

**Impact of Personality on Adaptive Performance with
Mediating Role of Emotional Labor. Testing a Mediated
Moderated Model among Front-line Female Hospitality
Industry Employees in Pakistan**

By

Filza Hameed

A research thesis submitted to the Department of Management & Social
Sciences,
Capital University of Science & Technology, Islamabad
in partial fulfillment of the requirements for the degree of

**DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCES
(Human Resource Management)**



**DEPARTMENT OF MANAGEMENT SCIENCES
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Dedicated to My Loving Parents and Husband

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Impact of Personality on Adaptive Performance with Mediating Role of Emotional Labor. Testing a Mediated Moderated Model among Front-line Female Hospitality Industry Employees in Pakistan

ABSTRACT

This study examines the relationship between facets of emotional labor viz. surface acting and deep acting on adaptive performance with mediating role of emotional exhaustion among female hospitality staff in Pakistan. The major antecedents for emotional labor analyzed in the current study are big five personality dimensions as type of personality determines the choice of emotional labor strategy. The study also examines the mediating role of emotional labor strategies between all five dimensions of personality and emotional exhaustion relationship. The job of female staff in hospitality sector becomes more cumbersome in a masculine culture hence its moderating role was also examined. Although frequent regulation of emotions in service encounters is inherently stressful and thus more likely to lead to emotional exhaustion, emotional intelligence can help reduce the negative impact of stress arising from emotional labor. Thus moderating role of emotional intelligence was also examined.

The first questionnaire was administered on front-line female employees of hotels of Pakistan who were encouraged by their HR department head and/or immediate supervisor/head to complete questionnaire as they were requested to give permission to fill out the questionnaires.

The respondents who have specific exposure, who serve as front-line service providers' were requested individually to complete questionnaire. A total of 700 questionnaires were distributed, 513 questionnaires were received in which 42 questionnaires were incomplete hence 67.3 % response rate yielded as 471 questionnaires were used for analysis. The second questionnaire was administered on immediate supervisors who have to make evaluation regarding front-line female employees' adaptive performance. Seventy six supervisors/heads of different hotels provided adaptive performance rating of 471 employees. Each supervisor evaluated almost six front-line female employees' adaptive performance.

The results of the study show sufficient support for greater part of hypotheses. It shows that openness to experience personality dimension is negatively associated to surface acting as well as deep acting. Conscientious, extraversion and agreeableness personality dimensions are negatively associated to surface acting and positively connected to deep acting. Neuroticism dimension of personality is positively connected with surface acting and negatively associated with deep acting. It has been analyzed and found that three dimensions of personality (openness to experience, conscientiousness and extraversion) are positively associated with adaptive performance. Whereas, agreeableness has significant negative relation with adaptive performance and neuroticism is negatively connected with adaptive performance. Surface acting is positively associated to emotional exhaustion whereas deep acting is negatively connected with emotional exhaustion. Surface acting has significant negative impact on adaptive performance whereas deep acting has positive impact on adaptive performance. Results also show that there is no mediation of emotional labor (surface acting and deep acting) between most dimensions of personality and emotional exhaustion. The proposed mediating role of emotional labor between most of big five personality dimensions and emotional exhaustion was not found. As expected emotional intelligence moderates surface acting-emotional exhaustion relationship as well as deep acting-emotional exhaustion connection, whereas, masculinity did not moderate any proposed relationship. Lastly, it is also observed from the results that emotional exhaustion mediated the relationship between surface acting-adaptive performance and deep acting-adaptive performance. Theoretical as well as practical implications of the study have also been discussed. Moreover, limitations and future research directions are also given.

INTRODUCTION

CHAPTER 1

1. INTRODUCTION

1.1. Background

During the past several years the exhibition of emotions in institutions, organizations and businesses, has become the matter of larger concern and is central to service workers especially the front-line service providers' (Blake Ashforth & Humphery, 1995; Hochschild, 1983; Fineman, 1993; Fisher & Ashkanasy, 2000; Rafaeli & Sutton, 1987, 1989). The only contact between the customers and organizations are service providers, so to enhance organization's image they need to project appropriate emotions. Expression of negative emotions such as frustration, fear, anger, hate, grief can disrupt workers' ability to work effectively and can reduce their performance. It is almost impossible for managers and researchers to create emotion-free organizations. Since, emotions have a profound effect on how employees carry out their roles at the workplace. Emotions categorized as felt and displayed emotions. Both emotions are different, so employee need effort to exhibit organizationally desired emotions and this kind of labor is known as emotional labor.

