

**MASKING WITH SMILE: AN EMPIRICAL STUDY OF EMOTIONAL LABOUR
AND ITS RELATIONSHIP WITH JOB BURNOUT AND JOB SATISFACTION IN
POST OFFICES OF DELHI, NATIONAL CAPITAL REGION, INDIA**

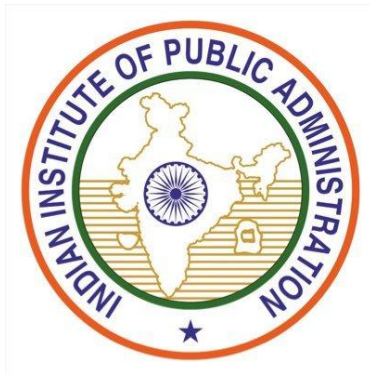
A dissertation submitted to the Indian Institute of Public Administration (IIPA), New Delhi for the Degree of Master's of Philosophy in Social Sciences, in partial fulfillment of the requirement for the 48th Advanced Professional Programme in Public Administration.

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CERTIFICATE

I have the pleasure to certify that **Mr. Arvind Varma** has pursued his research work and prepared this dissertation titled **“Masking With Smile: An Empirical Study of Emotional Labour and its Relationship With Job Burnout And Job Satisfaction in Post Offices of Delhi, National Capital Region, India”** under my guidance and supervision. This dissertation is the result of Mr. Arvind’s own research and to the best of my knowledge, no part of it has earlier comprised any other dissertation or book. This is being submitted to the Punjab University, Chandigarh for the award of Master’s in Philosophy in Social Sciences in partial fulfillment of the requirement for Advanced Professional Programme in Public Administration (APPPA) of Indian Institute of Public Administration (IIPA), New Delhi.

I recommend that the dissertation of Mr. Arvind Varma is worthy of the award of Master’s in Philosophy.

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Arvind Varma
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SELF DECLARATION

I declare that the dissertation titled **“Masking With Smile: An Empirical Study of Emotional Labour and its Relationship With Job Burnout And Job Satisfaction in Post Offices of Delhi, National Capital Region, India”** for the award of Master’s of Philosophy in Social Sciences of Punjab University, Chandigarh, is original research work and that this work or part of this has not been submitted for the award of any degree or diploma of either this or any other university.

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Place: IIPA, New Delhi

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TABLE OF CONTENTS

Chapter	Content	Pages	
		From	To
Chapter -1	Introduction: <ul style="list-style-type: none"> • Background • Statement of the Problems • Objectives • Research Questions • Rationale • Research Approach, Research design and Data sources • Source of Data & Method of Data Collection • Chapterisation Scheme 	1	13
Chapter -2	Theoretical Aspects of Emotional Labour and Measurement Scales	14	30
Chapter -3	Theoretical Perspective of Job Satisfaction & Job Burnout	31	48
Chapter -4	Changing Role of Department of Posts and Organisation Behaviour	49	63
Chapter -5	Comprehensive Literature Review & Formulation of Hypotheses	64	92
Chapter -6	Frequency Analysis & Graphical Presentation of Quantitative Data	93	108
Chapter -7	Statistical Analysis of Quantitative Data and Hypotheses Testing	109	161
Chapter -8	Analysis of Data of Qualitative Study	162	170
Chapter -9	Discussion on Results of Analysis, Conclusions and Recommendations for Institutionalised Framework	171	190
	Bibliography	191	195
Appendix A	Details of Questionnaires related to Emotional Labour, Job Burnout and Job Satisfaction and Score Criterion of Measurement of Degree	196	198
Appendix B	Name of identified Post Offices of Delhi NCR under jurisdiction of Delhi Circle for study.	199	201

ABBREVIATIONS

EL	Emotional Labour
JS	Job Satisfaction
JB	Job Burnout
NE	Natural Expression
SA	Surface Acting
DA	Deep Acting
ES	Emotional Suppression
EE	Emotional Exhaustion
DP	Depersonalisation
PA	Personal Accomplishment
WE	Work Engagement
WC	Work Commitment
SD	Standard Deviation
SSC	Staff Selection Commission
LDCE	Limited Departmental Competitive Examination
DoP	Department of Posts
POSB	Post Office Savings Bank
IPPB	India Post Payments Bank
CBS	Core Banking Solution
POPSK	Post Office Passport Seva Kendra
DBT	Direct Benefit Transfer

List of Tables

Table No	Title of Table	Page No.
1.	Score Criterion for Degree of strategies of Emotional Labour	94
2	Frequency Distribution of Gender of Respondents	
3	Frequency Distribution of Age of Respondents	95
4	Frequency Distribution of Qualification of Respondents	96
5	Frequency Distribution of Designation of Respondents	97
6	Frequency Distribution of Job Experience of Respondents	98
7	Frequency Distribution of Degree of Natural Expression	99
8	Frequency Distribution of degree of Surface Acting	100
9	Frequency Distribution of degree of Deep Acting	101
10	Frequency Distribution of Degree of Emotional Suppression	102
11	Frequency Distribution of Emotional Exhaustion	103
12	Frequency Distribution of degree of Depersonalization	104
13	Frequency Distribution of degree of Personal Accomplishment:	105
14	Frequency Distribution of Work Commitment	106
15	Frequency Distribution of Degree of Work Engagement	107
16	Calculation of Cronbach Alpha Score	110
17	Mean and SD of Natural Expression strategy of EL based on Gender	111
18	Independent Samples Test for Natural Expression and Gender Difference	112
19	Mean and SD of Surface Acting strategy of EL based on Gender	113
20	Independent Samples Test for Surface Acting base on Gender Difference	114
21	Mean and SD of Deep Acting strategy of EL based on Gender	114
22	Independent Samples Test of Deep Acting and Gender Difference	115
23	Mean and SD of Emotional Suppression based on Gender Difference	116
24	Independent Samples Test of Emotional Suppression based on Gender	116
25	Mean and SD of Natural Expression form of EL based on Age	118
26	Independent Samples Test for Natural Expression of age group of 18-25, 26-35 Years	118
27	t- Test of Natural Exp of age group of 36-45 an46- 55 Y	119
28	t-Test of Natural Exp of Age groups of 46-55 & more than 55	120

Table No	Title of Table	Page No.
29	Mean and SD values of Surface Acting strategy of EL based on Age	121
30	Test of Surface Acting based on Age (18-25Y & 26-35Y)	122
31	t- Test of Surface Acting based on Age (36-45Y & 45-55Y)	122
32	t- Test for Surface Acting based on Age (46-55Y, >55 Y)	123
33	Mean and Standard deviation of Deep Acting based on Age Groups	124
34	t- Test of Deep Acting based on Age (18-25Y & 26-35Y)	125
35	Independent Samples Test of Deep Acting for Age (36-45Y, 46-55Y)	125
36	t-Test of Deep Acting based on Age (46-55Y, Above 55Y)	126
37	Mean and SD of Emotional Suppression strategy of EL based on age group	127
38	Independent Samples Test for E S for Age group (18-25, 26-35)	127
39	t- Test of Emotional Suppression based on age group 36-45 Y & 46 -55 Y	128
40	t- Test of Emotional Suppression for age group of 46-55 and Above 55 Y	129
41	Mean values of Natural Expression based on different age groups	130
42	ANOVA for Natural Expression based on different age groups Natural Expression	131
43	Mean values of Surface Acting based on different age groups	132
44	ANOVA of Surface Acting based on different age groups	132
45	Mean values for Deep Acting based on different age groups	133
46	ANOVA for Deep Acting based on different age groups	133
47	Mean values for Emotional Suppressing based on different age groups	134
48	ANOVA for Emotional Suppressing based on different age groups	134
49	Mean values for Natural Expression based on location of Post Office	136
50	ANOVA for Natural Expression based on location of Post Office	136
51	Mean values of Surface Acting based on location of Post Office	137
52	ANOVA Surface Acting based on location of Post Office	137
53	Multiple Comparisons ANOVA table for Surface Acting based on location	138
54	Mean values for Deep Acting based on location of Post Office	139
55	ANOVA for Deep Acting based on location of Post Offices	139

Table No	Title of Table	Page No.
56	Mean values for Emotional Suppression based on location of Post Office	140
57	ANOVA for Emotional Suppression based on location of Post Office	140
58	Mean Values for Natural Expression based on job hierarchy in Post Office	142
59	ANOVA for Natural Expression based on job hierarchy in Post Office	142
60	: Mean Values for Surface Acting based on job hierarchy in Post Offices	143
61	ANOVA for Surface Acting based on job hierarchy in Post Office	143
62	Mean Values for Deep Acting based on job hierarchy in Post Offices	144
63	ANOVA for Deep Acting based on job hierarchy in Post Offices	145
64	Mean Values for Emotional Suppression based on job hierarchy in Post Offices	145
60	Mean Values for Surface Acting based on job hierarchy in Post Offices	143
65	ANOVA for Emotional Suppression based on job hierarchy in Post Offices	146
66	Frequency of Adoption of Degree of Strategy of Emotional Labour	148
67	Deep Acting * Natural Expression Cross tabulation- Degree Count	149
68	Deep Acting * Natural Acting Cross tabulation -Percentage of Degree	149
69	Surface Acting * Emotional Suppression Cross tabulation Degree Count	150
70	Surface Acting * Emotional Suppression Cross tabulation	150
71	Correlations Between Strategies of EL and Dimensions of JB	152
72	Correlation between strategies Emotional Labour and dimension of JS	156

List of Figures

Figure No.	Details of the Figure	Page No
1.	Hochschild's Perspective of Emotional Labour: A presentation	18
2.	Asforth & Humphry's Perspective of Emotional Labour: A presentation	20
3.	Gandy's Conceptual Framework of Emotional Regulation in the work setting	24
4.	Gandy's Revised Conceptual Framework for study of Emotional Regulation	25
5.	Flow Chart of Functional Organisational Structure of DoP	52
6.	Network of Post offices and Human Recourses of Department of Posts	53
7.	Category-wise Human Resources of Department of Posts:	54
8	Graph of Frequency Distribution of Age of Respondents	96
9	Graph of Frequency Distribution of Qualification of Respondents	97
10	Graph of Frequency Distribution of Designation of Respondents	98
11	Graph of Frequency Distribution of Job Experience of Respondents	99
12	Graph of Frequency Distribution of Degree of Natural Expression	100
13	Graph of Frequency Distribution of degree of Surface Acting	101
14	Graph of Frequency Distribution of degree of Deep Acting	102
15	Graph of Frequency Distribution of Degree of Emotional Suppression	103
16	Graph of Frequency Distribution of Emotional Exhaustion	104
17	Graph of Frequency Distribution of degree of Depersonalization	105
18	Graph of Frequency Distribution of degree of Personal Accomplishment	106
19	Graph of Frequency Distribution of Work Commitment	107
20	Graph of Frequency Distribution of Work Engagement	108
21	Flow Chart of Institutional Framework for Management of Negative Aspects of Emotional Labour	189

Executive Summary

Study of Emotional Labour as a component of Organisation Behavior has gained enormous popularity during last two decades after being introduced by Hochschild in 1983 in her seminal book 'The Managed Hearts: Commercialization of Feelings'. Many theoretical perspectives along-with study framework and measurement scales have been presented by scholars such as Ashforth & Humphrey, Grandy, Zepf etc helping in expansion of the concept in academic arena. The term Emotional Labour has been defined as **'Faking of personal assets of Emotions by way of Management/Regulation of Emotions and Expressed Behavior following Display Rules in work set up'** particularly in service industry for benefit of organizations. The concept has been studied with its various dimensions of **Strategies** such as Deep Acting, Surface Acting, Natural Expression and Emotional Suppression; **Antecedents** such as Nature of Event of interaction with customer, Frequency and Duration of Interaction; **Moderators** in terms of Organisational Factors such as Work Culture, Supervisory and Coworker support etc and Individual Factors such as Gender, Personality, Education and Age; and **Outcome** such as Job Burnout and Job Satisfaction. In India the concept has gained momentum only during last 10-11 years.

Though concept of Emotional Labour has been studied from different perspectives in many organizations, however, **worldwide hardly any study of the concept has been undertaken exclusively for Post Offices** despite mention of Postal Clerks as high Emotional Labour occupation by Hochschild (1983). In view of research gap this **'Masking with Smile: An Empirical Study of Emotional Labour and its**

Relationship With Job Burnout and Job Satisfaction in Post Office of Delhi, NCR, India' has been undertaken. There are basically three objectives of the study of **finding the pattern of strategies of 'Emotional Labour' adopted by the employees in post offices of Delhi, NCR; finding the relationship between different strategies of 'Emotional Labour' and dimensions of 'Job Burnout' and 'Job Satisfaction' and to suggest Institutional Framework to buffer and reduce the negative consequences of 'Emotional Labour'**. For the study of first two objectives, Quantitative Design and for the third objective, Qualitative Design has been followed. The sample size of 385 employees of Post Offices of Delhi NCR falling under jurisdiction of Delhi Circle has been used with mixed Group of Gender, Age, Role-level and location of Post Office. The study was conducted by collecting data through Google Form using validated and standard questionnaire of all the three concepts which were translated in Hindi also.

The Qualitative study related to third objective was conducted by collecting descriptive comments on Semi-Structured Questionnaire prepared by researcher himself in Hindi, from limited number of officers and staff of different level having good operative and administrative experience. Conclusions and Recommendations made in research papers based on empirical studies have been used for corroborating the findings of qualitative study. Frequency of Data has been presented in graphs using MS-Excel. The Hypotheses (Total 12) related two first two objectives have been tested using Levene's t-Test, One Way ANOVA, Cross-tabulation and Pearson's Correlation Coefficient using IBM-SPSS.

The overall results indicate that there is generally no significant difference statistically in adoption of strategies of Emotional Labour based on difference in Gender, Age, Role-level of the employees and Location of Post Offices. However, an interesting result has

come out of hypothesis testing wherein it is found that there is a significant difference in employees posted in Post Offices of outskirts of Delhi in adoption of Surface Acting in comparison to employees posted in Post Offices of highly advanced areas of Delhi and Rural Areas of Delhi. As such this result may be understood in terms of dark side of rapid and unplanned urbanization. In case of highly advanced area of Delhi NCR the set up of Post Offices is traditionally and logistically strong with proper human resources placed on disposal of this Post Office, therefore the Surface Acting is adopted less than the Post Offices located in outskirts of Delhi NCR. In case of Post Offices located in rural area the Post Office staff is capable of building good relations with customer and knowing most of them, therefore lesser degree of adoption of Surface Acting in comparison to the Post Offices located in outskirts of Delhi NCR.

As regards relationship between Emotional Labour, Job Burnout and Job Satisfaction results indicate that

- Adoption of Natural Expression has statistically non significant negative relationship with Occupational Exhaustion and Depersonalisation, positive relationship with Personal Accomplishment and positive relationship with Work Commitment and work Engagement.
- Adoption of Deep Acting has statistically non significant positive relationship with Occupational Exhaustion and Depersonalisation, statistically significant relationship with Personal Accomplishment and positive relationship with Work Commitment and work Engagement.
- Adoption of Surface Acting and Emotional Suppression has statistically significant positive relationship with Occupational Exhaustion and

Depersonalisation, negative relationship with Personal Accomplishment and statistically significant negative relationship with Work Commitment and work Engagement.

On practical level, these conclusions mean that adoption of Natural Expression and Deep Acting strategies are beneficial for the individuals and the organization both. Department of Posts should take such measures which may skill the employees to adopt these beneficial strategies. The measures to be adopted by Department of Posts have been explored in Qualitative study. It has been concluded that measures like 'A well nit team, Better Communication skills, Emotional Intelligence, Positive Work Culture, Encouragement and support from Administrative Authorities, Supervisor and Co-workers, Stress Management Techniques and Availability of Resources in the Post offices' will help employees in adoption of Natural Expression and Deep Acting. Finally, based on these measures an institutional framework for Department of Posts has been suggested.

This study may be beneficial not only for Department of Posts but also other similarly placed government organisations such as Indian Railways, Employees' Provident Fund Organisation, and Public Undertaking banks. For future studies, the concept of Emotional Labour may be tested from customers' perspective and customers' satisfaction and qualitative study verification of role of Emotional Intelligence as Moderator.

Chapter-1

Introduction

1.0. Background - Human Behavior and Emotions

1.10 Handling of customers is one of the most important components of functioning of service provider organizations, whether private or government. Therefore, the service provider organizations such as hospitality sector, medical sector, airlines sector, courier sector etc. have prescribed specific guidelines for behavior while handling customers. This aspect of human behavior has become more important in today's time when cut throat competition has emerged in all sectors of economy particularly service sector. As customer in today's time has many choices, therefore if not served well in all aspects of the service, there is a possibility that the customer may move to another service provider. Today most of the service oriented organizations where there is face to face or voice to voice interaction between employees and customer, consider handling of the customer as important as quality of the product or service. Recently (2022) a survey was conducted by PwC group in United States of America with title 'Creating Loyalty in Volatile Time'. In the survey almost 4000 individuals submitted their responses. The findings of the survey are as below:

- 26% of respondents walked away from one service provider to other. These professions included restaurants, banks and airlines.
- Human interaction was very important factor for loyalty, like for restaurant it counted 58%, for financial services it counted 55% and for hotels it counted for 52%.
- 55% individuals were likely to walk away due to bad experience of service

The results of the survey clearly showed the importance of handling of the customer. In consideration of this fact, most of the service organizations, formally or informally,

have prescribed some rules related to behavior of the employees. The employees are expected to behave with the customers in prescribed manner irrespective of the behavior of the customer by treating him 'God' as per management terminology of today's time.

1.2. As feelings and emotions play important role in determining the behavior pattern of human being and so of the employees of service organizations and therefore sometimes employees find themselves in a situation where one may not feel like behaving as per norms set by the organization. In such circumstances, the employee may have contradictions in feelings and expressions. For example if a rude or arrogant or aggrieved customer shouts on the counter clerck of the post office, what would be the response of the counter clerck? If somebody faces such situation on daily basis the question arises what are the strategy of the counter clerck to cope with the situation and also one's disturbed feelings. Similarly in airlines services the cabin crew is required to behave in a very pleasant, polite and courteous manner. They are supposed to be smiling while serving the customers. These are the imposed behavioral norms; while there can be multiple factors where cabin crew may not be feeling to behave as per the norms prescribed by organization. In case of voice to voice interaction, the example of call centers can be cited where the employees of the call centers are subjected to arrogant and sometimes even abusing language. Even interacting with the abusing customers, the call center employees are expected to keep control on their expression. Here again the question arises about the strategies followed by the call centre employees to control the emotions and the factors which may be affecting the process of controlling emotions and expressions.

1.3. As emotions play very important role in human behavior, scholars started focusing on them in last quarter of 20th century and many theoretical concepts were proposed to study 'emotions in general' and 'emotions in workplace setting'. Some of such concepts include Emotional Work, Emotional Labour and Emotional

Intelligence. Many other dimensions such as Emotional Suppression, Emotional Dissonance, and Emotional Deviance etc also emerged over period of time. While the concept of Emotional Labour gained popularity in academic research, the concept of Emotional Intelligence caught the nerve of general public.

2.0. Study of Emotional Labour

2.1. The concept of Emotional Labour came in picture in 1983 during study of customer handling and emotional behavior of cabin crew of airlines and bill collectors by Hochschild (1983, *The managed Heart*), who coined this word in respect of human service professions and described it as the management of feelings and expressions to help the organization to earn profits. For Hochschild (1983) there was a difference between “Emotional Labour” and “Emotional Work” in the way that “Emotional Labour” is related to emotion management done for wages and emoluments while “Emotional work” is related to emotional management done in private life. The most common example of ‘Emotional Labour’ is ‘keep face smiling’ while handling aggrieved customers by suppressing the real emotions. The situation has been described as “Marketing of Emotions”. The suppression of real emotions has been termed as “Acting” and two types of acting were defined by Hochschild (1983) viz ‘Surface Acting’ and ‘Deep Acting’. When employee engages him consciously to manage emotions to modify his display of desired emotions without shaping inner feelings, it has been called as ‘surface acting’ and if the display of desired behavior occurs with effortless modified inner feelings; it is ‘deep acting’. Analyzing the implementation of “Emotional Behavior”, it was pointed out by Hochschild that expressing the emotions as per the display rules, suppressing the real emotions can be detrimental and may lead to ‘Job Stress & Job Burn-out’. In the study of **flight crew** and bill collectors, negative aspects were investigated by Hochschild (1983) and the negative implications were found in terms of headache, absenteeism and deterioration

of well being. As such, she concluded that the 'Emotional Labour' has negative implication on the employees.

2.2. The perspective of negative implications of emotional behavior so concluded by Hochschild (1983) was further studied by various scholars. It was subsequently challenged by Ashforth & Hamphry (1993) who viewed emotional labour as an observable behavior as opposed to managed feelings and added a third category of strategy in the concept of Emotional Labour as "Natural and Genuine Expression". Subsequently Emotional Dissonance was added by Zapf (2002). Many conceptual frameworks have been proposed by the scholars. However most popular integrated conceptual framework was proposed by Grandy (2000, 2015) for the study of Emotional Labour which integrated following dimensions of Emotional Labour:

- *Situational Clues which include Nature of Event whether the interaction with the customer was positive or negative*
- *Emotional Labour regulation and strategies which include study of various strategies such as Surface Acting, Deep Acting and Natural & Genuine Expression.*
- *Moderators which include Individual factors such as gender, education, experience, skill level etc and Organisational Factors such as job autonomy, supervisory support, wok environment etc*
- *Outcome which includes outcome such as Job Satisfaction and Job Burnout which may be positive or negative.*

In the Grandy's framework various combinations of dimensions of emotional labour have been empirically tested.

3.0 Job Burnout: Burnout has been defined as a prolonged response to negative emotions and interpersonal stressors (Maslach C. 1993). In work settings the term 'Job Burnout' has been used. The global literature has identified three dimensions of

burnout, namely, 'Emotional Exhaustion, Cynicism (Depersonalisation), and Professional Inefficacy (Reduced level of Personal Accomplishment)'. It has been proposed by the scholars, based on empirical studies, that the impact of job burnout includes poor quality of life, lack of academic achievement, and abandonment of career aspirations.

4.0. Job Satisfaction: Job satisfaction has been defined as the feeling and perception of a worker regarding his/her work and how he or she feels in an organization. It indicates the extent of employees' positive or negative feelings towards their jobs and organizational behavior.

5.0. All the three concepts of "Emotion Labour", "Burnout" and "Job Satisfaction" as described above have provided theoretical framework for study of the behavioral aspects of service organizations. The scholars' from time to time have conducted empirical studies which have proved the existence of 'Emotional Labour' in service sector where employees are frequently interacting with the customers having various kind of consequences like Burnout and different level of Job Satisfaction. This study is also proposing to test various strategies of emotional labour and variations in strategies based on individual and organizational factors like gender, education, age and location of the post office. It further proposes to test the relationship between regulation strategies and different aspects of outcome in terms of job burnout and job satisfaction.

6.0. Statement of Problem

6.1. India is presently undergoing dramatic wave of change where aspirations of citizens are increasing day by day. The rapid expansion of social media has provided the citizens an opportunity to keep watch and have knowledge of advancements happening in nook and corner of the world. Globalization opened the door for global multinational companies in banking, insurance and courier sector of India, where

Department of Posts has been traditionally providing the services. As such, these environmental changes have posed tough competition. In present citizen centric era, the services are required to be provided to attain objective of “Delighted customer”. To face the challenge posed by competitors, Department of Posts has re-positioned and re-oriented itself for providing services to the satisfaction of customers with Smile. For this purpose the employees are being trained in ‘Behavioral Management’ so that they may be educated about the proper handling of customers with Specified ‘Display Rules’. These specified ‘display rules’ include ‘serve the customers with smile’, ‘Customer is the king’ with motto of the department as ‘India Post’s Products and Services will be the customer’s first choice’. The specific norms for service delivery have been framed through Citizen Charter of Department of Posts. As such, the employees of the department of Posts are required to display prescribed behavior irrespective of the real emotions. Due to the changed environment, under presence of increasing aspirations of customers, sometimes employees of the post offices are found to be displaying signs of ‘Job Burnout’. As no study of Post Office employees on these behavior related aspects is available, it is difficult to draw conclusions and take measures. This problem can be handled by having an exclusive study of the post offices in India on ‘Emotional Labour’ and its relation on job burnout and job satisfaction.

7.0 Research Objectives

7.1. The broad objective of the study is to understand various dimensions of emotional labour in work setting of Post Offices of Delhi National Capital Region (NCR) with area under control of Delhi Postal Circle with following specific objectives:

- (i) To find the pattern of strategies of ‘Emotional Labour’ adopted by the employees in post offices, while handling the customers.

- (ii) To find the relationship between different strategies of ‘Emotional Labour’, and dimensions of ‘Job Burnout’ and ‘Job Satisfaction’.
- (iii) To suggest Institutional Framework to buffer and reduce the negative consequences of ‘Emotional Labour’.

8.0 Research Questions

8.1.The study proposes to find the answer of the following research questions with reference to post offices located in Delhi NCR, India under jurisdiction of Delhi Postal Circle.

i.) Questions related to objective of finding the strategies of ‘Emotional Labour’ adopted by the employees in Post Offices while handling customers.

Q1: What are the ‘Emotional Labour’ strategies being adopted by post office staff while handling customers?

Q2: How does pattern of strategies of ‘Emotional Labour’ change with change in individual and organizational factors and profile of staff in terms of Gender, Age, Experience and location of post offices?

(ii) Questions related to objective of finding relationship between strategies of ‘Emotional Labour’, and dimensions of ‘Job Burnout’ and ‘Job Satisfaction’

Q3: What is the relationship between ‘Surface Acting’ and ‘Job Burnout’?

Q4: What is the relationship between ‘Deep acting’ and ‘Job Burnout’?

Q5: What is the relationship between ‘Natural Expression’ and ‘Job Burnout’?

Q6: What is the relationship between ‘Emotional Suppression’ and ‘Job Burnout’?

Q7: What is the relationship between ‘Surface Acting’ and ‘Job satisfaction’?

Q8: What is the relationship between ‘Deep acting’ and ‘Job Satisfaction’?

Q9: What is the relationship between ‘Natural Expression’ and ‘Job satisfaction’?

Q10: What is the relationship between ‘Emotional Suppression’ and ‘Job Satisfaction’?

(iii) Questions related to objective of exploring institutional framework to buffer and reduce the negative consequences of Emotional Labour.

Q11: What are the factors which may work as buffer between ‘Emotional Labour’ and ‘Job Burnout’?

Q12: What are the ways and means to reduce the negative consequences of Emotional Labour?

9.0 Rationale or Justification

Recently, Department of Posts has taken a good number of initiatives to handle the competition and to keep it relevant. Information Technology Project has been launched to equip the post offices with latest technology to make it more efficient. Department has diversified services and has integrated itself with other ministries and departments of Government of India. For example, on behalf of Ministry of External Affairs, Passport Seva Kendras have been opened inside the Post Offices, facility of Common service Centers is being provided and Adhaar related services are made available. Department is engaging with its service providers to cover larger areas of services to make department financially viable. India Post has established a bank called ‘India Post Payment Bank’ to support government in its efforts for financial inclusion of the unbanked section of the country. In the time when rapid changes are taking place in the department of Posts, it becomes very important to keep the employees motivated and take care of their well being. The conceptual theoretical frameworks on organizational behavior have shown that well being of employees is related to different strategies adopted by the employees. This is the rationale behind the study proposed so that there may be more clarity on issues related to human behavior and well being of employees.

10.0. Research Approach, Research design and Data sources

The previous studies on strategies of emotional labour and its relationship with 'Burnout' and 'Job Satisfaction' have followed sometimes quantitative research approach while sometimes qualitative. Both the approaches independently have their own limitations. In quantitative approach observations are made objectively which had to either approve or disapprove hypothesis. The quantitative approach has limitations in terms of generalization. In order to avoid the limitations of two approaches, a mixed research approach was initially proposed where analysis based on quantitative research approach was proposed to be followed by qualitative research approach with explanatory design based on 'Semi Structured Interview' to validate the findings. However, it was experienced during study that in post office employees are so busy in their work to spare hardly any time for being available for target based group discussion, therefore it will require lot of time to do the qualitative study in post offices for validation. In view of time limitation validation through qualitative study has been dropped. As such following research strategy was followed for different research questions:

- For research Questions Q1,Q2, Q3, Q4, Q5, Q6,Q7,Q8,Q9,Q10:-

Quantitative approach with exploratory design with 'Structured Questionnaire' based individual survey was used.

- For research Q11 & Q12:-

The qualitative research approach is proposed with explanatory design based on previous research findings, Comments of limited Officers and Staff based on Semi-Structured Questionnaire and individual interaction with post office staff and officers.

11.0. Source of Data & Method of Data Collection

11.1 Primary Data: Initially the questionnaire was checked with 10 employees of Post office as pilot study to have understanding about the clarity of questions. Thereafter, Primary data has been collected from post offices in Delhi NCR falling under jurisdiction of Delhi Postal Circle. Data was collected from 60 post offices of six divisions of Delhi Circle, Department of Posts (DoP) with 10 identified Post Offices in each division. The post offices were identified in such a manner that it should cover; highly developed metro area, normal city area, semi urban area and rural area. Sample size for collection of data was proposed to be 285 permanent employees from postal assistant, postmaster and supervisory cadre. The sample size has been worked out based on population size of approx 5000 employees with confidential level of 95% and margin of error as 5%. For the questions for which qualitative research strategy was proposed, discussion was made with two post masters, five postal assistant and one senior officer of Delhi circle. Data was collected through Google Survey form by circulating through the concerned Post Masters after obtaining permission of the competent authority. For the qualitative study to explore the answers of Q-11 and Q-12, semi-structured self prepared questionnaire was used for comments and discussion with two senior management officers, two middle management officers, four lower management officers and five Post Masters including supervisors.

11.2. Secondary Data: As per study of relevant books, Research Journals and Reports.

11.3. Scale for measuring Emotional Labour, Job Burnout and Job Satisfaction: After conducting the review of available scales following scales were used for conducting the survey:

- Emotional Labour strategies: English version of Dutch questionnaire on emotional Labour developed by Naring et.al
- Job Burnout: Maslach Burnout Inventory –General Survey MBI GS
- Job Satisfaction: Question related to Workplace Commitment and Work Engagement has been adopted from ‘The Copenhagen Psychosocial Questionnaire-third version (COPSOQ-III)’.

11.4. Method of Analysis of Data: Analysis of the collected data is done through MS EXCEL, IBM SPSS and some statistical tests were applied to them. The descriptive statistics consists of Frequency distribution tables and Histograms. Statistical Tests as Independent sample t-test, ANOVA, Pearson’s Bi-variant correlation and cross-tabulation have been used to test the hypotheses.

12.0. Chapterisation Scheme

12.1. Chapter I -Introduction: This chapter of thesis includes introduction of subject matter, statement of the problem, justification of the research, objective and proposed research questions, methodology & research design, method of data collection, method of analysis of data and Chapterisation scheme.

12.2. Chapter 2-Theoretical Perspective of Emotional Labour and Measurement Scales: In this chapter various theories propounded by scholars have been discussed along-with most popular conceptual frameworks developed for study of various dimensions and strategies of emotional labour. In addition scales developed for measurement of dimensions of emotional labour by various scholars have also been discussed to adopt the scale appropriate to the subject of the study.

12.3. Chapter 3 -Theoretical Perspective of Job Burnout and Job Satisfaction: In this chapter various theoretical aspects related to Job Burnout and Job Satisfaction has been discussed. In addition, scales developed for measurement of dimensions of Job

Burnout and Job satisfaction by various scholars has also been discussed to adopt the scale appropriate to the subject of the study.

12.4. Chapter 4 - Changing Role of Department of Posts and Organisational

Behavior: In this chapter overall functioning of Department of posts has been discussed which includes historical background, organizational setup, environmental challenges and changing role of post offices, workforce, position of usage of modern concepts of organization behavior in Department of Posts and impact of technology & product diversification on workforce.

12.5. Chapter 5 - Review of literature and Formulation of Hypotheses:

In this chapter comprehensive review of literature has been done which covers books, theoretical research papers, research papers related to review of the literature on emotional labour and empirical study based research papers to have an insight of various strategies of emotional labour, and its relationship with dimensions of job burnout and job satisfaction and understanding research gaps. Based on the literature review hypotheses have been formulated covering research objectives and research questions.

12.6. Chapter 6 – Frequency Analysis and Presentation of Quantitative Data:

In this chapter graphical presentation of compiled data has been done along-with frequency analysis of collected quantitative data.

12.7. Chapter 7 – Statistical Analysis of Data and Hypotheses Testing:

In this chapter analysis of data has been done using statistical tools of Mean and Standard Deviation followed by testing of hypotheses using Leven's t-Test, One Way ANOVA and Pearson' Bivariate Correlation.

12.8. Chapter 8 - Analysis of Data of Qualitative Study:

In this chapter analysis of Qualitative data received in the form of comments related to research questions 11

and 12 has been done to explore the mediating factors which may reduce negative aspects of Emotional Labour. This is followed by search of such factors from already conducted empirical studies.

12.9. Chapter 9 - Discussion on Results of analysis, Conclusions and Recommendations for Institutionalised Framework: Conclusions have been drawn in this chapter, which have been discussed to recommend appropriate framework to handle the issues related to 'EL, JB and JS' in Department of posts.

13.0. Limitations of the Study: The study was confined to a particular region of the country which poses limitation on generalization of findings for application throughout the country due to social-cultural variations. As the study has been made with specific reference to post office employees, therefore, there may be limitation for its applicability to other service organization due to difference in nature of job, work culture and organizational ethos. As such the results of this study may be used by other organizations after careful consideration of various factors. Another limitation was regarding validation of results of study done based on quantitative data collected through validated questionnaire based survey by conducting second phase qualitative targeted group discussion. A qualitative study is required to validate the findings of the study. As hardly any time is available with the post office employees, sufficient time will be required to do the qualitative study.

Chapter 2

Theoretical Aspects of Emotional Labour and Measurement Scales

1.0. Planning of the Chapter:

In this chapter the theoretical aspects of Emotional Labour have been described comprehensively. This theoretical description of the concept has covered its historical background of emergence as academic concept, various definitions, theoretical perspectives given by prominent scholars on the subject, model framework proposed to study the various dimensions of the concept, individual/organizational factors affecting them, measurement scales and adoption of appropriate scale for measurement of Emotional Labour.

2.0. Defining Emotions and Emergence of concept of Emotional Labour

2.1. The study of Emotions has its roots in Indian and Western philosophical traditions. While in Indian philosophical literature there is no equivalent word for the term “emotion”, the words like ‘Bhava’ have been used to represent the meaning of emotions. The different ‘Bhavas’, as special feelings, have been termed as Hasya, Vedana, Irshya, Viyog etc. Aristotle, Plato and other western philosophers have talked about emotions and their negative aspects and consequences. In modern time in western philosophy Descarte, Spinoza, Hume and Freud have also deliberated upon emotions. It indicates that emotions have been integral part of traditional philosophical deliberations. In modern time emotions have been integral part of psychological studies being closely related to human behavior. As a part of deliberation on emotions many definitions have been proposed. Some of the definitions are as below:-

- Aristotle has defined ‘Emotions’ in terms of “all those feelings that change the men” to such extent to “affect their judgments” and “these feelings are of the nature of Pain or Pleasure which include anger, pity, fear and the likes and opposites”.
- James S. Nairne (2000) defined emotion as “a complex psychological event that involves a mixture of reactions” of the nature of “A physiological response, an expressive reaction and some kind of subjective experience”.
- Robert J. Sternberg, in his book ‘In Search of Human Mind expressed emotion’ has defined as “a feeling comprising physiological and behavioral and possibly cognitive reactions to internal and external events”.

2.2. In recent time, many aspects of emotions viz “cognition such as appraisal and evaluation, internal physiological reactions such as heart beat and outer behaviors such as excitement and avoidance” have been pointed out by Bruner (1996). As such, emotions combine cognition, body arousal and behavior in a readymade formula for responding in line with the way the situation has been interpreted by the mind. The emotions play a vital role in professional life as the individuals have to express various kind of expression in work environment in the form of overt behavior, facial expression and physiological response. These are specifically relevant when someone deals with the public in work setup, for example air crews, health workers, bank employees etc. As such, by way of these expressions of employees, emotions become visible to the public and therefore there is a need of regulating the emotions and their expression in work set up to impress the customers. Despite the fact that emotions play a vital role in professional life, it has been observed by the scholars that the study of emotions in the work setting has been neglected for long. Most important factor behind lack of interest in study of “Emotions”

prior to 1980 has been pointed out to be difficulty of measurement of the various elements of emotions which are of the nature of internal to the human being.

2.3. It was early 1980s when the concept of Emotional Labour was introduced and theoretical aspects related to Emotional Labour were deliberated. Subsequently empirical studies gained momentum in second half of 1990s with the introduction of measurement scale. The concept of Emotional Labour was introduced in 1983 by Hochschild, while the horizon of the concept was expanded by scholars like Ashforth and Humphrey's (1993), Grandy (2000, 2015) and Zapf (2002).

3.0. Theoretical Perspectives and Definition of Emotional Labour

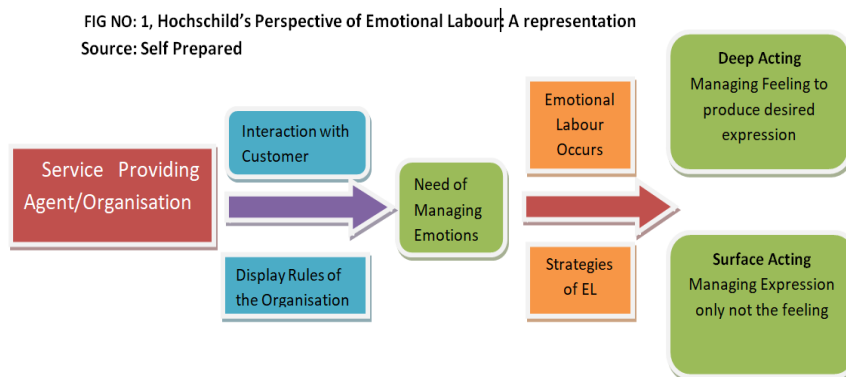
Since the introduction of the concept of Emotional Labour in 1983, many theoretical perspectives have been proposed along with definition of Emotional Labour based on respective perspective. Some important Perspectives are discussed in forthcoming paragraphs.

