Role Of Emotional Labour Strategy
As A Mediator Of The Relationship Between
Strategic Emotional Intelligence And Job
Performance In Public Sector

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ABSTRACT: This research intends to analyze the role of Emotional Labour as a mediator of the relationship between Strategic Emotional Intelligence and Job Performance with the public sector in India. In an effort to meet this objective, a study was conducted amongst customer service personnel who work in a public sector. Three hundred and three complete responses were obtained from customer service personnel. In this study strategic emotional intelligence is considered as the independent variable, job performance as the dependent variable and emotional labor as a mediator. One way ANOVA was employed to study the relationship between total work experience and emotional labor. The result has revealed that there is a significant difference among the respondents with regard to total work experience. ANOVA test has revealed there is a significant relationship between age and emotional labor. The relationship between strategic emotional intelligence (SEI) and job performance (RBPS) exhibited a positive relationship. Emotional Labour Scale (ELS) mediates the relationship between strategic emotional intelligence (SEI) and job performance (RBPS). In the future studies, researchers could explore this model in various domains and various demographical data for the development of upcoming research in emotional intelligence and emotional labor towards job performance.

Keywords: Emotional labor, Surface Acting, Deep Acting, Emotional intelligence, Performance & Public sector

INTRODUCTION

One of the biggest concerns over the last few decades was about the dehumanizing effect in organizations and identifying that workers do not always behave according to the rules of the formal organization. But, of late to a certain extent the understanding is that the workers are not machines but complex human beings. Dr. SN. Raghavendra* Associate Professor, Bharathidasan Institute of Management, MHD Campus, BHEL Complex, Tiruchirapalli, Tamil Nadu 620014. E-Mail: snr@bim.edu Dr. B. ArulSenthil**, Assistant Professor, Department of Management Studies (PG), Acharya Bangalore B School, Bangalore, Karnataka 560091. E-Mail: arulsenthilphd@gmail.com with their own needs requirements, desires, and variety of motivations. The new management theory is different from the classical management theory which states that there is a huge influence of social interaction on individuals in the design of work. The general view is that if the emotion is recognized as an important element of leadership, motivation, and group dynamics the effectiveness of the organizations could be improved. Hence, the focus of contemporary research is concerned with the efficacy of emotion at work in the context of customer service. Bolton, S. C. (2004). The importance of emotions in the workplace could be understood better as more research is being carried out in this area and this helps to explain important individual and organizational outcomes. Arvey, R. W., et al (1998). It is known that the management of social behavior involves the management of emotions. Hochschild, A. (1983). Emotional intelligence has its roots that reach deep into the study of psychology during the past century. Goleman, D. (1995). Proponents claim that increasing emotional intelligence can do everything from improving the general quality of work life to enhancing career success. As one of the best-known supporters of the importance of emotional intelligence has stated, “Emotional intelligence gives a competitive edge”. Having great intellectual abilities may make one a superb fiscal analyst or legal scholar, but a highly developed emotional intelligence will make one a candidate for CEO or a brilliant trial lawyer” Goleman, D. (1995). The concept of emotional intelligence had a real impact. The only problem is that so far emotional intelligence has been viewed only as an individual competency, but the reality is that most work in organizations is done by teams. But in areas like customer service, every service performance is very important to the organization. So, in any organization, the frontline service professional and the customer's service personnel are the faces of the organization. The manner in which these professionals behave and respond makes a very powerful impact on the customers, could be positive or negative. The growth in the service sector is high and also very encouraging. This, in turn, has led to an increase in job opportunities for front line service professionals. These are the people who can create a climate which is desirable to the organization for the customer which leads to the development of the business and customer satisfaction. The focus here should be on utilizing emotion as a valuable resource of the workforce to create competitive advantage and also bring in commitment to the organizational requirement. It should also be noted that a great deal of this research is focused on emotions in customer service work e.g., Diefendorff, J. M., & Gosserand, R. H. (2003); Grandey, A. A., & Brauburger, A. L. (2002); Grandey, A. A., et al (2005); Zapf, D., et al (2003). In India, customer service jobs represent a sizeable proportion of jobs. In India, the service sector is the second fastest growing sector. It is observed that the growth rate of the servisector of 2015 is 6.8% which is higher than the previous financial year’s growth in the total GDP of 4.7% for 2001-2014C. (2017, August 23). Research studies have helped us know
that poor customer service is one of the main reasons, for 
customers to switch their business from one competitor to 
another (Ryan, A. M., & Ployhart, R. E. (2003). Due to the 
tense competition prevailing in India among the service 
providers and growth in the service economy, organizations 
are emphasizing the importance of providing “service with a 
smile.” As a result of this greater focus on customer service 
and the quality of interpersonal interactions are considered 
important. This has led the researchers to study the 
phenomenon of Emotional Labour, or the management of 
feelings or emotions as part of the work role (e.g., 
Diefendorff, J. M., & Richard, E. M. (2003); 
is the better part of the human self, it’s head or its heart 
Snyder, C. R., et al (1991)? This is an age-old question that 
has divided groups of people and relates to the entire range 
of human enterprise. This interest has peaked due to a 
desire in most organizations to improve employee 
performance. People are considered very important in 
business today as the whole business depends on their 
effective performance. Low levels of employee performance 
could lower the firm’s profitability and lead to failure. The 
factor that explains organizational performance is job 
performance, which indicates how well an employee 
concerned about their employee’s performance at work, 
which is expected to directly affect organizational 
performance. The research community reflects this search 
for efficiency by the amount of attention it has given to job 
observed that job performance is the most extensively 
researched criterion variable in both the organizational 
behaviour and the human resource management 
literatures. Earlier performance appraisal methods were 
fairly simple but had a few problems as they were person 
based Cardy, R. L., & Dobbins, G. H. (1994). This paved 
the way for researchers to come up with job related 
assessments which need accurate job descriptions and 
understanding of the performance appraisal process. This 
led to a shift in performance measurement from being 
person-oriented to being behaviour-oriented, with focus on 
those tasks or behaviours that are associated with a given 
job.

