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**EXTROVERSION AND EMOTIONAL LABOUR: A STUDY ON ORGANIZED RETAIL SECTOR**

**ASHA DAHIYA**  
**ASST. PROFESSOR**  
**MAHARAJA SURAJMAL INSTITUTE**  
**JANAKPURI**

**ABSTRACT**

*The last two decades of the twentieth century witnessed a major global shift in the distribution of employment away from agriculture and Industry into the service sector (Godbout, 1993). Thus, this global shift in regard of employment has created new labour market which is characterized by work roles that emphasize interactions between front-line service workers and customers. Thus, this demands to a new sort of work which involves Emotional Labour, important element of interface service work. The main purpose of this research is to examine the relationship between E and EL. To test the association between E and EL, study focuses on DA mechanism for emotions regulations. The data has been collected from Organized Retail Houses situated in National Capital Region. Convenience sampling method is used for selecting Organized Retail Houses and Respondents. The analysis of the data indicates that an individual possessing high Extroversion trait will regulate emotions from inside out with great ease by indulging in Deep Acting Technique of Emotional Labour Technique of Emotional Labour. The research analysis indicate that an Organized Retail Sector should pay attention to an individual characteristic while making selection, i.e. should select an individual who possess high Extroversion traits because he/she would not feel drained out while regulating emotions as per the display standards of an organization.*

**KEYWORDS**

deep acting technique of emotional labour, emotional labour, extroversion.

**INTRODUCTION**

The last two decades of the twentieth century witnessed a major global shift in the distribution of employment away from agriculture and Industry into the service sector (Godbout, 1993). Thus, this global shift in regard of employment has created new labour market which is characterized by work roles that emphasize interactions between front-line service workers and customers. Thus, this demands to a new sort of work which involves Emotional Labour, important element of interface service work. Service Industry is very wide, it is an umbrella under which many service Industries exist, but there is one Industry which is in its formative years, has huge potential and is rising in leaps and bounds is "Retail Industry. In today's scenario Organized Retail Sector ensures not only "getting a job completed but also the way the job is done, i.e. company ensures that an employee is appropriately decked up with the expressions of seriousness, attitude and concern for the clients so as to match up with the display standards. The reason why companies want their employees to wear makeup while delivering the service is the production of service cannot be separated from its use (Cowell, 1984 as cited in Lashley, 1989) which creates problem for the client to isolate service excellence from the quality of the interaction which took place between service provider and the buyer. As a result, consumer takes into consideration the nature of the service rendered to him/her by the employee while assessing the overall service experience despite of taking service as a separate product which is being delivered to the client. For this reason, employees do makeup of required expressions as per display rules and it also helps in augmenting satisfaction level of customers, immediate improvements in the sale level, gives continuous deals, and ultimately, enhances monetary profits (Hochschild, 1983 and Rafaeli and Sutton, 1987). Thus, in order to match up with the company display rules, employees regulate his/her emotions and here comes Emotional Labour, hence raises the interest of the research scholar.

**EMOTIONAL LABOUR**

Emotion work is the starting point for the understanding of Emotional Labour. The concept of Emotional Labour was originally introduced by Hochschild in 1983. The concept of Emotional Labour and its model of antecedents and outcomes have been continuously developed throughout the years (Ashforth and Humphrey, 1992; Grandey, 1999; Morris and Feldman, 1996). Hochschild (2003) used the term emotion work to refer to any attempt to modify the experience or expression of a consciously felt emotion. Callahan and McCollum (2002) interprets that the term emotional work is appropriate for situations in which individuals are personally choosing to manage their emotions for their own non compensated benefits. The term Emotional Labour is apposite only when emotion work is exchanged for something such as a wage or some other type of payment. According to Hochschild (1983), emotions regulation can be performed in two ways: either by means of Surface Acting Technique (regulation from outside only) or Deep Acting Technique (regulate emotions from inside out).

**REVIEW OF LITERATURE**

- **EMOTIONAL LABOUR**

Aristea Psilopanagioti, Fotios Anagnostopoulos, Efstratia Mourtou and Dimitris Niakas (2012) aimed at investigating the relationships, direct and/or indirect, between emotional intelligence, the surface acting component of Emotional Labour, and job satisfaction in medical staff working in tertiary healthcare. It is found that surface acting is a moderator of the emotional intelligence-job satisfaction relationship. Hierarchical multiple regression analysis revealed that surface acting could predict job satisfaction over and above emotional intelligence dimensions.

Madhuri Mahato and Dr. Pranab Kumar (2012) did a research on Emotional Labour – An Empirical Analysis of the Correlations of Its Variables by considering a sample of 50 employees working in the services sector. The findings of the research point towards highest correlations between the variables of Carry Home – Anger & Excitement; Emotional Variety – Emotional Suppression and Emotional Privacy – Positive Emotions. This indicates that for any employee the varied emotions experienced at work are likely to be carried home, especially for those where the emotions are either Anger (highly negative) or Excitement (highly positive). The study also reveals that the higher the variety of emotions expressed, higher would be the rate of suppression. Also, if a high level of emotional privacy is provided to the employees at the workplace without subjecting the employee to any display rules, there is an indication of a conducive work climate where the employees by and large express positive emotions.