3.1.Hochschild's Perspective; Management of Emotions: It was American sociologist Arlie Russell Hochschild who popularized the study of emotions as important facet of work life by coining the term "Emotional Labour" to refer to "the management of feelings to create a publicly observable facial and bodily display" in her groundbreaking book 'The Managed Heart: The Commercialization of Feeling'. In this perspective, emphasis has been given on "Management of Feelings" in work setting environment and its expression as per the "Display Rules" of the organization. "In the service providing organizations where interaction with the customer is an important activity of business, organizations deploy feeling rules; formally or informally" e.g. Hochschild (1983) identified keeping face smiling is an important feeling rule for air crews. Such feeling rules are required to be ensured even if the employees do not want or feel like displaying

such expressions. As such, managing emotions is an important strategy for employees to achieve organizational goals. In case an employee is not capable of managing the negative emotions, it may affect the performance of the employee and therefore performance of the organization adversely. Two strategies of Emotional Labour viz “Surface Acting” and “Deep Acting” were proposed in Hochschild's (1983) perspective which meant “Regulating the Emotional Expression” and “Modifying the inner feelings to express desired emotions” respectively. The concept of emotional labour has been given exploitation angle by Hochschild (1983) where she emphasizes that “the emotions are very personal matters for individuals who are the master of these emotions, but when one is forced to regulate the emotions by faking them for reaping the commercial benefits, these personal matters become a commodity in the market and work place”. Hochschild named the process “Commoditization of Emotions”. As a result of commoditization of very personal aspect of employees i.e. “Emotions”, it has been suggested to have negative impact on the employees. On the ground that such faking of emotions may result to unpleasant feelings in employees, emotional labour has been proposed by Hochschild to be related to Job Burnout and Job stress. Examples of Cabin Crew of airlines and Bills Collectors have been given by Hochschild (1983) in her book based on detailed interview based study of strategy adopted by them to manage the feeling and expressions as per “Feeling Rules” of the respective organization. It was found in the study that the flight attendants needed to practice to fake a smile and try to maintain a happy look. As a result of faking the emotions the flight attendants were feeling distress. The two strategies of Emotional Labour as proposed by Hochschild are explained as below:-

- **Surface Acting:** Surface acting is defined as expressing an emotion without feeling it (Hochschild 1983). As such, it involves faking the expression for example; flight attendants are required to keep a smile on their faces whilst servicing the flight, so some airlines request them to keep their mouths upward at a thirty degree angle in comparison with the imaginable horizontal line of their mouth as mentioned by Hochschild (1983). This strategy of emotional acting has some side effects of emotional exhaustion where in the employee feels emotionally drained. The strategy of “Surface Acting” has been described as masking of negative emotions, such as anger, annoyance or sadness, with positive emotions such as happiness, care or cheerfulness.
- **Deep Acting:** Deep acting can be described as strategy of modifying the inner feelings to express them in consonance with feeling rules of the organization. Deep acting involves two different emotional actions. In the first action the employee tends to feel the desired emotions followed by second action of expressing the same.

Hochschild described a set of feeling rules (display rules as called by Ashforth & Humphry), by which people may identify as to what would be the appropriate behavior in a given situation. The representation of the perspective has been worked out as below:-



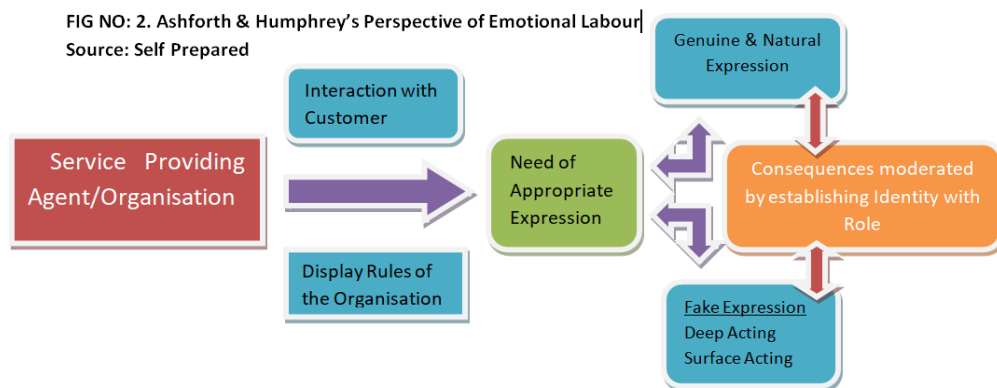
If we look at today's environment, we can easily find such feeling rules in private and public organizations where the employees are required to interact with customers. For example the employees in call centre are expected to reply in a prescribed manner irrespective of the tone and tenor of the customer or complainant. Many organizations have prescribed the employees' code of conduct for interaction with the customers. Sometimes these are prescribed by way of motto such as "Serving the customers with Smile". Service organizations such as banks and post offices also insist on their employees for display of pleasant behavior so that the customers may be delighted. The motto like "The services of Department of India Post will be the First Choice of Customers" depicts underlying principle of so called feeling rule.

3.2. Ashforth and Humphrey's perspective-Display of Appropriate Emotions and

Role Identity: First important and acknowledged intervention in the theoretical perspective of Emotional Labour came from Ashforth and Humphry in 1993 which was almost 10 years after Hochschild gave her perspective. Emotional Labour was defined as "the act of displaying appropriate behavior in work set up as per the display rules of the organization to ensure impression management of the organization" by Ashforth and Humphrey (1993). It is clear that Ashforth and Humphrey were more keen and interested in studying and describing Emotional Labour as a behavior which can be observed instead of process of management of feelings which cannot be observed clearly. More importance was given to "Genuinely and Naturally Expressed Emotions" in comparison to Surface/Deep acting by Ashforth and Humphrey (1993). It was argued by them that "The problem with the concept of Emotional Labour is that it does not allow for the instances whereby one spontaneously and genuinely experiences and expresses emotions". They impressed upon the fact that a service agent may naturally feel what he

or she is expected to express without having to work up the emotions in the sense discussed by Hochschild (1983). In view of arguments, they proposed, ‘Genuine Experience and Expression of Expected Emotions’ as a third strategy of accomplishing Emotional Labour.

Consequences of Emotional Labour were deliberated and it was argued that over the period of time, the deep acting and surface acting become matter of routine and become a natural expression instead of a conscious effort and therefore negative aspects may not arise. The positive aspects of Emotional Labour such as task effectiveness were stressed upon instead of negative aspects while acknowledging possibility of negative effects to some extent. They further tested the concept of Emotional Labour on the theoretical framework of “Social Identity Theory” and proposed that whenever the employees are capable of associating their social cultural identity with the role being performed by him in work setting, the role being performed takes central place instead of individual identity. In such situation the Emotional Labour experience becomes rewarding instead of bringing negative consequences. In this perspective the possibility of negative consequences has not been fully denied but has been restricted to a few circumstances and specific personality type. The representation of perspective has been worked out as below:-



3.3. Grandey's (2000) perspectives-An Integrated Approach: Grandey (2000) while examining various theoretical perspectives of Emotional Labour, proposed to integrate “Emotional Regulation Theory” as pronounced by Gross (1998), in the understanding of Emotional Labour. She defined emotion regulation as "the processes by which individuals influence which emotions they have, when they have them and how they experience and express these emotions". Grandey (2000) proposed following aspects of different theories for integrated understanding of Emotional Labour.

- *Importance of Antecedents in the study of emotional labour.*
- *Attention Deployment- In this aspect employee thinks of the events which may help him to feel the desired emotions which like Deep Acting.*
- *Response Modulation- In this aspect the employee is more concerned of expression which is like Surface Acting.*

Grandy proposed that Emotional Labour is influenced by various situational cues of antecedents which include Frequency, Duration, Variety and Display Rules. These have an effect on the emotion regulation process which consists of the two types of acting:- “Deep acting and Surface acting”. Individual factors such as gender, emotional expressivity and emotional intelligence were given importance and it was proposed by Grandy that these factors affect Emotional Labour. Organisational factors such as job autonomy, supervisor support etc. were also given importance by Grandy. Two important fields of consequences of Emotional Labour were proposed to be Individual and organizational wellbeing. While Individual wellbeing was explained in terms of job satisfaction and burnout, organizational well being was explained in terms of job performance and withdrawal behavior. Based on this theoretical perspective, a

comprehensive framework was also proposed by Grandey for empirical and theoretical studies of Emotional Labour.

3.4. Zapf's Perspective: In contrast to other researchers, Zapf (2002) prefers to use the term Emotional Work instead of Emotional Labour, on the logic that the word “Labour” is more of a sociological concept. He defines this concept as "the psychological processes necessary to regulate organizationally desired emotions". The theoretical perspective of Emotional labour proposed by Zapf (2002) is based on Action Theory which looks at various tasks as part of broader paramedical structure of “Goal and Planning” where “overarching goal is divided into multiple sub goals and so forth and thereby creating a pyramid like structure of hierarchically arranged goals and sub goals and planning for achieving them”.

It was proposed that “Emotional work is a secondary task helping the primary task in achieving primary goal or sub goal”. Japf proposed that Emotional work requires certain emotional display and in some cases management of inner feelings, however the emotional work is ideally done in automatic regulated manner. It was further proposed that there may be cases where the employees may not have the feeling which is required for the occasion and under such circumstances the surface acting will take place. Japf proposed that there may be different ways of processing of emotional work during an interaction and discussed about following ways:

- Generally emotions are spontaneously experienced and displayed and Emotional work is done in automatic mode and experienced as effortlessly.
- If emotions are not experienced and displayed spontaneously, the employee may resort to Surface Acting or Deep Acting.

- In a routine situation, Surface Acting may also be automatic. In other cases Surface Acting will have to be initiated consciously.
- In case of Deep acting the employee actively tries to bring the inner feelings in consonance with Display Rules of the organization. It most of the time calls for conscious efforts.
- There may be case when required emotion is not expressed due to various reasons which is called Emotional Deviance. This situation may occur intentionally because the employees may not agree with the organizational display rules.

Japf further examined the relationship of emotional work and Burnout and proposed that when emotional work is operational primarily by the normal client interaction, the relationship will be low but when it was operational in terms of high discrepancy between felt and expressed emotions then significant correlation will occur.

4.0. Theoretical Model/Framework for study of Emotional Labour

From the theoretical perspectives given in above paragraphs, it is clear that the concept of Emotional Labour has stemmed from single source of Hochschild's seminal book, however the scholars of Emotional Labour have drawn upon different aspects of the concept and therefore the field has developed into many streams. Out of these streams, four streams have been very popular in research:-

- Emotional job demands (e.g. Morris & Feldman 1996).
- Emotional expression (e.g. Ashforth & Humphrey 1993).
- Emotional dissonance (e. g. Zapf 2002).
- Emotion regulation and strategies (e.g. Grandey 2000).

In order to understand and study different aspects related to above mentioned streams, various models have been proposed that have made a significant contribution in

understanding different facets of EL. Morris and Feldman (1996) developed a model of Emotional Labour which integrated the aspects of Emotional Job demands and Emotional Dissonance., but these did not integrate the antecedents and outcomes. Grandey (2000) presented a model of emotion regulation based on Gross’s work (1998) on antecedent focused events, and response focused strategies whereby the individuals regulate their physiology or outward expression of emotion. Grandey also integrated antecedents of emotional job demands and provided framework for study of outcome of Emotional Labour and its relation with burnout. Out of these models Grandey’s model has been most integrative in nature and therefore became most popular in comparison to other models.

4.1. Emotional Regulation Model- Grandey (2000): The representation of the model has been proposed by Grandey (2000) as below:-

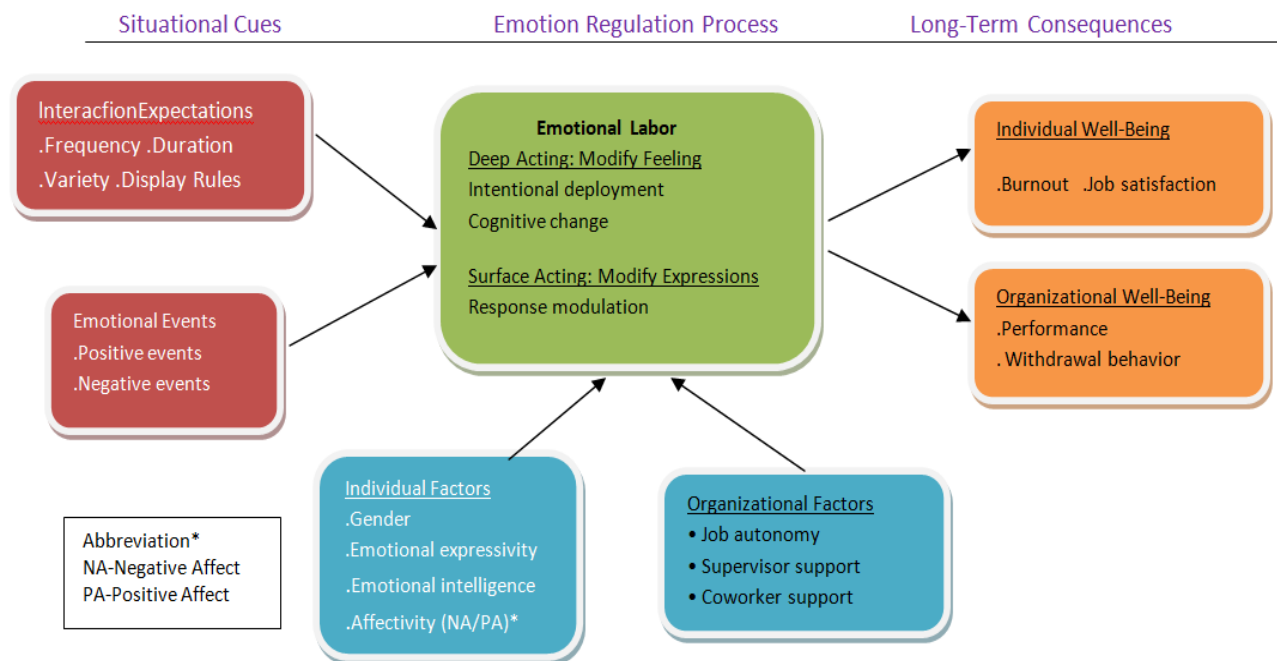


FIG NO: 3, Grandey’s conceptual framework of emotion regulation performed in the work setting.
Source: Proposed by Grandey (2000) in Black & White

The model/framework provided by Grandy in 2000 was amended and new model was proposed in 2015. In the revised model, it has been proposed to study Emotional Labour with three components of ‘Emotional Requirement, Emotional Regulation and Emotional Performance’ along-with focal antecedents and focal outcome. Grandy (2000) in her proposed framework of study of Emotional Labour, as depicted above, has earmarked four dimensions of Emotional Labour viz. Situational Clue, Regulation of Emotions, Moderators & Mediators and Long Term Consequences. The first dimension has further been divided into two categories.

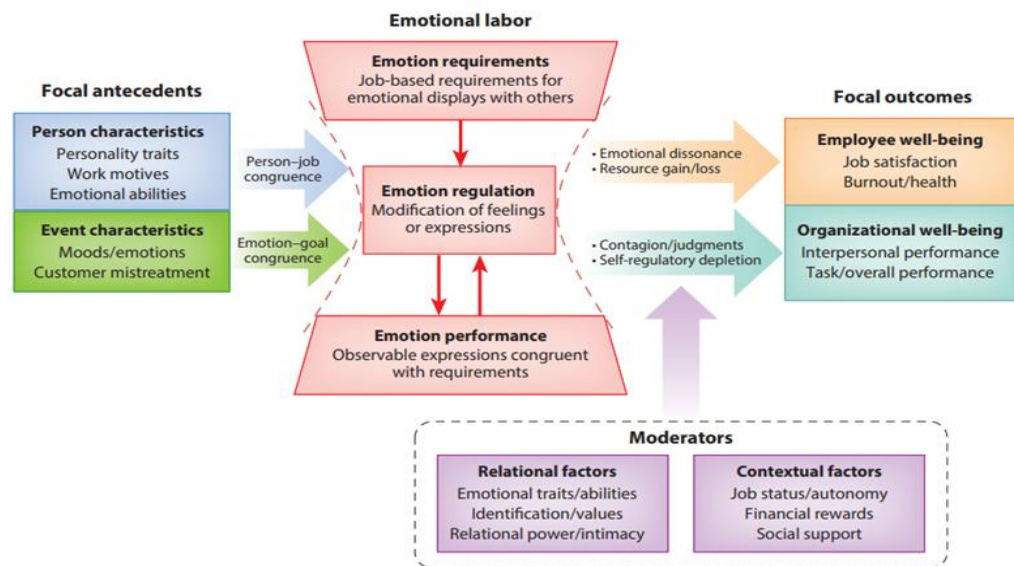


FIG NO: 4, Grandy's Revised Framework for study of Emotional Labour
Source: Grandey (2015)

First category of Emotional Event includes the nature of interaction with the customer which may be positive or negative. Second category is named as Emotional Expectation which include different aspects of attractions of employee with customer such as how frequently the interaction happens, what is the duration of the event and which kind of

interaction is taking place. These situational clues determine the direction of regulation of emotions. For example the interaction across the counter in post office may be happening in the combination of situational clues mentioned above which will determine the strategy to be adopted for regulation of emotions. In the second dimension of Emotional Labour, the focus is on regulation of Emotional Labour and the strategies adopted by the employees. Grandy has initially outlined only two strategies of Emotional Labour viz. Deep acting and Surface Acting, however in revised framework in 2015, 'Natural and Genuine Expression' was added as third strategy. In the third dimension, factors which act as Moderators and Mediators have been included. These factors include organizational factors and individual factor. For example supervisory support is found to be moderator to cope up with emotional event and reduce the negative consequences. The fourth and last dimension has been identified as Long-Term Consequences of Emotional Labour which may be positive or negative depending upon situational clues and strength and nature of moderators and mediators. Grandy has proposed to study Emotional Labour in multiple combinations of dimensions as proposed in the framework.

5.0. Review of Measurement Scales of Emotional Labour and Adoption

Since the inception of the concept, attempts have been made by researchers to measure Emotional Labour. In the initial stage of 1980s no scale was available to measure various dimensions of Emotional Labour and scholars were dependent on qualitative research techniques and observations like Hochschild's work amongst "Cabin Crew and Bill Collectors" is based on this technique only. At this stage there were no Standard Questionnaire and Interview or survey was being made through self prepared questionnaire.

Subsequently over the period of time many scales and tools have been developed and authenticated through empirical studies and statistical instruments. As the scholars have seen the concept of Emotional Labour from different perspective, the scales were also developed accordingly to measure specific aspects of Emotional labour as per the interest of scholar. Some of the popular scales are discussed in succeeding paragraphs.

5.1. Morris and Feldman's Emotional Labour questionnaire: This Emotional Labour Questionnaire was developed by Morris and Feldman (1997) as a first effort to quantify the aspects of Emotional Labour. As the perspective of Morris and Fredmen “was grounded mainly in antecedents, therefore, the questionnaire developed by them measures frequency, intensity and duration of emotions, variety of emotions and emotional dissonance”. The questionnaire has the problem of being mainly focused on these four antecedent based variables neglecting other aspects of Emotional Labour. As pointed out by scholars even this scale could not measure the antecedent variables properly as it was not tested in longitudinal perspective. It did not include questions related to strategies of Emotion Labour for regulation and was very specific to nurses therefore it did not have universal applicability.

5.2. The Emotional Labour Scale (ELS) by Brotheridge & Lee (1998 and 2003): This scale was developed by Brotheridge and Lee (1998), as per their perspective and thinking of Emotional Labour as a “Multidimensional Construct”. In this scale efforts were made to integrate the idea of Emotional Labour of Hochschild (1983) with the scale developed by Morris and Feldman (1997). In the beginning, “it was containing 19 questions but the same was revised to 15 questions scale after empirical study for validation were conducted amongst workers of different service oriented organizations. The presently used scale is also having 15 questions which include questions related to Deep Acting,

Surface Acting, Depersonalization and questions related to antecedents of frequency, intensity and duration of interaction with customers”. The validity and reliability of questions was tested by scholars and the Cronbach’s Alpha was found in the range of 0.58 to 0.85. The drawback of the scale is that it does not consider the Natural and Genuine Expression for measurement.

5.3. Emotional Labour Inventory (ELI) by Mann (1999): This measurement inventory of Emotional Labour was developed by Mann (1999). This inventory contains the questions related to three aspects of Emotional Labour which included Rules about Emotional Display, Emotional suppression and Emotional Faking. Out of these three aspects, one is related to external aspect while two are related to internal emotional processing. This scale consists of 17 questions for which the reliability has been tested to be 0.88 much higher than other scales showing high grade of consistency amongst questions. Though this scale tried to measure Emotional Labour at two levels but could not measure Deep Acting and Natural Expression as strategies of Emotional Labour.

5.4. Frankfurt Emotion Work Scale (FEWS) by Zapf (1999): This Scale was developed by Zapf (1999) which measures Emotional Labour as job characteristic and a source of negative outcome of stress. The scale is very comprehensive and consists of 53 questions. This scale includes three aspects of Emotional Labour viz. “Nature of Display of Emotions”, “Demand for Various Emotions” and the “Customer Contact”. Initially the questionnaire was developed in German and afterwards translated to English and has been validated for many service professions. The questions are reliable and have been used extensively in larger studies in terms of sample and time. Its positive aspect of being comprehensive becomes its limitations to be used conveniently. Such a huge no of questions sometimes distract the respondents.

5.5. Emotional Labour by Kruml & Geddes (2000): This scale was developed by Kruml and Geddes (2000). It measures 'Emotive Dissonance and Emotive Effort'. There are four questions related to Emotive effort and two questions related to Emotive Dissonance. The validity has been checked by Kruml and Geddes themselves. The reliability has also been tested and Cronbach Alpha is lying between 0.66 and 0.68 indicating 'Good Reliability'. The limitation of the scale is that it measures only two dimensions of Emotional Labour and leaves measurement of important dimensions and aspects of Emotional Labour.

5.6. Dutch questionnaire on emotional Labour by Naring et.al (2007): This questionnaire was developed by Naring, Briet and Brouwers. As the developers were Dutch, therefore it is called Dutch QEL. It has English version also. It consists of 13 questions covering Surface Acting, Deep Acting, Emotional Consonance and Emotional Suppression. The reliability has been tested by scholars and the Cronbach Alpha found to be ranging from 0.61 to 0.81. It shows reliability from Good to Very Good. The questions framed against sub group of emotional consonance are basically related to Natural and Genuine Expression. As such this scale covers all the three strategies of Emotional Labour, but do not cover other aspects of antecedents, moderators and also outcome for which researcher has to depend on measurement of respective dimension/concept. As such the scale is good tool for study focusing on strategies of Emotional Labour.

6.0. Adoption of appropriate Scale

On analysis of different scales for measurement of various aspects and dimensions of Emotional Labour, it can be concluded that FEWS developed by Zapf al (1997) is most comprehensive scale which majors most of the aspect of Emotional Labour but has its own limitations. As far present study is concerned, it may be clear from objectives and

research questions that it is aiming to study different strategies adopted by Post office staff for regulation of Emotional Labour. As D-QEL measures all strategies of emotional labour, therefore, D-QEL is found to be most suitable for study. Thus English version of D-QEL is used in the present study as per details given in Appendix 'A'

Chapter-3

Theoretical Perspective of Job Satisfaction & Job Burnout

1.0.Planning of the chapter

In this chapter various theoretical aspects related to Job Burnout and Job Satisfaction have been discussed. In addition, scales developed for measurement of dimensions of Job Burnout and Job satisfaction by various scholars has also been discussed to adopt the scale appropriate to the subject of the study. The chapter is divided in two parts. In part-I aspects related to Job Satisfaction will be discussed while in part-II aspects related to Job Burnout will be discussed.

Part-I. Job Satisfaction: Theoretical Perspective and Measurement Scales

2.0.Defining Job Satisfaction

The concept of Job –Satisfaction is one of the important dimensions of Organisational Behavior which emerged almost a century back. Scholars have defined it from their own perspective. Despite having good number of definitions of Job- Satisfaction, researcher could agree to universally accepted definition of job satisfaction. Since the job or profession dependents on many factors such as nature of job, working environment, personality traits, needs, values, feelings, emotions and expectancies etc therefore it is obvious that there will be variation in the definitions. Besides these factors, perception of the employee also affects the meaning of Job Satisfaction to the employee. Over the period of time, perception of employees may change about the organizations and related

aspects based on experiences. Therefore, job satisfaction depends on perception of the employees. A few often quoted definitions of Job Satisfaction are as below

- Locke (1976) has defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences"
- Oshagbemi (1999) has defined "Job satisfactions in terms of a positive reaction to the comparison of employee of expectations from the job and actual receipts".

From above definitions it is clear that different scholars have attempted to define the concept in their own way of thinking, which indicates that Job Satisfaction is a multidimensional complex concept.

3.0.Theoretical Perspective of Job Satisfaction

3.1. Historically the roots of the idea of Job Satisfaction can be traced to the theory of 'Scientific Management' propounded by Frederick W. Taylor in 1911. According to this theory, "Salary and Perks are the most important factor for job satisfaction. In addition, Taylor also proposed time and motion dimensions in his studies". According to Taylor's theory a proper calculation of motions of employees should be ensured to avoid wasteful movement of employee to increase productivity and to establish a system of rewards so that employees may be kept motivated. The idea of "Scientific theory of Management" was challenged by Mayo who studied various patterns of Job in Hawthorne factory of the Western Electric Company in Chicago and proposed that workers are not just concerned of money. Mayo concluded that workers are best satisfied and motivated by better communication between managers and workers. These ideas laid foundation to development of theories related to job satisfaction.

In the literature of Job Satisfaction, theories related to Motivation such as Maslow's Hierarchy of Human Needs, Existence-Relatedness-Growth Theory, McGregor's Theory X & Theory Y and Herzberg-Two Factor Theory have been mentioned on the ground that the concept of Motivation is very closely related to Job Satisfaction. These theories are called "Content Theories" due to their focus on specific needs, priority and emoluments. In the content theory more weight-age was given to the factors which motivate employees. Another approach looked at the idea from the perspective of difference or discrepancy between 'Desired' and 'Received' expectations from the job. Locke's Value Discrepancy Theory and Lawler's Facet Theory are important theories.

3.2. Based on the various definitions and theories propounded for explaining the theoretical concept of Job Satisfaction, mainly four perspectives have been drawn by the scholars for the understanding of job satisfaction. The first perspective looks Job Satisfaction as need of the employees where it is determined from the fact whether the needs of the employees are met or not. The more need, more satisfied will be employee. However, since this perspective, focus majorly on individual needs, it has been argued that this perspective ignores other important factors such as attitude, emotions, work environment and nature of job etc. The second perspective for looking at Job Satisfaction is related to Attitude of the employees. According to this perspective, job satisfaction is study of positive feeling of employees about the job. In this perspective Job Satisfaction is studied as one of the facets of Job Attitude. Research has shown that the employees who have strong core values ie who have faith and belief in their inner worth and competence are found to be more satisfied with the job. The third perspective looks at Job Satisfaction from the point of satisfied feelings. There is not much difference in attitude perspective and feeling perspective except the former perspective focus on physiological

aspects, while in the latter perspective focus is on cognitive process. The fourth perspective looks at Job Satisfaction from a specific aspect of the job. It underlines that an employee can be satisfied with some aspects of the job, while may be dissatisfied with other aspect.

4.0. Factors Affecting Job Satisfaction

4.1. From the beginning, scholars were of the opinion that concept of Job Satisfaction depends on multiple factors which can be broadly categorized as ‘Environmental Factors Related to Job’ and ‘Internal Personal Factors’

- **Environmental Factors Directly Related to Job**

- ✓ **Work itself:** The major source of employee’s satisfaction is content of work performed by him and also his experience of accomplishment of job/service delivery. It has been argued by the scholars based on the empirical studies that employees who face moderate level of challenging job tend to be more satisfied with job. In the absence of challenge, job becomes monotonous, dull and routine which lowers job satisfaction.
- ✓ **Supervision:** Leadership qualities at supervisory level are found in multiple studies to be an important component for job satisfaction. It has been observed by Ashwathappa, (2007) that a supervisor’s behavior significantly affect job satisfaction of subordinates. When supervisors are more accessible and responsive, jobholders feel more comfortable in voicing their concerns. Satisfaction levels among staff are high when they can easily interact with their supervisor.

- ✓ **Pay:** Among main elements of job satisfaction, wages and salaries are one which is affected by several other factors. Berkowitz et al. (1987) observed in their study that the correlation between pay level and satisfaction is moderately strong.
- ✓ **Co-Workers:** Positive interaction and support of co-workers is also an important environmental factor related to Job satisfaction. “Since people spend majority of their times with colleagues, if co-workers make them happy, this has positive impact on their job satisfaction” (Besiktas, 2009).
- ✓ **Reward and Recognition:** Empirical studies have showed that rewards are very strongly correlated with job satisfaction.
- ✓ **Working conditions:** Another factor which has reasonable effect on job satisfaction is working conditions. Working conditions such as availability of basic amenities, logistic support and internet connectivity etc also effect the job satisfaction.
- **Personal and Demographic Factors** such as education, age, gender etc are also found in empirical studies affecting job satisfaction of the employees.
 - ✓ **Education:** Studies have shown that Education is one of the important affecting Job Satisfaction of employees. Sinem and Baris (2011) have noted in their study that “graduates from career oriented disciplines are more satisfied with their jobs than other graduates”.
 - ✓ **Gender:** Many studies have been conducted to investigate relationships between gender and job satisfaction. Varied conclusions have been drawn

on this relationship. Some of the studies propose that women are more satisfied than men are while some of them propose the vice-versa. As men and women have different social-cultural roles and gender being cultural construct, their expectations from job may differ. As such the relationship may differ from work setting to work setting and may depend of social-cultural values.

- ✓ Age and Career Stage: Kacmar and Ferries (1991) in their study have noted that “some researches show that workers of middle working age are less satisfied than either younger or older employees”. It is also found that “older workers were more satisfied than younger worker. However these conclusions are further related to job oriented factors”.

5.0. The Impact of Job Satisfaction: The practical importance of Job Satisfaction lies in its impact on workplace and the employee himself. The empirical studies made on these aspects have shown that there may be following impact, if an employee is satisfied or dissatisfied with the job.

- **Job Satisfaction and Job Performance:** The studies have shown that employees who are satisfied with the job tend to become more productive. This relationship is strong enough. If we move from individual level to organizational level, more satisfied employees means more productive employees which essentially means the increased productivity and affectivity of the organization.
- **Job Satisfaction and Customer Satisfaction:** In the human service organizations the employees have to interact with the customer on daily basis, therefore it is

obvious that an employee who is satisfied with the job will tend to handle and interact with the customer in appropriate manner following the Display Rules naturally with intension to help the customers. It results to satisfied customer which wins the loyalty of the customer for the organization.

- **Job Satisfaction and Organisational Behavior:** It has been found in studies that an employee who is satisfied with the job creates a positive environment at the work place in terms of helping others in their professional and personal life. In turn, they also receive the support of coworkers and supervisors. Satisfied employee more likely tend to talk positively about their organization and go beyond the normal duty and responsibilities assigned to them. All these help in creating a positive organizational behavior.

6.0. Job Satisfaction facets for current study

As one of the objectives of this study is to examine the correlation between various dimensions of Emotional Labour and various dimensions of Job satisfaction, therefore there is a need of identifying the factors of the job which may likely have relationship with Emotional Labour. As academic setting of Emotional Labour is in real time work environment, where employees interact with the customers, therefore the factors related to actual work setting are more important in comparison to other factors. In Post Offices also, the maximum interaction between the employees and the customers happens across the counter, where different kind of postal and public services are offered. Next to public counters, the interaction happens in the back-office at the level of Supervisor or the Post Master. Majority of the time, the employees remain engaged in interacting with customers while providing postal and public service across the counter. During the

interaction with the customer, Display Rules come to picture resulting to Emotional Labour. It can therefore be concluded that in Post Offices also, the factors related to ‘Satisfaction from Actual Work’ become most crucial to be examined in the present study. On going through the literature related to ‘Satisfaction from Actual Work’, it is found that various factors related to this aspect of Job Satisfaction are ‘Commitment to Workplace’, ‘Work Engagement’, ‘Attitude for Work’ and ‘Role Conflict’. In post offices the Role of employees is well defined, therefore generally the Role-Conflict does not arise. As such, it is found to be prudent to use factors of ‘Work Engagement’ and ‘Commitment to Workplace’ for studying the relationship between Emotional Labour and Job Satisfaction.

7.0. Measurement Scale for Job Satisfaction

7.1. As we have seen that there are many definitions and perspectives of Job Satisfaction which pose a challenge for development of ‘Measurement Scales’ for Job satisfaction. Based on different perspectives of Job Satisfaction, many measurement scales have been developed. These scales can be summarized under two broader categories of ‘General Job Satisfaction Measure’ and ‘Facet-Specific Job Satisfaction Measure’.

- **General Job Satisfaction Measurement Scale:** A general Job satisfaction Measurement, measures an individual’s overall job satisfaction. It contains simple question for measurement about the job without touching the different facts of the job. Basic premise of ‘General Measure of Job satisfaction’ is that job satisfaction is more than the sum of its parts. The employees despite expressing dissatisfaction with different aspects of the job may be generally satisfied. Job in General (JIG) scale and the Job Satisfaction Index (JSI), are two examples of

survey based general job satisfaction measurement. The constraints of such General Job Satisfaction Measurement come to picture while examining correlation with other concepts such as Emotional Labour, Job Stress and Organizational commitment etc, as these measurements are not having provision of measurement of different facets of Job.

- **Facet-Specific Job Satisfaction Measurement Scale**

The second category of scale of measuring job satisfaction is an elaborate measure of Job satisfaction which gives weight-age to different facets/aspects of job, such as pay, supervision and promotion. This kind of measurement is generally used to find out the feelings of workers each aspect of the job and to identify areas of dissatisfaction that should be targeted for improvement. This kind of scale of Job satisfaction avoids the possibility of error that a careless response to a single question will incur which may invalidate the measure. A good number of standardized, reliable and valid measurements have been developed to measure different facets of Job satisfaction. Some of the measures are ‘The Job Descriptive Index (JDI)’ and ‘The Job Satisfaction Survey (JSS)’. In addition to these scales specific to Job Satisfaction, there are other comprehensive validated scales which measure various aspects of Job Satisfaction in addition to other parameters of Organisational Behavior and Organisational Psychology which include ‘Michigan Organisational Assessment Questionnaire’ and ‘The Copenhagen Psychosocial Questionnaire’.

7.2. Adoption of Measurement Scale for Job Satisfaction:In order to adopt the suitable measurement for the ‘Work Engagement’ and ‘Commitment to Workplace’ for

measuring the Job Satisfaction of employees working in Post Offices of Delhi NCR, various Measurements as mentioned in paragraph above were examined. On examination, it is found that ‘**General Job Satisfaction Measurement Scales**’ are irrelevant in context of measurements of these aspects and ‘**Facet-Specific Job Satisfaction Measurement Scale**’ will only serve the purpose. On further examination of Facet-Specific Job Satisfaction Scales, it was found that ‘**The Copenhagen Psychosocial Questionnaire-third version (COPSOQ-III)**’ would be useful in the context of present study. Though COPSOQ-III has been developed in the context of the two settings of ‘occupational risk assessment and research on work and health’, however the COPSOQ instrument covers a broad range of domains including Demands at Work, Work Organization and Job Contents, Interpersonal Relations and Leadership, **Work Individual Interface**, Social Capital, Offensive Behaviors, Health and Well-being. The reliability and validation testing has been done in multiple studies. One such detailed study was done by Hermann Burr et al (2019) validating the reliability of the measurement who have mentioned that the COPSOQ has been applied to a variety of occupations and workplaces and has proven to be valid for national, as well as international comparisons of job satisfaction.

In view of above, the questionnaire related to Work- Individual Interface with components of ‘Work Engagement’ and ‘Commitment to Workplace’ of COPSOQ has been adopted. The details of the questionnaire are given in Appendix ‘A’

Part-II. Theoretical perspective and measurement scale of job burnout

8.0. Origin of the concept of Burnout

The origin of concept of “Burnout” goes back to mid of 1970’s, when this term was coined by an American psychologist Herbert Freudenberger in 1974 in work settings

environment. Freudenberger used the term in his article “Staff Burnout” to describe the condition of the employee in which one feels that there is deterioration in the emotional level and the productivity of the employee is also reducing. This aspect was explored by him during study of the stress responses shown by volunteers of the St Mark’s Free Clinic in New York’s. Addressing the first sign of burnout Freudenberger proposed that it can be identified when the employee works very hard and for longer time, but accomplishment and outcome are found less than what is required.

Around the same time, Christine Maslach and her colleagues were also working on almost the same theme. Maslach (1978) was trying to understand the strategies adopted by service workers to cope with emotional arousal in a work context. She was particularly interested with the strategies such as “detached concern” and “dehumanisation in self-defense”. The detached concern may be understood in terms of internal detachment from own work e.g. the workers working in mortuary generally develop this strategy to handle dead bodies. The term ‘dehumanization in self defense’ may be understood as the process of protecting oneself from extreme emotional feelings by treating the persons as objects than persons. Maslach learned from the interviews and discussion with service workers that they use to feel exhausted and subsequently had tendency of developing depersonalized attitude toward the service related work. Accordingly, Maslach and Jackson defined burnout as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with people in some capacity” (Maslach and Jackson, 1984).

The views presented by Freudenberger in 1974 and Maslach in 1978, are found by the scholars to be complimentary and corroborative to each other. These perspectives have

proved to be time tested and are considered as the most popular perspectives on Job Burnout. Based on these perspectives a lot of work has been done in last four decades which has provided greater insights into the phenomenon of job burnout.

9.0 Defining Job Burnout

9.1. As is true for the definition of most of the concepts of social sciences and management, there is no universally accepted definition of job burnout. The concept of burnout has been defined from different perspectives by the scholars. Each of the definition has helped in one way or the other to the understanding of the burnout phenomenon, but posed certain limitations in conducting integrated empirical studies. However, the popular definitions which have enriched the understanding of burnout are as following:

- Cherniss (1980) defined Burnout as a “process that begins with excessive and prolonged levels of job tension, whereby the stress produces strain in the worker (feelings of tension, irritability and fatigue)”.
- Freeudenberger & Richelson(1980) defined burnout as a ‘state of physical and emotional depletion resulting from conditions of work and the striving to reach some unrealistic expectation imposed by oneself or by the values of society’

9.2. The examination of these definitions shows that job burnout sometimes has been defined a purely psychological condition while sometime defined as a state or a syndrome. As such it would be better to understand the features of Job Burnout emerging from these definitions.

10.0. Features of Job Burnout: From various definitions of Job Burnout, following features of Job Burnout may be drawn:

- It occurs at an individual level.
- It is an internal psychological experience affecting various feelings.
- It relates to issues like stress and uneasiness.
- It results from long-term involvement in a situation which is emotionally demanding
- It has negative implications.
- It results in reduced productivity.

11.0. The Dimensions of Job Burnout

Maslach and Jackson (1981) have described the concept of job burnout in terms of three dimensions of viz emotional exhaustion, depersonalization, and diminished personal accomplishment. Even today these three dimensions are well accepted and are being used for empirical studies and therefore proposed to be used to study correlation of Job Burnout with Emotional Labour.

11.1. Emotional Exhaustion: This is considered the core dimension of job burnout which is expressed by individuals as physical and mental exhaustion. Maslach described it as a feeling of being overextended with depleted level of one's emotional and physical resources. The feelings related to emotional exhaustion are tiredness at work. Maslach et al. (2001) have mentioned that Emotional Exhaustion is widely reported aspect out of the three aspects of burnout. Employees who experience Emotional Exhaustion often feel like they do not have proper control or any control on the circumstances and on what

is happening in their life. Employees feel to have been “trapped” or “stuck” in a situation from where, there is no coming out. They feel lack of energy, lack of sleep, and decreased motivation. The major source of Emotional Exhaustion has been identified to be overloaded with work and personal conflict at the job by Maslach.