LITERATURE REVIEW

IMPORTANCE OF EMOTIONS AT WORK The biggest and 
the toughest challenge faced by the managers of today are 
managing employee’s emotions. More so in these days 
when the business is undergoing a tough phase and is 
leading to a situation where the organization will have to 
adopt strategies like downsizing, mergers, and acquisitions 
leading to ethical scandals and technological insecurity 
Barclay, L. J., Skarlicki, D. P., & Pugh, S. D. (2005) and 
also in relation to customers interaction. It has been more 
than three decades since the advent of emotion research in 
have been linked to important work outcomes 
such as job satisfaction, organizational citizenship behavior, 
& Allen, N. J. (2002). In spite of researches being done in 
emotions over the years there are very few on concerns 
with emotion Briner, R. B., & Kiefer, T. (2005); Beal, D. J., et al (2005). Concerns are lack of consistent definitions of 
emotions Briner, R. B., & Kiefer, T. (2005) misalignment of 
theory and the measurement of emotion threaten the 
validity of such research (e.g., Robinson, M. D., & Clore, G. 
is that discrete emotions need to be studied rather than 
overarching positive and negative dimensions Briner, R. B., 
& Kiefer, T. (2005) for the sake of simplicity. EMOTIONAL 
INTELLIGENCE AND EMOTIONAL LABOR AT WORK In 
the present day world, where technological advancement is 
at a very fast pace and intense global competition, it is 
necessary for organizations to elevate themselves from 
efficiency to adaptability. This has major implications on 
how business corporations are organized and managed. 
For the organizations have to even survive in the present 
day economy, it is required of them to be more inventive in 
all aspects of operations and management Leavy, B. (2002). The present-day managers need to possess the 
capability to anticipate and adapt to change in a very 
effective manner. Leadership is the prime area of focus and 
the most important aspect in an organization and leaders 
need to possess multiple competencies. It has been identified 
through researches across 200 companies that 
emotional intelligence, particularly at the top level, is a very 
just for a leader but it is also important for a worker to be 
emotionally intelligent to succeed as an individual and the 
team as a whole Yuvaraj, S., & Srivastava, N. (2007). Hence 
emotions in organizations are no longer the mystery it once 
was, conversely, emotions and emotional intelligence in the 
workplace are gaining huge attention in management today. 
An organization is a place where individuals are organized to 
to work. Any work requires the individuals to interact among 
themselves and share their emotions such as fear, anger, 
and excitement and it is not possible most often to do away 
with emotions. Interactions should also enhance 
cooperation, and to illustrate enthusiasm in a salesperson 
and the perseverance the bill collector exhibits and the 
empathy in social workers e.g., Hochschild, A. (1983); 
found that front-line and back-office employees’ behavior and their 
emotional intelligence affect Key Performance Indicators, 
including both financial and non-financial performance of 
Business to Business companies that are critical to 
organizational success. Emotional labor is a process of 
employees managing their emotions for the betterment of 
organizational expectations during customer interactions 
positive influence on organizational success as well 
negatively impact employee’s wellbeing. Hülsheger, U. R., 
& Schewe, A. F. (2011) in their meta-analysis study shows 
that positively significant relationships among SA diminish 
well-being and lesser job attitudes and a slightly negative 
significant relationship between surface acting performance 
outcomes. Grandey, A. A., & Gabriel, A. S. (2015) found that 
SA and DA as a trait used for distinct combination e.g. High 
use of both strategies, low use of both strategy & use only 
one strategy. Based on these traits the study revealed that 
those who are using high deep acting were harmed for 
outcomes of well being (Job satisfaction, Emotional 
Exhaustion). When combined with high SA, DA was good 
for well-being for the employees also high SA was always 
shows that deep acting contributes adaptive selling behavior of workers and help to improvise job performance. Researchers suggested that salesperson should engage in deep acting as much as possible during the interaction with customers. Other researchers have considered research on service job occupations and industries. Humphrey, R. H., Pollack, J. M., & Hawver, T. (2008) categorized service jobs into three categories subsequent with display rules. A, Customer service jobs (Waiters, retailers, hair stylist, various sales) these all jobs basically require “service with smiles”, friendliness & showing Positive emotions. Rafaeli, A., & Sutton, R. I. (1987); Pugh, S. D. (2001); Van Dijk, P. A., & Brown, A. K. (2006) B, Caring professions (Doctors, nurses, social worker, funeral directors, etc.) C, Social control jobs (Police, guards, bill collectors, etc.) The growth in the service industry and the changing nature of the workplace in the recent decades has enhanced the role of emotional intelligence in the workplace Rafaeli, A., & Sutton, R. I. (1987;1989). It is opined and various testimonials in the workplace state that emotional intelligence does affect individual performance. Anecdotal sources state that there has been a general lack of systematic analysis. Although much work has gone into the development and application of emotional intelligence in people’s lives, there has been a general lack of independent, systematic analysis of the claim that emotional intelligence increases individual performance over and above the level expected from traditional notions of general intelligence. People’s understanding of that relationship is largely from anecdotal sources. Empirical research across organizations consistently state that business professional predominantly adapt to linear thinking style e.g. Vance, C. M., et al. (2006); Allinson, C. W., Chell, E., & Hayes, J. (2000); Buttner, E. H., & Gryskiewicz, N. (1993); Kaish, S., & Gilad, B. (1991). SEI