

Emotional Labour and Sustainable Leadership

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Abstract

As a new component of human resource management (HRM), emotional labour was introduced first by Hochschild (1983) in the early 1980s, defining it as the management of feelings to create publicly, observable facial or bodily display which brings commercial value and goodwill for the organisations. In this connection, a research was conducted including faculties and official staffs of various organisations. Here the faculties and official staffs manage very carefully, emotionally, empathetically, their moods with a bright smile hiding their pain deep inside. Hence, the human potential of emotions evidently brings the need to regulate and reshape them according to the situations. This paper attempts to discuss the evolution of the new concept and outline of Hochschild's perspective. It also discusses how emotional labour and sustainable leadership is related to comparative analysis of two perspectives studied on workforce in various sectors for managing human resources for a greater interest of organization.

By definition (Hochschild, 1983, *The Managed Heart*), emotional labour refers to regulating or managing emotional expressions with others as part of one's professional work role. Emotional labour is related to sustainable leadership; both the occupations that tend to require a lot of effort, but Emotional Labour in and leadership at a sustainable level leads to development of great corporate. Some examples of emotional labour can be- emotional labour is most prototypically in jobs that require "service with a smile", or any front-line, public-facing job interacting with clients, customers, and patients. At times, employees may have to be emotionally labour with co-workers and supervisors to get their work done.

To perform emotional labour, employees may use deep acting to modify their inner emotions, like "pump themselves up" before going out on the work floor (for example, a teacher may do this on the first day) or doing pep talks (for example, if there are some family issues of the individual). It can also involve surface acting, when employees hide their inner emotions and fake a smile, which is likely when they are tired or when facing a rude customer or upset patient.

Employees' emotional-labour strategies, experienced affects, and emotional exhaustion in the workplace may vary over time within individuals, even within the same day. However, previous studies on these relationships have not highlighted their dynamic properties of these relationships. In addition, although the effects of surface and deep acting on emotional exhaustion have been investigated in emotional-labour research, empirical studies on these relationships still report mixed results. Thus, we suggest that moderators may affect the relationship between emotional labour and emotional exhaustion. Also, this study examines the relationship between emotional labour and emotional exhaustion within individuals by repeated measurements, and verifies the mediating effect of a negative affect state. Finally, our study confirms the moderating effects that affective commitment has on the relationship

between emotional labour and emotional exhaustion. Data was collected from faculties , co-workers , official staff , who had a high degree of interaction with students and clients in an organisation . The results showed that surface-acting emotional labour increases emotional exhaustion; furthermore, the relationship between surface acting emotional labour and emotional exhaustion is mediated by a negative affect state within individuals. In addition, this study verified that affective commitment buffers the negative effects that surface acting emotional labour has on emotional exhaustion. These results suggest that emotional labour is a dynamic process within individuals, and that emotional exhaustion caused by emotional labour differs among individuals, and is dependent upon factors such as the individual's level of affective commitment. Sustainable leadership has identified as the important factor that participates in the public sector organization success. Therefore, the leaders and subordinates effort put together in order to enhance the performance of an organization by emotional labour. In recent years, different leadership concepts have emerged for increasing sustainability of the organization in terms of sustainable leadership that is the newly established and related to emotional labour. This paper purpose is to explore the theoretical review that sustainable leadership practices have an effect on public sector organizations. The overall determination of this paper to highlight the benefits and values of sustainable leadership and practices by leaders adapted in public and private sector organizations and how they maintain balance between their professional and personal life with a cheering smile.

Keywords: emotional labour; emotional exhaustion; affect; affective commitment; corporate values ; experience sampling; surface deep acting; sustainable leadership.

Introduction to Emotional labour and Sustainable Leadership

We are in the midst of our generation's greatest crisis of sustainable leaders with — as of yet — no clear, clean end in sight. The stakes are high, because every organization's mission, direction, and financial survival is at stake, along with the health and well-being of its employees. To deal with this Re-Humanisation of Leadership has become one of the most pressing issues of our time. Leadership must be in tune with the demands of a 21st century crisis environment to help in creating meaning for all stakeholders to assume strategic importance. In today's context, profit and purpose must go hand-in-hand, and self-interest and caring must work together to achieve Sustainable Development Goals to avoid making the wrong leadership decisions under pressure. The issue will focus on: Communicating effectively about the emotional labour with internal and external insides of individuals. Creating an environment of psychological safety for your teams, Leveraging our core values to guide through an emotional breakdowns making high-stakes choices by fusing a deep understanding of the situation with creative intuition.