11.2. Depersonalization or Cynicism: This dimension has been described as “negative, callous, or excessively detached response to various aspects of job”. This state of mind can be observed by others through specific behaviors of the concerned employee. This dimension may be observed when the employees seems to be distracted from the work most of the time and sometimes refuses to take orders and finds it difficult to communicate with coworkers. The employees sometimes develop hostility toward coworkers and the customers with whom he is transacting. Depersonalization is an attempt to distance himself from the recipient of service by actively ignoring the demand of service. Maslach has explained that “Depersonalisation usually develop in response to overloaded Emotional Exhaustion and is a self protective at first”. Though it is a protective strategy against Emotional Exhaustion, it may result to negative implication for the concerned employees and others.

11.3. Diminished personal accomplishment or Inefficacy: This has been described as self evaluation component of burnout. Diminished personal accomplishment is a feeling of the employee that they are not accomplishing anything worthwhile at work. Such feeling takes the employee to ‘lack of self confidence’ and also ‘lack of confidence in others’ which ultimately affects the performance of the employee. If the employee is at the decision making level, he starts loosing the decision making capability. It has also

been mentioned by Maslach that such employees start questioning the path of career they have chosen which injects a negative feeling in him about the organisation.

12.0. Consequences of Job Burnout

Based on various studies, consequences of job burnout may be divided in two categories viz individual consequences to the employee and organization level consequences. These can be described as below.

12.1. The Personal consequences

- Maslach and Jackson (1981) found that several negative health and life issues can occur as a result of job burnout. These issues include increased personal distresses, such as physical exhaustion, trouble in sleeping, alcohol and drug abuse, marital and family problems and depressive disorders arising from stress.
- Kahill (1988) suggested that an individual experiencing job burnout may show signs of depression, irritability, helplessness, a decrease in self-esteem, and an increase in level of anxiety.
- Low organizational commitment, disruption of work assigned, personal health issue, and high level of continuous emotional exhaustion may result to stress and depression.
- Spillover effect to family life.

12.2. Organisational Consequences

- As per studies, organizational consequences include decreased job performance and increased employee absenteeism and turnover. It results to poor quality of work.

13.0. Emotional Labour and Job Burnout: Christina maslach(2006), the pioneer scholar of Burnout, in his article ‘Understanding Job Burnout’ has proposed many personal and organizational factors behind Job Burnout, one of which is ‘Value-Conflict’. Value conflict arises when people are working in a situation where there is a conflict between personal and organizational values. One of such situation arises in human service when employee is expected to regulate his emotions as per Display Rules of organization against employees’ own emotions. As such it brings in the concept of Emotional Labour. The studies on Emotional Labour have shown that Emotional Labour is one of the reasons of Job Burnout. Different conclusions have been drawn about the relationship of various dimensions of Emotional Labour (Genuine Acting, Surface Acting, Deep Acting and Emotion Suppression) with dimensions of Job Satisfaction (Emotional Exhaustion, Depersonalisation and Inefficacy). As discussed earlier in the section related to academic perspective of Emotional labour, the interaction with the customers in Post offices involves the process of regulation of emotions following the Display Rules of the Department of Posts and therefore there is existence of Emotional Labour. If Emotional Labour is existing amongst Post Office Employees, therefore, there is possibility of existence of Job Burnout amongst the employees. As such, there is a need of understanding this relationship and the effect of Emotional Labour strategies on Job Burnout in Post Offices.

14.0. Measurement Scales of Burnout Many scales/indexes have been developed to measure different dimensions of Job Burnout in different settings. Some the popular scales have been discussed in forthcoming paragraphs.

14.1. The Maslach Burnout Inventory (MBI): The most frequently employed tool for job burnout assessment is the Maslach burnout inventory (MBI; Maslach and Jackson, 1981) which was developed in as an attempt to measure the three dimensions: Emotional Exhaustion (EE), Depersonalization (DP), and personal Accomplishment (PA). The MBI is considered as one of the first scientifically validated burnout measurement and the most extensively utilized tool to evaluate burnout. Maslach has developed three different models for different work settings viz ‘The MBI Human Service Survey (MBI-HSS), the MBI-educators survey (MBI-ES) and the MBI-general survey (MBI-GS)’. Most widely used scale is The MBI Genera Survey which is meant for general survey irrespective of nature of job and is being used in more than forty countries worldwide. It has been translated with validation in many languages. All the versions measure scores related all the three dimensions of Burnout viz Emotional Exhaustion, Depersonalisation and Personnel accomplishment. The measurement scale is based on ‘Likert Point System’ which measures various dimensions in a continuum of degree.

14.2. The Burnout Measure BM: The (BM), was developed by Pines and Aronson in 1988, to assess the core element of burnout of “exhaustion”. It is a general measure used in all occupations. The instrument consists of 21 items divided into three types of exhaustion viz physical, emotional and mental exhaustion. It has been pointed out by scholars that this scale is also very popular and has been used very frequently after Maslach Burnout Index.

14.3. The Oldenburg Burnout Inventory OLBI: This measurement inventory measures two dimensions of Job Burnout viz Emotional Exhaustion and Disengagement from

Work. Each sub-scale of the OLBI consists of eight items. Some questions are worded positively and are worded negatively.

15.0 Adoption of Job Burnout Scale: Out of these three most popular scales for measurement of Job satisfaction, the **Maslach Burnout Inventory –General Survey MBI GS**, is most suitable for Post Offices as it has been developed for general use in any profession and it measures all the three important dimensions of Job Burnout which will give the clear picture of Burnout in Post Offices. It measures all three dimensions of job burnout with 22 questions in total on Likert Scale of ‘Never’ to ‘Many Times in a Day’. As such, it was decided to use the ‘**Maslach Burnout Inventory –general Survey MBI GS**’ for the present study. Details of the questionnaire along-with measurement scale are given in the Appendix ‘A’.

Chapter-4

Changing Role of Department of Posts and Organisation Behaviour

1.0. Historical perspective of Department of Posts

1.1. Ancient and Medieval Period: Historically the roots of Indian postal system can be traced in 'Pigeon Messenger' of 'Mauryan Period of Indian history' which developed over period of time passing through many phases. Its importance phase came in the time of Muhammad-Bin Tuglaq when a system of 'Horse Based Dawk System' was deployed at distance of every four miles and 'Foot based Dawk System' was deployed at distance of every one mile. During the time of Sher Shah Suri, this facility was available for the common man on certain terms and payment basis.

1.2. Modern Period: With East India Company coming to helm of affairs in political system in India, the modern postal system started in 1727 in the area of influence of East India Company in India. In phased manner the modern postal system got institutionalized and as a new beginning in the year 1854, first Post Office bill was passed to establish proper postal system India. Thereafter, there has been no looking backward and Indian Postal System was on March. India Post as an organization was established to serve as backbone for the communication to British authorities and to cater the postal services to the citizens of India on certain terms and conditions. In parallel to central power, the regional powers in India have also developed their own postal system such as 'Mysuru Anchaya' was very popular postal system in erstwhile Mysuru state.

2.0. Functional Organisation Structure of Department of Posts: Department of Posts being has a well established organization with clearly defined administrative and

operational structure where roles and responsibilities are clear for each level. It is structured as a traditional government organization, which has different levels of policy making, monitoring and implementation.

2.1. Postal Directorate: Postal Directorate is the apex level where mainly policy matters are handled. The Postal directorate and Department of Posts are headed by the Secretary, Department of Posts who is also the Chairperson to Postal Services Board. The policy decisions are taken by **Postal Services Board (PSB)** which includes top level executives of DoP as members. In addition to Postal Directorate there, are two three attached directorates viz Business Development and Marketing Directorate, Postal Life Insurance Directorate, and Parcel Directorate to look after respective activities with more functional autonomy and financial powers.

2.2. Postal Circles: Next level of structure is Postal circle. Department of Posts is divided into 23 Postal Circles which are generally co-terminus with a State with a few exceptions. North East Circle includes all the north eastern states except Assam and Sikkim. Each Circle is headed by a Chief Postmaster General.

2.3. Postal Regions: Postal Circles are further divided into Regions. A Postal Region is headed by Post Master Generals, who are Senior Administrative Grade (SAG) level officers. Postal Regions exercise direct control over the Postal Divisions through Inspections and other similar means. Smaller Circles have one or two regions, while larger circles are divided into more regions. Generally six to ten divisions come under the jurisdiction of one Postal Region. The regional head is a monitoring and supporting level to Postal Divisions and Post Offices.

2.4. Postal/ RMS Divisions: This is the lowest administrative unit and directly controls the Post Offices/RMS offices. The control over Post Offices/RMS offices is exercised through inspections, visits and meetings. A divisional head handles all aspects of management with focus on Operations Management.

2.5. Operational Units: Post Offices and RMS offices are the actual operational units of Department of Posts where operations related to all the services are handled. RMS offices are specialized units for processing of Mails. There are different categories of Post offices in India viz General Post Office, Head Post Office, Sub Post Office and Branch Post Office. This categorization has been made on the basis of functional strength, area of operations, workload and nature of duty.

- **General/Head Post Offices:** General/Head post offices are the accounting hub for smaller post offices in addition to providing services to the customers directly. As accounting office, these HPOs monitor and keep control on accounting of transactions, ensure supply of cash and stamps to attached post offices.
- **Sub Post Offices:** Departmental Post offices which do not play role of Head post office are named as Sub Post offices. Most of the departmental post offices of DoP are Sub Post offices. Depending upon work load, the manpower strength of these post offices vary from single handed to multiple handed. In single handed sub post offices, all the roles are played by same employee, while in bigger sub post offices, role differentiation defines the functionary.
- **Branch Post Offices:** Most of the post offices located in villages are Branch Post offices. These post offices are manned through a special system of Gramin Dak

Sevaks, who work for limited duration in the post office. In these post offices limited postal services are made available.

- **Railway Mail Service (RMS):** RMS offices are the mail hub of department of posts, where all kind of mail is segregated, sorted and assigned to appropriate transport channel of Airways, Railways or Roadways.

2.6. Flowchart presentation of functional organisational structure of Department of Posts:

The flow chart of organisational structure as per the Annual Book of Department of Posts for the year 2021-22 is given below for better understanding:

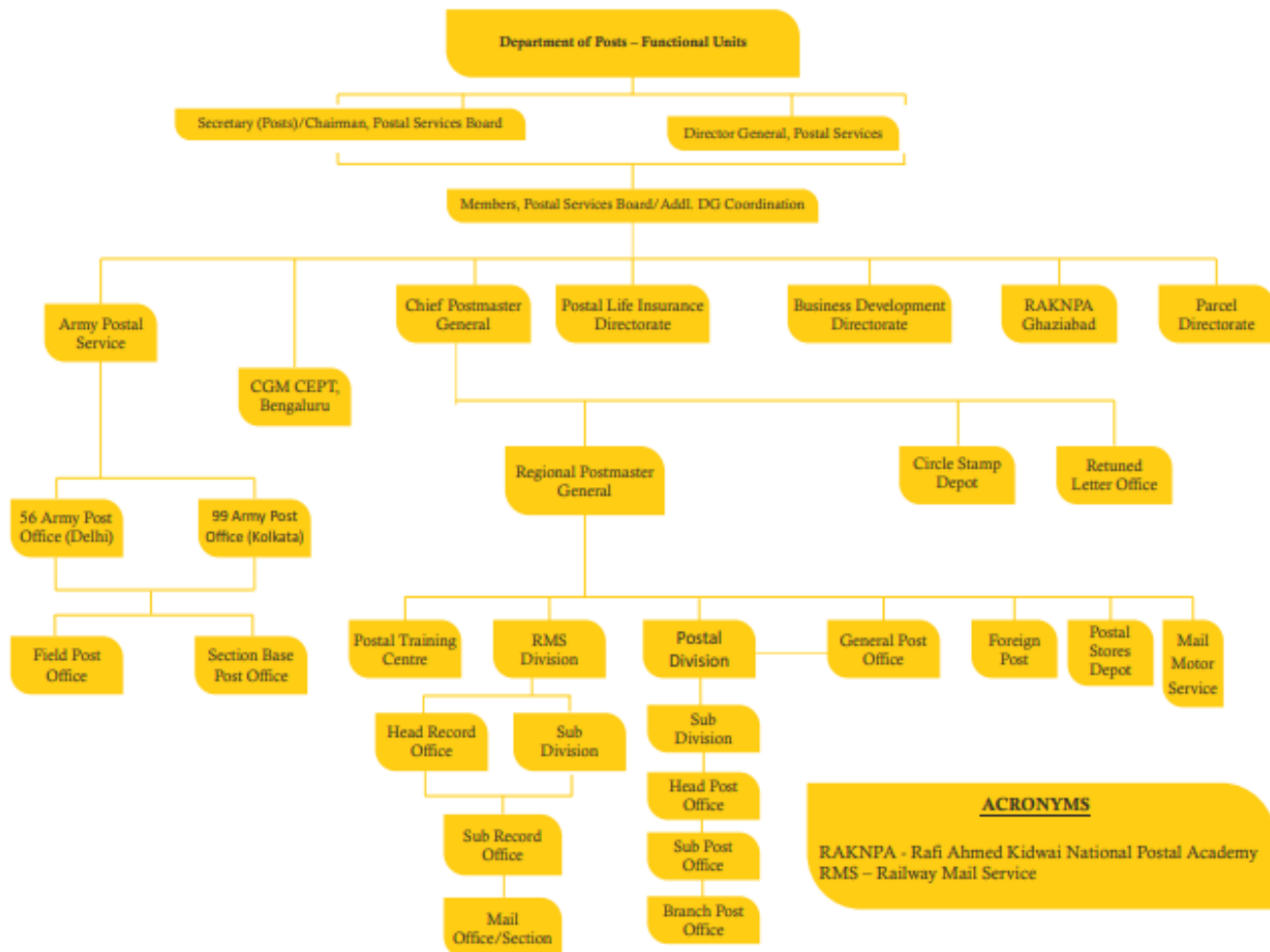


Fig No.5: Flow Chart of Functional Organisational Structure of Department of Posts.
 Source: Annual Report of Department of Posts for the year 2021-22.

2.7. Flow Chart of Network and Human Resources of Department of Posts: A flow chart showing huge reach of postal network of Department of Posts and Human Recourses as per Annual Book of Department of Posts of 2021-22 is as given below for clear understanding:

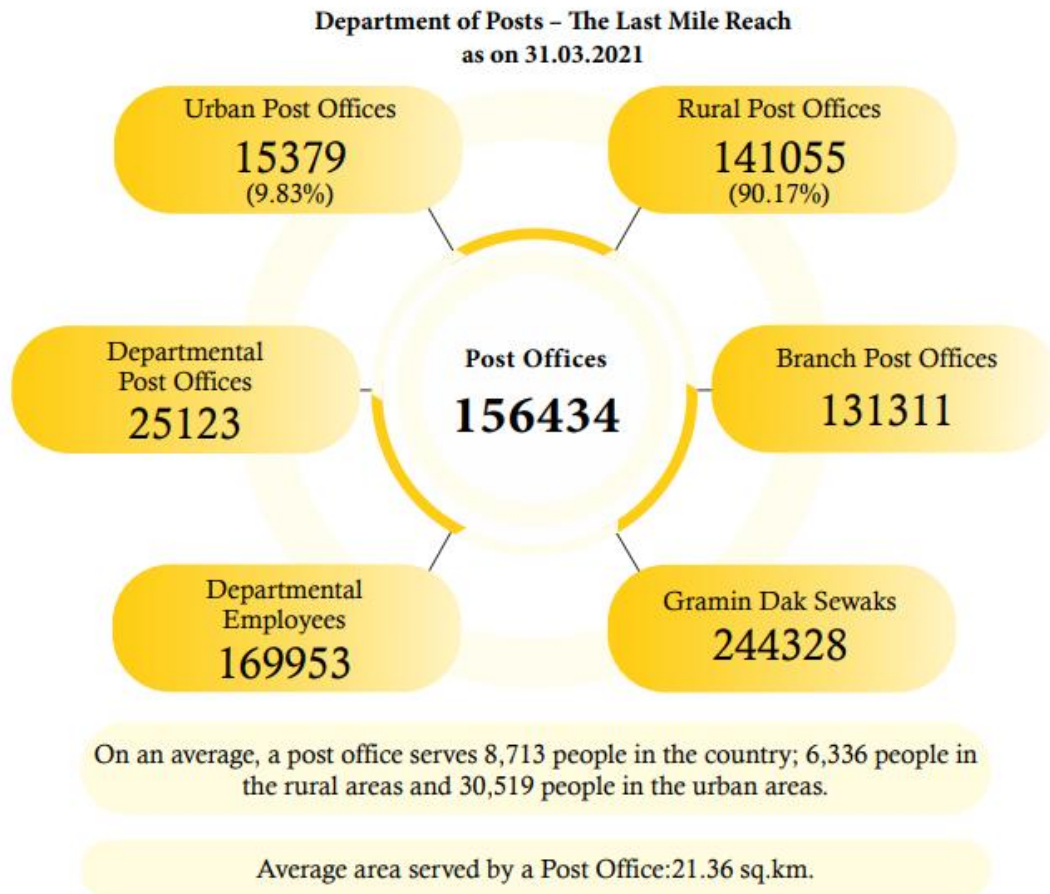


Fig No 6: Network of Post offices and Human Recourses of Department of Posts
Source: Annual report of Department of Posts for the year 2001-22

It is clear from the above flow chart that Department of Posts has very large network of Post Offices. Huge human resources are deployed to manage this vast network of post offices and therefore issues related to ‘Organisation Behaviour’ become very important for Department of Posts.

2.8. Category-wise Human Resources of Department of Posts: Details of category-wise Human Resources as per the Annual Report of DoP for the year 2021-22 are given in the table below:

PERSONNEL: STRENGTH AS ON 31.03.2021			
I. DEPARTMENTAL			
A. GAZETTED	GROUP "A"	GROUP "B"	TOTAL
INDIAN POSTAL SERVICE GROUP 'A'			
Secretary (Posts)	1		1
Director General Postal Services	1		1
Member, Postal Services Board	7		7
Sr.DDG/Chief PMG	26		26
Senior Administrative Grade	74		74
Junior Administrative Grade	55		55
Senior Time Scale	101		101
Junior Time Scale including probationers	69		69
POSTAL SERVICE GROUP 'B'		734	734
Assistant Superintendent		1735	1735
INDIAN P & T ACCOUNTS AND FINANCE SERVICES			
Higher Administrative Grade	1		1
Senior Administrative Grade	14		14
Junior Administrative Grade	7		7
Senior Time Scale	18		18
Junior Time Scale	20		20
Senior Accounts Officer/Accounts Officer		104	104
Assistant. Accounts Officer		628	628
CENTRAL SECRETARIANT SERVICE	75	55	130
Civil Wing			
Chief Engineer	33		33
Others		146	146
OTHER GENERAL CENTRAL SERVICES	13	14	27
TOTAL (GAZETTED)	515	3416	3931
B. Group 'B' NON GAZETTED		5730	5730
C. NON GAZETTED	GROUP "C" Excluding MTS	GROUP C "MTS"	TOTAL
Directorate	96	100	196
Post Offices including (Circle office, Accounts, Stamp Depots, Canteen Staff)	120642	16236	136878
Railway Mail Service	13820	6741	20561
Mail Motor Service	1160	184	1344
Others (RLO, Store, Trg, Civil, Printing Press)	836	477	1313
TOTAL (NON GAZETTED) Group C	136554	23728	160292
I. TOTAL DEPARTMENTAL (A+B+C)			169953
II. Gramin Dak Sewak (GDS)			244328
GRAND TOTAL (I + II)			414281

Fig No 7, Category-wise Human Resources of Department of Posts
Source: Annual Report of Department of Posts for the year 2021-22

2.9. Role of different level of Functionaries in Post Offices: It has been discussed in above paragraph, that there are different level of functionaries in post offices depending upon their status. In single handed post offices, only one employee has to carry out all kind of work from carrying out transactions at the counter to preparation of work papers etc as back office clerck and authorizes the transactions as postmaster. But in bigger post offices, the hierarchy is clearly defined and different levels have their own role and responsibility.

- **Role of Postmaster:** As the head of the Post office, the postmaster is responsible for all aspects of Post office operations and management within the resources placed on his disposal. The Post Master is directly responsible for the cash and stamps at the Post office along-with treasurer and in some cases they verify transaction and authorise them for payment. He is also supposed to meet the financial targets assigned to him under various heads. Generally Post Masters do not directly interact with customers; however in certain cases he entertains the customers.
- **Role of Supervisors:** Generally Head/General and bigger Post Offices have the level of supervisor in between clercks and Post Masters. The supervisors are generally designated as Assistant Post Masters (APM) supervising specific branch of the Post Office e.g. supervisor of accounts branch is designated as APM(Accounts)) and supervisor of Mails branch is designated as APM(Mails). The supervisors are responsible for their own branch. To give an example APM(Savings Bank) is responsible for verification and authorisation of Savings Bank transactions. APM(SB) also checks all Savings Bank vouchers and notifies

the discrepancies in vouchers/transactions, if any. In the role of supervisor one has to interact with customers more frequently than the Post Master but less than the counter clerck.

- **Role of Back office Clercks:** The back office work is handled by a Postal Assistant generally assigned with paper work and compilation. They also perform the duty of Mail sorting for smooth delivery of the articles received in the post offices. Back office PA has limited interaction with the public in comparison to Counter clercks.
- **Role of Counter Clercks:** The role of Counter is generally assigned to Postal assistant for a specific period. He makes different type of postal transaction such as booking of mails, and transactions related to savings bank, postal life insurance, Adhaar related services, CSC services, IPPB and other miscellaneous services. In addition, he also extends help to the customers to reply to his queries on different services and products of Department of Posts. He has responsibility to smoothly handle the aggrieved customer and provide them best solution.
- **Role of Postmen:** As is well known that Postmen are entrusted with delivery of mails at the doorstep of addressee. In changing times, they are being given responsibility of Marketing of postal services and pick up the consignments from customer's premises and disburse money up to certain limit of any Bank's account through AEPS. The postmen have been interacting with the addressee to some extent and enjoying the faith and trust of the public.
- **Customer Interaction in Post Offices:** While maximum customer interaction happens at the level of counter clerks, there are cases when other levels also interact with customers. The interaction of the back office clerck with customers is

comparatively less than the counter clerck. This interaction happens whenever customers have specific queries related to delivery of consignments, post office savings bank issues or some other customer service for which counter clercks do not have authorisation. In case of Post Master and Supervisors, customer approaches them, firstly when customer is not happy with the service or behaviour of the counter/back office clerck and wants to raise the level, secondly customer wants to appreciate the approach of the counter clerck/back office clerck, thirdly having superiority attitude and walks to Post Master/Supervisor directly for the issues which can be handled at the counter.

3.0 Traditional Role of Post Offices in India and Challenges

3.1. Traditional Role: Traditionally post offices in India have been providing various kind of services such as mail and money remittance services, insurance services and Post Office Savings Bank Services. Under these three broader categories department of posts have been providing a bouquet of products and schemes. The traditional mail services are being provided historically under ‘Universal Service Obligations’ where department is bound to book and deliver a letter subject to certain service level terms and conditions.

3.2 Changing environment and Competition: Till last decade of 20th century the department was running in non-competitive environment as far Mails and Insurance services are concerned. However with the opening of market and LPG (Liberalisation, Privatisation and Globalisation) regime in place in last decade of 20th century, department of Posts started facing competition with the entry of private couriers, insurance companies and availability of better technology driven investment instruments. As Private Couriers are not covered under ‘Universal Service Obligations’, therefore, they are free to choose their area of operation as per their business strategy had getting operational advantage to

take the creamy share of Mail Business. Fast penetration and technological development in the field of telecommunication had reduced personal communications to great extent. Introduction of e-mail brought another challenge for the postal services. To summarise, Department of Posta is facing multiple competitions which have posed many challenges to it.

3.3. Challenges to meet competition: In the wake of highly advanced technology, the challenge is to use the technology for improving its operations and building the capacity of the organization to adopt it. Another challenge for Department of Posts is to come up to the expectations of the customers in the delivery of the services. Third challenge is to diversify the services to take care of requirement of customers particularly ‘Young Generation’ and making department of Posts financially viable by increasing revenue.

4.0. Operational Initiatives taken by Department of Posts to meet the challenges.

4.1. Technology Induction. During last 10-12 years, Department of Posts has taken good number of initiatives to meet the challenges as mentioned above. An Information Technology Modernisation Project was conceptualised to equip the logistic backbone for postal operations with latest state-of-the-art technology, so that the operations may be made more efficient and customer friendly.

4.2. Diversification of Services and Products: The gamut of the services and products of the Department has been widened and diversified by including new services. Department of Posta has made efforts to convert itself into Government of India’s retail network for delivery of public goods and services. Department of Posts has undertaken work of implementation of various Government sponsored Social Security Schemes like Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Old Age Pension Schemes, Widow Pension Schemes, Disability Pension Schemes, Kissan

Samman Nidhi etc, for transfer of benefits into the accounts of the beneficiary. In this endeavour, Department has tied up with Ministry of External Affairs for opening of Passport Seva Kendras inside the Post Offices, Common Service Centres are being run in Post offices. Department is undertaking different surveys of other organisation to utilise full potential of its vast network. Department of Posts has undertaken task of collection of the prices of commodities in rural areas which are required for working out Consumer Price Index (CPI) by Ministry of Statistics and Programme Implementation (MoS & PI). Employees of Department are engaged in collection, checking and uploading of data on a weekly basis. On behalf of UIDAI, post offices have become most preferred outlet for ADHAAR updating and new registration. Jan Suraksha Schemes viz. Pradhan Mantri Suraksha Bima Yojna (PMSBY) and Pradhan Mantri Jeevan Jyoti Bima Yojna (PMJJBY) are made available to all Post Office Savings Account holders. Atal Pension Yojna (APY) is also made available. Many value added services are being provided on Express Mail related products such as volume based discount and flexible pricing policy for corporate customers.

4.3 Establishing Dedicated Road Transport Network: Department of Posts has conceptualized project of ‘All India Postal Road Transport Network’ as an important element of its multimodal transport system wherein most of the important cities have been connected through this network. Transshipment centers have been constructed for exchange of parcel and mail bags by connecting different arms of this network. There is a plan to connect 400 cities across India. Through this network, all the states in India have been connected which is ensuring safe and reliable transportation of parcels and mail bags from one transshipment centre to another. This network was found of extensive use

during COVID-19 lockdown, when no other transport was generally available for supply of essential medicines and goods. Department used this network very efficiently for supply chain of essential items during crisis.

4.4 Establishing India Post Payment Bank: In order to diversify its services and ensuring use of latest banking technology, India Post Payment Bank(IPPB) comprising 650 branches along-with 3250 access points with an objective to ensure digital financial inclusion of unbanked population and bridging the ‘financial digital divide’. The Services provided by IPPB include doorstep delivery of financial services through postmen and Gramin Dak Sevaks. Withdrawal from any bank account through AEPS, assisted transactions through UPI, micro ATMs, mobile banking and other similar facilities have been made available. Armed with latest technology, IPPB is proving itself to be a pathbreaking example of Citizen Centric Service delivery channel ensuring ‘Digital Financial Inclusion’ particularly in Rural India.

5.0. Initiatives taken in Organisational Value System

5.1. Vision Statement: In order to assert on marketing, customer handling and quality of service, the vision statement of Department of Posts has been reframed as ‘India Post’s products and services will be the customer’s first choice’.

5.2. Mission Statement: Mission statement of Department of posts has been amended with following components with focus on customer handling:

- To sustain its position as the largest postal network in the world touching the lives of every citizen in the country.

- To provide the mail, parcel, money transfer, banking, insurance and retail services with speed and reliability.
- To provide services to customers on value-for money basis.
- *To ensure that the employees are proud to be its main strength and serve its customers with a human touch.*
- To continue to deliver social security services and to enable last mile connectivity as a Government of India platform.

5.3. Core Values: Department of Posts has defined its core values of maintaining iconic status of department as a unique and trusted national institution by:

- *Always providing the human touch in all our interactions with society.*
- Being responsive and reliable.
- Demonstrating the highest order of integrity, honesty, transparency and professionalism.
- Discharging our responsibilities towards the society in an environment of deep trust, mutual respect and a culture of service before self.

6.0. Impact of Initiatives on Workforce and Emotional Labour, Job Burnout and Job Satisfaction

6.1. On scrutiny of the initiative taken by the Department of Posts we can see that customer is in the focus. Customer here means External Customer, but what about the ‘Internal Customer’ i.e. the workforce which has to implement the initiatives. There is no mention either in the vision, mission, objectives or values. While the workforce has been trained side by side initiatives in the field of Technology Induction and Diversification of services, but the burn of occasional failure of technology and Business Process is directly

taken by frontline worker. The biggest issue related to technology induction has been occasional non-availability of connectivity or weak connectivity of low bandwidth. The researcher being insider has observed the wrath of the customers in such cases. Another issue related to technology is that some of the older generation employees have found it difficult and most of the time they have to depend on younger generation or the system administrators. This brings in the issues of Job-Fit deployment. The Diversification of Services has brought so many services to post offices that it is difficult for all the frontline workers to become efficient in processes of new services. If Job-Fit worker is not handling the services, it brings dissatisfaction to the customer and thereby emotional labour comes to picture with the outcome of job burnout and job satisfaction.

6.2. In Department of Posts, like many other government organization, limited attention has been paid historically on different aspects of 'Organisational Behaviour'. It is limited to transfer/posting, leave, conducting cultural/sports events. Not much has been done on the front of testing the modern aspects of 'Organisational Behaviour' in work set up such as Emotional Labour, Emotional Intelligence, Job Satisfaction, Job Burnout to understand dynamics of organizational behavior and mainly the behavior patterns of the workforce. This is true with most of the government organizations. As per the modern management theories, these aspects are important to be tested for clear understanding of workforce of organizations, for taking corrective measures and instilling confidence in workforce thereby increasing employee engagement. The study of these aspects is very important particularly when the organizations pass through the transition and so for Department of Posts. It has been concluded by many scholars, as mentioned in the section of this study

related to Job Satisfaction, that Job Satisfaction results to Improved Job Performance of the individuals which ultimately improves overall performance of the organization.

7.0. As such it can be concluded that during last 10-12 years department of posts has taken major initiatives in various fields of operations by introducing new technology and diversifying the products and services which is changing its the traditional role. As these initiatives are continuing there is a need of study of various aspects related to Organisational Behavior and Well-Being of workforce.

Chapter 5

Comprehensive Literature Review & Formulation of Hypotheses

1.0. Introduction and Panning of the Chapter

1.1. The search of related literature is an essential step of research project which provides deep insight of the topic and the related concepts, theories, models and implications. It is a guiding step for the researcher to understand the problem and acquire information about the studies which have been done in past. The literature review helps the researcher to understand the following:

- About already known aspects of the problem, the research gaps which are yet to be examined and tested.
- It also helps to find appropriate methodology and tools which can be applied for data collection and its analysis.
- Different methods which may be useful for effective data collection and get useful information on how to increase the effectiveness of data analysis.
- It helps to have interdisciplinary approach of the problem and the findings so that the findings of one research may be applied to another.

1.2. The sources for this literature review are related books, research papers, published thesis, journals, reports, periodicals and articles available in printed form or on internet. For the present study wide range of literature was consulted and reviewed, majority of which was collected through internet. While it is not possible to cover in this chapter, the entire literature consulted and studies, the important works related to the topic will be

presented in different categories. This chapter is divided in five parts as per the following details:

- Part-I Book Review: In this part of the chapter, review of the important books on Emotional Labour has been presented.
- Part-II-Review of theoretical Research papers: In this part, those theoretical research papers has been presented which laid down foundation of the concepts under study, provided framework for study of the concepts and introduced scales for measurement of different aspects of the concepts.
- Part-III- Review of research papers on ‘Literature Review’- In this part of the chapter, review of those research papers has been made which have focused on ‘Literature Review’ of theoretical/empirical studies of different facets of Emotional Labour and their correlation with different outcome such as Burnout, Customer Satisfaction, Employee Wellness etc.
- Part-IV-Research Papers on Empirical Studies – In this part of the chapter, review of those research papers has been made which are based on empirical studies. Efforts have been made to include most of the research papers from Indian context to understand the findings on the related topics in Indian context.
- Part- V- Research Gap and Formulation of Hypotheses – In this part of the chapter, analysis of literature review has been made, research gaps have been identified. Based on research gap and changing role of Department of Posts as discussed in Chapter-4, hypotheses have been formulated. The hypotheses have been formulated under different paragraphs having discussion on the respective aspect.

2.0. Part-I: Review of Book

2.1. Managed Heart-Commercialization of Human Feelings This book is considered “The Bible” in the field of Emotional Labour. During literature review not a single book/research paper/article on Emotional Labour could be found without having the reference of this book. The book has been authored by American Sociologist Arlie Russell Hochschild, which laid the foundation stone of all academic and empirical researches on various aspects of Emotional Labour. She has explained in this book as to how employees, particularly working in caring and human service organizations, are expected to learn to control and manage their feelings and emotions and the expression of emotions as per the feeling rules of the organization. She has named this effort of controlling and managing emotions as Emotional Labor. She has also discussed the negative outcome and consequences of emotional labor in this book.

The book is divided into two sections. In the first section, chapters 1 to 5, the author explains the concept of emotional labor, management of feelings, feeling rules and emotional gift exchange, which are basically meant as emotion management for ensuring display of appropriate expression in a particular situation. In the second section, the author explains how feelings are used for commercial benefit making the personal emotions as commodity. Towards the end of the book, variations in emotion management based on gender and stature/status have been discussed. The author also provides list of organizations in the context of United States in which Emotional Labour concept qualifies for its presence with different level of intensity. The details of the theoretical perspective presented in the book have been discussed in paragraph 3.1 of chapter-2.

While the book is an essential read for scholars of emotions, it can be read for general interest also.

2.2. Emotional Labour-Putting the Service in public service: The book has been authored jointly by Mary Guy, Meredith Newman and Sharon Mastracci (2008). The focus of the authors is to examine the concept of Emotional Labour from the lens of Public administration and Public Service which was generally a new field of exploration of Emotional Labour at the time book was authored. The authors, Mary Guy et al (2008) have examined the literature and empirical evidence of importance on the subject and defined the concept as “**Emotional labor is that work which requires the engagement, suppression, and/or evocation of the worker’s emotions in order to get the job done. . . . Simply put, emotional labor requires affective sensitivity and flexibility with one’s own emotions as well as those of others.**”

The authors have examined dimensions of emotional labour in three works setting viz “the Tallahassee Police Department 911 Call Takers who takes calls from distressed persons, the Illinois Department of Corrections who deals with prisoners, and the Cook County Office of the Public Guardian. These three sites present a range of jobs and skill levels and a mix of male-dominated, female-dominated, and gender-mixed workplaces”. In the deliberations, the authors have pointed out missing link in the theoretical development of public administration and argued need of inserting the concept and theories of Emotion work into public administration. Authors mention that “While the literatures of related disciplines are replete with references to a framework of caring and emotion work, with several notable exceptions this is not the case within public administration”. Most powerful quote during deliberations comes as “**bureaucracy**

privileges rationality and marginalizes emotional experience. Emotion is normally juxtaposed against rationality as a marginal mode of experience to be minimized in routine organizational life”

While talking about management of feelings and emotions, the authors talk about existence of a continuum, with the range being expressed from ‘superficial expressions of friendliness’ to ‘true expression or suppression of deeply felt emotions’. These may be equated with Surface acting and Deep Acting strategies proposed by Hochschild. The authors have also examined the degree to which performance appraisals in public service agencies are giving importance to the aspect of emotional management and came to conclusion that, State of Illinois performance appraisals include acknowledgment of emotion work to only a limited degree. In addition, relationship between Burnout and Job satisfaction has also been discussed with conclusion that it is not necessary that Burnout to be experienced in all experiences of Emotional Labour, but is depends on situations.

It can be concluded that the book is welcoming departure in a way that it tries to link the concept of Emotional Labour with theory and practice of Public Administration and helps in understanding of widening scope of Emotional Labour concept.

2.3. Emotional Labour in 21st Century: This book authored by Alicia Grandey, James Diefendorff, and Deborah E. Rupp was published in 2013 by Routledge, Taylor & Francis, New York. The book was written almost after 30 years after introduction of the concept of Emotional Labour. During this period many theoretical perspective have been provided by the scholars followed by Empirical studies. This book reviews, integrates, and synthesizes all the theoretical perspectives and conclusion of important empirical research on emotional labor.

The book is divided into five sections. The first section is devoted to introducing and defining emotional labor and presenting a framework for the book to be followed. The studies on Emotional Labour have been examined from three focal lenses of Occupational Requirement, Emotional Display and Intra-psychic Processes and it has been proposed to carry out studies from integrated trifocal lens. The second section consists of chapters which deliberate the emotional labor theory for analysis at different antecedent levels which include the event, person, dyad, and group. A model of social effects of emotion regulation has been suggested. Topics such as negotiations during customer interaction and role of emotional regulation in leadership have been suggested for study. The third section illustrates the diversity of emotional labor in different and varying professional contexts: customer service, call centers, and caring work. In the fourth section various contexts have been discussed which may influence emotional labour process as mediators or moderators such as organizational, societal, and cultural-level factors. In the final section, some insightful essays have been presented from renowned scholars in the area of emotion and emotion regulation, where they cover the concept from time perspective of the past, present and future of emotion regulation in work setup. The book has also proposed schema for future research on related issues such as in one of the articles it has been proposed to study and examine the implications of Emotional Labour.

3.0.Part-II: Review of theoretical Research Papers

3.1.Emotional Work, Feeling Rules and Social Structure: This research paper authored by Arlie Russell Hochschild was first time published in American Journal of Sociology, Vol. 85, No. 3(NOV, 1979) pp551-557. This article is considered to be the

prelude of her book “The Managed Heart: Commercialization of Human Feeling”. In this article the author has addressed the issue of ‘Effect of Social Factors on Arousal of Emotions and Act/Expressions of Emotions’ which was worded by Hochschild as ‘Social Ordering of Emotive Experience’. Views of different scholars of emotions have been summarized under two categories of models named as Organic Model and Interactive Model. The basic differences have been explained as **“(1) The organismic theorists, unlike their interactive counterparts, assume a basic fixity of emotion, based in biological givens. (2) They assume that social interaction does not basically affect emotions; the social surface remains what is implied by the term "surface." In the interactive account this is not the case. Labeling, management, and expression of feeling (more clearly differentiated by the integrationists) are processes which can reflexively "act back" on emotion, and indeed come to constitute what we mean by the term "emotion." (3) Again, the organismic theorists are more concerned with tracing emotion back to its origins.”** The Goffmanian perspective of consciously designed appearance and the Freudian perspective of unconscious intra-psychic events have been analysed in-depth before presenting the concept of ‘Emotional Work’. Supporting social ordering of emotive experience, Hochschild has proposed the concept of Emotional Work as “the act of trying to change in degree or quality of an emotion or feeling”. Two types of emotional works have been suggested as:

- Evocation which basically focuses on generating the desired feeling which were not present earlier. It was prelude of Deep Acting as developed by the author after sometime.
- Suppression in which focus is on hiding the initial undesired feelings.

The process of societal feeling rules and concept of feeling rules as social exchange has been discussed in details. The paper is a very important source to understand the basics of emotions, various academic discussions related to emotions and the social ordering of emotive experience. These aspects have been given in details and with examples for understanding. Though Emotional Labour concept word has not been used in this paper but it is very useful and important recourse for a scholar of emotions and emotional labour.