branch of understanding emotions and regulating emotions is associated with linear thinking and it involves high level of conscious processing of emotions (as opposed to intuition) that requires “reasoning about emotions, how they develop over time, how they may be managed and how to fit emotional management into social situations” Mayer, J. D. (2002) and rational decision-making processes. The linear thinking style by business professionals focuses more on rationalist tradition in which any system is composed of divisible parts that can be analyzed, understood separately and added together to form a predictable whole system. Vance, C. M., et al. (2006) found that frontline and senior managers adopted linear thinking style as compared to professional actors and entrepreneurs who demonstrate nonlinear thinking style. Linear thinking style focuses on logic, objective and verifiable evidence. Nonlinear thinkers pay attention to feeling and intuition and take decisions on gut feeling Groves, K. S., & Vance, C. M. (2009). Feyerherm, A. E., & Rice, C. L. (2002) found that understanding emotions and managing emotions were positively correlated with some measures of team performance especially with regard to customer service dimensions suggesting the importance of EI in customer service environment Othman, A. K., Abdullah, H. S., & Ahmad, J. (2008). EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE It is important for the organization to have its employees perform to their best. A person with required emotional intelligence can be a good performer and even perform better if the apt emotional labor techniques are deployed. Organizations, because of the prevailing intense competition to gain a competitive advantage in the global economy today are doing various programmes. Organizations are trying out various interventions to increase the performance of the firm by affecting the behavior of the employees on the job. Employee performance is thought to be a function of the employee’s active construction of the situation through perceptual processes and experience. Both personal and environmental factors are to be considered. Performance research assumes adequate overall capability of the employee to satisfactorily perform the work task with appropriate job skill training. For existing employees, then, the accepted belief is “if you train them and give them a goal, they will perform.” Organizations focus a lot on employee training and job redesigning to improve job performance Borman, W. C. (2004). It is also done so that the employees take on more responsibilities and contribute to the objectives of the organization Lawler, III, E. E. (1986). It is seen very often in organizations that the employees do more than what is stated in the job descriptions. Menges, J. I., et al. (2017) study reveals if an employer modifies the job design based on benefits of the family which will increase job performance by enhancing family motivation. Over the last two decades, emotional intelligence has become a subject where researchers are in a constant pursuit to check the relevance of emotional intelligence to the various aspects of human endeavor. Researchers Bycio, P., et al (1995); Bandura, A., & Jourden, F. J. (1991) observed that job performance is the most extensively researched criterion variable in both organizational behavior and human resource management literature. Though the theoretical justification and the empirical evidence are mixed regarding the influence of EI on performance, there are clear indications that EI does constitute a differentiating characteristic between success and failure for individual, teams, and organization. EI has the potential to be a strong predictor of performance. EI is claimed to affect a wide array of work behaviors including employee commitment, teamwork, quality of service and customer loyalty. According to Cherniss. C. (2000, April) two-thirds of competencies linked to superior performance in the workplace are emotional or social in nature. Most organizations have recognized EI as a set of emotional competencies that allow people to use emotions to facilitate desired outcomes Fox, S., & Spector, P. E. (2000). It is important to note as argued by Fisher, C. D., & Ashkanasy, N. M. (2000) the best rationale for the potential importance of EI is that “the study of emotions in the workplace has the potential to add to our understanding of behavior in organizations and it is as diverse in outcomes as job satisfaction Fisher, C. D. (2000), positive work attitudes Carmeli, A. (2003), leadership potential Higgs, M., & Altken, P. (2003), self efficacy Gundlach, M. J., et al (2003) and change management Mayer, J. D., et al (2002). Having identified these different behavioral outcomes it is clear that EI could play a very important role as a key career success factor for the present day employee. According to Cooper, R. K. (1997) research attests that people with a high level of EI, experience more career success, build a strong
personal relationship, lead more effectively, and enjoy better health than those with lower EI. The American Society of Training and Development has published a volume describing the guidelines for helping people in organizations cultivate EI competencies which distinguish outstanding performers from average. Linking EI with performance can provide an organization with a valid alternative for selecting and assessing employees. Mishra, P. S., & Mohapatra, A. D. (2010). Al-Hamdan, Z., et al (2017) results suggest that EI skills considered as important competencies to teaching in nursing school. EI skills support to clinical practice and EI helps both require and evaluate clinical settings. Having identified EI as an important requirement for managing one behavior. The researcher deemed it fit to study the level of emotional intelligence among the customer service people as they meet various types of customers. Hence perform emotional labor throughout exhibiting deploying the apt emotional labor techniques could help to satisfy the customers and help the performance of service providers.