Strengthen community so everyone on the team actively serves and supports one another Create a meaningful path — an exemplary journey — for our team to help them stay inspired through adverse conditions. Help your organization shift from a limiting mindset to a high-performance mindset so you can achieve more with less translate adversity into motivation, focus, and insight that will help your people learn and innovate in powerful ways.

Global Sustainability Issues

1. Global Economy
2. Global Terrorism

3. Pollution
4. Energy Resilience
5. Pandemics
6. Species Extinction
7. Food Resilience
8. Waste Disposal
9. Poverty Reduction
10. Water Shortages
11. Climate Change
12. Natural Disasters

The Sustainability Challenge-The Problems of existence have become global but the decision making structures we have for dealing with them are national. We cannot move forward without a high degree of global cooperation.

A New Leadership Paradigm-The paradigm that divides the world into the social sector, private sector and the government sector is not working. It creates artificial barriers. We are each a constituent of the problem, so we have to combine our forces, our efforts, and our competencies.

Great leaders take care of themselves, their families, communities and change the world. Our Business Leaders need to recognize that:

Business is wholly owned subsidiary of society, society is wholly owned subsidiary of the environment. If we lose our environment and our life support systems, our society will perish. If we lose our society, we will lose our economy and our business will perish too.

Business leaders need to work with their competitors, political and societal leaders to define a framework of policies that support the evolution of our global society by developing industry charters that regulate the rules of competition between companies in a way that supports the societal common good and over and all with their emotional factors. Building a sustainable future for everyone is not just emotional imperative but leadership imperative too. Ultimately the problems of existence we face are issues of consciousness. We only get beyond the stage of our collective evolution if we can put aside our narrow self-interest, focus on the whole system to build a value driven framework of policies that support the common good.

Desired Cultural Value For Today's Organizations to build a sustainable future-

1. Adaptability
2. Balance
3. Coaching/Mentoring
4. Commitment
5. Conflict Resolution

6. Continuous Improvement
7. Creativity
8. Customer Collaboration /Satisfaction
9. Continuous Learning

The following strategies can help in achieving sustainable development goals in this crisis moment and emotional labour -

- Communicating effectively about the crisis with internal and external stakeholders.
- Creating an environment of psychological safety for your teams.
- Leveraging our core values to guide through a crisis .
- Make high-stakes choices by fusing a deep understanding of the situation with creative intuition.
- Strengthen community so everyone on the team actively serves and supports one another.

Create a meaningful path — an exemplary journey — for our team and ourselves to help them stay inspired through adverse conditions.

Help organization shift from a limiting mindset to a high-performance mindset so you can achieve more with less usage of materials and technology so that sustainability with sustainable leaders can be attained.

Literature Review

Hochschild also referred to some specific ways that we see emotional labour at play:

1. Deep acting, where a person works to place his or her private emotional state into one that is in line with what is socially acceptable for a given situation. That is to say, deep acting changes how you privately feel.
2. Surface acting, where a person puts on a face, essentially, and places his or her outward emotional appearance in line with what is socially expected or acceptable in a certain situation. In other words, surface acting changes your public display of emotion.

While deep acting is an intentional process to change how we feel inside in order to align with expectations at work, surface acting is merely changing how we appear despite our feelings. Both have the same objective, but generally, surface acting is believed to be more harmful to our mental health. An example of the difference can be seen in teaching. If students are disruptive and a teacher responds by internally repeating 'I am a good teacher, I am positive, kind and calm with all students', this is a form of deep acting that will affect their behaviour. If they act calmly externally but feel anger and hurt that they internally suppress, this is surface acting, which can become harmful to mental wellbeing.