3.2. Emotional Labour: The Influence of Identity: This research paper authored by Ashforth and Humphrey was first published in 1993 in 'The Academy of Management Review' Journal which introduced third 'Genuine or Natural Expression'. It was also been argued that 'Social and Personal Identity' moderates some effects of Emotional Labour. The theoretical perspective has been given in detail in paragraph 3.2 of Chapter-2 of this study.

3.3. Emotional Regulation at the workplace: A new Way to conceptualize Emotional Labour: This research paper authored by Alicia A. Grandey was first time published in 2000 in 'Journal of Occupational Health Psychology 2000, Vol. 5, No. 195110' where in various perspectives of Emotional Labour were integrated in suggest a model/framework for study of the concept of Emotional Labour and its different facets. The details have already been discussed in paragraph 3.3 of Chapter-2 of this study.

3.4. Emotional work and psychological well-being-A review of the literature and some conceptual considerations: This research paper authored by Dieter Zapf, Johann Wolfgang Goethe was first time published in 2002 in 'Human Recourse Management Review 12 (2002) 237-268'. In this paper authors have looked at the concept of

emotional labor from psychological perspective and preferred to use the word ‘Emotional work’ on the ground that economic importance of work in terms of labour may be appropriate and useful in sociology but it would be better to use ‘Emotional Work’ in psychology for emotional regulation action. He reviewed all the perspectives of emotional labour available at that time comprehensively and gave very useful insight of these perspectives. Zapf has made an effort to test the concept of emotional labour on the ‘Action Theory’ of Organisational Behaviour but could not take it further and therefore this perspective could not gain momentum in the empirical studies. “An interplay between different factors of job requirement, emotional work strategy and burnout was also examined in detail and the relationship between different factors was proposed in the form of a model” as given below:

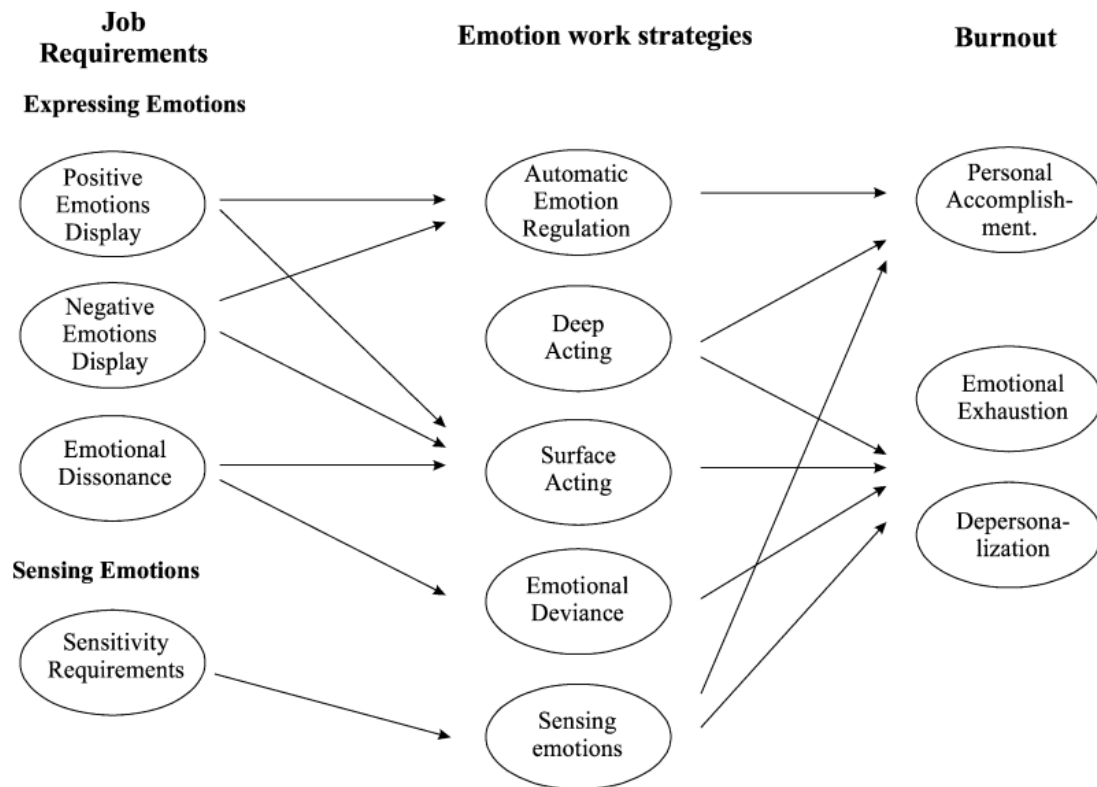


Fig No 8, Emotion Work Strategies by D. Zapf (2002) ,
 Source: Human Recourse Management Review 12 (2002) 237-268

3.5. Behind the Mask of Emotional Labour- An Integrative Model: This research paper authored by Catherine Jordan, C. T., Kiffin-Petersen, S., & Soutar, G. (2007) was published in 2002. In this paper authors have proposed that “different theoretical perspectives are complementary to each other rather than being opposing viewpoints. Authors proposed an integrated view and developed a model which incorporated all four facets of Emotional Labour together with antecedent and outcome variables”. In the model antecedents were taken as the characteristics of the job and its emotional demands. Both positive and negative affect were included in the model for integrated understanding of consequences of surface and deep acting. The model further incorporated outcome variables of ‘Organisational Commitment and Job Satisfaction’.

3.6. Emotional Labour at the Crossroads-Where Do We GO from Here: This research paper authored by Grandey and Gabriel was first published in ‘Review in Advance’ posted online on January 30, 2015. The authors have pointed out that the concept of Emotional Labour has gained lot of popularity in the study of Organisational Behaviour (OB) and Organisational Psychology (OP) and the concept has become focal point for study. However, this exponential growth has come with certain worrying trends in terms of some ambiguous theoretical construct, untested processes and stagnation of methodologies. The authors reviewed various perspectives and approaches for study of different aspects of Emotional Labour and suggested the way-forward for future studies. The model/framework provided by Grandey in 2000 was amended in this article details of which has been discussed in paragraph 4.1 of Chapter-2.

3.7. Understanding Job Burnout: This paper on Job Burnout has been authorised by Christina Maslach as published in ‘Stress and Quality of Working Life: Current

Perspective in Occupational Health' printed by Information Age Publication (2006). In this paper the author has defined Job Workout as "A psychological syndrome that involves a prolonged response to chronic interpersonal stresses" and three dimensions of Job Burnout, details of which have been discussed in paragraph 5.0 of Chapter-3. The author has further observed that senior management in organizations downplay the importance of burnout by taking it as a personal problem of the employees, but the Job Burnout is outcome of organisational factors clubbed with personal factors. As it affects the organizations productivity in terms of poor quality of work, frequent absenteeism, negative response to job dissatisfaction etc therefore organization should handle the Job Burnout as an organizational issue.

3.8. The bright side of emotional labor: The research paper has been authored jointly by Ronald H. Humphrey, Blake E. Ashforth and James M. Diefendorff published first time in Journal of Organizational Behavior, J. Organiz. Behav. 36, 749–769 (2015) online on 21.May.2015. The paper reasserts the third that "Spontaneous and natural Expression of Emotions" as third and mostly widely followed strategy of Emotional Labour and that identification with the role makes it easy to perform emotional labour. Authors have also quoted empirical studies in favour of their views and reassertion. Broadly agreeing to dark side and harmful effects of emotional labour in terms of job burnout and job dissatisfaction, they propose that the negative effect of emotional labour occur due to incorrect way of using surface acting dimension of Emotional Labour. It was further asserted that despite some negative effect, emotional labour does not affect the Job Performance adversely. In addition to many suggestions for future research have been given which are very useful for scholars.

4.0. Part-III- Review of research papers on ‘Literature Review’

4.1. Emotional Labour: A comprehensive literature review: The research paper was authored by Chunjiang Yanga, and Aobo Chen which was published Human Systems Management 40 (2021) 479–501 in 2020. In the paper a comprehensive review of the important empirical studies on various dimensions and facets of Emotional Labour has been made. Most importantly the paper has tries to study the concept of Emotional Labour and its relationship with other concepts such as Job Burnout, Organisational Commitment etc keeping in view the cultural divide of East and West.

The research paper drawing reference from Ashforth and Humphrey proposes that in the studies **not much attention has been paid to the dimension of ‘Genuine and Natural Expression’ and therefore researchers can focus on natural and genuine emotional labor.**

4.2. Through the years: Evolution of Emotional Labour as a construct and a measure: This paper has been authored by Harini C and published in **‘International Journal of Social Science & Interdisciplinary Research, ISSN 2277 3630 IJSSIR, Vol. 2(9), September (2013)**. The importance of the paper is that it is the first research paper authored by Indian giving Indian scenario of research in the field of Emotional Labour.

The author has mentioned drawn following conclusions;

- Though the concept of Emotional Labour is not new, but in India the work in the field has been limited.
- The topic of Emotional Labour is emerging topic in India and gaining popularity.
- As service sector is growing rapidly in India there is a need of lot of work to be done in changing economic scenario.

- An extensive research is needed to understand the importance of emotional labour in various sectors.
- It is important to differentiate if Indians experience is of the same kind of emotional labour as their western counterparts.

This paper is very important to understand the researchers conducted in India till 2014 and it is interesting to notice that in India the topic started being explored almost after 30 years of introduction of the concept.

4.3. A summary review of literature on emotional labour in the service sector: The research paper was authored by Santa Ghosal and Shivaji Banerje and published in January 2021. In the research paper a review of theoretical aspects of Emotional Labour has been done but lacking the review of empirical studies. The important aspect of this research paper is that it has touched upon the empirical studies made in India on aspects of Emotional Labour. The authors have commented that **despite the fact that the concept of Emotional Labour has been studied widely and vividly at the International level but in India only few studies have been conducted and researchers in India have stated focusing on different aspects of Emotional Labour.** The paper was found important from the perspective of understanding of Emotional Labour studies made in Indian context.

5.0. Part-IV-Research Papers on Empirical Studies

5.1. Emotional Labour, Job Satisfaction and Employee Performance- A Mixed Method Approach: This research paper has been authored by Binod Kumar Rajak and Punam Singh published in International Journal of Business and Globalisation, April 2023 DOI: 10.1504/IJBG.2020.10032882. A study of Emotional Labour and its relationship with Job Satisfaction and Employee Performance has been made in the

Tourism Industry in India. A mixed method approach for quantitative analysis followed by qualitative analysis based on semi structured interview has been used. Following conclusions have been drawn:

- Emotional Labour reduces Job Satisfaction i.e. whenever employee uses more Emotional Labour techniques; it results to reduced Job Satisfaction.
- Job satisfaction and Job Performance are related significantly which means that satisfied employees perform better than dissatisfied employees.
- When Emotional Labour increases, Employee's Performance decreases.
- If Emotional Labour is low, it results to more Job Satisfaction with better performance and vice-e-versa.

5.2. Donning the mask: Effect of Emotional Labour strategies on Burnout and Job Satisfaction in community health care: The empirical study related to the research paper was conducted by Pandey J and Sing M (2015) amongst 177 accredited social health activists (ASHAs) to explore and understand the effect of emotional labour strategies of surface acting and deep acting on the job stress and job satisfaction. Three sets of Hypothesis were made for understanding the impact of "Emotional labour" on "Job satisfaction" and "Burnout" including examining the mediating role of 'Burnout' between emotional labour and job satisfaction. The research followed quantitative methodology and descriptive design with questionnaire based survey. The questionnaire was based on empirically validated measures of burnout, emotional labour and job satisfaction. For analysis, AMOS-10 was used through structural equation modeling (SEM). The results were validated through qualitative post hoc analysis based on interviewing 10 ASHA workers.

Result of the research showed that **“there is a positive relationship of surface level acting to job satisfaction and negative relationship with burnout which makes surface level acting as desirable strategy to be adopted by community health care worker”**. This is in contradiction with research done with reference to aircrew and hospitality sectors. The difference has been attributed to the fact that there is a huge difference in the nature of job. **As such there may be contradictory result in different professions.**

5.3. Differential Experiences of Emotional Labour and Burnout among Indian

Professionals: This research paper has been authored by Mishra, Sasmita Choudhury and Dibyendu and published in ASBM Journal of Management. Jul2014, Vol. 7 Issue 2, p 50-60. 11p. The study has been made amongst 209 workers of different service industry workers in Indian through on line mode. The study aimed at understanding the relationship between Emotional Labour and Burnout. Mean difference of facets of Emotional Labour and Burnout as variables were studied. It has been concluded in the study that of emotional labour facets were carrying substantial differences on the parameter of age, education level, total years of experience, organization type and industry type but there was no difference with respect to gender difference. But conclusions were other way round that different variables of burnout did not differ on the demographic parameters of age, organization type and total years of experience, however there was substantial difference in Burnout in male and female. More burnout was reported by Females in comparison to Males.

5.4. Emotional Labour: An empirical analysis of the correlation with well being:

An empirical study related was conducted by Kaur, H. and Kaur, S. (2019) with objective to understand the relationship between emotional labour and well being and to analyse with

reference to demographic variations. The study was conducted in different cities of Punjab amongst 251 employee of State Bank of India (SBI) and Punjab National Bank (PNB) through random sampling of collection the data. For research, quantitative approach with descriptive design was adopted. Survey was conducted through structured questionnaire based on validated scales of respective variables.

The results of research showed that **a moderate level of emotional labour exists in bank employees. The surface acting has a negative correlation with well being. It was also found that females were stronger than male in well being. No significant difference was found in cases of emotional labour and well being based on experience of service.**

5.5. Emotional Labour: A psychosomatic management by service sector employees:

An empirical study was conducted by Ms Shveta Chug and Dr Afar Singh (2019) was conducted to understand the co-relation between emotional labour and the aspects of job satisfaction, emotional exhaustion, co-workers support and supervisor support amongst employee of customer oriented shops, doctors, shopping mall etc of Ludhiana District Punjab. The Study was done under ‘Quantitative Methodology’ with structured questionnaire based method inquiry under descriptive design. The questionnaire was developed based on validated scales of Emotional Labour (Brotheridge and Lee, 2002), Jobs Satisfaction (MoAQ, JSS 1978), Emotional Exhaustion (Mastech and Jackson, 1981), Co-worker support (Coplen, cob, french, Harrison Pimons 1980). The survey was made amongst 100 respondents on random sampling basis. Correlation coefficient and P-Value was calculated.

The study showed **that there is a negative correlation between emotional labour and job satisfaction though emotional exhaustion exists. It was also**

concluded that there is no relation between emotional exhaustion and emotional labour and emotional exhaustion is attributable to other factors. It further showed that there is positive correlation between emotional labour and coworker support.

5.6. Being Someone Else: An assessment of emotional labour and employee job satisfaction at the banking sector: The research study was undertaken by Sampson Asumah and Nicodomus Osei Owusu (2019) to understand effect of surface acting and Deep acting on 'Job Satisfaction' of employee of banking sector in Ghana. The study was done following 'Quantitative Methodology' and Drop & Collect survey method based on structural questionnaire. The survey was made amongst 145 employee of banking sector in Ghana. For questionnaire, validated scale of Emotional Labour (Kurnal & Gedeb, Grady) and Job satisfaction (Hafman and Oldhans) were used. For analysis purpose 'Structural Equation Modeling' and 'Average Variation Expected (AVE) were used.

It was concluded that **bank employee who exhibit surface acting do not enjoy job satisfaction because surface acting involves less authentic self expression and requires a greater behavioral display in suppression of felt emotion . It was also concluded that bank employee who extend deep acting enjoy more job satisfaction because deep acting involves aligning inner feelings with desired emotions so it permits greater authentic expression of self .**

5.7. Emotional Labour and Gender-A Study of Bank Tellers in Kahsmir: This research paper has been authored by Syed Naiyar-u-Nisa, Mushtaq Ahmad Lone and published in Asian Journal of Management Volume13, Issue 2 and Year 2022. An empirical study has been made to understand difference in strategies adopted by men and women employees in banks located in Kashmir Valley of India through questionnaire based survey made amongst 198 banking professionals with 98 male and 100 female

working at the counter and interacting with the customers in the process of banking transactions. Three dimensions of Emotional Labour were measured as hiding emotions, faking emotions and deep acting. Following conclusions were drawn:

- Emotional Labor was found to be high in females in comparison to the males.
- Female employees perform hiding and faking emotions more significantly than male employee.
- Female employees perform deep acting more than male employees.
- The amount of time spent dealing with customers has no effect on Emotional Labour dimensions/strategies.

5.8. Emotional Intelligence and Emotional Labour Strategies among Frontline Hotel Employees. This research paper authored by Kim et al (2012) based on the empirical studies among hotel workers in South Korea. In the paper relationship between Emotional Intelligence and strategies of Emotional Labour have been studied and established. The researchers have come to conclusion that high level of Emotional Intelligence is directly related to positive regulation of emotions which results to reduced Emotional Exhaustion; Surface Acting has negative implications while Deep Acting has positive implications. With the help of better Emotional Intelligence, the Deep Acting strategy adoption can be improved. The strategy of Deep Acting is positively related to Service Performance of frontline workers of Hotel. It has also been recommended that Hotel Management should arrange training of Emotional Intelligence for Frontline workers of Hotel.

5.9. Emotional Labour Strategies and Employee Performance-The Role of Emotional Intelligence: The research paper has been authored by Ahmed Kamassi et al

(2019) based on empirical study made among administrative staff of International Islamic University Malaysia with a questionnaire of 186 questions to explore relationship between Emotional Labour Strategies and Emotional Intelligence. It has been concluded in the study that Emotional Intelligence moderates the relationship between Emotional Labour strategies and Employee Performance.

6.0 Part.V. Analysis of Literature Review, Research Gap and Formulation of Hypotheses

6.1. Based on literature review of Emotional Labour, Job Burnout and Job Satisfaction as made above and consultation of many other research papers and literature available on the subject matter, various conclusions have been drawn, research gaps identified and hypotheses for the study have been formulated in forthcoming paragraphs.

6.2. Progress of Research in the field of Emotional Labour and Position in India:

The horizon of concept of Emotional Labour has been continuously widening since it was introduced in 1983 by Hochschild. Initially focus was on theoretical perspective which provided sound edifice to the concept in social psychology and organization behavior. The theoretical aspects of Emotional Labour have been discussed comprehensively in Chapter-2.

From the second half of 1990s, the concept started gaining in academia which put the focus on conducting lab based studies and empirical studies to examine theoretical perspective in ground level work settings. Initially the studies were limited to testing of facets of Emotional Labour proposed by Hochschild, Ashforth & Humphrey and Grandy, however the studies widened after a proper frameworks of study of Emotional Labour were presented by Grandy and other scholars at the beginning of 2000. The empirical

studies started focusing of various incident level variables such as gender, culture, different professions, age, service experience etc and outcome such as Job Burnout, Job Satisfaction, Employee wellbeing and Organizational Commitment.

6.3. Research Gap: Till mid of 2001s most of the empirical studies were conducted in United States and European countries when countries, of Asia Pacific countries such as China, South Korea and Malaysia started studying emotional labour. The wagon was joined by Indian academia generally in the beginning of 2011s. It has been observed in 2014 by Harini C as already mentioned in paragraph 4.2 above that the work on Emotional Labour in India is still in nascent stage. The observation was again made in 2019 by Santa Ghosal and Shivaji Banerje, as mentioned in paragraph 4.3 above. On examination of the issue by researcher, it has been observed the pace of study of aspects of Emotional Labour has gained momentum in India during last four-five years. Good number of research papers has been published and concept is being opted for PhD thesis also. However the area of study has been limited to medical professionals, teachers and school staff, call centers workers, tourism, police organizations, bank teller employees and workers in shopping malls. A large group of government employees working in Postal Department, Railways Department, Life Insurance Company, Provident Fund Department and so on, despite providing human service, are yet to be undertaken under the emotional labour research. Though these departments cover huge area of service sector, but hardly any study has been done covering employees of these service organizations. This is very surprising in view of the fact that Hochschild in her book “The Managed Heart: Commercialisation of Feelings” (**Table 3, page 239, edition 1983**) has **clearly mentioned Postal Clerks, Librarians, Insurance adjudicators & examiners and Secretaries** as the occupations as having high level of presence of emotional Labour. **As**

such there is a huge gap in the search of emotional labour not only in India but also in other countries.

Postal clerks can be a good test case in view of the fact that Postal Organisations worldwide are undergoing tremendous changes in terms of technology, competition, organizational structures and service approach. **This changing work environment and research gap makes this study a good case for exploration of various dimensions of emotional labour adopted by postal clerks, supervisors and Post Masters and the relationship with Job Burnout and Job Satisfaction.**

6.4. Study of various Dimensions of Emotional Labour

From the literature review, it is clear that in most of the studies on emotional labour generally two strategies of ‘Surface Acting’ and ‘Deep acting’ have been studied but the third strategy of ‘Natural Expression’ as proposed by Ashforth has not been explored much. Similarly the Role of ‘Emotional Suppression’ in emotional Labour is also not studied much. In this study also, initially it was proposed to study only two strategies of Surface Acting and Deep acting, **but after finding the research gap, the scope has been widened by including dimensions of ‘Natural Expression’ and ‘Emotional Suppression’ in the study.** As the first objective of the study is to understand pattern of the strategies of emotional labour in Post Offices in Delhi NCR, researcher tends to go into a little details before formulating hypotheses. In department of post ‘Display Rules’ have been prescribed unofficially where the employees while interacting with customer is expected to be polite and generous. Training in soft skills is provided from time to time to the employees. While interacting with the customer basis courtesy is expected to be extended. As in majority of the cases as the interaction is for a limited time of transaction

and at the same time the employees generally establish a relationship with the frequently visiting customers thereby having a cozy relationship with such customer, therefore most of the time during the interaction with the customers, the employees appear to adopt 'Natural Expression' and 'Deep Acting'. However the issue of regulation of emotions comes to picture while handling arrogant or aggrieved customers. Under such situation initially the employees tend to be normal, cool and compose and try to solve the problem trying to regulate the feelings. During process of regulation of emotions, it has been observed that after the days' work is over, the employees having bad experience with customers, have been complaining to coworkers, supervisors and at time to service association representatives, which shows that the regulation of emotions has been done using 'Surface Acting'. The issue of 'Emotional Suppression' also comes to picture while handling the difficult and aggrieved customers. In view of this discussion following hypothesis is proposed to be tested to understand overall pattern of emotional labour strategies followed by Post Office Staff in Delhi NCR:

H.1.1. Post Office staff in Delhi NCR adopt 'Natural Expression' & 'Deep Acting' substantially, and 'Surface Acting' & 'Emotional Suppression' nominally.

6.5. Emotional Labour and Individual, Demographic and Job Specific Factors

From the literature review of theoretical aspects and empirical studies of Emotional Labour, it has been found that Individual, Demographic and Job specific factors play an important role in regulation of emotions and therefore these are important to be studied. Various Individual and Demographic factors which have been identified by the scholars impacting emotional regulation and the outcome are 'Age, Gender, Work Experience, Job Nature, Skill Pattern, Emotional Intelligence etc'.

6.6. Emotional Labour and Gender: Gender has been identified as an important factor affecting the emotional labour process and its outcome in theoretical perspectives and empirical studies both. Hochschild (1983) has argued from theoretical perspective that women differ from men in cultivating the habit of suppressing the emotions which is the result of cultural aspect where women are expected to focus more on feelings rather than action. Hochschild (1983) has further argued that, these cultural differences of male and female are called for different professions. Liu (2007) in his study came to conclusion that there is a significant difference in Natural Expressions based on Gender difference, however the difference in Surface Acting and deep Acting was not significant based on Gender Difference. In another study conducted by Chen (2010) in different work setting, it was found that there is no significant difference in Surface Acting, Deep Acting and Natural Expression based on gender difference.

On examination of the argument put forward by Hochschild, we can find that during last four decades Indian Society, in particular, has progressed a lot and gender difference perspective of 'Gender Biased Profession' has depleted to great extent. Though there are still some professions which are preferred by female but generally gender base restrictions have been removed to great extent. Whenever somebody irrespective of gender chooses some specific profession, he/she prepares himself/herself for the role. Therefore, both male and female generally stand on the same footing. The empirical studies referred above show that there is no uniform pattern in this reference. As regards post office employees in Clerck/Assistant grade, it can be observed that employees come through competitive examinations based on their capabilities and skills where equal opportunity is available. As such this profession cannot be labeled with Gender-Biased profession. At the time of competing for the job, the candidates prepare

themselves for the role likely to be played in work settings. In view of this argument the researcher is of the opinion that there may not be much difference in adoption of different strategies based on Gender difference in post offices of Delhi NCR. Following hypothesis is therefore proposed to be tested:

H.2.1. There is no significant difference in adoption of ‘Emotional Labour strategy’ based on gender difference amongst post office employees in Delhi NCR.

6.7. Emotional Labour and Age: In the theoretical perspective of Emotional Labour ‘Age’ has been proposed to be an important individual factor which affects the process of emotional management and the same has been validated in number of empirical studies. Hochschild (1983) has argued that employees of different age group tend to use different emotional labour strategies, while employees in older age group are proposed to be comfortable at the emotional level, the employees in younger age group have been proposed to face challenge. It means that older age group employees are resorting to Deep Acting while employees in younger age group are resorting to Surface Acting in the Hochschild’s perspective of Emotional Labour. It looks obvious, as in the process of attaining more age, the human beings generally become more mature and tend to control emotions more effectively. As such, for the post office employees also this link between age and emotional labour strategy should hold good which means there may be significant difference in using the ‘Emotional Labour Strategy’ based on different age groups. It has been further observed from literature review that the dimensions of ‘Natural Expression’ and ‘Emotional Suppression’ have not been tested adequately in empirical studies in India, therefore the hypothesis will be tested in all the four strategies

of Emotional Labour separately. In view of above the following hypothesis for testing is proposed:

H.2.2. There is significant difference in adoption of ‘Emotional Labour Strategy’ based on different age groups of post office employees of Delhi NCR.

6.8. Emotional Labour and Location of Workplace: While going through the literature related to emotional labour, it was observed that though studies have been conducted in wider sense of location of different counties or different cultures, but the local differences of culture and social parameters generally remained neglected. This aspect requires to be measured particularly in India where there are huge socio-economic differences from location to location within a city. These differences may be visible in Delhi NCR, if we move from highly developed urban centre of Connaught Place to Outskirts of Delhi viz Naerla. It appears that there would be difference in adoption of ‘Emotional Labour Strategy’ from location of the Post Office, however it has been observed that as a result of government efforts and spread of social media, the customers have become more aware. It is evident from the studies made in the field of consume behavior. It has been conclude by Rajan R. V.(2001) in his book ‘Knowing the Rural Customer’ that the rural customer despite not being much educated has common sense and is equally intelligent as urban customer. It has been acknowledged by marketing experts in an event conducted during 2018 by Chamber of Commerce and industry that now there is generally no consumer difference in ‘Urban –Rural’ divide of India. When there is not much difference in consumer behavior based on locality difference, therefore the employees of Post Offices may not feel much difference based on location of the Post office in Delhi NCR area. In view of above discussion, following hypothesis is proposed to be tested:

H.2.3. There is no significant difference in adoption of ‘Emotional Labour strategy’ based on location difference of Post offices of Delhi NCR.

6.9. Emotional Labour and Job Hierarchy: Organisational factors such as job autonomy, co-worker’s attitude and supervisor’s support have identified as moderators in Grandy’s framework of emotional labour. The Job-Hierarchy is also one of the organizational factors which may affect the adoption of strategy by the employees therefore considered as moderator. In Post Offices there are different levels of Hierarchy playing different roles. While maximum customer interactions happens at the counter clerks, there are other levels also where customer interaction happens such as Back office clerks, Supervisor and Post Master. The interaction of the Back Office clerk with customers is comparatively less than the counter clerk. This interaction happens whenever customers have specific queries related to delivery of consignments, post office savings bank issues or some other customer service for which counter clerks do not have authorisation. In case of Post Master and Supervisors, there are some specific events when customer approaches them, firstly when customer is not happy with the service or behavior of the counter/back office clerk and wants to raise the level, secondly customer is delighted and wants to appreciate the approach of the counter clerk/back office clerk, thirdly having superiority attitude and walks to Post Master/Supervisor directly for the issues which can be handled at the counter. Thus there are different role levels and it would be interesting to understand the emotional labour strategies used by the different levels in Post offices. On close observation of functioning of different levels, it is seen that though these levels have different roles and responsibilities in the functioning of post office but there is not much difference in the role performed by these levels in connection with the interaction with customer. As such there may not be much difference in the

emotional labour strategy adopted by different levels in the post office as regards customer interaction. Following hypothesis is therefore proposed to be tested in addition to what was suggested in Synopsis:

H.2.4. There is no significant difference in adoption of emotional labour strategy by different levels of employees in Post Offices of Delhi NCR.

6.10. Relationship between Emotional Labour and Job Burnout: While deliberating on effect of different emotional labour strategies, it was proposed by Hochschild (1983) that surface acting brings in negative consequence to the employee on the ground that difference in felt emotions and expressed emotions will bring sense of ‘Guilt and Dissatisfaction’ amongst employees while Deep acting will bring in positive consequence. Ashforth and Humphrey(1993) while deliberating on this aspect argued that most of the time employees will be adopting to the ‘Natural Emotions’. As this strategy do not involve efforts to regulate or express emotions, it will not have any effect on the employees there will be ‘No Relationship’ or ‘Neutral Relationship’. As regards Deep Acting, Humphrey, Ashforth and Diefendorff (2015) have relied on empirical studies of Wnag et al (2011) where statistically it has been concluded that there is no relationship between Deep acting and Emotional Exhaustion and Depersonalization dimensions of Job Burnout, and it was negatively related to reduced feeling of Personal Accomplishment. As regards Surface Acting, Zapf (2002) has found Surface Acting to be positively related to Emotional Exhaustion and Depersonalisation. Though contradictory conclusions have been drawn by J. Pandey and Manjari Singh (2015) in their study of ASHA workers in India, who concluded that higher surface

acting is associated with reduced Job Burnout while Higher deep acting is associated with higher Jobburnout. But the researcher is of the opinion that the job profile of Post Office employees is entirely different from ASHA workers, therefore, their conclusions may not be applicable in present study. In view of above, following hypotheses are proposed w.r.t. relationship of various strategies of Emotional Labour with three components of Job Burn Out i.e. Emotional Exhaustion, Depersonalisation and Personal Accomplishment to be tested:

H.3.1. Natural Expression has Neutral Relationship with Emotional Exhaustion & Depersonalizations and positive relationship with Personal Accomplishment.

H.3.2. Surface Acting has positive relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment.

H.3.3 Deep Acting has negative relationship with Emotional Exhaustion and Depersonalistic and positive relationship with Personal Accomplishment.

H.3.4 Emotional Suppression has positive relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment.

6.11. Relationship between Emotional Labour and Job Satisfaction: As proposed by Grandy(2000,2015) in her framework for study of emotional labour, Job Satisfaction has been studied by many scholars as outcome of emotional labour strategies. The results of the empirical studies have been varying from each other. Humphrey, Ashforth and Diefendorff (2015) have concluded that good number of empirical studies have found positive correlation between Deep Acting and Natural Expression strategies of emotional labour. The reverse conclusions have been drawn by J. Pandey and Manjari Singh (2016)

in their study of ASHA workers in India, who concluded that higher surface acting is associated with higher Job Satisfaction while higher deep acting is associated with lower Job Satisfaction. The researcher is of the opinion that the job profile of Post Office employees is entirely different from ASHA workers; therefore, their conclusions may not be applicable in present study. In view of above, following hypotheses are proposed w.r.t. relationships of various strategies of Emotional Labour with two component of Job Satisfaction i.e. Work Commitment and Work Engagement to be tested:

H.4.1. Natural Expression has positive relationship with Work Commitment and Work Engagement.

H.4.2. Surface Acting has negative relationship with Work Commitment and Work Engagement.

H.4.3 Deep Acting has positive relationship with Work Commitment and Work Engagement.

H.4.4 Emotional Suppression has negative relationship with Work Commitment and Work Engagement.

Chapter-6

Frequency Analysis & Graphical Presentation of Quantitative Data

1.0. Introduction

1.1. Panning of the chapter

In the beginning of this chapter, method of data collection and general idea of data analysis along-with details of data analytics tool will be discussed. Thereafter, graphical presentation of data will be made based on frequency of Individual and Professional factors and the frequency of various strategies of EL and dimensions of JB and JS. Finally statistical analysis will be made and Hypotheses will be tested.

1.2. Scope and Sample Size of the Survey for Quantitative Study: Scope of the survey is confined to measure four strategies of emotional labour viz Natural Expression, Deep Acting, Surface Acting and Emotional Suppression, three dimensions of burnout viz Emotional Exhaustion, Depersonalisation and Personal Accomplishment and two dimensions of job satisfaction viz Work Commitment and Work Engagement amongst operative Post Office Employees of the cadre of Postal Assistant, Supervisor and Post Master of identified **10 Post Offices of each of the six postal divisions of Delhi Postal Circle covering part of Delhi NCR**. The details of the Post Offices are given in appendix 'B'. The total sample is 385 which include 312 Back Office and Counter PA, 44 Post Masters and 29 Supervisor. The sample size has been worked on approximate population size of 5000 employees with 95% satisfaction level.

1.3. Description of Quantitative study Questionnaire: The questionnaire was divided into two sections; In section Section-A,demographic details such as location of Post

Offices, age, gender, marital status, designation, years of experience were collected. In section Section-B, detailed questionnaires of emotional labour, burnout and job satisfaction were given. Based in the discussion as in paragraph 6.0 of Chapter-2, **‘standard and validated measurements of English version of D-QEL’** has been adopted for measurement of degree of emotional strategies of Natural Expression, Deep Acting, Surface Acting and Emotional Suppression. Based on the discussion as in paragraph 7.2 of Chapter-3, **‘standard and validated Copenhagen Psychosocial Questionnaire-third version (COPSOQ-III)’** has been adopted to measure Work Commitment and Work Engagement dimensions of Job Satisfaction. Similarly based on discussion as in paragraph 15.0 of Chapter-3, **‘Maslach Burnout Inventory –General Survey MBI GS’** has been adopted for measurement of Emotional Exhaustion, Depersonalisation and Personal Accomplishment dimensions of Job Burnout. Score criterion for Degree of JB and JS is given in Appendix ‘A’.

2.0. Criterion for Degree of Emotional Labour Strategies: Based on calculation criterion given in Append ‘A’, the degrees of measurement of EL are as below

Table No.1. Score for Degree of strategies of Emotional Labour

	Low	Moderate	High
Natural Expression	Less than 3	3	More than 3
Surface Acting	Less than 3	3	More than 3
Deep Acting	Less than 3	3	More than 3
Emotional Suppression	Less than 3	3	More than 3

3.0. Frequency Analysis of Data and Graphical Presentation

3.1. Frequency analysis of respondents based on Gender: On the basis of the information given in table 2, it is revealed that 78% of the Post Office Employees (POE)

belongs to male category and 22% belong to female category. Compared to females, males are on very high in representation, which is the true representation of actual workforce of Department of Posts.

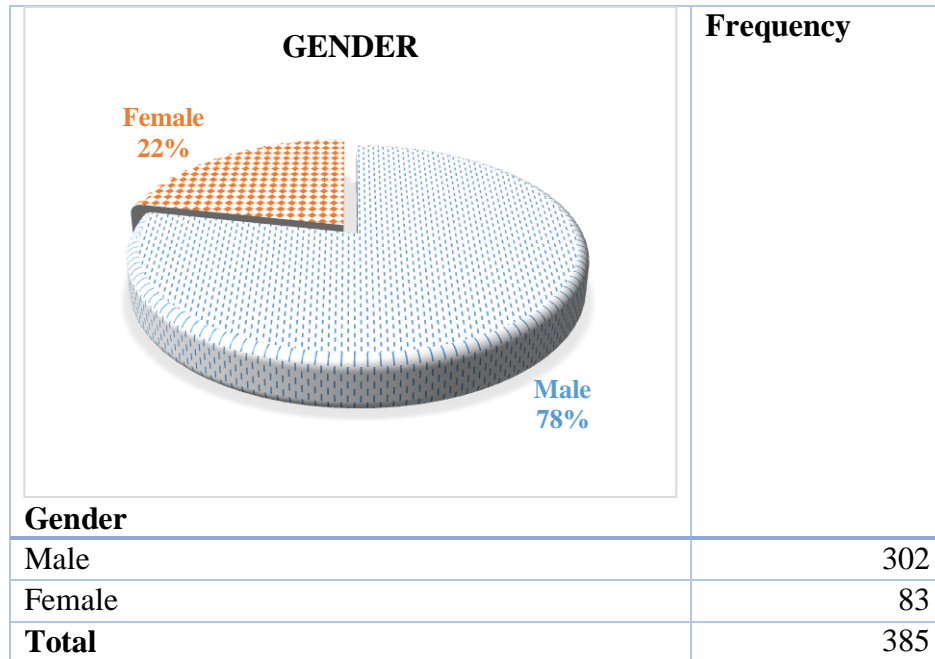


Table 2: Frequency Distribution of Gender of Respondents

3.2. Frequency analysis of respondents based on Age: On the basis of the information given in the table 3, it is revealed that 7.8% of the respondents belong to the age group of 18-25 years, 56.4% belong to age group of 26-35 years of age, and about 11.4% belong to age group of 36-45 years. Only 7.3% of respondents are more than 55 years of age.

Table 3: Frequency Distribution of Age of Respondents

Age Group	Frequency	Percent	Valid Percent	Cumulative Percent
18 to 25 years	30	7.8	7.8	7.8
26 to 35 Years	217	56.4	56.4	64.2
36 to 45 Years	44	11.4	11.4	75.6
46 to 54 Years	66	17.1	17.1	92.7
More than 55 years	28	7.3	7.3	100.0
Total	385	100.0	100.0	

Hence respondents between the Age group of 26-35 are highest in representation as compared to other Age groups in this sample; it shows that respondents mostly belong to younger age groups.