RESEARCH METHODOLOGY

DATA COLLECTION & SAMPLE SIZE
The primary requisite of any research study is to test the proposed hypotheses. A questionnaire was used to collect data. The researcher adopted face to face, personal contact method for data collection. This empirical study was done in the public sector and the study heavily relied on primary data which was obtained from employees from public enterprise organization in Southern Tamilnadu from the regions of Trichy, Srirangam, Pudukottai, Tanjore, and Nagapattinam by using a structured questionnaire. The sampling frame of the study was the employees who interact with customers on a daily basis and was selected randomly. The respondents were chosen from different areas and care was taken to ensure that they were employees who interact with customers regularly. Seven hundred questionnaires were distributed for the survey. Out of 700 questionnaires 525 questionnaires were received of which only 303 were completely filled and were taken for analysis. Only the customer service personnel of India post were targeted and not the customers as the objective of the study were to identify the impact of emotional labor with either high or low SEI towards performance. Personal details of the respondent were included in the first part. The questions regarding age, gender, total work experience, experience in the current organization, number of years in the current position were included in this part.

MEASURES
Conceptual Model

**Strategic Emotional Intelligence (SEI)**

- i. Understanding emotions
- ii. Managing Emotions

**Emotional Labour**

**Job Performance (JP/RBPS)**

- i. Job Role
- ii. Career Role
- iii. Innovator Role
- iv. Team Role
- v. Organisation Role

**Hypotheses**

The extant literature suggests that workers with greater experience could exhibit a more positive attitude commitment toward their job and have an increasing effective attachment to the organization as time passes (Quarstein, V. A., et al. 1992). The longer the person has worked in a particular role it may be possible for one to exhibit the right strategy as one would know what works, as it could reduce job-related ambiguity (Shirom, A., et al. 2008). Employees with longer work experience intention to relate to the organization would be high and would move more toward deep acting which is the preferred emotional labor strategy though more effort is required to perform deep acting (Hur, W. M., et al. 2014) conducted a study on emotional labor strategies with flight attendants, working in a few South Korean airlines. The study identified work experience has a negative influence on surface acting and has no significant effect on deep acting. Findings suggest that Emotional Intelligence may not be helpful for a flight attendant to perform both surface acting and deep acting. However, EI helps in day to day interaction and essential for the workplace. This study is to identify how emotional labor impacts customers and customer service personnel in a public sector where the service is provided from service and sales counters. Hence researchers framed H1 based on previous research literature. Dahling, J. J., & Perez, L. A. (2010) has conducted a study with counter sales and customer service employees. The study revealed that Age has both direct and indirect effects on the emotional labor strategies that employees can use in service situations. The extant literature helps identify how different aged employees impact emotional labor strategies at work. So, researchers have suggested a hypothesis based on the gap of the previous research.

H1. There is a significant relationship between total work experience and emotional Labour (EL).

H2. There is a significant relationship between age and emotional labor.

Mohamad, M., & Jais, J. (2016) has conducted a study with the secondary school teachers and identified that Emotional Intelligence and Job Performance have a significant relationship among teachers. Another study conducted with call center employees identifies there was a significant relationship between emotional intelligence and job performance, Shamsuddin, N., & Rahman, R. A. (2014). This study is with specific reference to SEI and hence it is intended to specifically identify how SEI impacts performance.

H3. There is a significant relationship between SEI and Job Performance (RBPS).

To bring out the relationship between the variables of job performance vis-à-vis the facets of SEI the following additional hypotheses were formulated which will provide a deeper insight.