However, what all of these definitions have in common is that they're specifically focused on employees, faculties, official staffs, in the workplace being the only context in which the phrase emotional labour is used and their specific qualities, attitudes and behaviour that make them sustainable leaders. In modern conversation, this term has been expanded to mean other things too, which you may also hear in social justice conversations.

Emotional labour or the effort and the control needed to express organizationally desired emotions during interpersonal transaction has now extensively changed in its scope and practice since the concept was first pioneered by Hochschild in *Managed Heart* (1983). It has acquired an autonomous status comparable to manual and intellectual labour. Extensive programs for training, standardization, maintenance and monitoring strategies for emotional labour management have been adopted by large service industries (Gardiner, 2007). For employers and organizations, it has become a major instrument for competitive edge to influence and attract the patrons and to ensure their satisfaction while researchers have carried out extensive studies to understand its nature, practices, policies and impact in various sectors ranging from corporate to officials and faculties.. The spread and development in the nature and concept of emotional labour, its practice and perspective for convenience, can be analyzed as the evolution of the concept and outline of Hochschild perspective and its extension and studies on the workforce in various sectors, the Bolton and Boyds departure from Hochschild perspective which introduces a new typology and Comparative analysis of the two perspectives using the material from other researchers.

Emotion work

Emotion work is the management of ones own and others feelings which is as much a part of work as mental or physical work but was barely discussed by researchers until the 1980s. The working context defines which displays of emotion are appropriate that waiters/waitresses and checkout workers wear a smile; debt collectors create alarm; lecturers are expected to be sympathetic, dispassionate, interested, vexed (responding appropriately to our students!). Emotions also confer status - authority figures are emotionally distant, subordinates show respect (even if they don't feel it!). So there is often a gap between the emotions displayed and those actually felt we are skilled emotional managers in the workplace (Gardiner, 2007; Hochschild, 1979; Hochschild, 1983).

Types of Emotion Management-

Actors draw on different sets of feeling rules (commercial, professional, social) according to situational and dispositional factors (Schweingruber and Berns, 2005). There are four types of emotional management categorised by the academics. Pecuniary emotion management has Conformity with commercially imposed rules which are found in the service sectors for commercial purpose. This is a part of commercial organisation and related to the vision and mission. Presentational emotion management has Conformity with social norms outside the workplace which is based on social terms and conditions imposed automatically, however, varies society to society. Though first one is associated with the surface acting, second one is associated with the deep acting. Third one is Prescriptive emotion management which follows professional codes of conduct (which may conflict with organisational/commercial rules). This type of emotion management is associated with the no acting required. The fourth type of emotional management is Philanthropic emotion management beyond organization or professional prescription. Here it is something little extra, given to emotional expression (Bolton and Boyd, 2003) and sustainable leadership. A Sustainable Leader must have a set of personal characters and managerial traits that enable him/her to lead with empathy inside a multitask-holder environment. A Sustainability leader is someone who inspires and supports action towards a better world.

Types of sustainable leaders with emotional labour styles-

1. Emotional intelligence and a caring attitude.
2. Values orientation that shapes culture.
3. A strong vision for making difference.
4. An inclusive style that engenders trust.
5. A willingness to innovate and be radical.
6. A long-term perspective and impacts.

Gender and Emotional Labour in context with sustainable leadership-

Emotion is popularly defined as the opposite of rationality and it is traditionally associated with the femininity which has low status. However, Rationality has traditionally high status and is associated with masculinity (Gardiner, 2007; Karim et al, 2007). So, Emotional work tends to be associated with low level, predominantly female, positions in occupational hierarchies. Women are expected to do more emotional work, even when doing the same jobs as men (Gardiner, 2007; Guerrier and Adib, 2004). Emotional labour is also peculiarly associated with feminine which considers as the publicly showing expression which is done particularly by the female. It is a proved idea when an employment notice advertised particularly for front desk employees, sales persons in the showroom, there is a condition of well-groomed smart women. So emotional labour is gender bias concept and racial concept.