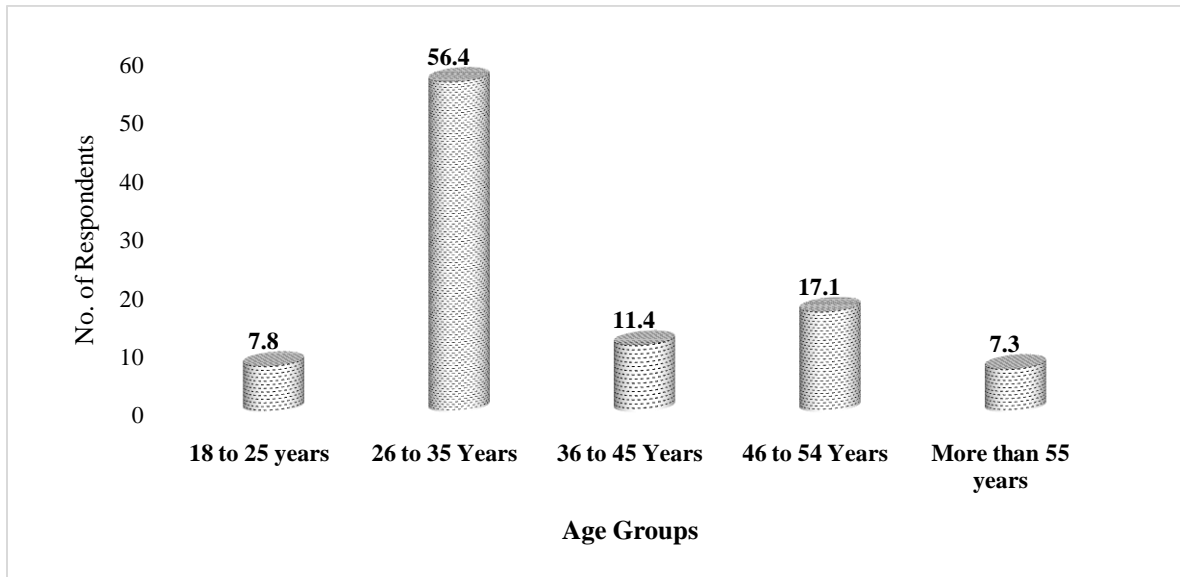


Fig No 8. Graph of Frequency Distribution of Age of Respondents

3.3. Frequency analysis of respondents based on Qualification: The table-4, shows educational status of respondents. So far as educational attainment is concerned, 5.5% are educated up to matrix/10th standard level whereas 23.9% respondents have studied Senior Secondary level or Intermediate.

Table 4: Frequency Distribution of Qualification of Respondents

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Matriculation	21	5.5	5.5	5.5
Intermediate	92	23.9	23.9	29.4
Graduate and Above	272	70.6	70.6	100.0
Total	385	100.0	100.0	

It is observed that majority of Respondents have completed their graduation and above (70.6%). It includes Graduation in Science, Commerce, Social Science and LLB etc. This shows that ‘Graduates and above’ are more in number as compared to respondents with other qualifications.

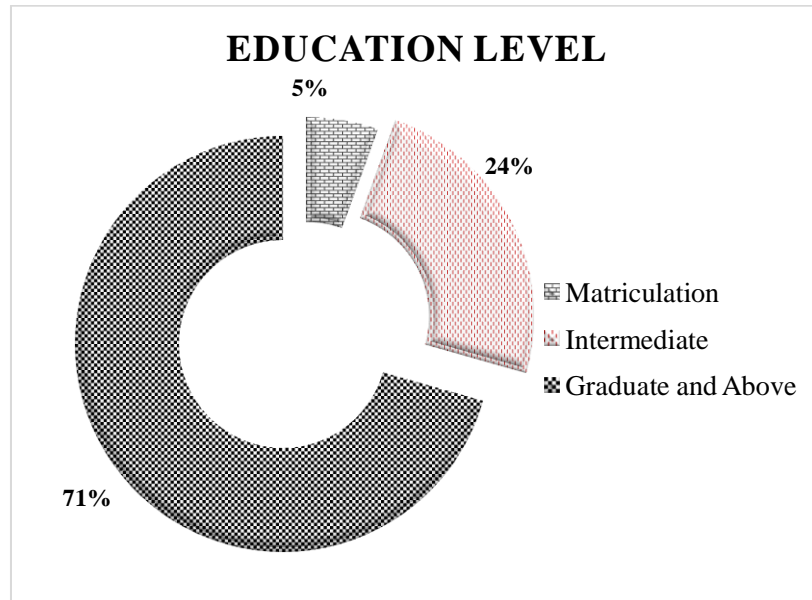


Figure No 9: Graph of Frequency Distribution of Qualification of Respondents

3.4. Frequency analysis of respondents based on Role Designation: The sample comprises four categories of professions designation, viz Back Office PA, Counter PA, Post Masters and Supervisors.

Table-5: Frequency Distribution of Designation of Respondents

Designation	Frequency	Percent	Valid Percent	Cumulative Percent
Back Office	161	41.8	41.8	41.8
Counter PA	151	39.2	39.2	81
Post Masters	44	11.4	11.4	92.5
Supervisor	29	7.5	7.5	100
Total	385	100	100	

The information extracted from the table-5 shows that the 41.8% respondents were working as a Back office PA, 39.2% respondents were working as Counter PA and 11.4% respondents are Post Master and only 7.5% were working as supervisor in the sample.

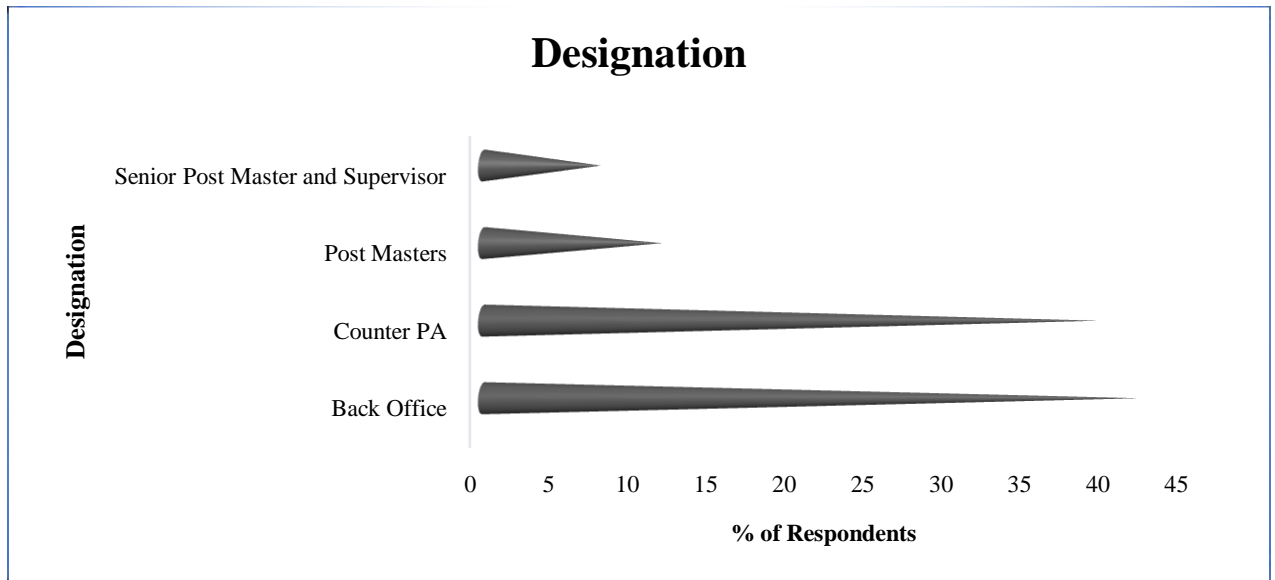


Figure No 10: Graph of Frequency Distribution of Designation of Respondents

3.5. Frequency analysis of respondents based on Experience: In the table-6, information related to years of experience of the respondents is depicted.

Table-6: Frequency Distribution of Job Experience of Respondents

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
0-3 Years	90	23.4	23.4	23.4
4-6 Years	116	30.1	30.1	53.5
7-10 Years	37	9.6	9.6	63.1
11-15 Years	46	11.9	11.9	75.1
15-25 years	41	10.6	10.6	85.7
More Than 25 Years	55	14.3	14.3	100
Total	385	100	100	

It can be seen that one fourth i.e. 23.4% of the respondents have work experience between 0-3 years and more than half of the respondents had experience below 4-6 years, while 9.6% of respondents had experience between 7-10 years and so on.

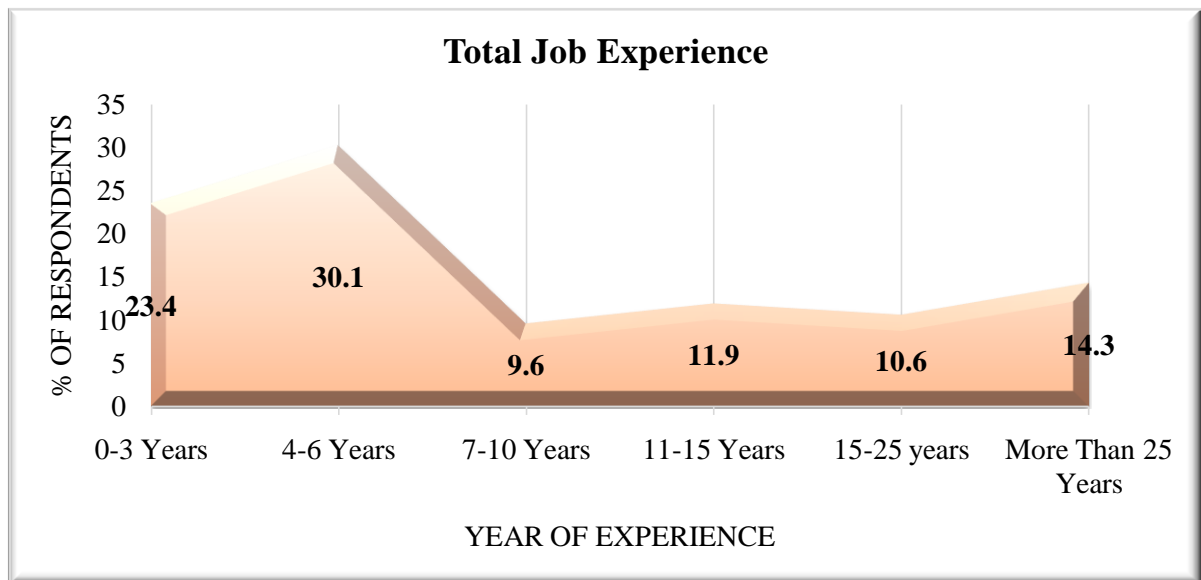


Figure No-11: Graph of Frequency Distribution of Job Experience of Respondents

3.6. Frequency Distribution of Degree of Natural Expression: The following table depicts the frequency of adoption of Natural Expression strategy of Emotional Labour. The respondent's frequency of Natural Expression has been divided into three parts i.e. low, moderate and high.

Table-7: Frequency Distribution of Degree of Natural Expression

Natural Expression				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	53	13.8	13.8	13.8
Moderate	69	17.9	17.9	31.7
High	263	68.3	68.3	100.0
Total	385	100.0	100.0	

The highest number of respondent are found in high level of Natural Expression of 68.3% respondents, followed by moderate Natural Expression of 17.9% respondents and low

Natural Expression of 13.8% respondents. The table shows that most of the Respondents adopt high degree of Natural Expression of strategy of emotional labour.

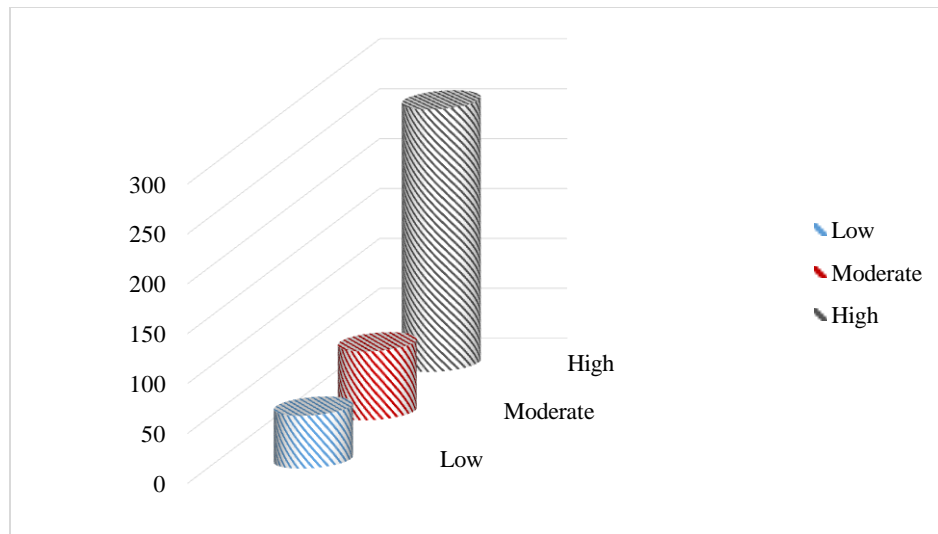


Figure No 12: Graph of Frequency Distribution of Degree of Natural Expression

3.7. Frequency Distribution of degree of Surface Acting: The table-8 depicts the frequency of degree of Surface Acting strategy of Emotional Labour adopted by respondents. The degree of Surface Acting has been divided into three parts i.e. low, moderate and high of Surface Acting for emotional labour.

Table 8: Frequency Distribution of degree of Surface Acting

Surface Acting				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	316	82.1	82.1	82.1
Moderate	18	4.7	4.7	86.8
High	51	13.2	13.2	100.0
Total	385	100.0	100.0	

The highest numbers of respondents are found in low Surface Acting with 82.1% respondents followed by high Surface Acting with 13.2% respondents and moderate Surface Acting with 4.7% respondents only. The table shows that the high degree of

strategy of Surface Acting of emotional labour is being adopted only by very limited employees.

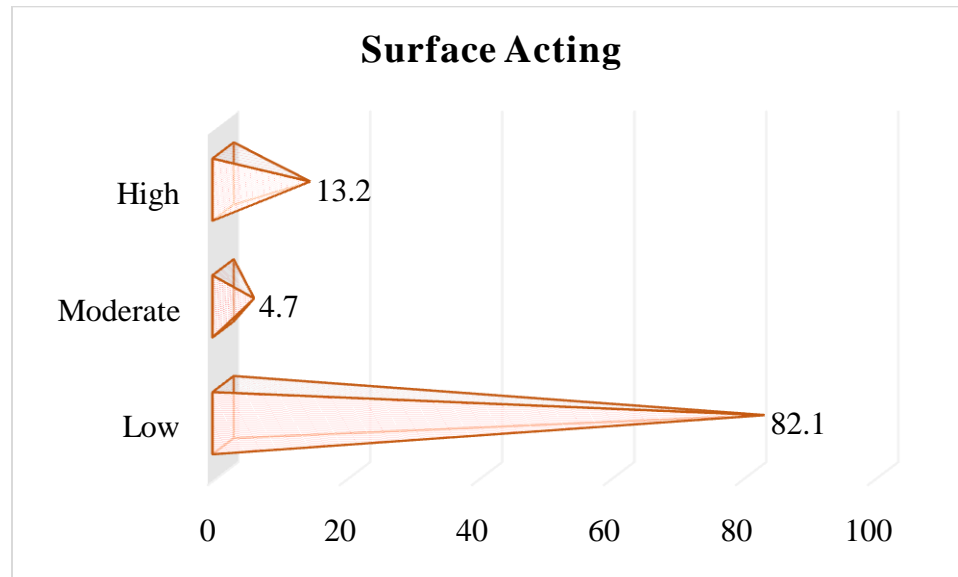


Figure No 13: Graph of Frequency Distribution of degree of Surface Acting

3.8. Frequency Distribution of strategy of Deep Acting of EL: The table-9 depicts frequency of degree of Deep Acting. The degree of Deep Acting has been divided into three parts i.e. low, moderate and high of Deep Acting for emotional labour.

Table-9: Frequency Distribution of degree of Deep Acting

Deep Acting				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	80	20.8	20.8	20.8
Moderate	43	11.2	11.2	31.9
High	262	68.1	68.1	100.0
Total	385	100.0	100.0	

The highest number of respondent are found in high Deep Acting with 262 followed by low Deep Acting with 80 and moderate Deep Acting with 43. The table shows that respondents after Natural Expression adopt to high Deep Acting. The high Deep Acting

has 68.1 percent share among all respondent followed by 20.8 percent by low Deep Acting and 11.2 percent by moderate Deep Acting.

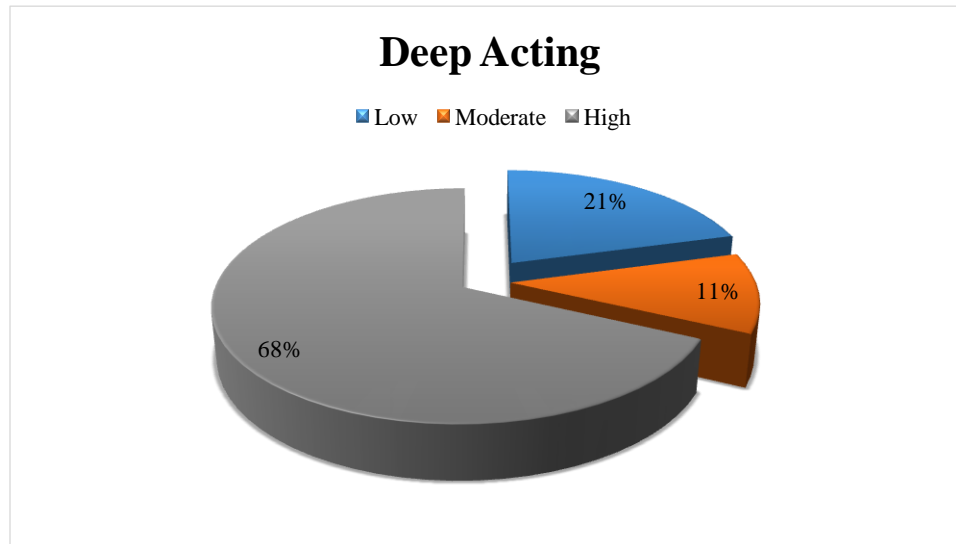


Figure No 14: Graph of Frequency Distribution of degree of Deep Acting

3.8. Frequency Distribution of strategy of Emotional Suppression of EL: The table-10, depicts frequency of degree of Emotional Suppression. The respondent's frequency of Emotional Suppression has been divided into three parts i.e. low, moderate and high of Emotional Suppression. The highest numbers of respondent are found in low Emotional Suppression with 204 followed by high Emotional Suppression with 141 and low Emotional Suppression with 40.

Table-10: Frequency Distribution of Degree of Emotional Suppression

	Frequency	Percent	Valid Percent	Cumulative Percent
Low	204	53.0	53.0	53.0
Moderate	40	10.4	10.4	63.4
High	141	36.6	36.6	100.0
Total	385	100.0	100.0	

The low Emotional Suppression has 53.0 percent share among all respondent followed by 36.6 percent by high Emotional Suppression and 10.4 percent by moderate Emotional Suppression.

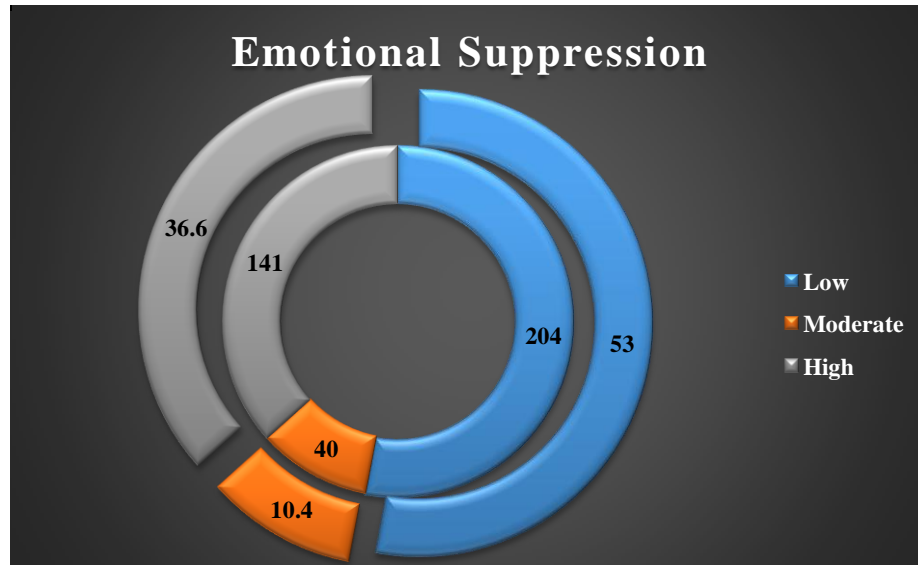


Figure No 15: Graph of Frequency Distribution of Degree of Emotional Suppression

3.9. Frequency Distribution of Degree of Emotional Exhaustion: The table-11, depicts the degree of Emotional Exhaustion. There degree of Emotional Exhaustion is divided as low, moderate and high. In the table, the highest share of respondents belong to low Emotional Exhaustion with 234 respondents followed by moderate Emotional Exhaustion 83 respondents and low Emotional Exhaustion with 68 respondents. The table shows that there is low level of Emotional Exhaustion among the respondents in the study.

Table-11: Frequency Distribution of degree of Emotional Exhaustion

Emotional Exhaustion				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	234	60.8	60.8	60.8
Moderate	83	21.6	21.6	82.3
High	68	17.7	17.7	100.0
Total	385	100.0	100.0	

In percent, the low Emotional Exhaustion has 60.8 percent share among all respondent followed by 21.6 percent by moderate Emotional Exhaustion and 17.7 percent by low Emotional Exhaustion.

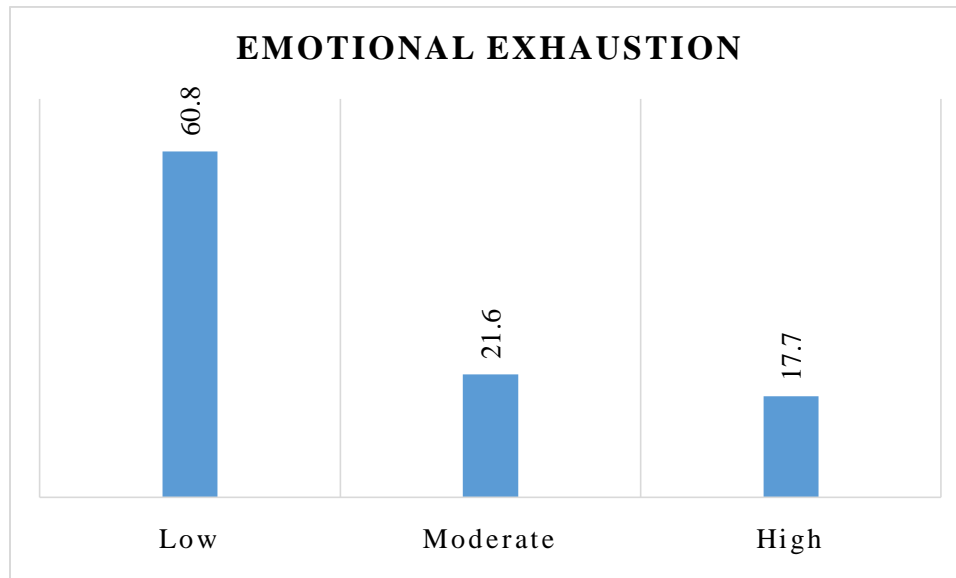


Figure No 16: Graph of Frequency Distribution of Emotional Exhaustion

3.10. Frequency Distribution of Degree of Depersonalisation: The table-12 depicts the frequency of degree of Depersonalization. Depersonalization degree is divided in three parts i.e. low, moderate and high. In the table, the highest share of respondents belongs to low Depersonalization with 181 respondents followed by moderate Depersonalization 121 respondents and low Depersonalization with 83 respondents.

Table-12: Frequency Distribution of degree of Depersonalization

Depersonalization				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	181	47.0	47.0	47.0
Moderate	121	31.4	31.4	78.4
High	83	21.6	21.6	100.0
Total	385	100.0	100.0	

In percent, the low Depersonalization has 47.0 percent share among all respondent followed by 31.4 percent by moderate Depersonalization and 21.6 percent by low Depersonalization.

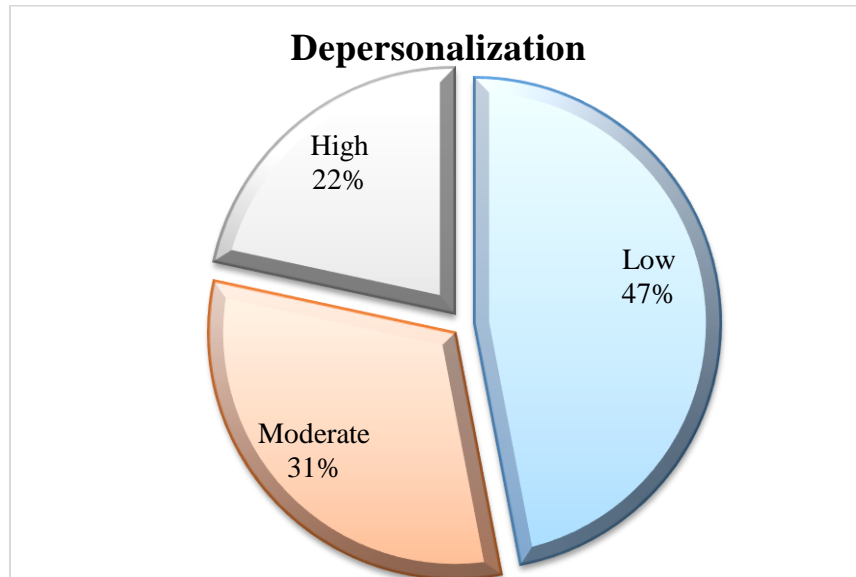


Figure No 17: Graph of Frequency Distribution of degree of Depersonalization

3.11. Frequency Distribution of degree of Personal Accomplishment: The table-13 depicts degree of Personal Accomplishment. The degree of Personal Accomplishment is divided in three parts i.e. low, moderate and high. In the table, the highest share of respondents belongs to high Personal Accomplishment with 174 respondents followed by low Personal Accomplishment 139 respondents and moderate Personal Accomplishment with 72 respondents. The table shows that the maximum respondents were having high levels of personal accomplishment among the respondents in the study.

Table-13: Frequency Distribution of Personal Accomplishment

Personal Accomplishment				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	139	36.1	36.1	36.1
Moderate	72	18.7	18.7	54.8
High	174	45.2	45.2	100.0
Total	385	100.0	100.0	

In percent, the high Personal Accomplishment has 45.2 percent share among all the respondent followed by 36.1 percent by low Personal Accomplishment and 18.7 percent by moderate Personal Accomplishment.

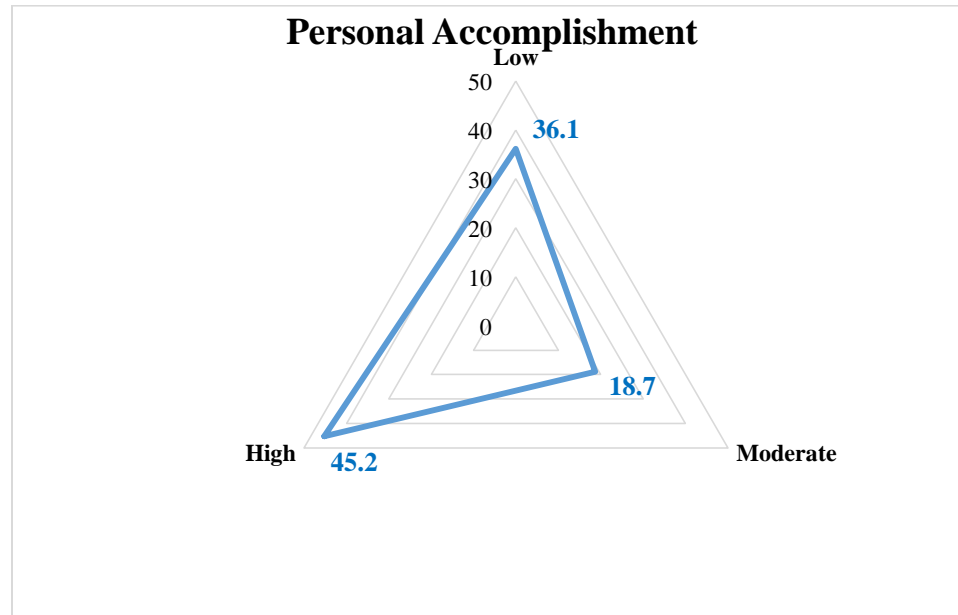


Figure No 18: Graph of Frequency Distribution of degree of P A

3.12. Frequency Distribution of degree of Work Commitment: The table-14 depicts frequency of dimension of work commitment. The degree of work commitment is divided in three parts i.e. low, moderate and high. In the table, the highest share of respondents belongs to high work commitment with 287 respondents followed by low work commitment 62 respondents and moderate work commitment with 36 respondents. The table shows that there is high level of work commitment to reflect their job satisfaction level among the respondent in the study.

Table-14: Frequency Distribution of Work Commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Low	62	16.1	16.1	16.1
Moderate	36	9.4	9.4	25.5
High	287	74.5	74.5	100.0
Total	385	100.0	100.0	

In percent, the high work commitment has 74.5 percent share among all respondent followed by 16.1 percent by low work commitment and 9.4 percent by moderate work commitment.

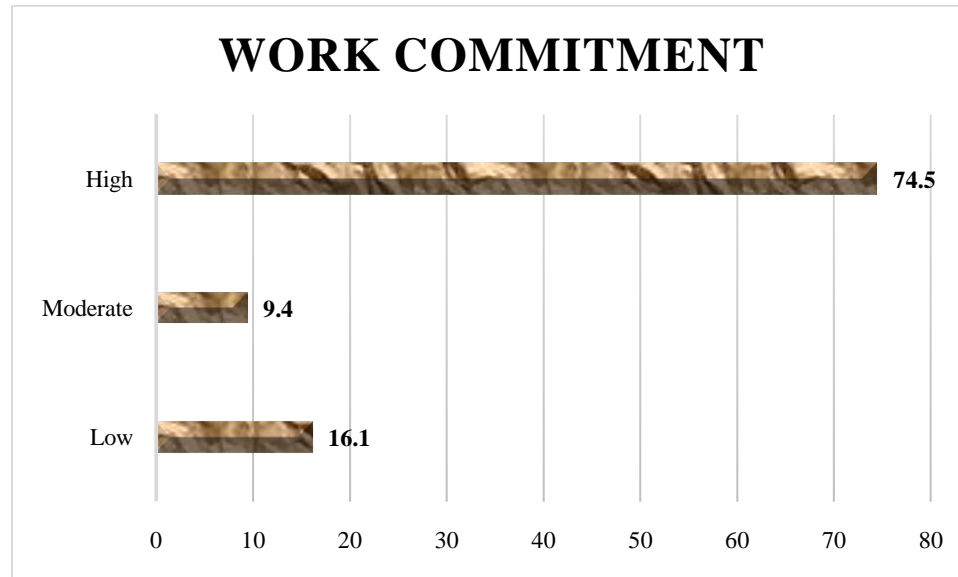


Figure No 19: Graph of Frequency Distribution of Work Commitment

3.13. Frequency Distribution of Degree of Work Engagement: The table-15 depicts the frequency of work engagement.

Table-15: Frequency Distribution of Degree of Work Engagement

Work Engagement				
Work engagement	Frequency	Percent	Valid Percent	Cumulative Percent
Low	36	9.4	9.4	9.4
Moderate	17	4.4	4.4	13.8
High	332	86.2	86.2	100.0
Total	385	100.0	100.0	

The degree of Work Engagement is divided in three parts i.e. low, moderate and high. In the table, the highest share of respondents are belongs to high work engagement with 332 respondents followed by low work engagement 36 respondents and moderate work

engagement with 17 respondents. The table shows that there is high level of work engagement to reflect their job satisfaction level among the respondent in the study. In percent, the high work engagement has 86.2 percent share among all the respondent followed by 9.4 percent by low work engagement and 4.4 percent by moderate work engagement.

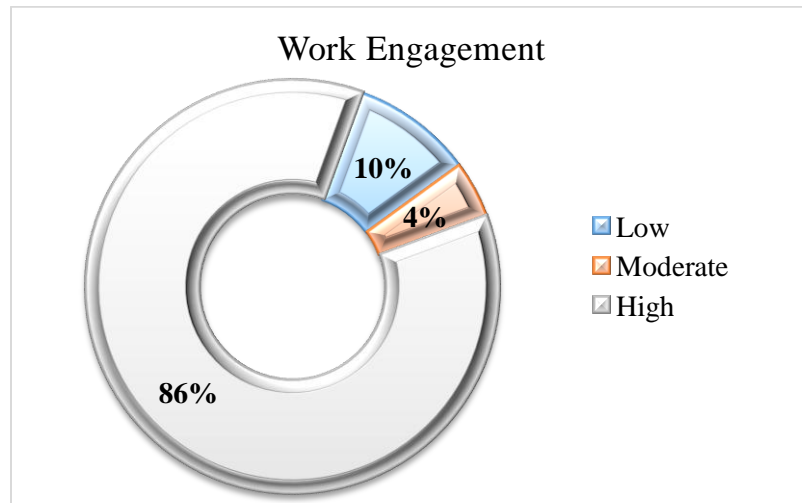


Figure No 20: Graph of Frequency Distribution of Work Engagement

4.0. The analysis of frequency and degree of strategies of Emotional Labour and dimensions of Job Burnout and Job Satisfaction has been made in above paragraphs but to draw statistically significant inferences appropriate tests are required to be conducted.

Chapter-7

Statistical Analysis of Quantitative Data and Hypotheses Testing

1.0. Introduction

1.1. Planning of the Chapter: This chapter deals with the statistical analysis to test the hypotheses. In this chapter initially, statistical tools used for analysis and testing have been introduced briefly which is followed by testing of reliability of data and the questions using Cronbach Alpha. Finally Hypotheses testing has been made and results have been obtained.

1.2. Statistical Tools and Analysis Design: Analysis of the data is done through MS EXCEL & IBM SPSS. Statistical Tests of Leven's Test, t-Test, One Way ANOVA, Pearson Bivariate Correlation and Cross Tabulation of Degrees of strategies of EL have been used to test the hypotheses. In the study for the purpose of correlation four strategies of EL as independent variable viz Surface Acting, Deep Acting, Natural Expression and Emotional Suppression while three dimensions of Job Burnout viz of Emotional Exhaustion, depersonalization and Personal Accomplishment and two dimensions of Job Satisfaction viz Work Commitment and Work Engagement are the dependent variable. However in case of individual and organizational factor study of EL, the strategies of EL will be dependent variable with specific group of factor as independent variable.

2.0. Reliability Analysis of Responses

2.1. Reliability tests measure the consistency between the items of a scale. It also helps in determining whether the research methods produced stable or consistent results or not. It provides valuable information regarding the various items used in the scale. By using the reliability tests, one is able to estimate the extent to which the items of various scales

used in the questionnaire to gather the data are related to each other. Also, it will be helpful in judging the consistency of the scales. In the present research, Cronbach alpha is used to test the reliability of the scales. Cronbach Alpha is used because it has been regarded as the most widely used technique for checking the reliability of the instrument.

The rule of thumb as provided by Sekaran and Bougie (2017) is as

- Excellent = if the value of alpha > 0.9,
- Very good = if the value lies between 0.8 – 0.9.
- Good = if the value lies between 0.7 – 0.8.
- Acceptable = if the value lies between 0.6 – 0.7

2.2. Cronbach Alpha of Questionnaire: The value of Cronbach Alpha has been worked out as below

Table-16: Calculation of Cronbach Alpha Score

Scale	No. of items	Cronbach's Alpha
Emotional Labour – Natural Expression	2	0.615
Emotional Labour – Surface Acting	5	0.882
Emotional Labour – Deep Acting	3	0.721
Emotional Labour -Emotional Suppression	3	0.719
Born-Out - Emotional Exhaustion	9	0.892
Born-Out – Depersonalization	5	0.734
Born-Out - Personal Accomplishment	8	0.836
Job Satisfaction Measurement - Work Commitment	04	0.882
Job Satisfaction Measurement - Work Engagement	04	0.851

The results as given in table-16, show that the value of Cronbach Alpha for Natural Expression is 0.615, for Surface Acting is 0.882, for Deep Acting is 0.721, and for Emotional Suppression is 0.719 of reliability of scale. This indicates that 61% of

information in case of Natural Expression, 88% in case of Surface Acting, 72% in case of Deep Acting, and 71% in case of Emotional Suppression is reliable. Subsequently the score for Cronbach alpha is 0.892, 0.734, and 0.836 for Burnout Scale i.e. Emotional Exhaustion Scale, Depersonalization Scale and Personal Accomplishment Scale respectively are reliable. Score of dimensions for Job Satisfaction are very reliable being more than 80%.

3.0. Sequence of testing of Hypotheses: First of all the hypotheses related to adoption of different strategies of Emotional Labour based on Gender, Age Group, Location of Post Office and Role-level will be tested which will be followed by testing of hypotheses related to substantiality of degree of adoption of EL strategy on overall sample (H.1.1). Finally the hypotheses of relationship between strategies of Emotional Labour and Dimensions of Job Burnout and Job Satisfaction will be tested.

4.0 Hypotheses testing of adoption of Strategies of EL based on Gender

Hypothesis (H.2.1): There is not much difference in adoption of ‘Emotional Labour strategy’ based on gender difference amongst post office employees in Delhi NCR. As the hypothesis is regarding comparing the mean values of two data sets of all the four strategies of EL, therefore most suitable test was found to be Leven’s Test and t-Test. Researcher will accordingly test the hypothesis.

Table-17: Mean and SD of Natural Expression strategy of EL based on Gender

Group Statistics				
Natural Expression				
Gender	Mean	N	Std. Deviation	Std. Error of Mean
Male	3.4	302	1.028	0.059
Female	3.45	83	1.062	0.117
Total	3.41	385	1.035	0.053

4.1 Gender and Natural Expression: From the table-17 above, it can be observed that there are 83 females and 302 males, the mean and standard deviation in Natural Acting form of EL for Male is 3.4 and 1.035 and for female is 3.45 and 1.062 respectively. So, there is very nominal difference in the mean scores and standard deviation of males and females.

The table-18 shows the results for t value and Levene's test. The p-value of Levene's test is 0.916. As this value is more than 0.05 i.e. the value of alpha, which shows that the variance of mean of two groups is homogeneous and we should look at the "Equal Variances Assumed" for the t-test results. In the table-18 as given below, the mean of Natural Acting for males is subtracted from the mean of Surface Acting for Females ($3.4 - 3.45 = -0.05$).

Table -18 : Independent Samples Test for Natural Expression and Gender Difference										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Natural Expression	Equal variances assumed	0.011	0.916	-0.37	383	0.706	-0.048	0.128	-0.301	0.204
	Equal variances not assumed			-0.37	127.39	0.712	-0.048	0.131	-0.307	0.21

The mean difference lies within the permissible limit of satisfaction level of 95%. Now, the p-value for t- test in the row of 'Equal Variances Assumed' is 0.706 which is more than 0.05, based on which conclusion can be drawn that the mean score between groups

is not significantly different. As such, it can be concluded that: **there is no significant difference in mean of Natural Expression strategy of EL between males and females.**

4.2. Gender and Surface Acting:

From the table-19 it can be observed that there are 83 females and 302 males, the mean and standard deviation in Surface Acting form of EL is 1.53 and 1.095 respectively for male and 1.35 and 0.956 respectively for Female. So, the mean score and standard deviation of males are on the higher side. It may be concluded from the results that males are using the strategy of Surface Acting, while regulating the emotions, more than females.