H3.a. There is a significant relationship between understanding emotions (SEI 1) and job performance (RBPS).

H3.b. There is a significant relationship between managing emotions (SEI 2) and job performance (RBPS).

Bursalı, Y. M., et al. (2014) study identified there is a negative relationship between the surface acting and task performance, and a positive relationship between the innovative job performance and deep acting. Yadisaputra, M. (2015) conducted a study with frontline employees of five-star casino hotels and the study shows that emotional intelligence of front-line hotel employees is significantly and positively related to service recovery performance (SRP) and SA was not significant to SRP. Therefore, finding shows that internal regulatory emotional labor strategy of service employees differently influences their emotional outcomes. The researchers of this study till now are yet to come across a study on ELS role as a mediator between...
SEI and job performance and hence this study attempts to focus on this specifically.
H4. ELS significantly mediates the relationship between SEI and Job Performance (RBPS)

RELATIONSHIP BETWEEN TOTAL WORK EXPERIENCE AND EMOTIONAL LABOUR

H1. There is a significant relationship between total work experience and emotional labor

Results of One-Way ANOVA

Refer to Table 1

In order to test the hypothesis, this researcher performed One-Way ANOVA to identify whether the respondents belonging to different classes of years of work experience exhibit differences in emotional labor or not. The results of the above table shows that there is a significant difference in emotional labour among the respondents with regard to total work experience (F=6.020, p < 0.01). The category with work experience of 11 to 15 years exhibits the least emotional labour.

EMOTIONAL LABOUR WITH REGARD TO AGE

H2. There is a significant relationship between age and emotional labor

The study employed One-Way ANOVA to examine the difference in emotional labor with regard to the age of the customer service personnel and if the difference was statistically significant or not.

Results of One way ANOVA

Refer to Table 2

Relationship between Strategic Emotional Intelligence and Job Performance

H3. There is a significant relationship between Strategic Emotional Intelligence and Job Performance
H3.a. There is a significant relationship between understanding emotions (SEI 1) and job performance (RBPS)
H3.b. There is a significant relationship between managing emotions (SEI 2) and job performance (RBPS)
H3.c. There is a significant relationship between SEI and Job Role
H3.d. There is a significant relationship between SEI and Innovator Role
H3.e. There is a significant relationship between SEI and Team Role
H3.f. There is a significant relationship between SEI and Organization Role
H3.g. There is a significant relationship between SEI and Career Role

Hypotheses have been tested at the overall level of the variables as well as at the construct level through Pearson Correlation analysis and the correlation coefficients are listed in the table below

<table>
<thead>
<tr>
<th>Relationship between SEI and RBPS</th>
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<tr>
<td>Refer to Table 3</td>
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In order to know the relationship between SEI and Performance, the study employed a bi-variate correlation. It can be seen from Table 3 that all the relationship between SEI and job performance (SEI 1), SEI and career role (SEI 1.194), SEI and innovator role (SEI 1.182), SEI and team role (SEI 1.145), SEI and organization role (SEI 1.139), understanding emotions and job performance (SEI 1.209) and managing emotions and job performance (SEI 1.148) are positively related and statistically significant at 0.001 level. However, SEI and Job role (SEI 1.108) are positively related but statistically not significant.

H4. ELS significantly mediates the relationship between SEI and Job Performance (RBPS)

Refer to Figure 1

The path linking SEI to the ELS was found to be positively related and statistically significant at 0.05 level (beta=0.365, t=9.341). The path linking ELS and RBPS was found to be positively related and statistically significant at the 0.05 level (Beta=0.451, t=9.960). The path linking SEI and RBPS was found to be positive and statistically insignificant at 0.05 level (beta=0.053, t=0.950), which indicates that SEI does not have an influence on RBPS directly. Further, it has been noticed that ELS does mediate the relationship between SEI and RBPS.

DISCUSSIONS & IMPLICATIONS

H1. There is a significant relationship between total work experience and emotional labor

From Table: 1 it could be identified that the category with work experience of 11 to 15 years exhibits the least emotional labor. This could be because the customer would not notice in most cases the way service personnel interacts. The customer would be more than happy if he receives a response. Performing the same job could lead to monotony and boredom. Sometimes performances are not acknowledged or acknowledgment is delayed. This could also be a stage where a customer service personnel look for elevation and it is natural for any individual to expect growth in an organization after having worked for 10 years. The public sector enterprise has a different method to acknowledge performance or promote an employee. This is a very crucial stage for the organization to take care of its workforce and make the individual feel that there is growth in the job. When this does not happen the customer service personnel could get rejected and work in a disconnected manner. This leads to a drop in interest in performing the task in the way the organization expects. This could also be because of the treatment they receive from customers, as the customers would not even notice the way the service personnel interacts.
H2. There is a significant relationship between age and emotional labor

