

# Analysis of Emotional Labor Among Multiple Shift Workers

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## Abstract

The present study was undertaken by the researcher to analyse the difference among multiple shift workers with regard to emotional labor. For the purpose of the study 240 subjects were selected by purposive sampling technique. The subjects belonged to the night shift workers and day shift workers of both the genders. An equal number of subjects were taken from both the gender in each category. Keeping in view the suitability, availability and validity the Dutch Questionnaire of Emotional labor (D-QEL) developed by Naring et al. 2007 was used to collect the data. Analysis of variance (ANOVA) was employed to find out the interaction of work class (i.e. day shift workers and night shift workers) and the gender among the groups. Mean, SD and t- values were also calculated to find out the significance and direction of differences among various work class groups belonging to both the gender. The findings of the present study revealed that understanding of emotional labor would be very useful not only for these work classes i.e. DSW and NSW but for other professionals also from the other developmental point as well as work performance point of view, this is evident from the fact that significant differences were observed on all the indices of emotional labor among various work class groups except male DSW and female NSW. This shows that this variable does have effect on both the work class groups pertains to both the gender. So, while making selection or deputing a person for the specified job these differences may be helpful in the fair selection.

**Keywords:** Emotional Labor, Day Shift Workers (DSW), Night Shift Workers(NSW)

Today the professional demands have not only attracted an individual to improve the professional competencies but the personal attribute also. The professional differences have different personal and professional requisites. Keeping in mind the nature of job and its demands it has been realized that the night shift workers and day shift workers attract lots of personal and professional distinctions. When a person has to contact other person face to face then sometimes disguise real behaviour for the congenial environment. However, in the light of recent dynamic world no doubt the multiple shift workers experience a variety of emotional labor, as it involves adjustment to various professional demands. Unfortunately, emotional labor of multiple shift workers has been given a least importance than the other variable, which is required to manage properly so that they can focus on the really important technical aspects of their role.

The concept of emotional labor was first proposed in “The Managed Heart” (Hochschild, 1983). She was the first to draw attention to this job aspect and labelled it emotional labor. Hochschild (1979, 1983) originally defined emotional labor as “the management of feeling to create a publicly observable facial and bodily display” that is “sold for a wage”. She argued that emotional labor occurs in the public

context, whereas emotion work and emotion management are performed in private contexts. She described that especially in service jobs workers often have to control their emotions in order to reach a certain job performance standard. Customer contact with the workers, employees in the organization and its pay system, their facial expressions and body movements, control of their emotions in public, all must be aligned with the organization's work requirements. She also introduced the terminology for two types of emotional labor, surface acting and deep acting. When workers are surface acting, they try to modify the expression of emotions, when they are deep acting, they manipulate internal thoughts and feelings in order to actually feel a desired emotion (Brotheridge and Grandey 2002; Näring et al. 2007). Emotional labor has been the subject of numerous qualitative and quantitative inquiries in a myriad of scholarly fields including psychology, sociology, and organisational behaviour. Indeed, research spanning 20 years has highlighted the pervasiveness of emotional labor in numerous occupational contexts. A major reason for this increased attention is interest in emotional labor has accelerated rapidly over the past decades due to a changing scenario. Consequently; an employee's emotional display is no longer a private experience, but a public act. Researchers suggested that service employees perform emotional labor using three acting techniques (Hochschild, 1983; Ashforth & Humphrey, 1993). One is "surface acting." Service providers employ surface acting when they alter their outward appearance to simulate the required emotions-emotions that are not necessarily privately felt. The second acting mechanism is "deep acting." Deep acting occurs when employees change not only their physical expressions, but also their inner feelings. This can be done through imaging or recalling similar emotional experiences. The last acting mechanism is "genuine acting." Genuine acting occurs when employees' felt emotions are congruent with expressed emotion and display rules. In the service process, employees convey the company's mission, adapt to situational factors, and avoid expression of personal emotions when performing their work. A refinement in the study of emotional labor emerged when Brotheridge and Grandey (2002) introduced the distinction between job-focused emotional labor and employee-focused emotional labor. With job-focused emotional labor they referred to the perceived level of emotional requirements in an occupation. Employee-focused emotional labor on the other hand captured the process of managing emotions and expressions. The latter process was similar to the emotional labor process that Hochschild described but the job-focused emotional labor captured something new. The more objective perspective that is represented by the concept job-focused emotional labor, was also taken by Zapf and colleagues (Zapf et al. 1999) who introduced the term emotion work. Zapf's research group defined emotion work as the emotional requirements of a job, such as the requirement to express and handle negative emotions, the requirement to be sensitive to clients' emotions, and the requirement to show sympathy. A similar approach resulted in a ranking of jobs on "emotional labor demands" with police and sheriff's patrol officers at number one of the list, and school social workers at number two (Glomb et al. 2004).