Table-19: Mean and SD of Surface Acting strategy of EL based on Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Surface Acting	Male	302	1.53	1.095	.063
	Female	83	1.35	.956	.105

The table-20 shows the results for t value and Levene's test. The p-value of Levene's test is 0.006. As this value is less than 0.05 i.e. the value of alpha, which means that variances of the means of two groups are not homogeneous and therefore we should look at the row of "Unequal Variances Assumed" for the t-test results. In the table given below, the mean of Surface Acting for females is subtracted from the mean of Surface Acting for Males ($1.53-1.35 = 0.18$) which is well within the limits of satisfaction level. Here, the p-value for t- test is 0.143 which is more than 0.05 which means that the difference between the mean scores of two groups is not significant and we may accept the hypotheses. Based on the results, we can state that: **there is no significant difference in mean of Surface Acting strategy of EL between males and females.**

Table-20: Independent Samples Test for Surface Acting base on Gender Difference

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Gender		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Surface Acting	Equal variances assumed	7.625	.006	1.364	383	.173	.180	.132	-.080	.440
	Equal variances not assumed			1.474	146.730	.143	.180	.122	-.061	.422

4.3 Gender and Deep Acting:

From the table-21 it can be observed that there are 83 females and 302 males, the mean and standard deviation of Deep Acting form of EL is 3.34 and 1.150 respectively for the male 2.99 and 1.348 respectively for female. So, the mean score of males is on the higher side in comparison to female while SD is more for Female in comparison to Male. It may be concluded from the results that more males are in using the strategy of Deep Acting of EL in comparison to Females. To arrive at conclusion, we will have to see the Leven's t-Test for significance.

Table-21: Mean and SD of Deep Acting strategy of EL based on Gender

Group Statistics				
Deep Acting				
Gender	Mean	N	Std. Deviation	Std. Error of Mean
Male	3.34	302	1.150	.066
Female	2.99	83	1.348	.148
Total	3.26	385	1.202	.061

The table-22 shows the results for t value and Levene's test. The p-value of Levene's test is 0.001.

Table-22: Independent Samples Test of Deep Acting and Gender Difference

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Deep Acting	Equal variances assumed	10.736	.001	2.384	383	.018	.353	.148	.062	.644
	Equal variances not assumed			2.179	116.797	.031	.353	.162	.032	.674

This value is less than 0.05 i.e. the value of alpha, which means the variance of means of the two groups is not homogeneous, so we should look at the “Unequal Variances Assumed” row for the t-test results. The difference of the mean of two groups is within the satisfaction level. Here, the p-value for t- test is 0.018 which is less than 0.05 which means that the mean scores of the two groups are significantly different and we may reject our hypotheses. Based on the results, we can conclude that: **there is a significant difference in mean of Deep Acting strategy of EL between males and females.**

4.4. Emotional Suppression and Gender: From the table-23, it can be observed that there are 83 females and 302 males. The mean and standard deviation of Emotional Suppression strategy of EL is 2.30 and 1.407 respectively for Male and 2.33 and 1.466 respectively for Female. So, the mean score of Female and standard deviation of females

is on the higher side. It may be concluded from the results that slightly more females are using the strategy of Emotional Suppression of EL as compared to males.

Table-23: Mean and SD of Emotional Suppression based on Gender Difference

Group Statistics				
Emotional Suppression				
Gender	Mean	N	Std. Deviation	Std. Error of Mean
Male	2.30	302	1.407	.081
Female	2.33	83	1.466	.161
Total	2.31	385	1.418	.072

Table-24, shows the results for t value and Levene's test. The p-value of Levene's test is 0.068. As this value is more than 0.05 i.e. the value of alpha, therefore the variance of mean is not homogeneous so we should look at the "unequal Variances Assumed" for the t-test results.

Table-24: Independent Samples Test of Emotional Suppression based on Gender

Independent Samples Test										
Levene's Test for Equality of Variances t-test for Equality of Means										
		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Emotional Suppression	Equal variances assumed	3.338	.068	-.136	383	.892	-.024	.176	-.370	.322
	Equal variances not assumed			-.133	126.54	.894	-.024	.180	-.380	.332

The difference falls well within the limits of satisfaction level. Now, the p-value for t-test is 0.892 which is more than 0.05 and it can be concluded that the mean score between groups is not significantly different and we may accept our hypothesis. Based on the

results, we can be concluded that: **There is no significant difference in mean of Emotional Suppression form of EL of males and females.**

4.5. From the above t-Tests following conclusion are drawn

From the conclusions drawn out of t-Tests for all the four strategies of EL based on gender difference as two independent variables, **it is clear that there is no statistically significant difference in adoption of strategies of EL in different genders except that of Deep Acting where the difference is significant statistically. Therefore the Hypothesis stands partially proved.**

5.0. Hypotheses testing of adoption of Strategies of EL adopted based on Age

H.2.2. There is substantial difference in adoption of ‘Emotional Labour Strategy’ based on different age groups of post office employees of Delhi NCR. In the construct there are five groups of age viz 18 to 25 years, 26 to 35 years, 36 to 45 years, 46 to 54 years, More than 55 years. Though direct way of testing the hypothesis related to comparison of mean values of independent three data sets or more is use of One Way ANOVA, however in order to have more clarity it was decided to test the hypothesis first Leven’s test and t-Test by having combinations of two data sets, thereafter conduct One Way ANOVA on all the independent sets of data of Age.

5.1.0 Analysis of Mean Values of Natural Expression based on Age Groups: In the table-25, the Mean and Standard deviation in Natural Expression strategy of EL of different age group between 18years to more than 55 years have been given. For the age group of 18-25 years the Mean value and SD of Natural Expression is 3.60 and 0.932 respectively. Similarly, the mean and standard deviation of Natural Expression strategy of EL for age group of 26-35 years is 3.43 and 0.998 respectively. The Mean in Natural

Expression form of EL for age group 36-45 and 46-54 are 3.36 and 3.26 respectively while standard deviation is 1.102 and 1.181 respectively. The overall Mean and Standard deviation of Natural Expression form of EL for age group between 18 to more than 55 years is 3.41 and 1.035 respectively.

Table-25: Mean and SD of Natural Expression form of EL based on Age

Group Statistics				
Natural Acting				
Age Group	Mean	N	Std. Deviation	Std. Error of Mean
18 to 25 years	3.60	30	.932	.170
26 to 35 Years	3.43	217	.998	.068
36 to 45 Years	3.36	44	1.102	.166
46 to 54 Years	3.26	66	1.181	.145
More than 55 years	3.46	28	.962	.182
Total	3.41	385	1.035	.053

5.1.1. t-Test for Natural Expression of age group 18-25 Y and 26-35 Y

The following table-26 show that the results for t value and Levene's test for these age groups.

Table-26: t- Test for Natural Exp for age group of years 18-25Y, 26-35Y

Table: Independent Samples Test for Natural Expression of age group of 18-25, 26-35 Years										
Levene's Test for Equality of Variances		t-test for Equality of Means								
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error or Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
Natural Acting	Equal variances assumed	1.187	.277	.889	245	.375	.171	.193	-.209	.551
	Equal variances not assumed			.936	38.788	.355	.171	.183	-.199	.542

The p-value of Levene’s test is 0.277. As this value is more than 0.05, the variance of mean of two groups is homogeneous so we should look at the “Equal Variances Assumed” for the t-test results.

Now, the p-value for t- test is 0.375 which is more than 0.05 which means the mean score of Natural Expression of two different age groups is not different significantly. Based on the results, we can conclude that: **The difference in mean of Natural Expression strategy of EL between respondents of age group of years 18-25 , 26-35 is not significant.**

5.1.2. t-Test for Natural Expression of age group 36-45 Y and 46-55 Y

The following table-27 shows that the results for t value and Levene’s test. The p-value of Levene’s test is 0.444, which is more than 0.05 which means the variance of mean of two groups is homogeneous so we should look at the “Equal Variances Assumed” for the t-test results.

Table-27: t- Test of Natural Exp of age group of 36-45 an46- 55 Y

Independent Samples Test of Natural Exp of age group of 36-45 an46- 55 Y										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Natural Acting	Equal variances assumed	.591	.444	.474	108	.637	.106	.224	-.338	.550
	Equal variances not assumed			.481	96.60	.632	.106	.221	-.332	.544

The p-value for t- test is 0.637 which is more than 0.05 which states that the mean score between groups is not significantly different. Based on the results, we can conclude that **there is no significant difference in mean of Natural Expression strategy of EL between respondents of 36-45 years and 45-55 years of age.**

5.1.3. t-Test for Natural Expression of age group 46-55 Y and more than 55 Y

The following table-28 shows the results for t-test and Levene’s test. The p-value of Levene’s test is 0.105. As this value is more than 0.05, so we should look at the “Equal Variances Assumed” for the t-test results.

Table -28-: t-Test of Natural Exp of Age groups of 46-55 & more than 55

Independent Samples Test of Natural Exp of Age group of 46-55 & more than 55										
Levene's Test for Equality of Variances				t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Natural Acting	Equal variances assumed	2.678	.105	-.818	92	.416	-.207	.253	-.709	.295
	Equal variances not assumed			-.888	62.046	.378	-.207	.233	-.672	.258

The p-value for t- test is 0.416 which is more than 0.05 therefore, it can be concluded that the mean score between groups is not significantly different. Based on the above results, we can conclude that **there is no significant difference in mean of Natural Expression strategy of EL for the respondents of 45-55 years and more than 55 years of age.**

5.2.0. Analysis of Mean Values of Surface Acting based on Age Groups

In the following table-29, the distribution between age group and Surface Acting are provided for the respondents of age group from '18 Y to more than 55 years'. The Mean value and standard deviation of Surface Acting strategy of EL for age group between 18-25 years is 1.3 and 0.915 respectively. Similarly, the mean and standard deviation of Surface Acting form of EL for age group 26-35 years is 1.59 and 1.148 respectively. The Mean value of Surface Acting form of EL for age group 36-45 and 46-54 is 1.43 and 1.42 respectively and standard deviation 1.021 and 1.024 respectively. The overall Mean and Standard deviation of Surface Acting form of EL for 'age group between 18 to more than 55 years' is 1.21 and standard deviation is 0.630.

Table-29: Mean and SD values of Surface Acting strategy of EL based on Age

Mean Value of Surface Acting Based on Age				
Age	Mean	N	Std. Deviation	Sum
18 to 25 years	1.30	30	.915	39
26 to 35 Years	1.59	217	1.148	344
36 to 45 Years	1.43	44	1.021	63
46 to 54 Years	1.42	66	1.024	94
More than 55 years	1.21	28	.630	34
Total	1.49	385	1.068	574

5.2.1. t-Test for Surface Acting of age group 18-25 Y and 26-35 Y

The following table-30 shows the results for t value and Levene's test. The p-value of Levene's test is 0.005.

Table-30: t- Test of Surface Acting based on Age (18-25Y & 26-35Y)

Independent Samples Test											
Levene's Test for Equality of Variances				t-test for Equality of Means							
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Surface Acting	Equal variances assumed	8.167	.005	-1.304	245	.193	-.285	.219	-.716	.146	
	Equal variances not assumed			-1.547	42.71	.129	-.285	.184	-.657	.087	

As this value is lower than 0.05 i.e. the value of alpha, so we should look at the “unequal Variances Assumed” for the t-test results. Now, the p-value for t- test is 0.129 which is more than 0.05 which means that the mean score between groups is not significantly different. Based on the results, we can conclude that **there is no significant difference in mean of Surface Acting strategy of EL between respondents of age group 18-25Y and 26-35Y**

5.2.2 t-Test for Surface Acting of age group 36-45Y and 46-55Y: The following table -31, shows the results for t value and Levene’s test. The p-value of Levene’s test is 0.964.

Table-31: t- Test of Surface Acting based on Age (36-45Y & 45-55Y)

Independent Samples Test											
Levene's Test for Equality of Variances				t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Surface Acting	Equal variances assumed	.002	.964	.038	108	.970	.008	.199	-.387	.402	
	Equal variances not assumed			.038	92.496	.970	.008	.199	-.387	.403	

As this value is more than 0.05 i.e. the value of alpha, so we should look at the “Equal Variances Assumed” for the t-test results. The p-value for t- test is 0.970 which is more than 0.05 which states that the mean score between groups is not significantly different. Based on the results, we may conclude that **there is no significant difference in mean of Surface Acting strategy of EL between respondents of 36-45 years and 45-55 years of age group**

5.2.3. t-Test for Surface Acting of age group 46-55 Y and 55Y Above

The following table-32, shows the results for t value and Levene’s test. The p-value of Levene’s test is 0.027. As this value is lower than 0.05 i.e. the value of alpha, so we should look at the “unequal Variances Assumed” for the t-test results. The p-value for t- test is 0.317 which is more than 0.05 which states that the mean score between groups is not significantly different. Based on the results, we may conclude that **there is no significant difference in mean of Surface Acting form of EL between respondents of 45-55 years and more than 55 years of age.**

Table-32: t- Test for Surface Acting based on Age (46-55Y, >55 Y)

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Age (46-55, >55 Y)		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Surface Acting	Equal variances assumed	5.077	.027	1.006	92	.317	.210	.209	-.205	.625
	Equal variances not assumed			1.211	79.790	.229	.210	.173	-.135	.555

5.3.0. Analysis of Mean Values of Deep Acting based on Age Groups

As per the table-33, the Mean and Standard deviation of Deep Acting strategy of EL of age group between 18-25 years is 3.30 and 1.208 respectively. Similarly, the mean and standard deviation of Deep Acting strategy of EL of age group 26-35 years is 2.28 and 1.181 respectively. The Mean of Deep Acting strategy of EL age group 36-45 years and 46-54 years is 3.16 and 3.21 respectively and standard deviation is 1.293 and 1.283 respectively. The overall Mean and Standard deviation of Deep Acting form of EL for age group between '18 years to more than 55 years' is 3.43 and 1.069 respectively. There is difference in the mean values of different age groups.

Table-33: Mean and Standard deviation of Deep Acting based on Age Groups

Report				
Deep Acting				
Age	Mean	N	Std. Deviation	Std. Error of Mean
18 to 25 years	3.30	30	1.208	.221
26 to 35 Years	3.28	217	1.181	.080
36 to 45 Years	3.16	44	1.293	.195
46 to 54 Years	3.21	66	1.283	.158
More than 55 years	3.43	28	1.069	.202
Total	3.26	385	1.202	.061

5.3.1. t-Test for Deep Acting based on age groups 18-25 Y and 26-35 Y

The following table-34, shows the results for t-value and Levene's test. The p-value of Levene's test is 0.961. As this value is more than 0.05 i.e. the value of alpha, so we should look at the "Equal Variances Assumed" for the t-test results. The p-value for t-test is 0.919 which is more than 0.05 which means that the mean score between groups is not significantly different. Based on the results, we can conclude that **there is no significant difference in mean of Deep Acting form of EL between respondents of 18-25Y to 26-35Y.**

Table-34: Independent Samples Test of Deep Acting based on Age (18-25Y&26-35Y)

Independent Samples Test											
Levene's Test for Equality of Variances				t-test for Equality of Means							
Age Group (18-25, 26-35)		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Deep_Acting	Equal variances assumed	.002	.961	.102	245	.919	.024	.231	-.431	.478	
	Equal variances not assumed			.100	37.091	.921	.024	.235	-.452	.499	

5.3.2. t-Test for Deep Acting based on age group 26-35Y and 36-45Y

The following table-35 shows the results for t value and Levene’s test. The p-value of Levene’s test is 0.0.936.

Table-35: Independent Samples Test of Deep Acting for Age (36-45Y, 46-55Y)

Independent Samples Test											
Levene's Test for Equality of Variances				t-test for Equality of Means							
Age Group (36-45Y, 46-55Y)		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Deep_Acting	Equal variances assumed	.007	.936	-.212	108	.833	-.053	.251	-.550	.444	
	Equal variances not assumed			-.211	91.8	.833	-.053	.251	-.551	.445	

As this value is more than 0.05 i.e. the value of alpha, so we should look at the “Equal Variances Assumed” for the t-test results. The p-value for t- test is 0.833 which is more than 0.05 which means that the mean score between groups is not significantly different. Based on the results, we may conclude that **there is no significant difference in mean of Deep Acting form of EL between respondents of 36-45 years and 45-55 years of age.**

5.3.3. t-Test for Deep Acting based on age group 36-45 Y and above 55Y

The following table-36, shows the results for t value and Levene’s test. The p-value of Levene’s test is 0.060.

Table-36: t-Test of Deep Acting based on Age (46-55Y, Above 55Y)

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Age Group (46-55, Above 55)		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
Deep_ Acting	Equal variances assumed	3.628	.060	-.784	92	.435	-.216	.276	-.765	.332
	Equal variances not assumed			-.844	60.67	.402	-.216	.256	-.729	.296

As this value is lower than 0.05 i.e. the value of alpha, so we should look at the “unequal Variances Assumed” for the t-test results. The p-value for t- test is 0.435 which is more than 0.05 which means that the mean score between groups is not significantly different. Based on the results, we may conclude that **there is no significant difference in mean of Deep Acting form of EL between respondents of 45-55 years and more than 55 years of age.**

5.4.0. Analysis of Mean Values of Emotional Suppression based on Age Groups.

As per the table-37, the Mean and Standard deviation of Emotional Suppression strategy of EL for age group between 18-25 years is 2.37 and 1.497 respectively. Similarly, the mean and standard deviation of Emotional Suppression form of EL for age group of 26-35 years is 2.41 and 1.428 respectively. The Mean of Emotional Suppression strategy of EL of age group 36-45 and 46-54 is 1.95 and 2.15 and standard deviation is 1.363 and

1.350 respectively. The overall Mean and Standard of Emotional Suppression form of EL of age group between '18 yeras to more than 55 years' is 2.32 and 1.467 respectively.

Table-37: Mean and SD of Emotional Suppression strategy of EL based on age group

Report				
Emotional Suppression				
Age	Mean	N	Std. Deviation	Std. Error of Mean
18 to 25 years	2.37	30	1.497	.273
26 to 35 Years	2.41	217	1.428	.097
36 to 45 Years	1.95	44	1.363	.206
46 to 54 Years	2.15	66	1.350	.166
More than 55 years	2.32	28	1.467	.277
Total	2.31	385	1.418	.072

5.4.1. t-Test for Emotional Suppression based on age group 18-25 Y and 26-35 Y

The following table-38, shows that the results for t value and Levene's test. The p-value of Levene's test is 0.256.

Table-38: Independent Samples Test for E S for Age group (18-25, 26-35)

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Age Group (18-25, 26-35)		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
Emotional Suppression	Equal variances assumed	1.298	.256	-.172	245	.864	-.048	.280	-.599	.503
	Equal variances not assumed			-.166	36.68	.869	-.048	.290	-.636	.540

As this value is more than 0.05 i.e. the value of alpha, so we should look at the “Equal Variances Assumed” for the t-test results. The p-value for t- test is 0.864 which is more than 0.05 which means that the mean score of Deep Acting between two groups is not significantly different. Based on the results, we can conclude that **there is no significant difference in mean of Emotional Suppression form of EL between respondents of age group 18-25 Y and 26-35 Y.**

5.4.2. t-Test for Deep Acting based on age group 36-45 Y and 46 -55 Y

The following table-39, shows the results for t v test and Levene’s test. The p-value of Levene’s test is 0.686. As this value is more than 0.05 i.e. the value of alpha, so we should look at the “Equal Variances Assumed” for the t-test results. The p-value for t- test is 0.457 which is more than 0.05 which states that the mean score between groups is not significantly different.

Table-39: t- Test of Emotional Suppression based on age group 36-45 Y & 46 -55 Y

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Age Group (36-45, 46-55)		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Emotional Suppression	Equal variances assumed	.164	.686	-.747	108	.457	-.197	.264	-.720	.326
	Equal variances not assumed			-.745	91.688	.458	-.197	.264	-.722	.328

Based on the results, we can concluded that **‘there is no significant difference in mean of Emotional Suppression form of EL between respondents of 36-45 years and 45-55 years of age’.**

5.4.3. t-Test for Deep Acting based on age group of 46 -55 Y and Above 55 Y: The following table-40 shows the results for t value and Levene’s test. The p-value of Levene’s test is 0.104. As this value is more than 0.05 i.e. the value of alpha, so we should look at the “unequal Variances Assumed” for the t-test results. The p-value for t-test is 0.588 which is more than 0.05 which states that the mean score between groups is not significantly different.

Table-40: t- Test of Emotional Suppression for age group of 46-55 and Above 55 Y

Independent Samples Test										
Levene's Test for Equality of Variances				t-test for Equality of Means						
Age Group (46-55 and Above 55)		F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Emotional Suppression	Equal variances assumed	2.693	.104	-.544	92	.588	-.170	.312	-.791	.451
	Equal variances not assumed			-.526	47.351	.602	-.170	.323	-.820	.480

Based on the results, we may conclude that ‘**There is no significant difference in mean of Emotional Suppression form of EL between respondents of 45-55 years and more than 55 years of age**’.

5.5. Conclusion based on t-Test applied on strategies of EL based on Age Groups

From the results of t-Test as conducted for understanding of adoption of different strategies of Emotional Labour based on different age group, it is clear that there is no significant difference statistically in adoption of strategies of Emotional Labour based on different age group. However One Way ANOVA test will also be conducted for this hypothesis for confirming the results.

5.6.0. One Way ANOVA for strategies of EL based on different age groups.

In the paragraph from 5.1.1 to 5.4.3 above, t-test were applied to understand difference between the mean values of four strategies of Emotional Labour viz Natural EXpression, Surface Acting, Deep Acting and Emotional Suppression amongst various age groups by pairing the two groups in sequence one by one, as t-test can be used only for two groups of data set and it cannot be applied for comparing difference between mean values of data of three groups or more. Though separate pairing of groups has given lot of clarity of difference of mean values of different age groups in paired manner, however researcher tends to test the mean values of all the age groups in on go, therefore One Way ANOVA of SPSS was applied on the data of all the four strategies of Emotional Labour separately with all the four age groups. The analysis of the One-Way ANOVA test tables are being discussed in forthcoming paragraphs for each of the strategy of Emotional Labour separately.

5.6.1. One Way ANOVA for Natural Expression based on different age groups

The following table-41, shows the mean values of Natural Expression for different age groups along-with Standard Deviation.

Table-41: Mean values of Natural Expression based on different age groups								
Natural Expression								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 to 25 years	30	3.60	.932	.170	3.25	3.95	1	4
26 to 35 Years	217	3.43	.998	.068	3.30	3.56	1	4
36 to 45 Years	44	3.36	1.102	.166	3.03	3.70	1	4
46 to 54 Years	66	3.26	1.181	.145	2.97	3.55	1	4
More than 55 Y	28	3.46	.962	.182	3.09	3.84	1	4
Total	385	3.41	1.035	.053	3.30	3.51	1	4

It may be concluded that mean for all age groups is ranging between weak high to strong moderate and the values are well within the limits given by satisfaction level of 95%. In order to understand the significance of difference of mean value of Natural Expression amongst different age groups, we have to look at the ANOVA test table-42 as below. As the p value for significance is 0.615, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Natural Expression for different age groups is not significant statistically.

Table-42: ANOVA for Natural Expression based on different age groups					
Natural Expression					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.866	4	.717	.667	.615
Within Groups	408.110	380	1.074		
Total	410.977	384			

On examination of multiple comparison table of ANOVA between different groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

5.6.2 One Way ANOVA for Surface Acting based on different age groups

The following table-43 shows the mean values of Surface Acting for different age groups along-with Standard Deviation. It may be concluded that mean for all age groups are lying in degree of medium low and the values are well within the limits given by satisfaction level of 95%.

In order to understand the significance of difference of mean value of Surface Acting amongst different age groups, we have to look at the ANOVA test table-44 as below. As the p value for significance is 0.296, which is higher than alpha value of 0.05, therefore it

can be concluded that the difference in mean value of Surface Acting for different age groups is not significant statistically.

Table-43: Mean values of Surface Acting based on different age groups								
Surface_Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18 to 25 years	30	1.30	.915	.167	.96	1.64	1	4
26 to 35 Years	217	1.59	1.148	.078	1.43	1.74	1	4
36 to 45 Years	44	1.43	1.021	.154	1.12	1.74	1	4
46 to 54 Years	66	1.42	1.024	.126	1.17	1.68	1	4
More than 55Y	28	1.21	.630	.119	.97	1.46	1	3
Total	385	1.49	1.068	.054	1.38	1.60	1	4

Table-44: ANOVA of Surface Acting based on different age groups					
Surface_Acting					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5.614	4	1.404	1.233	.296
Within Groups	432.604	380	1.138		
Total	438.218	384			

On examination of multiple comparison table of ANOVA between different groups, it has been observed that in all the combinations, the difference of mean values is not significant statistically.

5.6.3. One Way ANOVA for Deep Acting based on different age groups

The following table-45, shows the mean values of Deep Acting for different age groups along-with Standard Deviation. It may be concluded that mean for all age groups are lying in degree of strong moderate and the values are well within the limits given by satisfaction level of 95%. In order to understand the significance of difference of mean

values of Deep Acting amongst different age groups, we have to look at the ANOVA test table-46 as below. As the p value for significance is 0.906, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Deep Acting for different age groups is not significant statistically.

Table-45: Mean values for Deep Acting based on different age groups								
Deep_Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					18 to 25 years	30		
26 to 35 Years	217	3.28	1.181	.080	3.12	3.43	1	4
36 to 45 Years	44	3.16	1.293	.195	2.77	3.55	1	4
46 to 54 Years	66	3.21	1.283	.158	2.90	3.53	1	4
More than 55 years	28	3.43	1.069	.202	3.01	3.84	1	4
Total	385	3.26	1.202	.061	3.14	3.39	1	4

Table-46:ANOVA for Deep Acting based on different age groups					
Deep Acting					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.493	4	.373	.256	.906
Within Groups	553.484	380	1.457		
Total	554.977	384			

On examination of multiple comparison table of ANOVA between different groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

5.6.4. One Way ANOVA for Emotional Suppressing based on different age groups

The following table-47 shows the mean values of Emotional Suppression for different age groups along-with Standard Deviation. It may be concluded that mean for all age

groups are lying in degree of week low and the values are well within the limits given by satisfaction level of 95%.

Table-47: Mean values for Emotional Suppressing based on different age groups								
Emotional Suppression								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					18 to 25 years	30		
26 to 35 Years	217	2.41	1.428	.097	2.22	2.61	1	4
36 to 45 Years	44	1.95	1.363	.206	1.54	2.37	1	4
46 to 54 Years	66	2.15	1.350	.166	1.82	2.48	1	4
More than 55 years	28	2.32	1.467	.277	1.75	2.89	1	4
Total	385	2.31	1.418	.072	2.16	2.45	1	4

In order to understand the significance of difference of mean values of Emotional Suppression amongst different age groups, we have to look at the ANOVA test table-48, as below. As the p value for significance is 0.307, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Deep Acting for different age groups is not significant statistically.

Table-48: ANOVA for Emotional Suppressing based on different age groups					
Emotional Suppression					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	9.693	4	2.423	1.208	.307
Within Groups	762.141	380	2.006		
Total	771.834	384			

On examination of multiple comparison table of ANOVA between different groups, it has been observed that in all the combinations the difference of mean values is not statistically significant.

5.6.5. Conclusion Based on One Way ANOVA: It is clear from the ANOVA tests as applied above on the hypothesis, ‘that there is no significant difference statistically in adoption of different strategies of Emotional Labour based on different age group’, stands rejected for all the age groups.

5.7. Based on the results of t-Test and One Way ANOVA test it can be finally concluded that hypothesis ‘**H.2.2. There is substantial difference in adoption of Emotional Labour Strategy based on different age groups of post office employees of Delhi NCR**’ stands rejected.

6.0. Testing of hypothesis regarding adoption of EL strategies based on Location of Post Office- H.2.3. There is no significant difference in adoption of ‘Emotional Labour strategy’ based on location difference of Post offices of Delhi NCR: Testing of the hypothesis related to adoption of different strategies of Emotional Labour based on three groups of location of Post Offices as independent variables, involves study of significance level of difference in mean values of strategy of EL based on three groups of location based data set. As more than two data sets are involved, therefore the appropriate statistical tool will be One Way ANOVA. Accordingly data was tested with this tool in SPSS. The results will be discussed in forthcoming paragraphs for each strategy of EL separately.

6.1. One Way ANOVA for Natural Expression based on location of Post Office: The following table-49 shows the mean values of Natural Expression for different location groups along-with Standard Deviation. It may be concluded that mean for all location groups are lying in degree of High to strong moderate and the values are well within the limits given by satisfaction level of 95%.

Table-49: Mean values for Natural Expression based on location of Post Office								
Natural Expression								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Advanced locality of Delhi	312	3.42	1.017	.058	3.30	3.53	1	4
Outskirts of Delhi	41	3.27	1.184	.185	2.89	3.64	1	4
Rural Area	32	3.50	1.016	.180	3.13	3.87	1	4
Total	385	3.41	1.035	.053	3.30	3.51	1	4

In order to understand the significance of difference of mean values of Natural Expression amongst different location group, we have to look at the ANOVA test table-50, as below.

Table-50: ANOVA for Natural Expression based on location of Post Office					
Natural Expression					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.095	2	.547	.510	.601
Within Groups	409.882	382	1.073		
Total	410.977	384			

As the p value for significance is 0.601, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Natural Expression for different location groups is not significant statistically.

On examination of multiple comparison table of ANOVA between different groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

6.2. One Way ANOVA for Surface Acting based on location of Post Office

The following table-51 shows the mean values of Surface Acting for different location groups along-with Standard Deviation. It may be concluded that mean for all location groups are lying in degree of low and the values are well within the limits given by satisfaction level of 95%.

In order to understand the significance of difference of mean values of Surface Acting amongst different locations, we have to look at the ANOVA test table-52. As the p value for significance is 0.019, which is lower than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Surface Acting for different location groups is significant statistically.

Table-51: Mean values of Surface Acting based on location of Post Office								
Surface Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Advanced locality of Delhi	312	1.45	1.041	.059	1.33	1.56	1	4
Outskirts of Delhi	41	1.93	1.273	.199	1.53	2.33	1	4
Rural Area	32	1.34	.937	.166	1.01	1.68	1	4
Total	385	1.49	1.068	.054	1.38	1.60	1	4

Table-52: ANOVA Surface Acting based on location of Post Office					
Surface_Acting					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	9.039	2	4.520	4.023	.019
Within Groups	429.179	382	1.124		
Total	438.218	384			

For understanding difference details we have to examine multiple comparison table-53 as given below:

Table-53: Multiple Comparisons ANOVA table for Surface Acting based on location						
Dependent Variable: Surface Acting						
LSD						
(I) Job_Locations	(J) Job_Locations	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Highly Advanced locality of Delhi	Outskirts of Delhi	-.478*	.176	.007	-.82	-.13
	Rural Area	.105	.197	.594	-.28	.49
Outskirts of Delhi	Highly Advanced locality of Delhi	.478*	.176	.007	.13	.82
	Rural Area	.583*	.250	.020	.09	1.07
Rural Area	Highly Advanced locality of Delhi	-.105	.197	.594	-.49	.28
	Outskirts of Delhi	-.583*	.250	.020	-1.07	-.09

*. The mean difference is significant at the 0.05 level.

On examination of multiple comparison table of ANOVA between different location groups, it has been observed that mean value of Post Offices located in outskirts of Delhi are significantly different statistically from the Post Offices located in Highly Advanced Delhi and Rural Delhi, the p value for significance being .007 and .020 respectively. The cross p-values are also same showing authenticity. The mean of Surface Acting for Outskirts of Delhi is more by 0.478 in comparison to highly advanced localities of Delhi and by 0.583 in comparison to rural Areas of Delhi. **As such it can be concluded that degree of adoption of Surface Acting based on locality is significantly different which goes against the concerned hypothesis.**

6.3. One Way ANOVA for Deep Acting based on location of Post Office

The following table-54, shows the mean values of Deep Acting for different location groups along-with Standard Deviation. It may be concluded that mean for all location groups are lying in degree of strong moderate and the values are well within the limits given by satisfaction level of 95%.

Deep_Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Advanced locality of Delhi	312	3.26	1.211	.069	3.12	3.39	1	4
Outskirts of Delhi	41	3.20	1.167	.182	2.83	3.56	1	4
Rural Area	32	3.41	1.188	.210	2.98	3.83	1	4
Total	385	3.26	1.202	.061	3.14	3.39	1	4

In order to understand the significance of difference of mean values of Deep Acting amongst different locations, we have to look at the ANOVA test table-55.

As the p value for significance is 0.747, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Deep Acting for different location groups is not significant statistically.

Deep_Acting					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.848	2	.424	.292	.747
Within Groups	554.129	382	1.451		
Total	554.977	384			

On examination of multiple comparison table of ANOVA between different location groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

6.4. One Way ANOVA for Emotional Suppression based on location of Post Office

The following table-56, shows the mean values of Emotional Suppression for different location groups along-with Standard Deviation. It may be concluded that mean for all location groups are lying in degree of week low and the values are well within the limits given by satisfaction level of 95%.

Table-56: Mean values for Emotional Suppression based on location of Post Office								
Emotional Suppression								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Highly Advanced locality of Delhi	312	2.30	1.422	.081	2.14	2.46	1	4
Outskirts of Delhi	41	2.37	1.392	.217	1.93	2.81	1	4
Rural Area	32	2.31	1.447	.256	1.79	2.83	1	4
Total	385	2.31	1.418	.072	2.16	2.45	1	4

Table-57: ANOVA for Emotional Suppression based on location of Post Office					
Emotional Suppression					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.168	2	.084	.042	.959
Within Groups	771.666	382	2.020		
Total	771.834	384			

In order to understand the significance of difference of mean values of Emotional Suppression amongst different locations, we have to look at the ANOVA test table-57. As the p value for significance is 0.959, which is higher than alpha value of 0.05,

therefore it can be concluded that the difference in mean value of Emotional Suppression for different location groups is not significant statistically.

On examination of multiple comparison table of ANOVA between different location groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

6.5. Based on the results of One Way ANOVA as above it can be concluded that there is no significant difference in adoption of emotional strategies of Natural Expression, Deep Acting and Emotional Suppression based on different location groups but there is substantial difference statistically in adoption of Surface Acting in different location Groups. It was therefore concluded that **Hypothesis ‘H.2.3. There is no significant difference in adoption of ‘Emotional Labour strategy’ based on location difference of Post offices of Delhi NCR’ is partially proved.**

7.0. Testing of hypothesis regarding adoption of EL strategies based on Job Hierarchy in Post Office- H.2.4- There is no significant difference in adoption of Emotional Labour strategy by different levels of employees in Post Offices of Delhi NCR while interacting with customers. Testing of the hypothesis related to adoption of different strategies of Emotional Labour based on four groups of role hierarchy of Post Offices as independent variables, involves study of significance level of difference in mean values of strategy of EL based on four groups of job-hierarchy based data set. As more than two data sets are involved, therefore the appropriate statistical tool will be One Way ANOVA. Accordingly data was tested with this tool in SPSS. The results are discussed in forthcoming paragraphs for each strategy of EL separately.

7.1. One Way ANOVA for Natural Expression based on job hierarchy in Post Office: The following table-58, shows the mean values of Natural Expression for different job hierarchy groups along-with Standard Deviation. It may be concluded that mean for all hierarchy groups are lying in degree of ‘Strong Moderate’ and the values are well within the limits given by satisfaction level of 95%.

Table-58: Mean Values for Natural Expression based on job hierarchy in Post Office								
Natural Expression								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Back Office	161	3.42	1.016	.080	3.26	3.57	1	4
Counter PA	151	3.44	1.024	.083	3.28	3.61	1	4
Post Masters	44	3.45	.975	.147	3.16	3.75	1	4
Supervisor	29	3.10	1.263	.235	2.62	3.58	1	4
Total	385	3.41	1.035	.053	3.30	3.51	1	4

In order to understand the significance of difference of mean values of Natural Expression amongst different hierarchy levels, we have to look at the ANOVA test table-59. As the p value for significance is 0.426, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Surface Acting for different hierarchy groups is significant statistically.

Table-59: ANOVA for Natural Expression based on job hierarchy in Post Office					
Natural Expression					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.988	3	.996	.930	.426
Within Groups	407.988	381	1.071		
Total	410.977	384			

On examination of multiple comparison table of ANOVA between different hierarchy groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

7.2. One Way ANOVA for Surface Acting based on job hierarchy in Post Offices

The following table-60, shows the mean values of Surface Acting for different job hierarchy groups along-with Standard Deviation. It may be concluded that mean for all hierarchy groups are lying in degree of 'Very Low' and the values are well within the limits given by satisfaction level of 95%.

Surface_Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Back Office	161		
Counter PA	151	1.60	1.178	.096	1.41	1.79	1	4
Post Masters	44	1.39	.920	.139	1.11	1.67	1	4
Supervisor	29	1.52	1.153	.214	1.08	1.96	1	4
Total	385	1.49	1.068	.054	1.38	1.60	1	4

In order to understand the significance of difference of mean values of Surface Acting amongst different hierarchy levels, we have to look at the ANOVA test table-61 as below.

Surface Acting					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.442	3	1.147	1.005	.390
Within Groups	434.776	381	1.141		
Total	438.218	384			

As the p value for significance is 0.390, which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Surface Acting for different hierarchy groups is significant statistically.

On examination of multiple comparison table of ANOVA between different hierarchy groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

7.3. One Way ANOVA for Deep Acting based on job hierarchy in Post Offices

The following table-62 shows the mean values of Deep Acting for different job hierarchy groups along-with Standard Deviation. It may be concluded that mean for all hierarchy groups are lying in degree of 'Strong Moderate' and the values are well within the limits given by satisfaction level of 95%.

Table-62: Mean Values for Deep Acting based on job hierarchy in Post Offices								
Deep Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Back Office	161	3.29	1.187	.094	3.11	3.48	1	4
Counter PA	151	3.25	1.211	.099	3.05	3.44	1	4
Post Masters	44	3.27	1.208	.182	2.91	3.64	1	4
Supervisor	29	3.21	1.292	.240	2.72	3.70	1	4
Total	385	3.26	1.202	.061	3.14	3.39	1	4

In order to understand the significance of difference of mean values of Deep Acting amongst different hierarchy levels, we have to look at the ANOVA test table-63. As the p value for significance is 0.979 which is higher than alpha value of 0.05, therefore it can be concluded that the difference in mean value of Deep Acting for different hierarchy groups is significant statistically.

Table-63: ANOVA for Deep Acting based on job hierarchy in Post Offices					
Deep Acting					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.277	3	.092	.064	.979
Within Groups	554.699	381	1.456		
Total	554.977	384			

On examination of multiple comparison table of ANOVA between different hierarchy groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

7.4. One Way ANOVA for Emotional Suppression based on job hierarchy

The following table-64, shows the mean values of Emotional Suppression for different job hierarchy groups along-with Standard Deviation. It may be concluded that mean for all hierarchy groups are lying in degree of 'Low Week' and the values are well within the limits given by satisfaction level of 95%.

Table-64: Mean Values for Emotional Suppression based on job hierarchy in Post Offices								
Deep Acting								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Back Office	161		
Counter PA	151	3.25	1.211	.099	3.05	3.44	1	4
Post Masters	44	3.27	1.208	.182	2.91	3.64	1	4
Supervisor	29	3.21	1.292	.240	2.72	3.70	1	4
Total	385	3.26	1.202	.061	3.14	3.39	1	4

In order to understand the significance of difference of mean values of Emotional Suppression amongst different hierarchy levels, we have to look at the ANOVA test table-65. As the p value for significance is 0.777 which is higher than alpha value of 0.05,

therefore it can be concluded that the difference in mean value of Emotional Suppression for different hierarchy groups is significant statistically.

