test H1 revealed that emotional labour is positively related to WFI (ΔR^2 = .059, β = .254, t = 3.465, p = .001). Hence, Hypothesis 1 was supported.

Second, the mediator analysis was conducted. First step was WFI (dependent variable) was regressed on

emotional labour (independent variable) and it was found that emotional labour was positively related WFI (β = .254, t = 3.748, p = 0.000). Second step, mediator variable (emotional exhaustion) was regressed on the emotional labour (ΔR^2 = 0.003, β = .058, p = 0.41). Third, WFI (dependent variable) was regressed on the mediator variable, emotional exhaustion, controlling for emotional labour (ΔR^2 = 0.000, β = .016, p = 0.813). Direct effect was β = .253. As there was no difference between the direct effect (β = .253) and total effect (β = .254) it can be concluded that there is no mediation effect by emotional exhaustion on the relationship between emotional labour on WFI, which is opposite to the expectation of the researchers. Hence, Hypothesis 2 is not supported.

Table 2: Testing steps of the regression analysis EL on WFI with the mediator emotional exhaustion

	R^2	ΔR^2	β	t	Sig.
Step one					
EL on WFI	0.064	0.064	0.254	3.748	0.000
Step two					
EL on EE	0.003	0.003	0.058	0.825	0.41
Step Three					
EL on WFI			0.253	3.719	0.000
EE on WFI controlling EL	0.065	0.000	0.016	0.236	0.813

Note. EE=Emotional exhaustion

8. DISCUSSIONS AND CONCLUSIONS

Emotional labour has been linked to a variety of well-being and performance related outcomes through the strain created through surface and deep acting in the work domain. The findings of the current study reveals that emotional labour is positively related to WFI in line with the past studies (Brotheridge & Lee, 2000; Grandey, 2003; Kinman, 2008; Montgomery et

al., 2005; Yanchus et al., 2010) and there was no mediation effect by emotional exhaustion on this relationship.

As hypothesised by the researchers emotional labour contributes to WFI. When critically interpreting this result, firstly it should be noted that, scholars have viewed emotional labour in multiple dimensions (Grandey, 2000; Pulguisi, 1999 as cited in Seery & Corrigal, 2009). These dimensions include positives

effects, neutral affects and negatives effects. Furthermore, scholars stress on the fact that even though there are crucial negative outcomes performing emotional labour, if the positive outcomes override the negatives the final effect would be neutral or rather less detrimental to the employee. For instance, the level of effort involved in acting to show a happy face might be exhausting yet the positive reactions from the customer may restore employees' emotional resources and would create a sense achievement (Grandey, 2000). But this outcome can rarely be seen and mostly employees find that performing emotional labour is exhausting. Secondly, service workers perform emotional labour in a highly repetitive manner, and usually have narrow range of emotions that they have to display for their particular job. Therefore, it can be argued that although displaying emotional labour creates strains it is lessened to an extent through the effects of the cheerful psychological state. Moreover, this result is also related to "person-job fit", phenomenon which is not addressed in the particular study but closely associated with concepts studied. Person-job fit corresponds with a person's ability to deep act which softens the negative effects of emotional labour (Grandey, 2000; Yanchus et al., 2010).

Further, the level of job satisfaction is also said to minimise the strain created by one's job, when a person feels good about what he is doing , in such cases it is unlikely to surface therefore produces less strain (Bono & Vey, 2005 as cited in Yanchus et al., 2010; Grandey, 2000). The difficulty of measuring the true nature using the self reported method should also be recalled when interpreting the result. Literature clearly touches on the point that capturing the true nature of sensitive and complicated human elements such as emotions is difficult. Therefore,

although the relationship revealed is positive, the facts which did not come under the current researchers preview should not be undermined.

Emotional exhaustion was incorporated to the study as a mediator between emotional labour and WFI. However, there is no mediator effect between the relationship of emotional labour and WFI. Although past literature highlights that strain created through surface acting and to a lesser extent through deep acting intrude or spillover in to the family domain producing debilitating effects on family domain (Grandey, 2003), how this actually happens need more clarity. Further, researcher could not find literature pertaining to the particular relationship of emotional exhaustion as a mediator between emotional labour and WFI, stressing the need for further investigation.