Elena-Madalina Iorga, Dan Florin Stanescu and Drago Iliescu (2012) investigates the extent to which Emotional Labour strategies result in burnout for employees who work in direct sales. The study has been conducted using a survey method of 107 Romanian bank tellers. The results reveal that Surface acting is positively correlated with emotional exhaustion in the case of a sample of Romanian bank tellers. This means that, the more bank tellers try to show positive emotions at work, the more overextended and exhausted they feel. The study also reveals that Deep Acting Technique of Emotional Labour is positively associated with the dimension of positive accomplishment from the burnout scale.

S. Shameem and M.P. Ganesh (2013) explored the mediating role of Emotional Labour between nature of interaction and intention to quit in hotels and call centers. The results showed that Emotions play a crucial role in service provider (employees) and customer interactions. Understanding of Emotional Labour will help the organizations to manage employee-customer relationship better. It is also found that Emotional Labour is significantly related to intention to quit.

H. Nejat Basim, Memduh Begenirbas and Rukiye CAN Yalcin (2013) examined Personality trait (Extraversion) of teachers significantly affecting their Emotional Labour strategies, relationship between teachers' Emotional Labour strategies and emotional exhaustion and the mediating role of Emotional Labour in the relationship between personality and emotional exhaustion. For the investigation data has been obtained from 798 teachers working in primary and high schools in Ankara and Eskisehir. The findings showed emotional exhaustion is significantly predicted by surface acting, significant relations between openness to experience and Deep Acting Technique of Emotional Labour. The study also confirmed the mediating role of Emotional Labour.

Garima Mathur, Navita Nathani and Shweta Sarvate (2013) investigated the Emotional Labour and work stress among the medical staff including both Doctors and Nurses in Indian working environment. The study reveals that the relationship between Emotional Labour and work stress in case of doctor and nurses is positive. Interestingly study also indicates that doctors and nurses do not differ significantly in Emotional Labour as well as work stress.

#### • EXTROVERSION

S. Rothman and E.P. Coetzer (2002) aimed to determine the relationship between personality dimensions (extroversion) and job satisfaction in a pharmaceutical organization with the sample consisted of 159 employees in a pharmaceutical organisation. The results showed that job satisfaction has a positive relationship with positive emotions (a facet of Extraversion).

Diefendorff, Croyle, and Gosserand (2005) operationalized positive affectivity with extroversion and suggested that similar hypotheses can be generated with regard to relationship between extroversion and Emotional Labour. Results provided support for their hypotheses indicating that extroversion is significantly and negatively related to surface acting. On the other hand, no relationship was found between Deep Acting Technique of Emotional Labour and extroversion.

Alia Al-Serkal (2006) No relationship was found between Personality and Emotional Labour. Nonetheless, positive relationships were observed between conscientiousness and peer support, as well as Influence over decision making. Hence, this study was inconsistent with Tews and Glomb (2003), as they found that Extroversion was positively related to expressing felt positive emotions.

Austin, Dore and O'Donovan (2008) explored the relationship between Extroversion and Emotional Labour. The study reveals that there is a negative relationship between Extroversion and surface acting.

Mohammad Reza Akhavan Anvari, Nader Seyed Kalali, and Aryan Gholipour (2011) explored the effect of Personality (Extroversion) trait on job burnout. In the research model, job burnout is dependent variable and extraversion is independent variable. The results show negative impact of extroversion on job burnout.

H. Nejat Basim, Memduh Begenirbas and Rukiye Can Yalcin (2013) examined the effects of teachers' Personality trait (Extroversion) on their emotional exhaustion. For this purpose data has been collected from 798 teachers working in primary and high schools in Ankara and Eskisehir. The study reveals negative relationship between extroversion and emotional exhaustion. Thus, the communication power of extroverted people and their social abilities, energy and cheerfulness reduced the risk of emotional exhaustion.

### NEED AND IMPORTANCE OF THE STUDY

This study is making an attempt to study Emotional Labour in Organized Retail Sector. The present paper focusing on Individual Personality (Extroversion) with Emotional Labour in Organized Retail Sector, with reference to National Capital Region. In present scenario, Organized Retail Sector ensures that an employee display expressions of genuineness and concern for the consumers so as to match up with the display rules because the consumers do not segregate interactive experience from the product. This management and regulation of emotions, when paid and done for a wage, is called Emotional Labour (Hochschild, 1983). Therefore, raises the interest of the researcher.

### STATEMENT OF PROBLEM

The purpose of the research paper is to explore the association between Individual Personality i.e. Extroversion trait, and Emotional Labour. The present study investigates how an Individual Personality, i.e. Extroversion trait, influence the way people engage in executing Emotional Labour.