Emotional Suppression					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.225	3	.742	.367	.777
Within Groups	769.609	381	2.020		
Total	771.834	384			

On examination of multiple comparison table of ANOVA between different hierarchy groups, it has been observed that in all the combinations the difference of mean values is not significant statistically.

7.5. Based on the results of One Way ANOVA as above it can be concluded that there is no significant difference in adoption of emotional strategies of Natural Expression, Deep Acting and Emotional Suppression based on different hierarchy groups in Post Offices. It may therefore be concluded that **Hypothesis ‘H.2.4. There is no significant difference in adoption of ‘Emotional Labour strategy’ based on hierarchy levels in Post offices of Delhi NCR’ is proved.**

8.0. Testing of hypothesis regarding degree of EL strategies adopted by Post Office employees- H.1.1. Post Office staff in Delhi NCR adopt ‘Natural Expression’ & ‘Deep Acting’ substantially, and ‘Surface Acting’ & ‘Emotional Suppression’ nominally: Through this hypothesis researcher wanted to understand that as to which strategy is adopted most and which least in terms of degree of scale as high, moderate and low. The hypothesis will be examined in term of % values of adoption of various degrees of strategies and verified through cross tabulation of degrees of emotional strategies adopted by employees in pair of strategies. The strategy which is adopted with

high degree by majority of sample size may be treated 'Substantial', the strategy which is adopted by majority next to Substantial with high degree may be considered 'Moderate' and the strategy which is adopted with least degree of high and maximum with low degree may be treated as 'Nominal'.

8.1. From the table-66, we may study the frequency of adoption of all the four strategies of Emotional Labour viz Natural Expression, Surface Acting, Deep Acting and Emotional Suppression along-with their degree of adoption in absolute terms and % terms. We may draw following conclusions about degree of adoption of strategy:

- The strategy of Natural Expression with **high degree** is adopted maximum by employees of 263 which is 68.3% of total sample size of 385.
- The strategy of Deep Acting with **high degree** is adopted maximum by 263 employees which is 68.1% of total sample size of 385.
- There is hardly any difference between adoption of Natural Expression or Deep Acting with high degree and both attract more than 50% of sample size, therefore their adoption may be considered 'Substantial'.
- The strategy of Surface Acting with **low degree** is adopted maximum by 316 employees which is 82.1% of total sample size of 385 and adoption with High degree is limited only to 51 employees forming 13.2% of total sample size, therefore adoption level of the strategy may be treated as 'Nominal'.
- The strategy of Emotional Suppression with **low degree** is adopted maximum by 204 employees which is 53% of total sample size of 385 and adoption with High degree is limited only to 141 employees forming 36.6% of total sample size, therefore adoption level of the strategy may be treated as 'Nominal'.

Table-66: Frequency of Adoption of Degree of Strategy of Emotional Labour

Natural Acting				
	Frequency	Percent	Valid Percent	Cumulative Percent
Low	53	13.8	13.8	13.8
Moderate	69	17.9	17.9	31.7
High	263	68.3	68.3	100.0
Total	385	100.0	100.0	
Surface Acting				
Low	316	82.1	82.1	82.1
Moderate	18	4.7	4.7	86.8
High	51	13.2	13.2	100.0
Total	385	100.0	100.0	
Deep Acting				
Low	80	20.8	20.8	20.8
Moderate	43	11.2	11.2	31.9
High	262	68.1	68.1	100.0
Total	385	100.0	100.0	
Emotional Suppression				
Low	204	53.0	53.0	53.0
Moderate	40	10.4	10.4	63.4
High	141	36.6	36.6	100.0
Total	385	100.0	100.0	

8.2. From above discussion it can be concluded that Post Office staff in Delhi NCR adopt 'Natural Expression' & 'Deep Acting' substantially, and 'Surface Acting' & 'Emotional Suppression' nominally. In order to verify the conclusion we will look at the cross tabulation of degrees of emotional strategies adopted by employees in pair of strategies. The cross tabulation of degree of adoption of emotional strategies in the various combinations was done and most domination trends are found in the pair of 'Natural Expression-Deep Acting' and 'Surface Acting-Emotional Exhaustions'. These cross tables from 67-70 are as given below:

Table-67: Deep Acting * Natural Expression Cross tabulation					
Degree Count					
		Natural Expression			Total
		Low	Moderate	High	
Deep Acting	Low	33	13	34	80
	Moderate	5	20	18	43
	High	15	36	211	262
Total		53	69	263	385

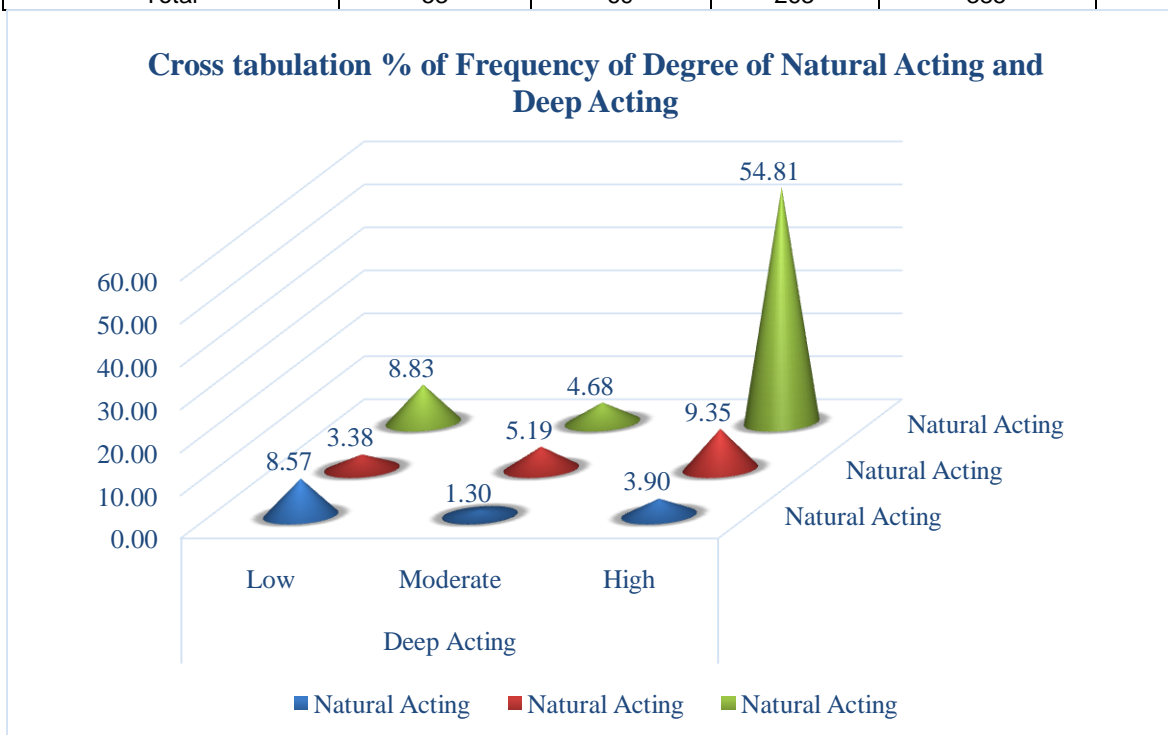


Table-68: Deep Acting * Natural Acting Cross tabulation					
Percentage of Degree					
		Natural Acting			Total
		Low	Moderate	High	
Deep Acting	Low	8.57	3.38	8.83	20.78
	Moderate	1.30	5.19	4.68	11.17
	High	3.90	9.35	54.81	68.05
Total		13.77	17.92	68.31	100.00

8.3. From the above tables we can see that ‘high-high’ combination is dominating and total 211 common employees are adopting high degree of Natural Expression and Deep Acting which is 54.8% of the total sample size.

Table-69: Surface Acting * Emotional Suppression Cross tabulation					
Degree Count					
		Emotional Suppression			Total
		Low	Moderate	High	
Surface_Acting	Low	198	26	92	316
	Moderate	1	12	5	18
	High	5	2	44	51
Total		204	40	141	385

8.4. In the table above, degrees of Emotional Labour strategies of Surface Acting and Emotional Suppression have been paired which shows that ‘Low-Low’ pair is most dominating and total 198 common employees are adopting low degree of these strategies which is 51.4% of total sample size.

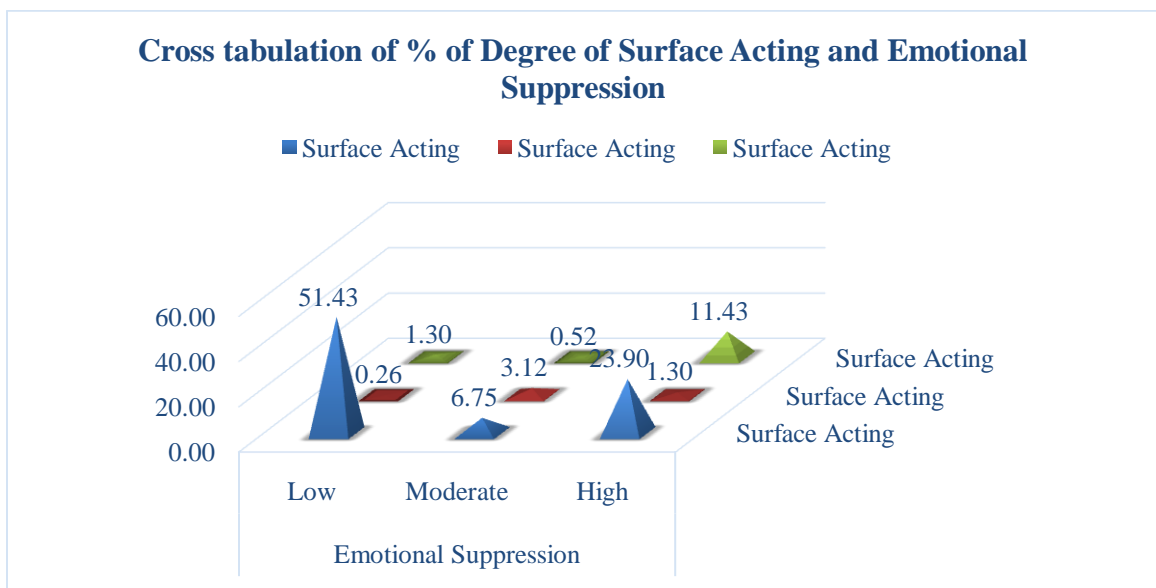


Table-70: Surface Acting * Emotional Suppression Cross tabulation					
Percentage of Degree					
		Emotional Suppression			Total
		Low	Moderate	High	
Surface Acting	Low	51.43	6.75	23.90	82.08
	Moderate	0.26	3.12	1.30	4.68
	High	1.30	0.52	11.43	13.25
Total		52.99	10.39	36.62	100.00

8.5 As such based on cross tabulation it is verified **that Post Office staff in Delhi NCR adopt 'Natural Expression' & 'Deep Acting' substantially, and 'Surface Acting' & 'Emotional Suppression' nominally, therefore hypothesis-H.1.1 stands proved**

9.0. Correlation between Strategies of E L and Dimensions of J B

9.1. For understanding and finding the correlation between strategies of Emotional Labour and dimensions of job burnout, Pearson correlation coefficient was worked out from IBM SPSS to get the appropriate correlation matrix. The following table shows the correlation matrix between four strategies of Emotional Labour, viz Natural Expression, Surface Acting, Deep Acting, and Emotional Suppression and three dimensions of job burnout viz Emotional Exhaustion, Depersonalization and Personal Accomplishment. The thumb rule of degree of relationship has been used as value of r i.e. Pearson coefficient $r=0$ means Neutral Relationship, $r>0$, Positive Relationship and $r<0$, Negative Relationship, subject to alpha value which will denote the significance of relationship.

9.2. Researcher tends to test the hypothesis of relationship of Natural Expression and dimensions of job burnout of **"H.3.1. Natural Expression has negative relationship with Emotional Exhaustion & Depersonalisation and positive relationship with Personal Accomplishment"**. From the table-71, following conclusions can be drawn;

- Natural Expression is negatively related to Emotional Exhaustion but the relationship is very weak, r being $-.025$. As p value is 0.618 which is more than alpha value of 0.05 , therefore the relationship is not significant statistically. It can be said that there is a negative relationship between Natural Expression and Emotional Exhaustion which is not significant statistically.
- Natural Expression is negatively related to Depersonalisation but the relationship is very weak, r being $-.026$. As p value is 0.614 which is more than alpha value of

0.05, therefore the relationship is not significant statistically. As such, it can be said that there is a negative relationship between Natural Expression and Depersonalisation which is statistically not significant.

Table-71: Correlations Between Strategies of EL and Dimensions of JB				
		Emotional Exhaustion	Depersonalization	Personal Accomplishment
Natural Expression	Pearson Correlation	-.025	-.026	.315
	Sig. (2-tailed)	.618	.614	.000
	N	385	385	385
Surface Acting	Pearson Correlation	.400	.354	-.352
	Sig. (2-tailed)	.000	.000	.000
	N	385	385	385
Deep Acting	Pearson Correlation	.018	.027	.245
	Sig. (2-tailed)	.718	.601	.000
	N	385	385	385
Emotional Suppression	Pearson Correlation	.306	.144	-.028
	Sig. (2-tailed)	.000	.005	.582
	N	385	385	385

- Natural Expression is positively related to Personal Accomplishment, r being 0.315. As p value is 0.000 which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such it can be said that there is positive relationship between Natural Expression and Depersonalisation which is statistically significant.
- **It can be, therefore concluded that ‘Natural Expression has negative relationship with Emotional Exhaustion & Depersonalization which is statistically not significant and Positive statistically significant relationship with Personal Accomplishment’.**
The hypothesis is therefore partially proved.

9.3. Researcher tends to test the hypothesis of relationship between Surface Acting and dimensions of job burnout of “**H.3.2. Surface Acting has positive relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment**”. From the above table following conclusions can be drawn;

- Surface Acting is positively related to Emotional Exhaustion and the relationship is moderate, r being 0.400. As p value is 0.000 which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such, it can be said that there is a statistically significant positive relationship between Surface Acting and Emotional Exhaustion.
- Surface Acting positively related to Depersonalisation, and the relationship is moderate, r being .354. As p value is .000 which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such it can be said that there is a statistically significant positive relationship between Surface Acting and Depersonalisation.
- Surface Acting is negatively related to Personal Accomplishment, r being -.352. As p value is 0.000, which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such it can be said that there is a statistically significant negative relationship between Surface Acting and Depersonalisation.
- **It can, therefore be concluded that ‘Surface Acting has statistically significant positive relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment’. The hypothesis is therefore proved.**

9.4. Researcher tends to test the hypothesis of relationship between Deep Acting and dimensions of job burnout of **“H.3.3. Deep Acting has negative relationship with Emotional Exhaustion and Depersonalisation and positive relationship with Personal Accomplishment”**.

From the above table following conclusions can be drawn;

- Deep Acting is positively related to Emotional Exhaustion and the relationship is very weak, r being 0.018. As p value is 0.718 which is more than alpha value of 0.05, therefore the relationship is not significant statistically. As such, it can be said that there is a statistically non-significant positive relationship between Deep Acting and Emotional Exhaustion.
- Deep Acting is positively related to Depersonalisation, r being .027. As p value is .601, which is less than alpha value of 0.05, therefore the relationship is not significant statistically. As such it can be said that there is a statistically non-significant positive relationship between Deep Acting and Depersonalisation.
- Deep Acting is positively related to Personal Accomplishment, and the relationship is weak, r being .245. As p value is 0.000, which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such it can be said that there is a positive relationship between Deep Acting and Depersonalisation which is statistically significant.
- **It can, therefore be concluded that ‘Deep Acting has positive relationship with Emotional Exhaustion and Depersonalisation which is statistically not significant and positive relationship with Personal Accomplishment which is statistically significant’. The hypothesis is therefore partially proved.**

9.5. Researcher tends to test the hypothesis of relationship between Emotional Suppression and dimensions of job burnout of “**H.3.4. Emotional Suppression has positive relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment**”. From the above table, following conclusions can be drawn;

- Emotional Suppression is positively related to Emotional Exhaustion and the relationship is moderate, r being 0.306. As p value is 0.000 which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such, it can be said that there is a positive relationship between Emotional Suppression and Emotional Exhaustion which is statistically significant.
- Emotional Suppression is positively related to Depersonalisation, r being 0.144. As p value is 0.005 which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such, it can be said that there is a positive relationship between Emotional Suppression and Depersonalisation, which is statistically significant.
- Emotional Suppression is negatively related to Personal Accomplishment, and the relationship is very weak, r being -0.028. As p value is 0.528 which is more than alpha value of 0.05, therefore the relationship is not significant statistically. As such, it can be said that there is a statistically non-significant negative relationship between Emotional Suppression and Personal Accomplishment, which is statistically not significant.
- It can, therefore be concluded that **‘Emotional Suppression has a positive relationship with Emotional Exhaustion, positive relationship with Depersonalisation which are significant and negative relationship with Personal**

Accomplishment which is not significant. The hypothesis is therefore partially proved.

10.0. Correlation between Strategies of Emotional Labour and Dimensions of Job Satisfaction.

10.1. For understanding of correlation between strategies of Emotional Labour and dimensions of job satisfaction, Pearson correlation coefficient was worked from IBM SPSS to get the appropriate correlation matrix. The following table-72 shows the correlation matrix between four strategies of Emotional Labour, viz Natural Expression, Surface Acting, Deep Acting, and Emotional Suppression and two dimensions of job satisfaction viz Work Commitment and Work Engagement.

Table-72: Correlation between strategies Emotional Labour and dimension of JS

Pearson Correlations and Significance			
		Work Commitment	Work Engagement
Natural Expression	Pearson Correlation	.155	.184
	Sig. (2-tailed)	.002	.000
	N	385	385
Surface Acting	Pearson Correlation	-.280	-.203
	Sig. (2-tailed)	.000	.000
	N	385	385
Deep Acting	Pearson Correlation	.165	.210
	Sig. (2-tailed)	.001	.000
	N	385	385
Emotional Suppression	Pearson Correlation	-.090	-.014
	Sig. (2-tailed)	.077	.779
	N	385	385

10.2. Researcher tends to test the hypothesis of relationship of Natural Expression and dimensions of job satisfaction of “**H.4.1. Natural Expression has positive relationship with**

Work Commitment and Work Engagement.” From the above table following conclusions can be drawn;

- Natural Expression is positively related to Work Commitment and the relationship is weak, r being 0.155. As p value is 0.002 which is less than alpha value of 0.05 therefore the relationship is significant statistically. As such it can be said that there is a positive relationship between Natural Expression and Work Commitment which is statistically significant.
- Natural Expression is positively related to Work Engagement, r being 0.184. As p value is 0.000, which is less than alpha value of 0.05, therefore the relationship is significant statistically. As such it can be said that there is a positive relationship between Natural Expression and Work Engagement which is statistically significant.
- **It can, therefore be concluded that ‘Natural Expression has positive relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis is therefore proved.**

10.3. Researcher tends to test the hypothesis of relationship of Surface Acting and dimensions of job satisfaction of **“H.4.2. Surface Acting has negative relationship with Work Commitment and Work Engagement.”** From the above table following conclusions can be drawn;

- Surface Acting is negatively related to Work Commitment, r being -0.280. As p value is 0.000 which is less than alpha value of 0.05 therefore the relationship is significant statistically. As such it can be said that there is a negative relationship between Surface Acting and Work Commitment which is statistically significant.

- Surface Acting is negatively related to Work Engagement, r being -0.203 . As p value is 0.000 which is less than alpha value of 0.05 therefore the relationship is significant statistically. As such it can be said that there is a negative relationship between Surface Acting and Work Engagement which is statistically significant.
- **It can, therefore be concluded that ‘Surface Acting has negative relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis is therefore proved.**

10.4. Researcher tends to test the hypothesis of relationship of Deep Acting and dimensions of job satisfaction of “**H.4.3. Deep Acting has positive relationship with Work Commitment and Work Engagement.**” From the above table following conclusions can be drawn;

- Deep Acting is positively related to Work Commitment, r being 0.165 . As p value is 0.001 which is less than alpha value of 0.05 therefore the relationship is significant statistically. As such, it can be said that there is a positive relationship between Deep Acting and Work Commitment which is statistically significant.
- Deep Acting is positively related to Work Engagement, r being 0.210 . As p value is 0.000 which is less than alpha value of 0.05 therefore the relationship is significant statistically. As such, it can be said that there is a positive relationship between Deep Acting and Work Engagement which is statistically significant.
- **It can, therefore be concluded that ‘Deep Acting has positive relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis is therefore proved.**

10.5. Researcher tends to test the hypothesis of relationship of Emotional Suppression and dimensions of job satisfaction of “**H.4.4. Emotional Suppression has negative relationship with Work Commitment and Work Engagement.**” From the above table following conclusions can be drawn;

- Emotional Suppression is negatively related to Work Commitment, r being -0.090. As p value is .077 which is more than alpha value of 0.05 therefore the relationship is not significant statistically. As such it can be said that there is a negative relationship between Emotional Suppression and Work Commitment which is statistically not significant.
- Emotional Suppression is negatively related to Work Engagement, r being -0.014. As p value is 0.779 which is more than alpha value of 0.05 therefore the relationship is not significant statistically. As such it can be said that there is a negative relationship between Emotional Suppression and Work Engagement which is statistically not significant.
- **It can, therefore be concluded that ‘Emotional Suppression has statistically non-significant negative relationship with Work Commitment and Work Engagement’. The hypothesis is therefore rejected.**

11.0. Results of Hypotheses Testing: The results of the Hypotheses testing have been summarized as below:

- Post Office staff in Delhi NCR adopts ‘Natural Expression’ & ‘Deep Acting’ substantially, and ‘Surface Acting’ & ‘Emotional Suppression’ nominally, therefore hypothesis-H.1.1 stands proved.

- There is no statistically significant difference in adoption of strategies of EL in different genders except that of Deep Acting where the difference is significant statistically. Therefore the Hypothesis H.2.1 stands partially proved.
- There is substantial difference in adoption of Emotional Labour Strategy based on different age groups of post office employees of Delhi NCR' therefore hypothesis H.2.2 stands rejected.
- . There is no significant difference in adoption of 'Emotional Labour strategy' based on location difference of Post offices of Delhi NCR except Surface Acting where there is a substantial difference' therefore Hypotheses H.2.3 is partially proved.
- There is no significant difference in adoption of 'Emotional Labour strategy' based on hierarchy levels in Post offices of Delhi NCR', there hypothesis H.2.4 stands proved.
- Natural Expression has negative relationship with Emotional Exhaustion & Depersonalization which is statistically not significant and Average Positive statistically significant relationship with Personal Accomplishment'. The hypothesis H.3.1 is therefore partially proved.
- Surface Acting has positive statistically significant relationship with Emotional Exhaustion and Depersonalisation and negative relationship with Personal Accomplishment'. The hypothesis H.3.2 is therefore proved.
- 'Deep Acting has positive relationship with Emotional Exhaustion and Depersonalisation which is statistically not significant and positive relationship with Personal Accomplishment which is statistically significant'. The hypothesis H.3.3 is therefore partially proved.

- ‘Emotional Suppression has a positive relationship with Emotional Exhaustion, positive relationship with Depersonalisation which are significant and negative relationship with Personal Accomplishment which is not significant. The hypothesis H.3.4 is therefore partially proved.
- Natural Expression has positive relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis H.4.1 is therefore proved.
- Surface Acting has negative relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis H.4.2 is therefore proved.
- ‘Deep Acting has positive relationship with Work Commitment and Work Engagement which is statistically significant’. The hypothesis H.4.3 is therefore proved.
- ‘Emotional Suppression has statistically non-significant negative relationship with Work Commitment and Work Engagement’. The hypothesis H.4.4 is therefore rejected.

Chapter-8

Analysis of Data of Qualitative Study

1.0. Introduction and Planning of the Chapter

1.1. In this chapter analysis of data collected through qualitative study has been made to find the answer to the research questions related to objective of finding the factors which may buffer between Emotional Labour strategies and their negative out come and find the links to suggest ‘Institutional Framework to reduce negative consequences of Emotional Labour Strategies’. First of all the details of the questionnaire for qualitative study as prepared by researcher himself have been given this chapter, which is followed by the method of collection of data and details of target audience have been given. Finally the analysis of qualitative data has been made. The analysis has been restricted to the comments of questions related to the research objective and research questions of “Q 11: What are the factors which may work as buffer between ‘Emotional Labour’ and ‘Job Burnout’?”

2.0. Methodology of Qualitative Study: The qualitative study has been done with exploratory design, based on study of previous research findings, Comments of limited no of Officers and Staff and individual interaction with post office staff and officers. For the Comments of officers and staff, a semi-structured questionnaire was prepared and handed over to them personally with briefing them about the objective and background. Subsequently the comments were collected through e-mail and Whatsapp. For the comments, the questionnaire was given to 15 persons who include from all levels i.e. Senior Management, Middle Management, Lower Management and Staff. Interaction was made with senior level officers to understand their views on the research question.

3.0 Details of the Questions for comments from Officers and Staff: Details of questions are given below

1. क्या आपको लगता है कि डाकघर के कर्मचारियों को ग्राहकों के साथ पारस्परिक व्यवहार के दौरान कुछ विशेष प्रकार की भाव भंगिमा हो का प्रयोग करना चाहिए? यदि हां तो किस प्रकार की भाव भंगिमाओं के लिए कर्मचारियों को प्रोत्साहित किया जाता है?
2. उपर्युक्त बताई गई भाव भंगिमा को अपनाने हेतु क्या किसी प्रकार के प्रशिक्षण की आवश्यकता है. यदि हां तो किस तरह से प्रशिक्षण दिया जाता है?
3. क्या आपको लगता है कि ग्राहकों के साथ पारस्परिक व्यवहार के दौरान कुछ ऐसे भी प्रकरण आते हैं जबकि इच्छितभाव भंगिमाओं को बनाए रखने में मुश्किल आती है?
4. ऐसे कौन से प्रकरण हो सकते हैं और इस प्रकार के कितने प्रकरण आपके अनुसार पोस्ट ऑफिस काउंटर के कर्मचारी के सम्मुख आ सकते हैं?
5. क्या आपको लगता है की उपर्युक्त करण के दौरान कर्मचारी को अपनी भावनाओं के विपरीत व्यवहार करना पड़ता है?
6. क्या कर्मचारियों को ऐसे व्यवहार के आधार पर अलग-अलग श्रेणियों में बांटा जा सकता है?
7. यदि उपर्युक्त प्रश्न का उत्तर हां है तो क्या ऐसी परिस्थिति में कर्मचारी को तनाव महसूस होता है?
8. क्या कुछ कर्मचारी उपर्युक्त परिस्थितियों को बिना तनाव के बेहतर तरीके से संभाल लेते हैं?
9. यदि हां तो दोनों श्रेणियों के कर्मचारियों के व्यवहार में अंतर के क्या कारण हो सकते हैं?
10. क्या ऐसे प्रकरणों की वजह से कुछ कर्मचारियों को मानसिक अंतर्द्वंद अथवा भावनाओं के टकराव का सामना करना पड़ता है?
11. क्या तनाव महसूस करने वाले कर्मचारियों के लिए कुछ ऐसे उपाय किए जा सकते हैं कि वह भावनाओं के टकराव को अपने स्तर पर कम कर सकें ?
12. एक कर्मचारी द्वारा अपने स्तर पर क्या उपाय किए जा सकते हैं?
13. इस संदर्भ में विभाग के स्तर पर क्या उपाय किए जा सकते हैं **कृपया विस्तार से बताएं?**
14. क्या इन उपायों को अपनाने और अंतर्द्वंद को कम करने से विभाग की उत्पादकता पर कुछ असर पड़ सकता है?
15. क्या इन उपायों को अपनाने से कर्मचारी की कार्य से संतुष्टि में संवर्धन हो सकता है?

4.0 Analysis of Comments Received: It may be clear from above that the questions are related to various aspects of interaction of Post Office staff with customers. The responses received will be discussed in four broader categories of ‘Display Rules in Post Offices’, ‘Incidents creating emotional confrontation’, ‘Factors for difference in Employee Behavior’ and ‘Suggestions for Framework for reducing effects of Emotional Labour’

4.1. Display Rules in Post Offices (Q-1 & 2): From the responses received all respondents agree existence of display rules in Post Office. Following comments are quoted:

- कर्मचारी के चेहरे पर हमेशा मुस्कराहट होनी चाहिये।
- कर्मचारियों को प्रोत्साहित किया जाता है कि वे ऐसा व्यवहार करें कि ग्राहक को महसूस हो कि कर्मचारी ग्राहक की उपस्थिति से प्रसन्न हैं।
- कर्मचारी की भाव भंगिमा ग्राहक के लिए सत्कार युक्त होनी चाहिए
- The employees should entertain customers with greeting and smile.

कर्मचारियों को ग्राहकों के साथ विनम्र होना चाहिये एवं सौहार्दपूर्ण वातावरण बनाकर रखना चाहिये।
SORRY एवं Thank you शब्दों का प्रयोग करना चाहिये।

It is clear from the above that there are unwritten display rules in Post Offices while dealing with customers at par the norms for service providing private organisations.

4.2. Incidents creating emotional confrontation (Q-3 & 4): The respondents have mentioned various situations which may raise emotional confrontation and Dissonance in the employee, some are as quoted below:

- ग्राहक का आर्टिकल खो गया हो , ग्राहक के खाते में गबन हो गया हो।
- ग्राहक लम्बे समय से लाइन में लगा हो लेकिन नेटवर्क काम ना कर रहा हो
- ग्राहक औरों से पहले अपना काम करने का दबाव बना रहा हो।
- ग्राहक सनकी और झगड़ालू किस्म का हो।
-

इस प्रकार के अनेक प्रकार हो सकते हैं, जिसमें ग्राहक संतुष्ट नहीं हो रहा हो एवं उसे संतुष्ट करना कठिन हो।

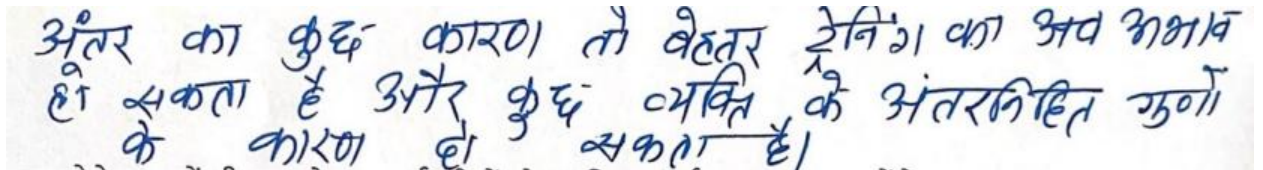
- कभी-कभी ग्राहक त्वरित सेवा के लिए क्यू को फॉलो नहीं करता है और प्राथमिकता के लिए दवा बनाता है
- ऐसे प्रकरण, ग्राहक अभद्र व्यवहार सरवर का कार्य ना करना एवं सिस्टम का ना चलना आदि है।
- There can be multiple such moments, which may make situation difficult for the employees. These factors can be internal as well as external. Like non-working or slowness of software, demotivated rules for employees, difficult to handle customer etc
- There may be many situations such as rude and unruly behavior by the customer, Talking in high pitch & intimidating tone, Insisting on something despite prohibited by rules, Harassing and targeting of a particular staff member etc etc.,

As per the above responses, there are various situations in which, the employees in the post office may feel the conflict of emotions which leads to issue of 'Regulation/Management of Emotions and Expression of Emotions'.

4.3. Factors for difference in Employee Behavior: As per the responses received, the employees have to face emotional confrontation in maintaining the Display Rules. While

some of the employees are capable of ensuring the Display Rules but some face problems. The factors behind different behavior are as below:

- वे कर्मचारी जो बिना तनाव के बेहतर तरीके से सम्भाल लेते हैं वे परिपक्व और व्यावसायिक होते हैं।
- आत्म नियंत्रण एवं तनाव में आकर रिएक्शन ना देना मूलभूत अंतर है।
- जी हाँ, अपनी वाक पटुता और अपने मधुर संबंधों के कारण
- अपनी अपनी सोच और व्यवहार कुशलता। उनका धैर्यवान होना और अपनी मजबूरी को कुशलता पूर्वक समझाने की क्षमता।
- An employee who is plagued by personal or professional issues will not empathies with the issues of the customer at the counter.
- An employee who is perhaps neutral or unaffected by issues surrounding him will lend a better ear to the customer.
-



अंतर का कुछ कारण तो बेहतर ट्रेनिंग का अव अवभाव हो सकता है और कुछ व्यक्ति के अंतरनिहित गुणों के कारण हो सकता है।

- Training, Attitude
- There may be many physiological and psychological reasons.

4.4. Suggestions Given by Responds for Obviating Negative Implications

- Without strengthening its own bones, it's impossible to walk long miles for the department. Department whether at the bottom or top ranks can be taught to be more accommodative and sympathetic towards changing needs of employees. Also skill training is a must.

- विभाग द्वारा कर्मचारियों को हर परिस्थिति में शांत रहने का प्रशिक्षण दिया जा सकता है। विभाग द्वारा कर्मचारियों को उत्तेजित ग्राहकों के साथ सार्थक बातचीत का प्रशिक्षण दिया जा सकता है। विभाग द्वारा कर्मचारियों को उन के उत्कृष्ट व्यावहार के लिए प्रोत्साहित किया जा सकता है।
- विभाग द्वारा मेडिटेशन एवं मेंटल वेल बीइंग की कक्षाओं के द्वारा भावनाओं पर नियंत्रण करना सिखाया जा सकता है। विभाग की मूलभूत सुविधाओं में सुधार लाकर भी स्थिति को सुधारा जा सकता है।
- सॉफ्ट स्किल की ट्रेनिंग, योग और समय समय पर विभाग द्वारा उनकी अकाउंटेबिलिटी स्थापित कर के।

•

1. विभाग समय-समय पर सॉफ्ट स्किल डेवलपमेंट की ट्रेनिंग कराये।
2. कर्मचारियों को समय-समय पर छुट्टी जाने एवं परेशानों के साथ समय व्यतीत करने के लिए प्रोत्साहित करें।
3. विभिन्न प्रकार की प्रतिस्पर्धाओं का आयोजन करें।
4. कर्मचारी-ग्राहकों की समय-समय पर बैठकें कराये।

- Need of training of Emotional intelligence.
- Department needs to focus on overall well being of employees. There is a requirement of flat organization these days, wherein, all employees can feel proud and contribute to overall growth of the organization. Regular counseling, vacation, open communications are the norms of the day. Objective assessment for posting, transfer and promotions need to be inculcated.

4.5. The analysis of above responses lead to certain factors which may be useful in combating negative aspects of Emotional Labour strategies in terms of Job Burnout and

reduced Job Satisfaction have been analysed and discussed in Chapter-7 comprehensively. Following factors can be extracted from the outcome as summarized in as below:

- Better Communication skills.
- Emotional Intelligence.
- Positive Work Culture, Encouragement and support from Administrative Authorities, Supervisor and Co-workers.
- Stress Management Techniques.
- Availability of adequate Resources in the Post offices.

5.0. Buffering Factors Drawn From Empirical Studies: On going through the research papers based on empirical studies on Emotional Labour, it has been found that most of them have provided recommendations for adoption of certain measures to reduce the negative aspects of Surface Acting and Emotional Suppression strategies of Emotional Labour. Some of the recommendations are described in forthcoming paragraphs.

5.1. Kim et al (2012) based on the empirical studies among hotel workers in South Korea have recommended that with the help of better Emotional Intelligence, the Deep Acting strategy adoption can be improved. It has also been recommended that **Hotel Management should arrange training of Emotional Intelligence for Frontline workers of Hotel.**

5.2. Kiran A. et al (2014) have recommended that organizations may focus on the aspects of **‘Rewards on Performance, Career progression aspects, support from the higher authorities and training of employees to improve Emotional Intelligence skills’** in

order to reduce adoption of Emotional Labour Strategies which are associated with negative consequences.

5.3. Pandey J. et al (2015) have recommended that forum related to Emotional Management may be constituted for ASHA workers where they can freely share their emotions and feelings and may receive guidance on Emotional Management practices. It was also suggested that regular feedback and suggestions may be obtained for providing them required 'Emotional Bolster'.

5.4. Kamassi A. et al (2019) based on empirical study made among administrative staff of International Islamic University Malaysia, have concluded that Emotional Intelligence moderates the relationship between Emotional Labour strategies and Employee Performance, therefore service organizations should strengthen the Emotional Intelligence through structured training.

5.5. Asumah S. et al (2021) recommended that the employees who perform duties rich in application of strategies of Emotional Labour should be imparted proper training for adoption of such strategies which are linked to reduced negative implications for Wellbeing. Importance and need of Specific structured training programmes for Bank Employees was underlined. In addition support of management and welfare measures were also recommended.

5.6. On comparing these recommendations of research scholars based on empirical studies with the suggestions given by officers and staff of Department of Posts as per qualitative study, it can be seen that they are more or less similar to each other.

6.0. Conclusion: From the responses of Officers and Staff of Department of Posta as obtained through limited qualitative study and examination of empirical researches, it can be concluded that following individual and organizational aspects may act as moderating and buffering factors between ‘Emotional Labour Strategies and negative consequences of some the strategies’:

- Communication skills.
- Emotional Intelligence of employees.
- Supervisory Support and coworker support ie a well knit team.
- Motivation and Reward system
- Improvement of basic infra in post offices i.e. Work Environment.
- Sports and cultural activities.

Based on above identified factors, Institutional Framework for Department of Posts will be worked out and suggested in next chapter to get the answer of Research Question No 12 i.e. “What are the ways and means to reduce the negative consequences of Emotional Labour?”

Chapter-9

Discussion on Results of Analysis, Conclusions and Recommendations for Institutionalised Framework

1.0. Planning of the Chapter

The Chapter is divided in two parts. In first part, deliberations have been made on the results of hypotheses testing and statistical analysis as given in Chapter-6 to understand the rationale behind the results and their implication to the organization i.e. Department of Posts. In this part, the answers to the research question, **Q11-What are the factors which may work as buffer between ‘Emotional Labour’ and ‘Job Burnout’** have been comprehensively discussed. In second part various suggestions and recommendations have been made as answer to the research question, **Q12- What are the ways and means to reduce the negative consequences of ‘Emotional Labour’**.

Part-I, Discussion and Conclusions

2.0. Discussion on degree of adoption of strategies of Emotional Labour

2.1. Discussion related to the hypothesis, H.1.1: This hypothesis, that, Post Office staff in Delhi NCR adopts ‘Natural Expression’ & ‘Deep Acting’ substantially, and ‘Surface Acting’ & ‘Emotional Suppression’ nominally, stands proved in para 8 of **Chapter-6. If the result based on sample size is** generalized, it can be concluded that most of the employees of Delhi NCR under control of Delhi Circle adopt high level of Natural Expression and Deep Expression and low level of Surface Acting and Emotional

Suppression. These results support the theoretical perspective of Ashfort and Humphrey (1993) who argued that over the period of time, the deep acting and surface acting become matter of routine and the expression comes out as a natural expression instead of a conscious effort. On examining the conclusion from work setting, we can find that training in soft skills is provided to post office staff from time to time which helps them to understand customer's perspective. While interacting with the customer, basis courtesy is expected to be extended. As in majority of the cases, the interaction is for a limited time of transaction and at the same time the employees generally establish a good relationship with the frequently visiting customers, thereby, having a comfortable and cozy interaction with such customer, therefore most of the time during the interaction with the customers, the employees adopt 'Natural Expression' and 'Deep Acting'. However the issue of confrontation of emotions comes to picture, while handling arrogant or aggrieved customers. Under such situation, initially the employees tend to be normal, cool and compose and try to solve the problem trying to regulate the feelings. In such circumstances, the employees generally tend to suppress the emotions or regulate the emotions. As, such incidents of unpleasant nature are very less in comparison to normal situation, which is the reason behind the results. The issue of 'Emotional Suppression' comes to picture while handling the difficult and aggrieved customers. In addition some of the employees because of their personality trait would be able to use Natural Acting and Deep Acting during confronting the customers. It has been proved in various studies that employees with high Emotional Intelligence, tend to regulate emotions naturally, which is part of personality.