Hochschild (1983) gave the concept of emotional labor and suggested that, emotional labor refers to the regulation of emotions and emotional displays as part of the work role. Emotional labor requires the "expression of organizationally desired emotions during interpersonal transactions" (Morris & Feldman, 1996). The organizations are represented to the public by service providers, that's why concerned with better impression management by them. According to Mann (1997) organizations have broad variety of formal as well as informal means to control and manage emotional expressions. These means are called display rules which ensure expression of organizationally desired emotions and suppression of negative emotions. According to Ekman (1973), standards of behavior (display rules) specify both the type of emotions suitable for a given situation and the way these emotions should be displayed. The indispensable scheme is that organizations' expect and require employees to exhibit specific

emotions as part of their job and align their felt and displayed emotions to conform to display requirements. Hochschild (1983) argued that organizations specified and developed a set of “feeling rules”- rules by which people identify what is the appropriate behavior. These organizational rules are most appropriately known as “display rules” because these are perceptible behavior or internal feelings (Ashforth & Humphery, 1993; Rafaeli & Sutton, 1987).

According to Rafaeli & Sutton (1987) organizations’ recruitment & selection practices, socialization processes and rewards & punishment systems help them develop and maintain display rules/norms. Moreover, Rafaeli & Sutton (1987, 1989) specified that organizations use socialization processes for their employees to learn proper emotion display rules. A study conducted by Kuenz (1995) also indicated that Walt Disney World’s new comers are socialized by using lecture classes and handbooks regarding exhibition of proper positive emotions to “guests”. According to Diefendorff, Croyle, & Gosserand (2005) emotional labor can be affected by the type of display rule/requirement. For example, when workers need to display positive emotions, they will come across a positive and productive emotional condition and when they are required to conceal negative emotions, they are expected to fake required emotions. So, in order to demonstrate emotions, workers need to manage their internal emotions as well.

In situations where felt emotions do not match with display rules, the workers can choose one of three options. They can exhibit their genuine feelings by neglecting display rules of organization-known as emotional deviance by Rafaeli & Sutton (1987) - or they can put up with display rules by controlling their inner feelings and emotions by performing surface acting or deep acting. According to Hochschild (1983), emotional labor can be exhibited in one of two ways: deep or surface acting. Although these types of acting (both) are on the inside fake, and both involve effort (Ashforth & Humphrey, 1993), they stand for different purposes. In deep acting, the actor tries to alter and align feelings/emotions to conform to display rules. Deep actors’ help in reducing inconsistency between emotions which are felt and emotions which are required thus do not experience dissonance (Grandey, 2003). Here actor attempts to actually experience the emotions one is required to display. The purpose, then, is to seem real to the audience; thus “faking in good faith” has been called for deep acting (Rafaeli & Sutton, 1987). In surface acting, workers’ do not align their inner feelings with displayed emotions, simulate the emotions that are not actually felt thus experience emotional dissonance or tension (Hochschild, 1983).

Surface actors have to check and organize their actual emotions and in doing so their personal resources are depleted. Surface actors do not help decrease the inconsistency between emotions which are felt and emotions which are required, thus lead towards severe dissonance. Surface acting has been called “faking in bad faith” (Rafaeli & Sutton, 1987). Surface actors’ in order to keep their job, align their emotional display to those of display rules not to serve the customer or the organization. According to Hochschild (1983) when one alters his/her external expressions this may bring a change in internal emotional state too. One cannot pretend to be happy, contented for longer periods of time except one take on an appropriate emotional tenor.