In conclusion, replicating previous studies and based on the current study findings, emotional labour can be taken as an antecedent linked to variety of well-being and performance related outcomes. This finding highlights the importance of studying relationship factors at work, and their impact on work-family interference. Further, the results of this study extend work-family conflict research to a non-Western country, and identify commonalities and differences between findings of research conducted in Western countries and the findings of the present study which is related to Sri Lanka.

9. PRACTICAL IMPLICATIONS

The ability to manage ones emotions appropriately should be valued in exactly the same way as any other skill (Smith, 1999 as cited in Montgomery et al., 2005). Steps should be taken to develop the skill

of affective management when the show must carry on by front-line employees. They should be educated to master the basic skills behind genuine emotional expressions.

Also, Effort-Recovery Model (E-R Model) (Meijman & Mulder, 1998 as cited in Karim, 2009) suggests that negative effects are produced at work but this necessarily does not raise negative consequences for the employee's well being as long as they are provided with adequate time to recover from these effects. Thus, jobs involving substantial amounts of emotional labour should be given adequate amount of private time to recover from the strain created from the emotional demands. This method works as a decompression strategy, therefore the negative spillover would be minimised.

Based on the findings related to "Emotions Regulation Theory", people can be trained to regulate emotions for social transactions. Training given to regulate emotions would reduce the strain on employees and the acting would be more authentic. Besides these, training may help to internalise their roles rather than faking their emotions (Ashforth & Humphrey, 1983 as cited in Karim, 2009). Moreover, employees can be educated on strategies to cope with work related emotional exhaustion.

The negative consequences of emotional labour can be minimised by recruiting and selecting candidates with a good job fit. If an organisation achieves the best "person-job fit" there would be a minimised need to act for its employees. Substantially organisations should intervene with strategies to broaden positive emotions within employees (as cited in Karim, 2009).

10. LIMITATIONS OF THE STUDY

Firstly, it should be noted that, the sample selected is homogenous with respect to the personal characteristics required by the occupation and also from occupation training. Thus, the findings of the study are restricted to generalise only among a similar population and setting, where the customer services are considered as a prime concern and an essential element for the business. Secondly, all measures are self report based measures. Hence, we cannot avoid the social desire bias. In line with Kinman (2009), self administered reporting brings with it the fundamental difficulty of measuring features of the psychosocial work environment and strains out comes examined in the current study independently of a persons perception of them. Thirdly, sampling convenience basis, non-random procedure may have incorporated unmeasured selection effects. This study only touches one domain excluding the family-work domain. It can be argued that these two domains in adult life is a closely associated which each other, hence studying only one domain would obscure the real picture.

As another important research design limitation (e.g. cross-sectional study), the researchers cannot draw cause and effect inferences. Furthermore, the present study does not assess a person's level of job fit which would have been an important difference to decide on the amount of acting done by an employee. Also, gender has not been taken to consideration.

11. DIRECTIONS FOR FUTURE RESERACH

The main focus of this study can be simplified as an effort to recognise the level of emotional regulation for job requirements and its connection to WFI of entry level or bottom layer employees. In future this

can be extended to the next layer of middle management or to different occupation groups.

Moreover, same can be investigated for jobs that at are different levels and differ in interpersonal transactions and intellectual capacity (e.g. sales, engineering, internal customer service providers). Gender is identified as one of the moderating facts especially when it comes to WFI. Further, studies related to emotions also discuss the gender based difference with relevance to emotional regulation. Thus, research can be done incorporating gender to investigate whether the gender compensate better performance in certain occupations. Also, the incorporation of the family domain would enrich and expand the scope. Emotional labour is visible in the family domain (Yanchus et al., 2010), exploring on how emotional labour created in personal and family domains influence the work obligations would be worthwhile.

Conceptualising emotional labour incorporating other related concepts such as emotional intelligence, personality traits and different organisational factors such as supervisory support, training extended to the employees who are routinely exposed to emotional labour, can be noted as another future direction for research.

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