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EMOTIONAL LABOUR AS A PREDICTOR OF ORGANIZATIONAL COMMITMENT IN SELECTED CALL CENTRES LOCATED IN CHANDIGARH REGION

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ABSTRACT

Emotional labour is the hard work of making art, producing generosity, and exposing creativity. The present study has made an attempt to show emotional labour (independent variable) as a predicting variable for organizational commitment (dependent variable) in selected Call Centres located in Chandigarh region. Call Centres operate through telecommunication and internet sources, as a result the employees don't face the customer's directly. As a result, their organizational commitment is measured in the current study. Through research tools such as correlation and regression an attempt has been made to predict the relation of 200 respondents for the above stated variables.

KEYWORDS

emotional labour, organizational commitment, call centre.

INTRODUCTION

According to Forreter (2012), "In this age of the customer, the only sustainable competitive advantage is knowledge and engagement with customers". In the fast moving world, companies have to provide non- stop services to customers. Missions and visions of the companies are set up by Corporate and Business levels. The actual conversion of state vision and mission is achieved by employees of the organizations. It is not the organization that interacts with the customers. In fact, employees act as a bridge between the two. Organizations need employees who act as a mannequin in the hands of the managers. However, organizations are not cold and dispassionate places. Employees care about their work and the work also depends upon the relationship which they share with their colleagues. As long as the work requires humans, emotions cannot be separated from them.

The term was first introduced by Hochschild (1983), "Emotional Labour", in her book "The Managed Heart- Commercialization of Human Feelings". According to her, Emotional Labour refers to "the management of feelings to create a publicly observable facial and bodily display.

Hochschild (1983) is of the view that management of emotional labour is required to manage perspective. It is based on the three types of "acting strategies" service provider performs. The first one is **surface acting**. It involves employees simulating emotions that are not actually felt, by changing their outward appearance (facial expression, gestures, or voice tone) when performing the required emotions while interacting with the customers or organizational staff. The second one is **deep acting**. It occurs when employees' feelings do not fit the situation. They then use their training or past experience to work up the correct emotions. It involves changing inner feelings by altering something more than outward appearance. The third one is **genuine acting**. This acting strategy was an addition to the work of Hochschild, 1983, by Ashforth and Humphrey 1993. Genuine acting is used to imply the situation where employees spontaneously experience and express the same emotions.

Emotional labour is that work which requires the engagement, suppression, and evocation of the worker's emotions in order to get the job done. In simple words, emotional labour requires affective sensitivity and flexibility with one's own emotions as well as those of others.

The objective of the current study is to measure emotional labour as a predictor of organizational commitment in selected Call Centre service organizations. A belief held by service employers is that high correlation is found between employees' smiling faces and increasing revenues. Employees of the Call Centre need not display friendliness and enthusiasm as there is no face to face contact with the client, but through telephone the customers are influenced to buy new and innovative products and also help in repeated orders from the clients. Even when the employee faces fastidious and rough client, he is expected to keep a positive and smiling face so that organizational goals can be achieved. The following table 1 shows the tabulated presentation of review of literature.

TABLE 1: REVIEW OF LITERATURE PREDICTING THE EFFECT OF EMOTIONAL LABOUR ON ORGANIZATIONAL COMMITMENT

Author	Country	Field	Major objectives	Major findings
Guleryuj et.al (2008)	Turkey	Hospitals (Nurses)	To examine the relationship among emotional intelligence, job satisfaction and organizational commitment	The paper had 2 main findings, 1) job satisfaction was found a mediator between emotional intelligence and organizational commitment. 2) "self emotion" and "use of emotions" dimensions of emotional intelligence had direct effect on organizational commitment.
Yang and Chu (2007)	Taiwan	Hospitals (Nursing)	The paper aimed at questionnaire survey on variables such as emotional labour, job satisfaction and organizational commitment.	Surface acting strategy showed a negative relationship between job satisfaction and leading to low organizational commitment. On the other hand deep acting strategies of Emotional labour had positive relationship on job satisfaction and organizational commitment.
Lok and Crawford (2003)	U.S.A.	Hospitals (Nursing)	Investigating relationship between employees perceptions of organizational culture and job culture, job satisfaction and commitment	The paper suggested that managers should give focus on sub cultures of different nursing wards also.
Goserend (2003)	U.S.A.	Service sector	Had proposed a model having antecedents, moderators and outcomes	The findings showed that an employee high on positive affectivity, low on negative affectivity, and who feel supported by their organizations are having high job satisfaction
Gunlu (2000)	Turkey	Hospitality (managers)	To identify the effect of job satisfaction on Organizational commitment for managers	A positive relationship between extrinsic, intrinsic, and general job satisfaction on normative and affective commitment.
Yousef (1998)	U.S.A.	Service sectors	Explored the role of job satisfaction, multicultural environment and organizational commitment	Result showed positive relationship between job satisfaction and job security on one hand and on other job performance and organizational commitment