Table. 2 indicate that the group means scores are statistically different, EL increases up to the age of 36-40 and thereafter there is a decrease. This is in contrast to the earlier studies. As it is identified generally through various socialization processes starting from a very early age, people develop a very strong sense of when and how to modify their emotional expressions to be able to better adjust to their social environments Saarni, C. (1997). It has been argued by researchers earlier that with age individuals report greater emotional control and lesser negative emotional experience Gross, J. S., et al (1997). It was also suggested that older personnel could adapt to antecedent-focused strategies to influence emotions. In this particular organization, this could be because of the routine nature of job especially when the individual does not get promoted to a higher position and grow. After a period, the service personnel tends to think that there is no necessity for the service personnel to prove his capability as there may not be any incentive and also because of the same type of job which he is performing. The intention not to create a relationship with the customer could also be a dampener as it may not have any implication on the business. The requirement of the service person would be to just perform mechanically without committing any mistakes. The focus with experience could be to perform with lesser mistakes than creating relationships with the customer, especially in the public sector.

H3. There is a significant relationship between Strategic Emotional Intelligence and Job Performance

Studies by Kerr, R., et al (2006); Leban, W., & Zulauf, C. (2004); Rosete, D., & Ciarrochi, J. (2005) identified a strong correlation between MSCEIT and leadership effectiveness and the strongest predictor was on the ability to perceive emotions. It was identified by Nikolaou, I., & Tsaoius, I. (2002) that EI was strongly associated with organizational commitment, Jordan, P. J., & Troth, A. C. (2002) found that individuals with higher levels of EI were more able to engage in collaborative conflict resolution. The researchers also advocate emotional management training to improve work relationship among individuals. In total, the regulation and use of emotions seem to explain well how individuals respond to the environment and bring stability in handling stressful situations. In mass service, EI plays a very small role in helping employees to perform effectively as the job is of routine nature. It is required of the service provider to rationally provide what the customer is asking for. In fact, the interaction with the customer is also low in nature. As the nature of service is standardized, EI may slightly help the service personnel to acquire the necessary skills to progress in one’s career. With reference to creativity and innovation role, a service person in a mass service would not have many options as the services offered would be of standardized and routine nature. In organization role, the offering is standardized and does not require employee’s discretion and interaction with others. Table 3 shows the influence of EI on job role, career role, innovator role, team role and organization role in job performance is low in mass service. The proposition only states the impact of emotional intelligence on performance. In this particular study, the majority of the service personnel fall in the category of possessing average SEI. The service personnel can understand the emotional information, appreciate the emotional meanings and work with feelings in a judicious way.