### **Objectives of the Study**

The study had the following objective:

1. To find out the differences between Day Shift workers (DSW) and Night Shift workers(NSW) on the variable Emotional labor.

### **Hypothesis**

The following was the hypothesis of the study:-

1. Day Shift workers and Night Shift Workers would significantly differ from each other with regard to emotional labor.

**Significance of the study**

This study can provide some valuable analytical tools from supporting efforts to develop a more critical understanding of the social nature of working in multiple shifts. In addition, this would provide us with a comparatively fresh view from which the theories of professional demands, the results of this work could support the foundation of work scenario that reflects the emotional labor related strategies of the job. This study would help explore the various feeding rules that multiple shift workers learn during their socialisation experience in their profession. Accordingly, the purpose of the study was to explore the emotional labor differences among day shift workers and night shift workers respectively.

**Methodology and Statistical Procedure**

To serve the purpose of the present study 240 subjects were selected by purposive sampling technique. The subjects belonged to the night shift workers and day shift workers of both the genders. Keeping in view the suitability, availability and validity the Dutch Questionnaire of Emotional labor (D-QEL) developed by Naring et al. 2007 was used to collect the data. The data collected through administration of the test was subjected to Statistical treatment on computer. Analysis of variance (ANOVA) was employed to find out the interaction of work class (i.e. day shift workers and night shift workers) and the gender among the groups. Mean, SD and t- values were also calculated to find out the significance and direction of differences among various work class groups belonging to both the gender. In the present study the level of significance was set at 0.05.

**TABLE 1 ANOVA (2X2) RESULTS WITH REGARD TO DSW & NSW, MALE AND FEMALE ON THE VARIANCE EMOTIONAL LABOR**

Sources of Variance	SS	df	MS	F value
DSW X NSW	3488.00	1	3488.00	96.07**
Male X Female	1634.10	1	1634.10	48.12**
Work Class X Gender	144.41	1	144.41	2.03*
Within/Residual	10275.05	236	28.10	

(P<0.01)\*\*(P<0.05)\*

From the Table 1 it can be seen that the DSW and NSW had the SS=3488.00, df=1, MS 3488.00 and F-value 96.07 which was found to be significant (P<0.01). The male and female samples showed SS=1634.10df=1 MS=1634.10 and F-value 48.12. These results were found to be significant. In relation to interaction effect work class X gender, the SS was= 144.41df=1, MS=144.41 and F-value= 2.03. The results relating to the main effect of interaction were found to be significant at P<0.05 level.

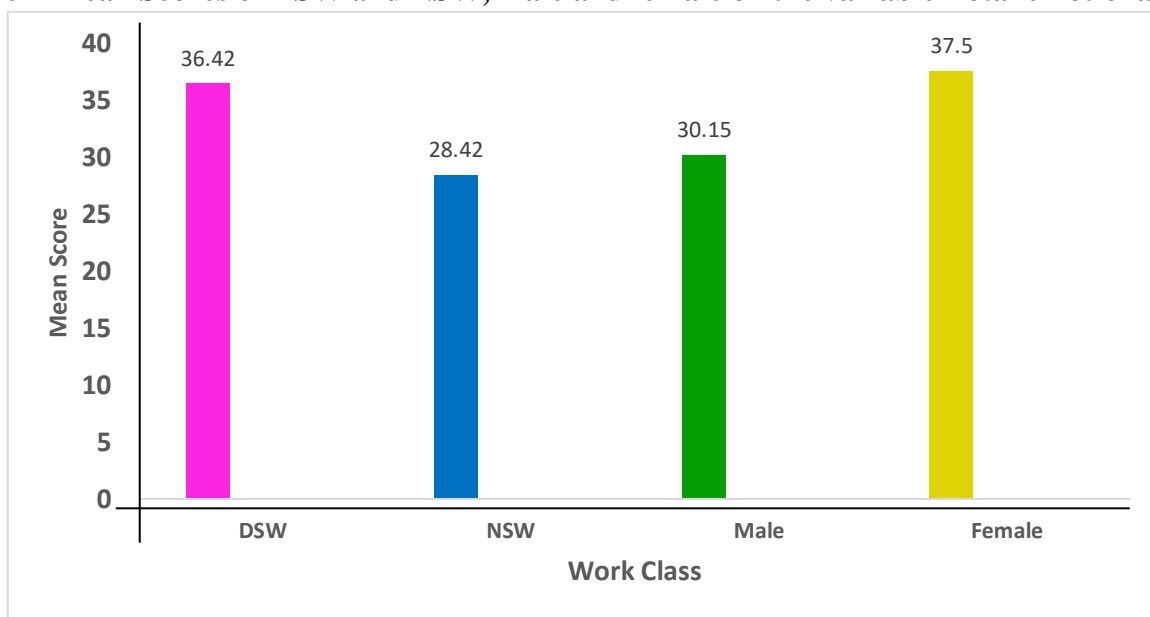
**TABLE 2 MEAN AND SD VALUE OF DSW and NSW, MALE AND FEMALE ON THE VARIABLE EMOTIONAL LABOR**