Source: Self Conceptualized

The table shows number of studies on the both variables jointly in foreign countries. Almost no research was found in Indian scenario. The present paper has made an attempt to show the relationship in India. **The need for conducting the present study, "Emotional Labour as a predictor of Organizational commitment in selected Call Centre service organizations located in Chandigarh Region" has been summarized in the following three points:**

1. To examine the interaction of employees with customers through tele-call interactions.

2. To examine the relationship of employer and employee under Sec15 (2) of Salary under the Income Tax Act, 1961 exists between the above two. If the employee works under the control and supervision of Employer and in words Employer is said to control the action and functions of the employee.
3. To examine employee's performance on the basis of frequent interaction with customers and other employees in routine work.

CALL CENTRE SERVICE ORGANIZATIONS – AN OVERVIEW

A Call Centre is a centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone. A Call Centre is operated by a company (belonging to India or multi-national company) to administer incoming product support or information inquiries from consumers. Outgoing calls for tele-marketing, clientele, product service and debt collections are also made (Subramaniam 2008). NASSCOM, (National Association of Software & Service Companies). Infosys BPO, for instance, which employs over 25,000 in multiple centres across India, the Philippines, China, Poland, Mexico and the US, spends 2.5 per cent of its \$500 million annual revenues on training. Raghavendra K., its human resources head, says attrition has more to do with social factors than compensation. As much as 42 per cent of its staff are women, and those married tend to move along with their husbands when they get transferred. "Operating in the metros will become untenable due to the challenges of transport, rentals and emerging options before the youth today," he says Indian Call Centre are typically characterized by formal, structured and rationalised Human Resource Management system with tightly controlled organizational structures. Human Resource Management plays a strategic role with a focus on several employee involvement and commitment work practices, (Budhwar *et al.*, 2006)

TABLE 2: CHALLENGES IN CALL CENTRE FOR THE EMPLOYEES

1. Operators working from a script
2. Non-expert operators (call screening)
3. Incompetent or untrained operators incapable of processing customer's requests effectively
4. Overseas location, with language and accent problem
5. Excessive waiting time to be connected to an operator
6. Complaints that departments of companies do not engage in communication with one another
7. Close scrutiny by management
8. Low compensation
9. Restrictive working practices
10. Stress
11. Repetitive job task
12. Work performed in shifts
13. Health Problem
14. Nature of customers

Source: Self conceptualized

GEOGRAPHIC SCOPE OF THE PRESENT STUDY

The geographical scope of the present study includes Chandigarh, a planned city, a union territory, and the capital to two states, *viz.* Punjab and Haryana, Mohali, city from Punjab and Panchkula, city from Haryana, also known as Chandigarh Capital Region. The area has been selected by the researcher on the basis of judgement and convenience.

OBJECTIVES OF THE STUDY

1. To examine the relationship between emotional labour and organizational commitment among employees in selected Call Centre service organizations located in Chandigarh region.
2. To study employee's perception for emotional labour, and organizational commitment among employees in selected Call Centre service organizations located in Chandigarh region.
3. To explore the relationship between emotional labour, organizational commitment and socio-demographic variables among employees in selected Call Centre service organizations located in Chandigarh Region.
4. To suggest Call Centre organization manager's strategies to reduce emotional labour and leading to a committed work force.

HYPOTHESES OF THE STUDY

H₁ shows the assumptions regarding the relationship between four dimensions of Emotional labour, namely surface acting, deep acting, emotional consonance and suppressions with organizational commitment.

H₁: All the four dimensions of emotional labour predicts organizational commitment in Call Centre service organizations.