Different approaches have been used by researchers to identify emotional labor and its dimensions. Few researchers’ took emotional labor as uni-dimensional construct (Hochschild, 1983), and few researchers’ took emotional labor as multi-dimensional construct (Morris & Feldman, 1997). So, there are dissimilar points of views regarding the dimension’s number because different components of emotional labor are detained by these diverse dimensions. In parallel, Morris & Feldman (1996) projected that frequency of emotional labor; attentiveness of emotional labor; variety of emotional labor; and emotional dissonance-are four dimensions of emotional labor. According to them, the greater the frequency of contact between service providers and customers, the extra attentiveness to required display rule, the greater the variety of emotions to be displayed and larger the gap between felt and displayed emotions (emotional dissonance), the higher physical and psychological effort is required to perform those jobs. Yet, Morris & Feldman’s approach has been criticized by other researchers as they raised some theoretical and methodological consternation concerning the dimensions and their identification. For example, Grandey (1999) argued that first three dimensions (frequency, duration, and variety) represent demands of the job regarding workers’ display of emotions. These features fail to enlighten workers’ process of emotion management. In the same vein, Kruml & Geddes (2000a) argued that methodology regarding dimensions adopted by Morris & Feldman is problematic. Afterward, they affirmed that emotive effort and emotive dissonance are two dimensions of emotional labor which are best according to the Hochschild’s (1983) conception of emotional labor. According to them, the higher an individual act surface, the higher will be the emotive dissonance and the higher an individual act deep, the higher will be emotive effort.

There is a variety of antecedents and consequences of emotional labor. For example, Hochschild (1983) suggested that individual as well as situational factors influence the way employees perform emotional labor. Most of researchers focused only on situational factors like training, job autonomy, routineness of task, form of interaction (Kruml & Geddes, 2000a; Morris & Feldman, 1996). Few studies explored the effects of individual differences or impact of personality on emotional labor and its outcomes.

Multiple reviews and meta-analysis conducted by different researchers' uphold the consistency, reliability and span of big five model of personality and its impact on numerous job related components (Barrick & Mount, 1991; Mount & Barrick, 1998). In numerous cultures and languages big five personality dimensions had been widely recognized, thus the existence of five factor model and its universal application is further supported (Saucier et al., 2000). Different relationships have been explored, for example, Rothmann & Coetzer, (2003) explored the association between the big five personality dimensions and job performance. Ho et al., (2004) and Raja et al., (2004) studies were conducted empirically to inspect personality and psychological association. Raja et al., (2004) examined the employee's personality impact on psychological contract. Ho et al., (2004) explored the impact of personality dimensions on individual's responses to wrecked promises. Bakker et al., (2006) examined the relationship between big five personality factors and burnout in volunteer human service work. Nikolaou, Tomprou & Vakola (2007) explored the relationship between five-factor model of personality and psychological contract inducements. Ehigie et al., (2012) explored the relationship and influence of big-five personality dimensions and emotional intelligence on the performance of frontline employees of hotels.

Barrick & Mount (1991) carried out meta-analysis and concluded that job performance and training proficiency are significantly influenced by big five personality dimensions. A meta-analysis conducted by Salgado (1997) explored the Big five personality dimensions and performance relationship and found that different dimensions of personality were valid predictors for different performances criteria and for different occupations. Researchers' also conducted studies to explore personality and organizational commitment relationship. In this regard, Naquin & Holton (2002) indicated a positive association among all five dimensions of

personality and affective commitment and negative relationship was indicated between extraversion, openness, and emotional stability and continuance commitment. Bono & Judge (2004) conducted a first meta-analysis to explore the relationship between personality and transformational and transactional leadership. Results revealed modest validities for all except extraversion who were strongest predictor of transformational as well as transactional leadership.