Values	DSW	NSW	Male	Female
Mean	36.42	28.42	30.15	37.50
SD	6.23	5.46	8.42	7.48

P<0.01\*

The above table -2 depict significant differences on the variable total emotional labor. Calculated mean for DSW 36.42, SD=6.23. The mean value for NSW 28.42 and SD 5.46. Similarly, male and female groups were also found to be significant difficult at 0.01 level on the above mention variable emotional labour. From the Table 2 it can be seen that the DSW and NSW had the significant differences on the variable Emotional labor. The calculated mean for DSW was 36.42 and mean value for NSW was 28.42. The intensification of emotional labor is usually accompanied by increase workplace stress. The male and female samples also showed significant differences on this variable. the female group had the comparatively higher mean score 37.50 as compare to male group i.e. 30.15 In relation to interaction effect work class X gender, (F-value= 4.06), the results were found to be significant at  $p < 0.05$  level.

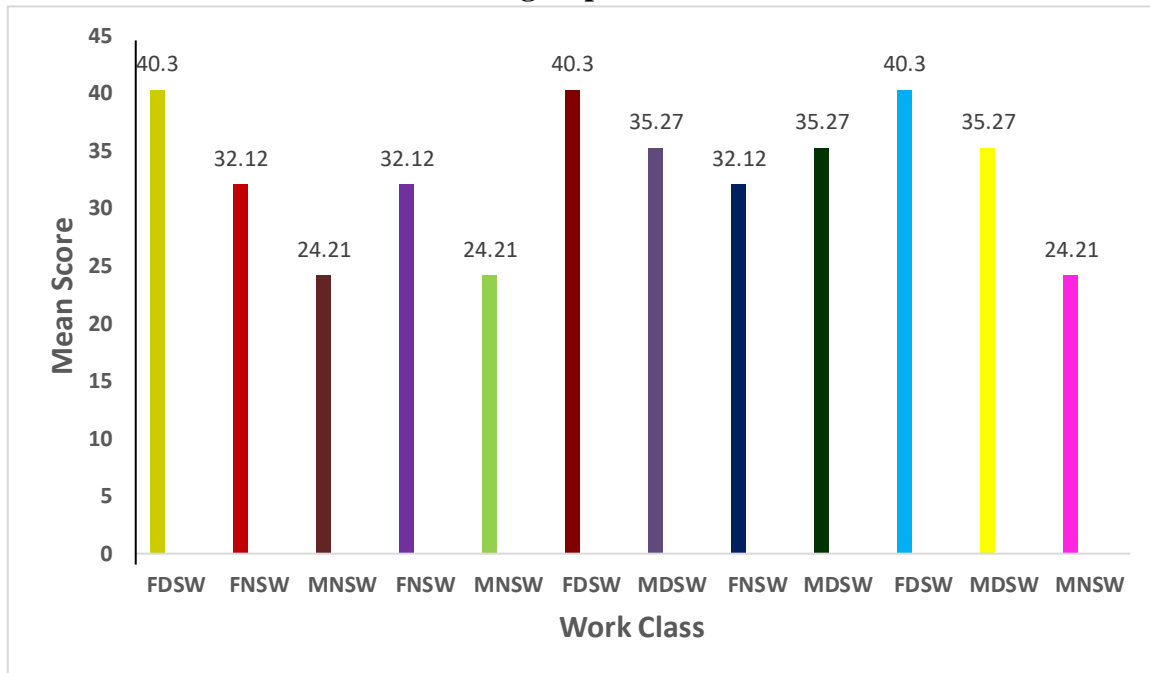
**Figure-1 Mean Scores of DSW and NSW, male and female on the variable Total emotional labor**