H_{02a}: Employee perception for emotional labour, and organizational commitment in Call Centre organizations doesn't differ significantly.

HYPOTHESES FOR SOCIO-DEMOGRAPHIC PROFILE

H₀₃: There is no significant statistical association between emotional labour, organizational commitment, and socio-demographic variables.

H_{03a}: There does not exist a significant statistical association between all the four dimensions of emotional labour, organizational commitment and gender of the employees.

H_{03b}: There does not exist a significant statistical association between all the four dimensions of emotional labour, organizational commitment and different age groups of the employees.

H_{03c}: There does not exist a significant statistical association between all the four dimensions of emotional labour, organizational commitment and education of the employees.

H_{03d}: There does not exist a significant statistical association between all the four dimensions of emotional labour, organizational commitment and experience of employees.

METHODOLOGY

Survey method of research was used to conduct the study. Four Call Centre namely, 1) COMPETENT SYNERGY (Domestic Call Centre), 2) Tata TELE SERVICES (Domestic Call Centre), 3) IBM DAKSH (International Call Centre) and 4) DELL (International Call Centre), were the sample organizations for the study. A total of 200 employees working in the stated Call Centre service organization became the sample respondents. The paper had two variables, independent one was Emotional labour and dependent variable was organizational commitment. Emotional Labour scale included items that represented the four dimensions of Emotional Labour described by using the Validation of the Dutch Questionnaire on Emotional Labour (Naring *et al.*, (2005)) and organizational commitment includes items described by using the scale developed by Mowday *et al.*, (1979). Demographic information was collected through questions on gender, age, education, experience and income. Analysis was performed using SPSS Version 16.0. For testing the objectives tools such as Pearson Correlation, Multiple-regression and ANOVA Test was used in the study.

TABLE 3: RESPONDENTS' PROFILE

CALL CENTRES		
	Frequency	Percentage (%)
1. Gender		
Male	107	54%
Female	93	46%
n=	200	100%
2. AGE		
Belocall centtrw 20 yrs	16	8%
Between 20-34	170	85%
Between 35-54	14	7%
35 and above	-	-
n=	200	100%
3. Education		
10 th -12 th	14	07%
Under-graduates	21	10.5%
Graduates	138	69%
Post graduates	27	12.5%
n=	200	100%
5. Expearence		
Less than 5 years	138	69%
5 years-10 years	42	21%
10 years and above	20	10%
n=	200	100%
6. Income		
Less than ₹3 lakh	93	46.5%
Between ₹3lak- ₹6 lak	58	29%
6 lak Above and above	49	24.5%
n=	200	100%

Table 3 represents the profile of respondents who participated in the study. As it can be seen from the Table 1, the percentage of male respondents are 54% that are 107 out of 200 whereas there are 46% female respondents that are 93 out of 200. At age 170 (85%) of respondents are between the age group of 35-54 years. There are 138 (69%) respondents who are Graduates, 27 (27%) are Postgraduates, 14 (7%) are qualified to senior secondary level and only 21 (10.5%) respondents are undergraduates. Out of 200 respondents, 20 (10%) respondents have more than 10 years experience, 138 (69%) respondents have experience below 5 years and the rest of the 42 (21%) respondents has experienced between 5-10 years. Further Experience demographic profile show that 58(29%) have income between ₹ 3 Lakhs- ₹ 6 Lakhs, 93(46.5%) respondents earned less than ₹ 3 lakhs while 24.5% of the employees had earning above ₹ 6,00,000.

DESCRIPTIVE STATISTICS

TABLE 4: MEAN AND STANDARD DEVIATION

S.No.	Dimensions	Mean	Standard Deviation
1	Surface Acting	3.77	0.65
2	Deep Acting	3.88	0.67
3	Emotional Consonance	3.99	0.82
4	Suppression	3.93	0.77
5	Organizational Commitment	4.18	0.47

Table 4 presents the Mean and Standard Deviation of all the observed variables for employees of selected Call Centre service organization. An investigation of table 2 reveals that the mean score of emotional labour dimensions is found to be 15.57 for respondents with SD 2.91. It also demonstrates that mean score of organizational commitment dimensions is 4.18 with SD 0.47. It shows that the scores on emotional labour and organizational commitment variables scores ranges from average to above average but normal.