Judge, Woolf, & Hurst (2009) claimed that different personalities carry out emotional labor differently in service roles and have essential ramification to select employees who interact with customers. Because when there is a fit between person and job employees need less to perform emotional labor, as those employees impulsively experience the required emotions. A number of studies explored the association between the big five and emotional exhaustion and found that difference in personalities have differential impact on emotional exhaustion and these differences matters a lot in jobs requiring high emotional labor (Bakker et al., 2006; Zellars et al., 2000). Mount, Ilies & Johnson (2006) examined the relationship between personality traits and counterproductive work behaviors with mediating effect of job satisfaction. The findings showed that both interpersonal and organizational deviances are predicted by personality traits as well as job satisfaction, while, personality traits and counterproductive work behaviors are partially mediated by job satisfaction. Alarcon, Eschleman, & Bowling (2009) conducted meta-analysis to reveal relationship between personality and burnout (emotional exhaustion, depersonalization, and personal accomplishment). Results revealed significant relationships among all dimensions and burnout. Swider & Zimmerman (2010) also carried out a meta-analysis to explore the association between personality dimensions, job burnout dimensions and work outcomes (absenteeism, turnover, and job performance). The findings indicated that people who score high in neuroticism and low in extraversion, agreeableness and conscientiousness experience burnout and engage in deviant behaviors.

Ability not to express true feelings differs from person to person. Some people can easily hide their feelings and emotions while others not. Personality is the characteristic way of feeling, thinking and behaving (Phares, 1991). Individual characteristics differ, and because of these differences individuals perform emotional labor differently. People with different nature asses the same display rules in unusual ways, thus utilize different coping mechanisms to perform

emotional labor. Thus, employees' personality has profound impact on emotional labor. These findings suggest that though few personality dimensions considerably affect different organizational outcomes, the extant literature does not comprehensively explain their link with emotional labor. *So, the first gap in the literature this thesis is going to address is a theoretical and empirical analysis examining the connection between Big Five personality dimensions and emotional labor.*

Emotional labor can have negative as well as positive outcomes. According to Hochschild (1983), emotional labor can lead towards harms like drug abuse, alcohol abuse, and absenteeism. Hochschild (1983) argued that estrangement between self and work role is another negative consequence of emotional labor which leads to depression (Ashforth & Humphery, 1993). Adelman (1989), labeled jobs requiring high and low emotional labor and concluded that employees who were in jobs requiring high emotional labor have reduced job satisfaction, self-esteem, health and more depressed than do jobs requiring low emotional labor. Schaubroeck & Jones (2000) laboratory research revealed that when workers exert effort to exhibit positive emotions or to repress negative emotions leads towards somatic illness. In the same vein, Rutter & Fielding (1988) concluded that prison officers who suppressed negative emotions experienced stress and reduced job satisfaction. Rafaeli & Sutton (1987) claimed that when workers act surface (fake in bad faith) , they will be poor performers but if there is person-role conflict then surface acting can also negatively affect employee well-being. According to Butler et al., (2003), surface actors have higher levels of stress and depression in the long run, reduces motivation level to perform well on the job. Brotheridge & Grandey (2002) found deep actors efficiency perception and self-image at work improves while Grandey (2003) found that deep acting and job satisfaction are negatively associated. Emotional labor is draining as it draws energy from the actor and performing too much emotional labor negatively harm psychic as well as physical well-being of individuals'(Geldereren et al, 2007; Karim, 2009).

Rafaeli & Sutton (1987) suggested that in some situations emotional labor can bring positive outcomes. According to them, when expressed feelings and emotions experienced are aligned-employees experience "emotional harmony", which shows that person and job are fit. Wharton (1993) concluded that employees' who have higher job satisfaction were those who perform

emotional labor as compared to those who don't perform. According to Goffman (1959) and Humphrey (1993), emotional labor diminishes ambiguity and facilitates awkward interpersonal state of affairs and in return, facilitate in reducing stress and boosting job satisfaction. Moreover, emotional labor facilitates workers' to expressively stay themselves away from horrible situations (Ashforth & Humphery, 1993). Cote (2005) also argued that appreciation of worker's services by customers or clients can help reduce strain. Stenross & Kleiman (1989), Tolich (1993) argued that performing emotional labor not only generates pleasure and satisfaction, job performance of employees also improves because employees implement suitable emotional display. Two studies conducted by Shuler & Sypher (2000) and Rose's (2001) also claims that emotional labor not always damage psychologically, some workers enjoy interacting and working with people, assisting them to fulfill needs and to enjoy fruits of such labor.