Importance of Emotional Labour

Although it has been introduced first in the 1980s there has been an increase in the proportion of jobs involving direct contact with customers i.e. front line service jobs which are proved by the requirements of advertisements published in the electronic and print Medias. It indicates the necessity in the workplace due to the increased recognition of customer service (the way the service is delivered and experienced by the customer) being seen as a vital aspect of competitiveness between similar service providers. Experience of working people helps them to act according to the need of the service and need of service recipients though the level of emotions changes on the basis of experiences. It clams the necessity for the increased adoption of Total Quality Management (TQM) techniques which give all employees responsibility for continuous improvement in service provision (Gardiner, 2007).

As the positive emotions need to be displayed in appropriate ways and the negative emotions are meant masking the appropriate emotions, emotional labour has two dimensions for which individual employee has affected by the socio-psychological impact of emotion labour, particularly by the frontline service wrok (Kramer and JonHess, 2002; Wharton, 1993).

Principles of sustainable leadership –

1. Sustainability leaders typically have a worldview that is characterised by being ecocentric, systemic and long-term.
2. Sustainability leaders often work in a cross-boundary network that consists of leaders playing different leadership roles.
3. Sustainable leaders spends much of their time for self development.

Importance of sustainable leadership in context with emotional labour-

- Sustainable leadership is a source of competitive advantage for organizations. Sustainable leadership brings opportunities to the organizations in the shape of innovation, continuous improvement, sustained competitive advantage, and long-term success.
- Sustainable Leaders with high emotional intelligence create more connected and motivated teams. The skills people with emotional intelligence possess make them effective managers. Some include the ability to inspire others, personal integrity, communication skills and comfort with building relationships, among others.
- Sustainable leaders have their own emotions and they control their emotions they portray to others. Leaders who effectively use emotional labour may be able to improve the moods, job attitudes, and performance of their followers. which service employees perform emotional labour: surface acting and deep acting also as they become good influencer and give a path to others to follow.

RATIONAL- The role of employees, officials and faculties are important for their surrounding and workplace. As individuals who master their emotions are great corporate and leaders who influence them also play a great role in motivating them to lighten up their mood and be at the moment where they are Emotional labour in the workplace consists of practices and rules for employees that are implemented for the sake of satisfying customers. They centre around employees needing to manage their emotions and not express them to others.

According to Dr Davidson: Sustainable leadership is all about adopting a responsible approach to the way that we lead, stopping to think about the wider impact of our actions on society and the environment. This might mean considering our wider stakeholder group, the natural systems within which we are operating and their limits.

Factors of emotional labour with sustainable leadership are –

- A holistic vision and the ability to execute our work and manage emotions .
- Top management support and following our sustainable leaders.
- Long term thinking (innovations , profitability , career oriented , focused , great leaders who lead by examples).
- Sustainable goals and measurements.
- Social responsibilities (people , planet , society , organisations etc).
- Incorporation in the company's culture , present at all levels .

OBJECTIVE-

1. To lead an Organisation and its members towards sustainable development through the adoption and implications of activities and strategies that are emotionally responsible.
2. To ensure that all the people have same opportunities and can be better corporate and individuals.
3. To fulfil the emotional requirements of a job especially , when officials , faculties are expected to regulate their emotions during interactions with students , co- workers and managers.

4. To relief faculties, staffs and officials negative service encounters which they experience like stress, depression, panic disorder job dissatisfactions etc.
5. Includes components like affective events, display rules, emotion-rule dissonance , emotion regulation strategies , and genuine and fake emotion displays.

Methodology

Apart from qualitative research we have used the single instrumental method phenomenology the method is the case study because it is a lived experience. The case is based on selective and specific situation of a specific branch of a leading college. The specific case study is about management of emotion at workplace. The Antagonist of the study Mr. Anees relates the whole case study to different types of people in an organisation and how they manage their emotions. The two search terms that were used in searching for papers that met the inclusion criteria include “emotional labour” and “sustainable leadership”.