2.2. Discussion related to the hypothesis, H.2.1: This hypothesis that, there is no difference in adoption of strategies of EL in different genders, stands proved partially in

para 4 of Chapter-6. We can see from analysis as made in Chapter-6, that the hypothesis stands proved for three strategies of Natural Expression, Surface Acting and Emotional Suppression but hypothesis did not pass the test for Deep Acting, where the difference is significant statistically. As already mentioned while framing the hypothesis that most of the Post Office employees come through competitive examinations based on their capabilities and skills where equal opportunity is available. At the time of competing for the job, the candidates prepare themselves for the role likely to be played in work settings. This fact plays an important role in not having much difference in adoption of emotional labour strategies based on gender groups except for Deep Acting. As regards, difference in Deep Acting adoption based on gender, it is found that the mean of degree of adoption of Deep Acting is more for the male members which indicates that male employees tend to adopt high level of Deep Acting in comparison to female employees. The reasons need to be studied comprehensively in other studies with focus on this aspect.

2.2. Discussion related to the hypothesis, H.2.2: The hypothesis that, there is a substantial difference in adoption of ‘Emotional Labour Strategies’ based on different age groups of post office employees of Delhi NCR stands rejected in paragraph 5 of Chapter-6. As such, it comes out that age at the antecedent level is not a factor in Post Offices to have any role in determining adoption of strategy of Emotional Labour.

2.3. Discussion related to the hypothesis, H.2.3: The hypothesis that “there is no significant difference in adoption of ‘Emotional Labour strategy’ based on location difference of Post offices of Delhi NCR” stands partially proved. It is proved in para 6 of Chapter-6, that there is no significant difference in adoption of emotional strategies of Natural Expression, Deep Acting and Emotional Suppression based on different location

groups, but there is a substantial difference statistically in adoption of Surface Acting in different location Groups. It shows that the employees posted in Post Offices located in outskirts of Delhi NCR, are adopting more of Surface Labour strategy in comparison to the employees of Post Offices located in highly advance areas or rural areas of Delhi NCR. The reasons for difference can be identified in terms of more pressure of work in these post offices due to fast expansion and urbanization where migrated population from outside is putting pressure on resources. As such this trend may be understood in terms of dark side of rapid and unplanned urbanization where the available infrastructure is not capable to take the load of expansion. In case of highly advanced areas of Delhi NCR, the set up of Post Offices is traditionally and logistically strong with proper human recourses placed on disposal of these Post Offices, therefore the events which force adoption of Surface Acting are than the Post Offices located in outskirts of Delhi NCR. In case of Post Offices located in rural area, the Post Office staff is capable of building good relations with customer and knowing most of them, therefore lesser degree of adoption of Surface Acting occurs in comparison to the Post Offices located in outskirts of Delhi NCR.

2.4. Discussion related to the hypothesis, H.2.4: The hypothesis, that ‘there is no significant difference in adoption of emotional labour strategy by different levels of employees in Post Offices of Delhi NCR’, stand proved in paragraph 7 of Chapter-6. As already discussed at the time of formulation of hypothesis that there are different role-levels in Post Offices who perform different roles and responsibilities in the functioning of post office but there is not much difference in the role performed by these levels in connection with the interaction with customer. Therefore, there is not much difference in

the Emotional Labour strategy adopted by different levels in the post offices of Delhi NCR.

2.4. Discussion related to the hypothesis, H.3.1, H.3.2, H.3.3 and H.3.4: The results of testing of hypotheses of relationship of strategies of Emotional Labour and Dimensions of Job Burnout as per the paragraph 9 of Chapter-6 are given below:

- *Natural Expression has negative relationship with Occupational Exhaustion & Depersonalization which is statistically not significant and Positive statistically significant relationship with Personal Accomplishment.*
- *Surface Acting has statistically significant positive relationship with Occupational Exhaustion and Depersonalisation and statistically significant negative relationship with Personal Accomplishment.*
- *Deep Acting has positive relationship with Occupational Exhaustion and Depersonalisation which is statistically not significant and positive relationship with Personal Accomplishment which is statistically significant.*
- *Emotional Suppression has a positive relationship with Occupational Exhaustion, and Depersonalisation which is significant and negative relationship with Personal Accomplishment which is not significant.*

2.4.1. On analysing these results, it can easily be concluded that Adoption of Natural Expression and Deep Acting do not have any statistically significant relationship with dimensions of Occupational Exhaustion and Depersonalisation while they have positive relationship with Personal Accomplishment i.e. if the degree and frequency of these strategies is increased it will result to increased Personal Accomplishment for individuals and organization both. As such these

strategies have positive side associated with them as far as Post Office operative staff is concerned.

2.4.2 Adoption of Surface Acting and Emotional Suppression has statistically significant positive relationship with Emotional Exhaustion and Depersonalisation, which means increase or decrease in the degree of adoption of these strategies, will have simultaneous increase or decrease in Emotional Exhaustion and Depersonalisation. These two dimensions of Job Burnout negatively affect the individual and organization as discussed in Chapter-3.. It is also found that Surface Acting and Emotional Suppression have negative relationship with Personal Accomplishment i.e. if the degree of these strategies is increased, it will result to decreased degree of Personal Accomplishment. As such, these strategies again have negative side associated with them as far as Post Office operative staff is concerned. Therefore, it is required to keep Surface Acting and Emotional Suppression minimum and make efforts to reduce the degree and frequency of these strategies of EL

2.5. Discussion related to the hypothesis, H.4.1, H.4.2, H.4.3 and H.4.4: The results of testing of hypotheses of relationship of strategies of Emotional Labour and Dimensions of Job Burnout as per paragraph 10 of Chapter-6 are given below:

- *Natural Expression has positive relationship with Work Commitment and Work Engagement which is statistically significant.*
- *Surface Acting has negative relationship with Work Commitment and Work Engagement which is statistically significant.*

- *Deep Acting has positive relationship with Work Commitment and Work Engagement which is statistically significant.*
- *Emotional Suppression has statistically non-significant negative relationship with Work Commitment and Work Engagement.*

2.5.1. On analysing above mentioned results, it can easily be concluded that Adoption of Natural Expression and Deep Acting has statistically significant positive relationship with both the dimensions of Job Satisfaction viz Work Commitment and Work Engagement. It means, if the degree and frequency of these strategies is increased, it will result to increased Work Commitment and Work Engagement for individuals and organizations both. As such, these strategies result to high degree of Job Satisfaction in Post Office work setting.

2.5.2 Adoption of Surface Acting has statistically significant negative relationship with Work Commitment and Work Engagement, which means increase or decrease in the degree of adoption of Surface Acting, will have simultaneous reverse effect on these dimensions of Job Satisfaction. As such, adoption of Surface Acting will result to reduced Job Satisfaction. The consequences of reduced level of Job Satisfaction negatively affect the individual and organization as discussed in Chapter-3, therefore it is required to keep them at minimum level and make efforts to reduce the degree and frequency of Surface Acting as strategy of EL. On further deliberation we can find that Natural Acting strategy of Emotional Labour does not need any special and conscious effort and it occurs automatically and expressed spontaneously. In case of Deep Acting strategy of Emotional Labour, the employee uses his trained instincts to arouse required emotions which are expressed effortlessly. As Natural Acting and Deep

Acting do not face any conscious confrontation of emotions, these result to negligible level of Job Burnout and high level of Job Satisfaction. But in case of Surface Acting and Emotional Suppression strategies of Emotional Labour, the employees have to tackle and handle confronting emotions and which are emotionally tiresome and deplete emotional resources of the employee and thereby resulting to high level of Job Burnout and Low level of Job Satisfaction.

2.6.0 Implications of Conclusions for Department of Posts: In order to understand the implications of conclusions drawn, we have to consult the frequency of Dimensions of Job Burnout and Job Satisfaction and understand the trend of degree of scores as given in table from 3.9 to 3.11 of Chapter-6. On examination, we can find following trends:

✓ **Job Burnout**

- 17.7% of sample size is in high degree and 21.6% is in moderate degree of Occupational Exhaustion.
- 22% of sample size is in high degree and 31% is in moderate degree of Depersonalisation.
- 36.1% of sample size is in low degree and 18.7% is in moderate degree of Personal Accomplishment.

✓ **Job Satisfaction**

- 16.1% of sample size is in low degree and 9.4% is in moderate degree of Work Commitment.
- 9.4% of sample size is in low degree and 4.4% in moderate degree of Work Engagement.

2.6.1. From above, it is clear that good no of members of total sample size are having high level of Job Burnout and low level of Job Satisfaction. In paragraphs related to discussion on results of hypotheses above, we have seen that Natural Expression and Deep Acting are related to higher degree of job satisfaction and low degree of job burnout. On the other hand, Surface Acting and Emotional Suppression are related to lower degree of job satisfaction and higher degree of job burnout. **Therefore the implications for Department of Posts may be to adopt measures to replace adoption of Surface Acting and Emotional Suppression by Natural Expression and Deep Acting amongst post office clerk/supervisor/postmaster cadre employees.**

2.7. Factors Buffering Between Emotional Labour Strategies and Job Burnout: In the qualitative study analysis as made in Chapter-7, it has be seen that following factors have been found which reduce the negative aspects of Surface Acting and Emotional Suppression strategies of Emotional Labour.

- A well nit team.
- Better Communication skills.
- Emotional Intelligence.
- Positive Work Culture, Encouragement and support from Administrative Authorities, Supervisor and Co-workers.
- Stress Management Techniques.
- Involvement of Employee in cultural activities
- Rewards and Motivation
- Availability of proper Resources in the Post offices

Part-2, Recommendations and Institutional Framework

3. Recommendations for Administrative and Policy Intervention: Based on the above discussion and conclusions various recommendations have been suggested in forthcoming paragraphs to take measures at individual level and organizational level to reduce degree and frequency of Surface Acting and Emotional Suppression thereby ensuring low level of Job Burnout and high level of Job Satisfaction.

3.1. Build A Well Knit Team in the Post Offices: In a post office work set up, the employees come from different social-cultural background. The Postal Assistants recruited through Staff Selection Commission can be posted in a state (Postal Circle) which may be far away from their home state based on the selection merit and number of vacancies available in a state (Postal Circle). It takes time for them to gel with the local social-cultural environment, which may be different altogether from their own. Leaving home and the family becomes another set-back. The Assistants, who come from Postman/MTS/GDS cadre, sometimes are not comfortable to socially mix up with direct recruit Postal Assistant. As such these factors affect the process of emotional regulation. If employees are free from external emotional factors, they would be in a better position to use Natural Expression or Deep Acting Strategy of Emotional Labour. These external emotional factors can be moderated, if, the employees are well knit as a team. As Post Masters have to manage all the local affairs of Post

Offices, therefore, the responsibility lies on them to create a well knit team with the support of Divisional Head.

Department of Posts should empower the Post masters by skill enhancement in understanding modern nuances of Team Building. Though training of the concepts of Team Building is provided in structured training courses conducted at Postal Training Centers, but a proper system of evaluation of effect of training or its practical implementation is lacking at places. The Feedback and Re-enforcement are important element of training process which are generally missing. At the local level, skill development can be undertaken in a practical manner within Post Offices having more than five employees with the tools such as Role Play and Team Building games etc which may help in reinforcement of training already given and practical implementation. Engaging employees in extracurricular activities from time to time and celebrating the cultural functions on special occasion with active participation of all the employees of Post Office also bind the employees in a 'Team'.

3.2. Competency Based Selection for Job-Fit Person: Getting the right persons selected and developing the right skills and competencies is an important factor in keeping Job Burnout to low levels and Job Satisfaction to high level. In Department of Posts the selection of Postal Assistant is through Staff Selection Board and Promotion through departmental examination. None of the examination has the provision for measuring and testing the skills of the candidates to regulate emotions efficiently.

It has been seen from the qualitative study that personality is an important factor in ensuring proper emotional regulation. Generally the persons having personality with rich

traits of empathy, sympathy and conscientiousness are found to be adopting high degree of Natural Acting and Deep Acting as strategies of Emotional Labour. The persons having traits of low self confidence, low emotional stability and anger tend to adopt to higher degree of Surface Acting or Emotional Suppression. As such, in order to get Job-fit person there is a need of inclusion of component of test of personality traits in SSC conducted exam and Departmental exam. For this purpose test papers may be got prepared by the scholars having in depth knowledge of personality test and organizational behavior.

3.3. Developing Good Communication Skills: Good communication skills have been found an important factor in managing the customers in face-to-face or voice-to-voice interaction. Employees good in communication are found capable of diverting the confronting behavior of the customer to positive note. If the conversation ends on positive note, it will avoid the negative aspects of confrontations of the emotions. A good communicator is found not to feel the emotional exhaustion, while communicating with the difficult customers. Though it is easy to say to develop good communication skills, but it requires lot of efforts. In Postal Training Centers theoretical aspects of communication skills are taught, however it remains to employee to develop these skills. For practical development of good communication skills, the employees should be identified with often getting entangled with the customers and are found to be high in Job Burnout. The employees may be encouraged to improve upon communications skills. Monitoring is required and if the employee is finding difficult, the placement should be made to a role which is not involving customer interaction very frequently.

3.4. Developing Emotional Intelligence: It has been concluded in many studies that Emotional Intelligence of employees is an important buffer factor which helps to adopt to emotional labour strategies which are linked to nominal or reduced level of Job Burnout and high level of Job Satisfaction. The concept of Emotional Labour has been defined in work set up as ‘regulation/management of feelings and observable behavior as per the display rules of the organization’, and the concept of Emotional Intelligence has been defined as ‘Skill of regulating the emotions depending upon circumstances’. On reading these definitions together, we can find that the two concepts are interlinked. Therefore, it is important for service oriented organizations to focus on development of Emotional Intelligence of employees of the organizations. However, it is seen that this aspect of skill set is treated to be a personal issue to be taken care by employees themselves. This understanding appears to be based on the fact that this skill is neither visible clearly nor is quantifiable till a keen observer or expert is closely watching or measuring this aspect of the employees. This is unlike other roles and responsibilities of employees which show the direct effect and results. It can also be seen that this aspect is missing in training of government organizations and also in Department of Posts. In some training modules concept of Emotional Intelligence is taught as an academic concept but generally specialized courses with practical orientation are not conducted, which are required from the perspective of individuals who are using Surface Acting or Emotional Suppression and feel high Job Burnout and low Job Satisfaction.

3.4.1. Emotional Intelligence- Individual Level: In Postal training setup in Department of Posts, either the concept of Emotional Intelligence is not covered for Post Office staff or only theoretical aspects are taught. But the real need of training is practical approach where participants may practice tools for improving Emotional Intelligence in real

scenario environment under supervision. Specific training module on Emotional Intelligence for induction training and in-service training may be developed with the help of experts on the subject. Training of this module may be conducted by experts who may measure the improvements. The reinforcement may be done locally in Post Offices. During training, the participants firstly may be taught to understand their own emotions along-with related intensity & frequency. Secondly they should be made aware of the emotions of customers and reaction and response of different kind of customers in different workplace emotional settings. Finally what would be the outcome of different type of interaction for the employee, customer and the organization. A practical way may be in terms of maintaining a diary at employee level, where they should note all the emotionally charged incidents in a day, analyse them and take corrective measures. Another aspect can be reading the customer through facial expression, pitch and tone of language and body posture and then deploying appropriate emotional technique. There are so many such techniques available these days which may be incorporated in training courses

. 3.4.2. Emotional Intelligence- Organisational Level: It has been discussed in chapter-7 that positive work culture and support of administration and co-workers are important factors in reducing the negative aspects of Surface Acting and Emotional Suppression. This brings in Organisational Level Emotional Intelligence in the discourse. In Post office context, it can be described as understanding of each other's emotions by the employees of Post Offices and the expressing emotions in the clear understanding of coworkers' emotions which may strengthen the bond of being a team. This aspect is close to 'Team Building' at the functional level. As such the training instruments of Role Play, development of personality traits of empathy for fellow coworker, competing with

positive spirit etc can be practiced in local environment and the Post Masters should be trained in this aspect in Postal Training Centers.

3.5. Stress Management Program: To obviate negative effects of modern day highly competitive environment, it is being suggested to adopt stress management techniques such as Yoga, Meditation and other relaxation techniques. The same is true for Post Office environment. The employees should not only be trained but Post Master as a good leader should ensure that these techniques are being practiced. This can be done if Post Master is capable of building a well knit team and he himself is passionate about these activities. These days most of the Post Masters/Supervisors have build up good practice of sitting with all the employees of Post Office in the evening having discussion of the day's experience and finding solutions. Such practices may be discussed in training courses and encouraged. Time to time motivation lecture may be organized which have been found to have positive effect in handling Job Burnout related issues.

3.6 Improving Working Conditions in Semi Urban expanding Areas: It has come out of quantitative study that employees in outskirts of Delhi are adopting higher degree of Surface Acting which is found to be associated with lower Job Satisfaction and more Job Burnout. On analyzing this result, a similarity is found with problem of basic infrastructure in these areas because of rapid and unplanned urbanization of these areas. As such, Department may conduct study to understand gaps in terms of logistics and manpower and to fill the gap. Internet connectivity may be given special attention in these areas.

4.0. Suggesting Institutional Framework: Based on the analysis and recommendations made for measures to be adopted, institutional framework is proposed in forthcoming paragraphs.

4.1. Identification of Employees who Need Attention: Generally in government organizations there is no system of examining the issues related to organizational Behavior and getting the insight of factors which are affecting various aspects of Organisational Behavior which have impact on the productivity of the organizations. In Department of Posts also, no such survey are being conducted at organizational level. As Emotional Labour, Emotional Intelligence, Job Burnout, Job Satisfaction and Motivation level have attained importance in the field of Organisational Behaviour, therefore there is a need of institutionalized set up for conducting such survey periodically to have a clear insight of the positive side to build upon and issues for taking corrective measures. It is, therefore recommended that in each Postal Divisions such survey may be conducted with all sincerity for the entire staff. The survey may be conducted and analysed through students as part of management apprentice. Based on the results the identification of the officials may be done who need intervention through training etc on different aspects.

4.2. Identification of Gap in the Training Courses: There are three categories of training set ups for operative staff In Department of Posts viz Postal Training Centres, Regional Computer Training Centres and Divisional Computer Training Centres. Postal Training Centres, located at six places, take care of Institutionalised training needs of Department of Posts and conduct mainly three

types of courses viz Induction Courses for newly recruited staff of supervisory, operative and administrative staff, In service courses mandatory for next promotions and Subject specific Specialised Programme. Regional and Divisional Training centres take care of local requirement of training mostly pertaining to departmental software packages. On review of training courses, it has been observed that concepts of Leadership and Team Building are being covered, but theoretically. The concepts of Emotional Management or Emotional Skills are limited to Soft Skill topics. Following suggestions are made for institutionalized framework for training

- Thorough Review of syllabus of all the courses.
- Development of Integrated module of Leadership, Team Building, Emotional Intelligence and Soft Skilling under name such as ‘Modernising Organisational Behaviour’ with the help of experts on the subject matter.
- Arrange the extensive training of Master Trainers through expert organisations with focus on practical aspects.
- Include the module so developed in all the three categories of training courses. The Specialised Training Course may be conducted to take care of gaps as identified as per suggestions given in paragraph 4.2 above.
- Initially training of these modules can be given by the experts from outside and with capacity building these may be conducted by training centres themselves.

4.3 Mechanism for Practical Implementation, Monitoring and

Reinforcement: As suggested earlier, Post Masters may be empowered to

monitor the behavior changes in the trained employee as regards regulation of emotions. Based on feedback from Postmasters, reinforcement training may be imparted at Regional/Divisional Training Centers with the help of Master Trainers. Integrated practical course as suggested above may be developed as part of Mission Karmyogi also and the staff should be encouraged to join and complete these courses.

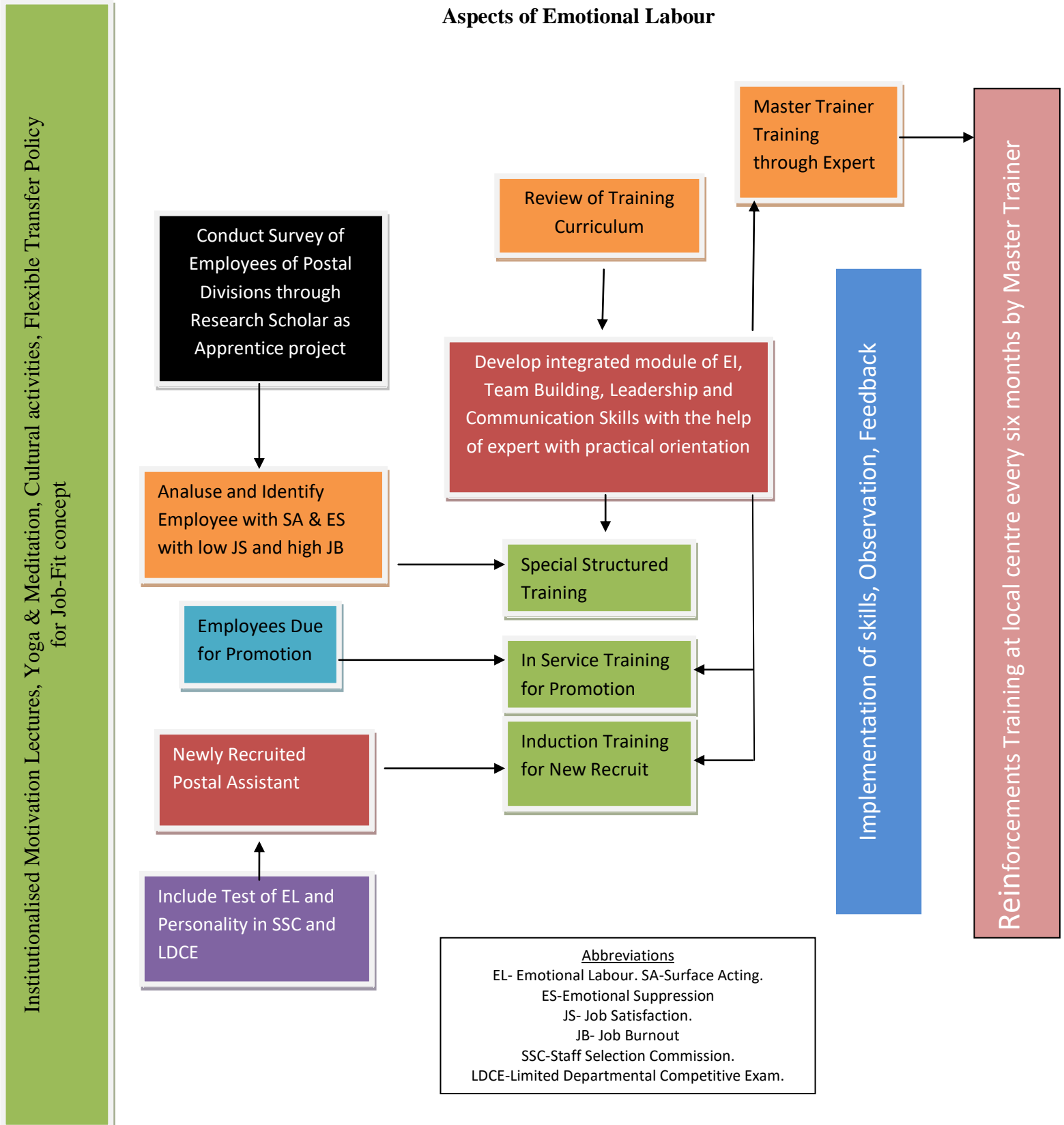
4.4. The system of conducting Motivation lectures, Yoga and Meditation Session, conducting extra-curricular activities at Divisional Level and bigger Post Office level may be institutionalized which are presently individual initiatives specific.

4.5. The Institutional framework as suggested above is shown as a flow chart as given on next Page.

5.0 Importance of the study: The importance of the study lies in the fact that this is the only study of Emotional Labour which has been made exclusively for Post Office Employees. In this way, the study has filled a huge research gap and this study may encourage scholars to undertake studies of other aspects of Emotional Labour in Post Offices. In addition, this study has measured Natural Expression strategy also which has not been generally measured in the studies conducted in Indian context. Study of one to one correlation of various strategies of Emotional Labour with various dimensions of outcome as done in this study gives better insight in comparison to study of correlation of overall Emotional Labour with overall outcome object. This study may be beneficial not only for Department of Posts but also other similarly placed Government Organisations such as Indian Railways etc.

Fig No 21: Flow Chart of Institutional Framework for Management of Negative

Aspects of Emotional Labour



6.0 Suggestion for Future Studies: As theory of Emotional Labour and other Organizational Behaviour concepts have just started unfolding for government organisations, there may be good number of dimensions through which future studies may be conducted. For future studies, the various hypothesis tested in this study based on quantitative research design may be tested and verified using qualitative research design. In addition, conclusions made in this study about various factors buffering between Emotional Labour strategies and the negative outcome based on qualitative study may be tested using quantitative study particularly relationship between various strategies of Emotional Labour and Emotional Intelligence and its role as moderator. The study of relationship between adoption of strategies of Emotional Labour with Job Performance in government service organizations, Cross Government Organisations comparative study may interesting areas. For future studies, the concept of Emotional Labour may be tested from customers ‘perspective and customers satisfaction also.

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I. The Maslach Burnout Inventory (22 Question)-Burn Out Dependent variable

1.(EE)	I feel emotionally exhausted because of my work. मैं अपने काम के कारण भावनात्मक रूप से थका हुआ महसूस करता हूँ
2.(EE)	I feel worn out at the end of a working day . कार्य दिवस के अंत में मैं थका हुआ महसूस करता/करती हूँ
3.(EE)	I feel tired as soon as I get up in the morning and see a new working day stretched out in front of me. सुबह उठते ही मैं थका हुआ महसूस करता हूँ और अपने सामने एक नया कार्य दिवस फैला हुआ देखता हूँ।
4.(PA)	I can easily understand the actions of my colleagues/supervisors. मैं अपने सहयोगियों/पर्यवेक्षकों के कार्यों को आसानी से समझ सकता हूँ
5.(DP)	I get the feeling that I treat some clients/colleagues impersonally. मुझे ऐसा लगता है कि मैं कुछ ग्राहकों/सहयोगियों के साथ अवैयक्तिक रूप से व्यवहार करता हूँ
6.(EE)	Working with people the whole day is stressful for me. पूरा दिन लोगों के साथ काम करना मेरे लिए तनावपूर्ण होता है
7.(PA)	I deal with other people's problems successfully. मैं अन्य लोगों की समस्याओं से सफलतापूर्वक निपटता हूँ
8.(EE)	I feel burned out because of my work. मैं अपने काम की वजह से थका हुआ महसूस कर रहा हूँ।
9.(PA)	I feel that I influence other people positively through my work .मुझे लगता है कि मैं अपने काम से दूसरे लोगों को सकारात्मक रूप से प्रभावित करता हूँ
10.(DP)	I have become more callous to people since I have started doing this job .जब से मैंने यह काम करना शुरू किया है, तब से मैं लोगों के प्रति अधिक कठोर हो गया हूँ।
11.(DP)	I'm afraid that my work makes me emotionally harder. मुझे डर है कि मेरा काम मुझे भावनात्मक रूप से कठिन बना देता है।
12.(PA)	I always feel full of energy. मैं हमेशा ऊर्जा से भरा हुआ महसूस करता हूँ।
13.(EE)	I feel frustrated by my work. मैं अपने काम से निराश महसूस करता हूँ।
14.(O E)	I get the feeling that I work too hard. मुझे यह अहसास होता है कि मैं बहुत ज्यादा मेहनत करता हूँ।
15.(DP)	I'm not really interested in what is going on with many of my colleagues. मेरे कई सहयोगियों के साथ क्या हो रहा है, इसमें मुझे वास्तव में कोई दिलचस्पी नहीं है।
16.(EE)	Being in direct contact with people at work is too stressful. काम पर लोगों के सीधे संपर्क में रहना बहुत तनावपूर्ण होता है
17.(PA)	I find it easy to build a relaxed atmosphere in my working environment. मुझे अपने काम के माहौल में आराम का माहौल बनाना आसान लगता है
18.(PA)	I feel stimulated when I been working closely with my colleagues. जब मैं अपने सहयोगियों के साथ मिलकर काम कर रहा होता हूँ तो मैं उत्तेजित महसूस करता हूँ
19.(PA)	I have achieved many rewarding objectives in my work . मैंने अपने काम में कई पुरस्कृत उद्देश्य हासिल किए हैं
20.(EE)	I feel as if I'm at my wits end . मुझे ऐसा लगता है जैसे मैं अपनी बुद्धि के अंत पर हूँ
21.(PA)	In my work I am very relaxed when dealing with emotional problems. भावनात्मक समस्याओं से निपटने के दौरान मैं अपने काम में बहुत आराम महसूस करता हूँ
22(DP)	I have the feeling that my colleagues blame me for some of their problems. मुझे ऐसा लगता है कि मेरे सहकर्मी अपनी कुछ समस्याओं के लिए मुझे दोष देते हैं

Notes for above questionnaire on Job Burnout

- How do you perceive your work? Are you exhausted? How capable are you of shaping your relationship to others? To what degree are you personally fulfilled? Indicate how frequently the following statements apply to you and add the points indicated on top of the respective box: 0= Never, 1= At least a few times a year, 2 = At least once a month, 3=Several times in a month 4 = Once a week, 5 = Several times a week, 6 = Every day
- Sub Variables EE-Emotional Exhaustion / DP-Depersonalization / PA-personal Accomplishment
- Calculation of Points
 1. EE-Emotional Exhaustion = 01+02+03+06+08+13+14+16+20
 2. EE less than 17 – Low, EE between 18-29 – Moderate, EE More than 30- High
 3. DP-Depersonalization = 05+10+11+15+22 DP less than 5 –Low DP between 06-11 –Moderate DP more than 12- High
 4. PA-personal Accomplishment = 04+07+09+12+17+18+19+21 PA less than 33 – Low, DP Between 34-39 – Moderate, PA more than 40 -High

II Measurement of Emotional Labour-13 Question English version of the Dutch Questionnaire on Emotional Labor: Independent Variable

SI No	Parameter
1(NA)	I react to customers' emotions naturally and easily. मैं स्वाभाविक रूप से और आसानी से ग्राहकों की भावनाओं पर प्रतिक्रिया करता हूँ
2(NA)	I easily express positive emotions to customers as expected for my job. मैं अपनी नौकरी के लिए उम्मीद के मुताबिक ग्राहकों के प्रति सकारात्मक भावनाओं को आसानी से व्यक्त करता हूँ
3(DA)	I work hard to feel the emotions that I need to show to others. मैं उन भावनाओं को महसूस करने के लिए कड़ी मेहनत करता हूँ जो मुझे दूसरों को दिखाने की जरूरत है
4(ES)	I hide my anger about something someone has done. मैं किसी के द्वारा किए गए किसी कार्य के लिए अपने क्रोध को छिपाता हूँ
5(SA)	I feel as if I am put on a show at work. मुझे ऐसा लगता है जैसे मुझे काम पर एक शो में रखा गया है.

6(ES)	I hide my disgust over something someone has done. किसी के द्वारा किए गए किसी काम पर मैं अपनी घृणा को छिपाता हूँ
7(SA)	I put on a “mask” in order to express the right emotions for my job. मैंने अपनी नौकरी के लिए सही भावनाओं को व्यक्त करने के लिए "मुखौटा" लगाया
8(SA)	I pretend to have the emotions I need to display for my job. मैं अपनी नौकरी के लिए प्रदर्शित होने वाली भावनाओं का दिखावा करता हूँ.
9(SA)	I put on an act in order to deal with customers in an appropriate way. मैंने ग्राहकों के साथ उचित तरीके से व्यवहार करने के लिए एक कार्य किया
10(DA)	I make an effort to actually feel the emotions I need to display toward others मैं वास्तव में उन भावनाओं को महसूस करने का प्रयास करता हूँ जो मुझे दूसरों के प्रति प्रदर्शित करने की आवश्यकता होती है
11(SA)	I fake a good mood मैं अच्छे मूड का नाटक करता हूँ
12(ES)	I hide my fear of a customers who appears threatening मैं उन ग्राहकों के डर को छुपाता हूँ जो डराने वाले प्रतीत होते हैं
13(DA)	I work at conjuring up the feelings I need to show to patients. मैं उन भावनाओं को जगाने का काम करता हूँ जो मुझे मरीजों को दिखाने की जरूरत है

Notes for above questionnaire on Emotional Labour

- **The following statements are about how you deal with your emotions at work so that you work as well as possible. Please indicate how often each expression applies to you by filling in the number that best fits from 1 to 5.**
- **Scale Score: 1-never 2- sometimes 3- regularly 4-often 5-always**
- **Independent Sub Variable**
NA-Natural Acting, SA-Surface Acting, DA-Deep Acting, ES-Emotional Suppression
- **Calculation of Points**
 1. NA-Natural Acting- Score of Q No (01+02)/2
 2. SA-Surface Acting- Score of Q No (05+07+08+09+11)/5
 - 3 DA-Deep Acting – Score of Q No (03+10+13)/3
 - 4 ES-Emotional Suppression- Score of Q NO (04+06+12)/3
- **Score for Degree of strategies of Emotional Labour**

	Low	Moderate	High
Natural Expression	Less than 3	3	More than 3
Surface Acting	Less than 3	3	More than 3
Deep Acting	Less than 3	3	More than 3
Emotional Suppression	Less than 3	3	More than 3

III. Job Satisfaction Measurement Two related variables opted from COPSOQ
Dependent Variable

Work Commitment (WC) Scale :

Scale Score: 0- Very small Extent 1- To a small extent, 2- To some extent, 3-To large extent, 4-To Very large Extent

1.Do you enjoy telling others about your place of work?
 क्या आप को अपने कार्य स्थल एवं कार्य के बारे में दूसरों को बताने में आनंद का अनुभव होता है

2.Do you feel that your place of work is of great place to work?
 क्या आपको लगता है कि आपका कार्यस्थल काम करने के लिए बहुत अच्छी जगह है?

3.Would you recommend other people to apply for a position at your workplace?
 क्या आप अन्य लोगों को अपने कार्यस्थल पर किसी पद के लिए आवेदन करने की सलाह देंगे?

4.Are you proud of being part of this work place?
 क्या आपको अपने कार्य स्थल का हिस्सा होने पर गर्व है?

Work Engagement(WE)

Scale Score 0-never 1- sometimes 2- regularly 3-often 4-always

How often do you experience the following?

1. At my work, I feel bursting with energy.
 अपने काम पर, मैं ऊर्जा से लबरेज महसूस करता हूँ।

2.I am enthusiastic about my job.
 मैं अपने कार्य के प्रति हमेशा उत्साहित हूँ

3.I love to be immersed in my work.
 मुझे अपने काम में डूबे रहना पसंद है

4.I draw satisfaction from service even in crisis .

Calculation of Points (WC) Score of Q Nos (01+02+03+04)/4

Calculation of Points (WE) Score of Q Nos (01+02+03+04)/4

Score for Degree of dimensions of Job Satisfaction

	Low	Moderate	High
Work Commitment	Less than 2	2	More than 2 to 4
Work Engagement	Less than 2	2	More than 2 to 4

Details of Identified Post Offices for Quantitative Study

S.No.	Name of the Division	Name of PO	S.No.	Name of the Division	Name of PO
1	Delhi East Dn.	KNHO	31	New Delhi South Dn.	Lodi Road HO
2	Delhi East Dn.	K.K.D Court	32	New Delhi South Dn.	Kalkaji HO
3	Delhi East Dn.	Gokal Puri So	33	New Delhi South Dn.	Badarpur SO
4	Delhi East Dn.	Mayur Vihar PH-I	34	New Delhi South Dn.	Lajpat Nagar PO
5	Delhi East Dn.	Laxmi Nagar	35	New Delhi South Dn.	Malviya Nagar PO
6	Delhi East Dn.	Yamuna Vihar	36	New Delhi South Dn.	Okhla Industrial Estate SO
7	Delhi East Dn.	Seelam Pur	37	New Delhi South Dn.	SO Sangam Vihar
8	Delhi East Dn.	Shahdara	38	New Delhi South Dn.	Sarita Vihar SO
9	Delhi East Dn.	Patparganj	39	New Delhi South Dn.	CGO Complex SO
10	Delhi East Dn.	Dilshad Garden	40	New Delhi South Dn.	DCC Saket SO
11	Delhi North Dn.	Kanjawala PO	41	New Delhi West Dn.	NIEHO
12	Delhi North Dn.	Khera Kalan PO	42	New Delhi West Dn.	Ramesh Nagar HO
13	Delhi North Dn.	Narela PO	43	New Delhi West Dn.	Tilak Nagar SO
14	Delhi North Dn.	Bawana PO	44	New Delhi West Dn.	Mohan Garden SO
15	Delhi North Dn.	Ashok Vihar HPO	45	New Delhi West Dn.	Dwarka Sec 6 SO
16	Delhi North Dn.	N S Mandi PO	46	New Delhi West Dn.	Mayapuri SO
17	Delhi North Dn.	Malka Ganj PO	47	New Delhi West Dn.	Nangloi SO
18	Delhi North Dn.	Rohini Sec-7 PO	48	New Delhi West Dn.	Najafgarh SO
19	Delhi North Dn.	Burari PO	49	New Delhi West Dn.	Ujwa SO
20	Delhi North Dn.	PO Saraswati Vihar	50	New Delhi West Dn.	Chawla SO

21	New Delhi South West Dn.	Bijwasn PO	51	New Delhi Central Dn.	IPHO
22	New Delhi South West Dn.	Kapashera PO	52	New Delhi Central Dn.	SMHO
23	New Delhi South West Dn.	Gurgaon Road	53	New Delhi Central Dn.	Dariya Ganj
24	New Delhi South West Dn.	Chattarpur PO	54	New Delhi Central Dn.	Karol Bagh
25	New Delhi South West Dn.	Chanakyapuri PO	55	New Delhi Central Dn.	SRT Nagar
26	New Delhi South West Dn.	Sarojini Nagar HPO	56	New Delhi Central Dn.	Patel Nagar
27	New Delhi South West Dn.	S.J. Enclave PO	57	New Delhi Central Dn.	Delhi Court High
28	New Delhi South West Dn.	R K Puram (M) PO	58	New Delhi Central Dn.	IARI
29	New Delhi South West Dn.	Hauz Khas PO	59	New Delhi Central Dn.	Cannaught Place
30	New Delhi South West Dn.	Vasant Vihar-I PO	60	New Delhi Central Dn.	G. S. Nidhi