RESEARCH OBJECTIVE 1 - CORRELATION AND REGRESSION ANALYSIS

The relationship between various dimensions of emotional labour and organizational commitment has first been investigated by using Karl Pearson correlation. The preliminary analysis reveals that there is no violation of the assumptions of linearity and homoscedasticity and all associations are found to be significant at the 95 percent level. Table 4 shows positive correlation between emotional consonance ($r = 0.511, p \leq 0.05$), followed by suppression ($r = 0.498, p \leq 0.05$) and deep acting ($r = 0.424, p \leq 0.05$) with organizational commitment. In a Call Centre, it is seen that employees have tele- interaction with the customers. They need not be physically present while performing the goals of the organization. So, it can be stated that employee is easy in expressing the positive emotions in front of customers and is found to be stuck for long periods in the organization.

TABLE 5: CORRELATION- EMOTIONAL LABOUR DIMENSIONS AND ORGANIZATIONAL COMMITMENT FOR CALL CENTRE SERVICE ORGANIZATIONS

	Surface Acting	Deep Acting	Emotional Consonance	Suppression
Organizational Commitment	0.413*	0.424*	0.511*	0.498*

- 1) Pearson Correlation
- 2) *Correlation significant at .05 level

To explore the fit of multiple regression model and to discover the best predictor of organizational commitment, multiple regression has been used with the dimension of emotional labour as the predictors. The initial analysis reveals no violation of the assumption regarding sample size, multicollinearity, and outliers. In terms of casual relationship between four dimensions of emotional labour and satisfaction with information, the adjusted $R^2 = 0.310$ is found positively statistically significant.

Out of four dimensions, as shown in the Table 6, three dimensions, viz. emotional consonance ($\beta = 0.291, p \leq 0.05$), suppression ($\beta = 0.204, p \leq 0.05$) and surface acting ($\beta = 0.170, p \leq 0.05$) are significantly predicting organizational commitment. It means that in Call Centre employees while attending customers try to display emotions that they are expected to show at the time of service in Call Centres and also they try to hide their anger or any disgust happening that affect their satisfaction with information. The significance value of the F statistic is less than 0.05, which means that variation explained by model is not due to chance.

The value of the variance inflation factor (VIF) and tolerance value (TV) for linear multiple regression model is presented in Table 6. As indicated in the Table 5 the value of VIF, which served as an indicator of multicollinearity, ranges 1.439- 2.187, far below the cut-off value of 10. Besides, it can be seen that the tolerance value for each independent variable is closer to one that indicates there is no evidence of multicollinearity problem in the multiple regression model as shown.

TABLE 6: MULTIPLE REGRESSION MODEL SUMMARY AND MULTICOLLINEARITY DIAGNOSTICS-IMPACT OF EMOTIONAL LABOUR ON ORGANIZATIONAL COMMITMENT FOR CALL CENTRE SERVICE ORGANIZATIONS

Independent Variable		Standardized Regression Coefficients	t-value	Sig.	Tolerance value	Variance inflation factor
Constant			14.432	0.000		
Emotional consonance		0.291	3.531	0.001	0.509	1.963
Surface acting		0.170	2.402	0.017	0.685	1.439
Suppression		0.204	2.343	0.020	0.557	2.187
Multiple R	0.566					
R²	0.320					
adjusted R²	0.310					
F	30.802			0.000		
Sample Size	200					

1)Independent variable : dimensions of emotional labour

2)Dependent variable: organizational commitment

3)R² refers to the coefficient of determination that measures the proportion of the variance in the dependent variable that explained by the independent variables.

Hypotheses Testing for H₁ The above results reveal that hypothesis H₁ is partly accepted and partly rejected. The analyses also display that emotional consonance is the best predictor of organizational commitment.

Research objective 2: To study employee’s perception for emotional labour, and organizational commitment among employees in selected Call Centre service organizations located in Chandigarh region.

Independent t-test analysis has been used to analyses the perception of emotional labour, and organizational commitment in selected Domestic and International Call Centre employees. Table 6 shows the results of the analysis. The results indicate that Domestic and International Call Centre employees have different perception on emotional labour, and organizational commitment.

It is seen that out of the scale of four dimensions of emotional labour, not even in one dimension, namely surface acting, deep acting, emotional consonance and suppression, the employees of domestic Call Centres perceive emotional labour differently from international Call Centres.