The Hypothesis H3 is confirmed with reference to Table: 3 that the relationship between SEI and job performance is positive and significant. This indicates that the increase in capability to understand and manage emotions helps increase performance. SEI involves a higher level of conscious processing of emotions, reasoning about emotions, how emotions develop over time, how they may be managed and how to fit emotional management into social or personal situations. Hypothesis H3. a Analysis the relationship between understanding emotions and job performance and with reference to this study Table: 3 exhibits a positive relationship and it is significant. If the service personnel could understand how simple emotions combine to form complex emotions the service could improve. For example (i) a customer asks for a particular service and is not available, (ii) asks for an alternative and that is also not available, (iii) above this the way the service personnel responds in an irresponsible manner, all these over a period of time could elevate the anger to rage. This could bring down the faith and the quality of service provided by the organization. An idea of how emotions combine and change over time is important when service personnel deals with customers. Otherwise, next time when the customer comes to the organization he would want to meet another service personnel and not the one he met in the previous encounter as he could have lost faith in that particular service personnel Hypothesis H3. b When the capability to manage emotions increases, job performance increases, feelings are used in a judicious way rather than acting on them without thinking. So here the ability to feel the emotion and combine it with thinking could help the individual take effective actions. Tomor, J. F., (2003) states that individuals who improve their emotional intelligence and emotional competencies in ways that match the demands of their work situations can be expected to raise their job performance. In a service encounter when the service personnel has the capability to understand what emotions really signify, the service personnel would take care of the customers need and try to respond or provide service in a manner that can bring down the intensity of the emotion in the customer. This could lead to the customer feel good about the service. This, in turn, will lead to an increase in job performance. When the customer service provider is aware of his/her emotions it would be possible for the individual to respond in a manner that could handle the customer emotion. Even when working in a team this would help handles conflicts and misunderstanding in a better way. This would help the person to work together in an amicable manner. Hypothesis H3. c highlights the relationship between SEI and job role. In this study, the relationship is positive and insignificant. Though the job in mass service may not be very challenging products and services rendered are the same Hypothesis H3. d The relationship between SEI and innovator role is positive and significant. Studies have stated that EI is related to
innovation and creativity Stough, C., & De Guara, D. (2003, January); Suliman, A. M., & Al-Shaikh, F. N. (2007). Emotionally intelligent employees are able to understand, manage and use negative or positive feelings by the way of finding associations among available elements to find creative solutions to the problems at hand Othman, A. K., et al (2009). Emotions change the way we think; they could create positive thoughts when a person is happy and negative thoughts when the person is sad. This could help individual view things from different perspectives. These viewpoints which shift could foster creative thinking. Even with the limited freedom given to customer service personnel, he could be creative in his work, dealing with customers or with problems. Especially when he meets an angry customer creative responses could improve performance. If the customer service personnel understands the situation and is aware of what generally works well for people in that situation, the service personnel could take the right decision which would help the organization. In mass service because of standardized and routine service offered minimum interaction with customers take place and hence service providers may not use EI abilities to facilitate their innovator role. Hypothesis H3.e The relationship between team role and SEI is positive and significant. In the organization considered for this study, though the customer service personnel work individually with a customer at a time they will have to collaborate with the personnel from other departments to cater to what the customers want. Feyerherrm, A. E., & Rice, C. L. (2002) found that understanding emotion and managing emotion were positively correlated with some measures of team performance especially with regard to customer service. Stough, C., & De Guara, D. (2003, January) found that emotional control positively related to the ability to work as a team member. When performing a team role and if an individual wants to assist others he may not include emotional information. Hence critical information could be missed out. In a team role, in mass service, the management determines every aspect of the team so that the team can function effectively. In such organizations rules and regulations, functions of team members are predetermined and fixed and they are given a structured team role and hence the requirement of EI is least significant. The study conducted by Offermann, L. R., et al (2004) found that EI better-predicted performance on teamwork. Especially in a service sector, EI has a great impact on performance Sy, T., Tram, S., & O’Hara, L. A. (2006). So this would certainly have an impact on SEI as it is a branch of it. A better understanding with the team helps an individual become a good team player as the individual can understand emotions. Poon, J. M. (2004) stated that people who are able to perceive and understand their feelings should be able to assess their job skills and set appropriate career objectives. Hypothesis H3.f SEI and organization role are positively related and significant. In this specific study, this is actually seen when a customer goes to a counter and if that service personnel is not available another service personnel volunteers to help the customer. This is something which is very impressive to witness. This is not a requirement but the service personnel exhibits a type of behavior that goes beyond the stated role, though in mass service EI may be least significant in helping employees perform well Zapf, D. (2002). This has a very good impact on the customer as commitment is exhibited though it is only required to conform to SOP norms. Hypothesis H3.g SEI and career role have a high positive relationship among the other roles and it is significant. This could help the customer service personnel accurately understand what the respondent’s emotions signify and how emotions in oneself and others can be managed. This will automatically help the performance which will have a positive impact on the career role. Some of the service personnel could display more commitment to the role as they get a positive response for the customer. Though the requirement of EI in mass service could be minimal as the service is standardized, it may still influence the service provider to acquire the necessary skills to progress in one’s career. H4. ELS significantly mediates the relationship between SEI and Job Performance (RBPS). “ELS mediate the relationship between SEI and RBPS”. From the given model the first finding was that SEI i.e., ‘understanding emotion’ and ‘managing emotions’ did not have any impact on performance directly. Emotional labor mediated the relationship. The assumption here is that even when strategic emotional intelligence is present in an individual one should possess the capability to display the right emotion, express variety, with the right intensity, considering the duration then EL will be the behavioral response. In a service encounter in mass service which we have taken as an example, the interactions are mostly of short duration. In that case, the customer service personnel have to express positive feelings regardless of customer noticing it. In such services, a positive expression may go unnoticed but a negative expression will catch the attention of the customer. In the prevailing competitive condition, this cannot be tolerated by any organization. The SEI focus was on general coping strategies and perceived social skill whereas the emotional labour facets brought out the adaptive interface of cognition and emotion. Organizations are trying their level best to attract and retain their consumers. The service organizations should give importance not only to the display of positive emotions but also the way in which the positive emotions are managed by the service employee. Emotional Intelligence theory states that before people can regulate emotions, they need to recognize them. Emotion regulation refers to the process by which individuals influence the emotions they have when they have them and how they experience and express these emotions Gross, J. J. (1998). It is very important to adjust positively because controlling negative emotions which are evoked during interaction allow one to be overly influenced by negative emotions and prevent them from thinking clearly and rationally Matsumoto, D., et al (2001); Matsumoto, D., et al (2003). The same can also happen during an interaction with customer and customer service personnel. EI refers to “the ability to recognize the meanings of emotions and their relationships and to use them as a basis in reasoning and problem-solving Mayer, J. D., et al (2001) which means one needs to recognize emotions to regulate; conversely if emotions are not recognized there is nothing to regulate; so emotion recognition is a precursor to regulation Izard, C.E. (1991); Lane, R.D. (2000); Mayer, J. D., et al (2001). A study was conducted by Yoo, S. H., et al (2006) to understand if emotional regulation mediated the relationship between recognition and intercultural adjustment. It was identified.
that emotional regulation did not mediate the relationship between recognition and adjustment. If EI is a precursor to job performance and a requirement for performance, EL should also enable performance. To recognize emotions one needs to possess emotional intelligence and after recognition one will have to use emotions for an outcome. In the same project to study the joint effect of emotion regulation and emotion recognition to predict adjustment, it was found that both strongly predicted an adjustment. Emotional labor research focuses specifically on the self-regulatory processes that employees use to display emotions in accordance with organizational expectation. Emotion regulation is the process by which individuals influence the emotions they have when they have them and how they experience and express these emotions. Gross, J. J. (1998) Emotional regulation encompasses a broader set of behaviors whereas Emotional Labour represents a specific type of emotional regulation Coté, S. (2005). Research differentiates between two kinds of emotional regulation that closely correspond to emotional labor strategies of deep acting and surface acting. In this particular study, the researcher has chosen a public sector in the mass service typology and has identified that if the overall emotional labor scale mediates the relationship between SEI and Job Performance. Though the majority i.e. 68% of the respondents possessed average SEI capability, this could have also been the reason for this mediation to happen. The study by Othman, A. K., Abdullah, H. S., & Ahmad, J. (2008) in mass service typology, such as the organization taken for our study, proposes that EL plays a very small role in employees to achieve job performance whereas EL is important to perform specific jobs, to please customers for better growth and reward, to work in highly structured team as they have to display integrative emotions in accordance with organizational expectation.