### OBJECTIVES OF THE STUDY

The objective of the study is to find out the relationship between Individual Personality i.e. Extroversion, and Emotional Labour (Deep Acting Technique of Emotional Labour).

### RESEARCH METHODOLOGY

The data for the analysis has collected through Questionnaire from the National Capital Region consisting of large number of Organized Retail Outlets. The researcher has used Extroversion Scale by Martinez and John (1998) and Emotional Labour Scale by Brotheridge and Lee (1998) for measuring the respective variables. In this study researcher has used Convenience Sampling Method for selecting Organized Retail Houses and Respondents (Organized Retail Sector Employees) from National Capital Region. The Data has been analyzed through statistical tools.

### RESULT AND DISCUSSIONS

Hypothesis 1: *There is no relationship between Extroversion and Deep Acting Technique of Emotional Labour.*

It is proposed that there is no relationship between Extroversion and Deep Acting Technique of Emotional Labour Technique of Emotional Labour. To test the hypothesis, Pearson's Coefficient of Correlation, Test Statistics (t-Test), P value approach with 0.05 Level of Significance were administered on the sample data.

TABLE 1: RELATIONSHIP BETWEEN EXTROVERSION AND DEEP ACTING TECHNIQUE OF EMOTIONAL LABOUR ACROSS NCR

Variable	E	DA
Descriptive Statistics		
No. of Respondents	500	500
Pearson r	0.77	
t value	26.93	
df	498	
P value	<.00001	

\*E= Extroversion and DA= Deep Acting

\*\* Correlation is significant at 0.05 level(2-tailed)

From the analysis it is evident that the value of Pearson's Coefficient of Correlation for Extroversion and Deep Acting Technique of Emotional Labour Technique of Emotional Labour ( $r=0.77$ ) is statistically significant at  $p<0.05$  because the p value ( $p<.00001$ ) is lesser than the level of significance ( $\alpha=0.05$ ) which indicates that there is a strong positive correlation among the variables, hence, the hypothesis "There is no relationship between Extroversion and Deep Acting Technique of Emotional Labour Technique of Emotional Labour", is rejected.

In order to understand the relationship between Extroversion and Deep Acting Technique of Emotional Labour more thoroughly, Regression Analysis was administered on the data. From the analysis it is evident that the Regression Coefficient ( $b=0.48$ ) is statistically significant at 0.05 Level of Significance which indicates that Extroversion is a significant predictor of Deep Acting Technique of Emotional Labour. The Coefficient of Determination for Deep Acting Technique of Emotional Labour (dependent variable) and Extroversion (independent variable) comes out to be 0.59 which indicates that 59 percent of variation in the Deep Acting Technique of Emotional Labour is due to change in the Extroversion variable

TABLE 2: IMPACT OF EXTROVERSION ON DEEP ACTING TECHNIQUE OF EMOTIONAL LABOUR

Variables	E and DA
Descriptive Statistics	
b	0.48
s(b)	0.02
R <sup>2</sup>	0.59
df	498
t value	24
Sig	<.00001

\*E= Extroversion and DA= Deep Acting

\*\* Regression is significant at 0.05 level(2-tailed)

## FINDINGS

It has been found that Extroversion is positively correlated with Deep Acting Technique of Emotional Labour. Therefore, from the results it is concluded that individuals possessing high Extroversion traits prefers to regulate emotions from inside out by indulging in Deep Acting Technique of Emotional Labour because extrovert individuals are predisposed to experience positive emotions more often. These findings advocate that selecting an Extrovert individual who is predisposed to express positive emotions and experience positive feelings may be beneficial for both organizational and Employee Well- Being.

## RECOMMENDATIONS

The present study has found significant relationships Extroversion and Emotional Labour indicating that an Extrovert individual prefers to engage in Deep Acting Technique of Emotional Labour. These findings recommend that an organization should focus on an individual personality (Extroversion) trait while making the selection since it is beneficial for both Organizational as well as for an Employee Well- Being.

## CONCLUSIONS

The findings of the study would be very useful for Organized Retail Sector. Emotional Labour should be taken seriously since it affects the Customer as well as Financial Performance of the Organization. Emotional Labour in Service Sector deserves researchers' attention.

## LIMITATION OF THE STUDY

The limitations of any research may be the starting point for another research. Firstly, limited number of Organized Retail Houses and limited number of Employees from the National Capital Region, selected for the analysis. Secondly, lack of willingness to fill up the questionnaire by the respondents. In the last, statistical tools used for the data analysis too have its inherent limitations.

## SCOPE FOR FURTHER RESEARCH

For future research, more Individual Characteristics like Affectivity and Conscientiousness should be taken up. This study focused only on the Antecedent of Emotional Labour, future researcher may investigate the Moderators of the Emotional Labour.

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