It has been seen that out of scale of organizational commitment, the employees of international Call Centres perceive organizational commitment differently from international Call Centres. When applied Independent t-test analysis on the differences between the mean scores of three groups, the difference is statistically at the 95% level.

TABLE 7: PERCEPTION OF EMPLOYEE’S ON ORGANIZATIONAL CULTURE, EMOTIONAL LABOUR, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT PERCEPTION DOMESTIC AND INTERNATIONAL CALL EMPLOYEES

Emotional labour, and organizational commitment perception Domestic and International Call employees.	Domestic Call Centres	International Call Centres	f-value	Significance level
Emotional Labour				
Surface acting	3.78	3.77	0.078	0.780
Deep acting	3.85	3.92	0.811	0.369
Emotional consonance	3.89	4.10	0.906	0.342
Suppression	3.84	4.02	2.50	0.115
Organizational Commitment				
Overall commitment	4.02	4.35	4.30	0.039*

*Significance Level 95%

The statistical significant difference in Emotional Labour and Organizational Commitment in Call Centres, perception exist in the following dimensions that relate to:

1) Organizational commitment (F value=4.30 , p=0.039)

Hypotheses Testing for H₀₂

The above results reveal that Hypotheses H₀₂ are partly accepted and partly rejected. The analysis exposes that **male and females** do not differ on all dimensions of emotional labour dimensions, in selected services, they only differ on organizational commitment towards their organization.

Objective 3 Emotional Labour and Job Satisfaction across socio demographics (Gender, Age, Experience and Education)

TABLE 8: ANOVA STATISTICS

S.no	Dimensions	Gender		Age		Experience		Education	
		F- value.	Sign.	F- value	Sign.	F- value	Sign.	F- value	Sign.
1	Surface acting	.006	0.936	1.362	0.258	1.362	0.258	.006	0.936
2	Deep acting	3.382	0.067	1.594	0.206	1.594	0.206	3.382	0.067
3	Emotional consonance	0.124	0.725	1.658	0.193	1.658	0.193	0.124	0.725
4	Suppression	1.744	0.188	1.533	0.219	0.219	0.219	1.744	0.188
5	Job satisfaction	2.184	0.141	2.15	0.119	2.15	0.119	2.184	0.141

Significance 0.05

There may be differences in perception of emotional labour and organizational commitment across age, gender, age, experience and education level. In order to see whether the average perceptions (of the issues or variables under investigation) were identical for all groups involved in this survey, the Kruskal-Wallis one-way ANOVA test was performed. It is seen that the employees of Domestic Call Centre perceive emotional labour and organizational commitment in same manner as International Call Centre for all socio- demographic profile.

No significant differences are found among surface acting, deep acting and emotional consonance and socio - demographics, namely Age, gender, experience and educational level.

LIMITATIONS OF THE STUDY

Every research work has its own limitations and this study is no exception. In designing the present paper, the researcher has endeavored to remain scientific throughout. However, to err is human. The present study, suffers from the following limitations.

1. The measures included in this research were based upon the perceptions of the employees of four different Call Centre service organizations. Therefore, the potential for data inaccuracies due to item misinterpretation or predisposition to certain responses on the part of the participant does exist.
2. The perception of employees in Chandigarh Region may vary from those of the rest of India.
3. The data was collected during the working hours from the respondents. As a result, respondents might not have been able to give all correct answers due to their grossment in work.

CONCLUSION

It can be inferred from the above results that employee states that by showing organizational expected face to clients they feel committed towards organization. During the collection of primary data it was observed that employees were given coaching, mentoring and training for script learning which further leads to organizational commitment. Everything was pre written for the employee and only he needed to perform his work.

The result of the study was found supports with **Mann 2005 and Morris et al., 1991** which shows positive relationship exist between emotional labour and organizational commitments. The study was different from the study conducted by **Mann, 2005**, because in her study, she had treated organizational commitment as an antecedent variable but in the present study the variable is treated as the outcome of emotional labour and its four dimensions i.e. surface acting, deep acting, emotional consonance and suppression.

Conclusively, the research has provided a peep into the nature of relationship among emotional labour, and organizational commitment of two domestic and two international Call Centre. The relationships that were revealed may provide additional insight into discovering the connection among the four variables even though there are some limitations surrounding the study.

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