**TABLE-3 MEAN, SD AND t-VALUE OF DIFFERENT WORK CLASS GROUPS ON THE VARIABLE OF EMOTIONAL LABOR**

Sr. No.	Group	Mean	SD	SEM	t-value
1.	FDSW	40.30	5.12	.73	4.32**
	FNSW	32.12	4.12	.56	
2.	MNSW	24.21	6.02	.55	-6.46**
	FNSW	32.12	4.12	.46	
3.	MNSW	24.21	6.02	.55	-11.29**
	FDSW	40.30	5.12	.73	
4.	MDSW	35.27	7.82	1.15	1.9
	FNSW	32.12	4.12	.46	
5.	MDSW	35.27	7.82	1.15	-2.19**
	FDSW	40.30	7.22	.93	
6.	MDSW	35.27	7.82	1.15	6.05**
	MNSW	24.21	6.02	.55	

**Figure-2 Mean scores of various work class group differentials on the variable of emotional labor**



As can be observed from the result in the table above, significant differences occur between female DSW and female NSW on the variable emotional labour. The mean for all the groups ranged from 24.21 (for male NSW) to 40.30 female DSW). The SD for all the groups ranged from 4.12 (female NSW) to 7.82 (male DSW). On this variable the homogeneous trend has been recorded by almost all the groups. The calculated t value 6.46 was also found to be significant at 0.01 levels for male DSW and female DSW. Similarly male DSW and female NSW and male NSW and female DSW were also significantly differing from each other t value -11.29 and -2.19 respectively.

The calculated t-value 6.05 was also significant at 0.01 levels for the male DSW and male NSW. However, No significant differences were observed between males DSW and female DSW. The various work class groups of both the gender exhibited almost similar trend on total emotional labor except one group i.e. between male DSW and female NSW. As the calculated t-value of this group was not found to be significant. Significant differences were also observed between female DSW and female NSW. However, female DSW had the higher mean score 40.30 as compare to female NSW 32.12, which shows higher emotional labor among female DSW. Ericsson.et.al (2001) argued that the management of agitation is the form of emotional labor most likely to be associated with the increased feeling of burnout and in authenticity and that this negative effect on well being is more common among women. Dempsey (1988) women cry more when they are angry.

Similarly othergroup i.e. male NSW and female NSW were also significantly differed from each other on the basis of significant t value on this variable female NSW had the highest mean score as 32.12 compare to male NSW 24.21. Female DSW had the highest mean score 40.30 on the variable emotional labor which exhibits highest emotional labor for this work class on the other hand male NSW had the lowest mean score 24.21 which demonstrate lowest emotional labor among this work class. Research shows that there is a difference in the degree of emotional labor in different occupational groups (Zammuner& Galli, 2005a). Why is not known, but it is clear that men and women differ in handling their emotions.

The various work class groups of both the gender exhibited almost similar trend on total emotional labor except one group i.e. between male DSW and female NSW. Significant differences were also observed between female DSW and female NSW.

However, female DSW had the higher mean score as compare to female NSW, which shows higher emotional labor among female DSW. Similarly other group i.e. male NSW and female NSW were also significantly differed from each other on the basis of significant t value Female DSW had the highest mean score on the variable emotional labor which exhibits highest emotional labor for this work class. On the other hand male NSW had the lowest mean score which demonstrate lowest emotional labor among this work class.

### Conclusion:

The findings of the present study revealed that understanding of emotional labor would be very useful not only for these work classes i.e. DSW and NSW but for other professionals also from the other developmental point as well as work performance point of view, this is evident from the fact that significant differences were observed on all the indices of emotional labor among various work class groups except male DSW and female NSW. This shows that this variable does have effect on both the work class groups pertains to both the gender. So, while making selection or deputing a person for the specified job these differences may be helpful in the fair selection. The present investigator had also found that the main significant difference on different gender groups. It should be borne in mind that females face certain problems particular to their gender, which many times unduly disturbs these emotionally there by having adverse effect on their emotional aspect.

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