CONCLUSION
The purpose of this study is to explore the direct relationship between SEI and job performance and Emotional labor as a mediator between the relationships. The finding confirms that emotional labor does mediate the relationship between SEI and Job performance but, SEI directly not influences the relationship of Job performance. Leavitats, Z., &Vigoda-Gadot, E. (2017) findings indicate that the positive effect of public employees’ Public Service Motivation (PSM) on the influence of EI on the service quality of emotional labor. Also, researchers stated that Emotional Intelligence and Public Service Motivation are needed to practice on a daily basis so it makes a substantial improvement to perform emotional labor in the context of public service. There are some limitations in this study; first, the data were collected from a southern part of Tamilnadu and particularly in Public employees. In the future, researchers could explore this model in various domains and various demographical data for the development of upcoming research in emotional intelligence and emotional labor towards job performance.

![Figure 1](image_url)

**Table: 1**

<table>
<thead>
<tr>
<th>Total work Experience</th>
<th>Mean</th>
<th>SD</th>
<th>F</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5 yrs</td>
<td>3.1173</td>
<td>0.4442</td>
<td>6.020</td>
<td>0.000</td>
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<td>5-10 yrs</td>
<td>3.1585</td>
<td>0.5974</td>
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<td>11-15 yrs</td>
<td>2.7840</td>
<td>0.5552</td>
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<tr>
<td>16-20 yrs</td>
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<td>0.4114</td>
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<tr>
<td>More than 20 yrs</td>
<td>3.0567</td>
<td>0.4312</td>
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</tbody>
</table>

**Table: 2**

<table>
<thead>
<tr>
<th>Age</th>
<th>Mean</th>
<th>SD</th>
<th>F</th>
<th>Sig</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-25 yrs</td>
<td>3.07</td>
<td>0.40</td>
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<td>2.817</td>
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<tr>
<td>26-30 yrs</td>
<td>3.06</td>
<td>0.57</td>
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<td>31-35 yrs</td>
<td>3.11</td>
<td>0.58</td>
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<tr>
<td>36-40 yrs</td>
<td>3.19</td>
<td>0.47</td>
<td></td>
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<tr>
<td>41-45 yrs</td>
<td>2.85</td>
<td>0.58</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46 yrs and above</td>
<td>2.84</td>
<td>0.50</td>
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</tbody>
</table>

The above table shows that the mean score of emotional labour with regard to age. The mean score indicates that EL varies with various age groups.

**Table: 3**

<table>
<thead>
<tr>
<th>Relationship Between</th>
<th>N</th>
<th>r.value</th>
<th>Sig. Value (2-tailed)</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEI and RBPS</td>
<td>303</td>
<td>0.199</td>
<td>0.001</td>
<td>Significant</td>
</tr>
<tr>
<td>Understanding emotions and RBPS</td>
<td>303</td>
<td>0.209</td>
<td>0.000</td>
<td>Significant</td>
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<tr>
<td>Managing Emotions and RBPS</td>
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<td>0.148</td>
<td>0.010</td>
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<tr>
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<td>0.60</td>
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<tr>
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<td>0.194</td>
<td>0.001</td>
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<tr>
<td>SEI and Innovation RBPS</td>
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<td>0.145</td>
<td>0.01</td>
<td>Significant</td>
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<tr>
<td>SEI and Organization RBPS</td>
<td>303</td>
<td>0.139</td>
<td>0.016</td>
<td>Significant</td>
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</tbody>
</table>
REFERENCES