- Impact of emotional labour on the health of dental hygienists- In a study 807 female Korean dental hygienists , it was observed by invigilators that the absence of protective system in the organization has led to an increase in emotional labour, which has further led to burnout. It has also be observed that the emotional labour if suppressed at workplace leads to disruption in sleep patterns , as well has suicidal tendency which are rooted in depression and anxiety problems.
- Impact of emotional labour on researchers- In this qualitative paper McGarrol (2017)reveals that how his research about health issues of 50 heart attack survivors (39 men and 11 women) left her emotionally exhausted , particularly because of emotional labour which was the core reason for the research. Moreover, emotional exhaustion could have undesirable impacts on the psychological health and wellbeing of the researchers.
- Impact of emotional labour on bank employees- A Korean case study done with 278 bank employees has revealed that a subset of “emotional disharmony” –has relatively increased the chance of manifestation and depression symptoms amongst employees. It has also been revealed that the surveillance of employees facilitated and increase in emotional labour, has further led to emotional disharmony as well as emotional exhaustion which is positively correlated with depression.

Live Case Studies on Emotional Labour-

If you’ve taken an Uber recently, perhaps you’ve noticed a sign in the car: “Please rate me five stars.” It might have pointed to the perks (gum, water, chargers) that the driver offered you and thanked you politely for your business.

Signs like these might seem innocuous, but they point to a growing problem with businesses in the on-demand economy of app-based services like Uber, Airbnb, and TaskRabbit. These companies rely on customer ratings systems that often require workers to maintain near-perfect reviews. If an Uber driver falls below a certain point (often 4.6 or 4.7 out of 5, depending on the city), they’ll be deactivated.

As a result, on-demand workers end up performing outsize amounts of what sociologists call “emotional labor,” or expressive work to make the customer experience a positive one so that users come back to the platform. This work extends beyond good customer service: It involves actively reshaping a

worker's inner emotional life to conform to employers' and customers' expectations of emotional performance.

Studies have confirmed that both men and women perform emotional labor. Hochschild and other sociologists have noted that emotional labor in the service of work often produces “emotional dissonance” — a conflict between how workers really feel and the surface feelings they're expected to perform as part of a job. Hochschild's work on flight attendants found that unless managers acknowledged and appreciated the emotional efforts of their workers, the pressures around emotional dissonance created by so-called “surface acting” caused flight attendants stress, anxiety, and resentment against their employers — and, ultimately, long-term burnout.

Companies in the service sector have long struggled to get the balance right when it comes to asking for and acknowledging emotional labor. What's revolutionary (and troubling) about the present moment is how much companies in the on-demand economy, including Uber, are taking emotional labor for granted, especially given its centrality to their ongoing success.

Conclusion

Increasing exponentially, societal worries and worry about the state of the earth and human systems have moved from the purview of specialized interest groups to the mainstream and the newsworthy. This is now combined with social and environmental issues as opposed to just focusing on boosting shareholder value, leading to a more ethical business sector. For-profit companies and their leaders are the focus of the Certified B Corporation, or B Corp, which examines how they can be forces for good.

Intrepid Travel's decision to become a B Corp has aided the company in achieving the highest levels of independently certified social and environmental performance, public transparency, and legal accountability. Integrating the values, culture, processes, and high standards set in place is helping the organisation become better and perform better. - incorporating the high standards, culture, and processes established by the company's founders and leaders at every level.

As value-aligned enterprises, B Corp organisations exhibit a strong sense of community. A movement where individuals are aware that there is a better way to do business that is better for the globe and its citizens. The certification serves as a seal of approval that the company is advantageous to shareholders, consumers, employees, and the environment. All of those things can cooperate and not be at the expense of one another, according to CEO James Thornton. That will be the direction that firms take moving forward.

Business has a significant impact on society and can direct us toward a better, more just future. B Corps pledge to prioritise social advantages, on an even playing field with financial shareholders, social benefits, labour rights, community impact, and environmental responsibility. With B Corps as a model for how business may be both profitable and a force for good, doing good and doing well by doing good are both achievable. A more resilient economy and society are being ushered in by B Corps, which are redefining business purpose. The SDGs can be accomplished with the support of leadership from B Corps.

The B Corp movement is an effective tool for this purpose. Adopting a sustainability mentality is a way to link social and economic activities with sustainable development.

Intrepid Travel is privately held, therefore even though it is subject to market forces, it is ultimately free.