Ashforth & Humphrey (1993) and Hennig-Thurau et al., (2006) argued that when emotions of workers' are authentic and deeply felt leads to have a good effect on customer reactions than who display artificial emotions. According to Groth et al., (2009) surface actors may not able to convince their customers and clients and deep actors create a better and genuine change thus appear more authentic to their customers and clients (Grandey, 2003; Groth et al., 2009). Deep actors therefore can be better adaptive performers than do surface actors. Fredrickson (1998; 2001) hypothesized that constructive emotions widen the range of concentration and the scope of cognition which lead to boost the likelihood of creativity. Richard & Gross (2000) argued that surface actors require cognitive resources to invest thus could damage their cognitive performance. Deep actors on the other hand, don't have to monitor their displays, expressions because they help make conform their external emotion by aligning their inner feelings (Gross, 1998; Gross, et al., 1997). Grandey (2003) claimed that one of the positive outcome of deep acting is the generation of creative ideas.

Prior literature shows that different consequences are caused by using different emotional labor strategies, for example, stress, burn out, job satisfaction, job performance, work withdrawal etc (Beal et al., 2006; Diefendorff, Croyle, & Gosserand, 2005; Johnson & Spector, 2007; Stenross & Kleiman, 1989; Tolich, 1993). But in order to respond to changing environment, the demand

for adaptive and creative employees is becoming more and more central for organizations (Edwards & Morrison, 1994; Smith, Ford, & Kozlowski, 1997). In this regard, though in literature various models have been published which covers varied facets of performance domain, yet researchers recognized the need to expand existing models by including components of adaptive performance (Murphy & Jackson, 1999). Various authors used different terms for adaptability, for example, role flexibility (Murphy & Jackson, 1999), proficiency to integrate innovative ideas (London & Mone, 1999) and adaptive performance (Hesketh & Neal, 1999). Indeed, many of the researchers' suggest adaptability as a way to handle occurring changes (Ilgen & Pulakos, 1999) and creativity/innovation as important strategies for organizations' survival and growth (Lopez-Cabrales, Perez-Luno, & Cabrera, 2009). The constant swift changes in the external environment require employees to be more and more uncertainty tolerant (Pulakos et al., 2000). Many organizations because of stiff competition and uncertainty value only those workers who have high levels of adaptability than those with routine proficiency because when problem domain changes routine expertise or proficiency cannot help investigate and solve problems (Bell & Kozlowski, 2008). According to Smith et al., (1997) only adaptive expertise can help in generating novel solution to problems in order to be successful. In the same way, Morrison (1977) argued that, it has been acknowledged that workers' have to be responsive and adoptable to adjust according to different mechanism of jobs as well as creative to enhance organization's competitiveness (Shalley et al., 2004; Zhou & George, 2001).

Studies clearly establish a connection between emotional labor and employee performance. But a recently introduced construct "adaptive performance" is gaining increased attention by researchers' and defined as "altering behavior to meet the demands of the environment, event, or new situation" (Pulakos et al., 2000). It can be change oriented discretionary behavior, a productive attempt to recognize and execute changes to improve work situation (LePine & Van Dyne, 2001), changes in the way tasks are accomplished (Morrison & Phelps, 1999), changes in order to make improvements in work policies and procedures (Choi, 2007). Studies clearly identified the need to inspect the connection between emotional labor and adaptive performance (Thomas et al., 2010) but the literature so far is silent about this imperative relationship. ***Hence the thesis has second theoretical contribution to examine the link between emotional labor and adaptive performance.***

In the context of emotional labor, when workers' do not handle their own emotions and those of their customers, emotional exhaustion occurs (Copp, 1998). Service providers often just to meet emotional display demands of organizations engage in emotional expressions which are not actually felt. As a result, they experience stress and become emotionally exhausted (Grandey, 2003; Zapf, 2002). According to Wright & Cropanzano (1998), when a person is emotionally overstretched and exhausted experience physical fatigue and psychologically and emotionally drained. Emotional exhaustion refers to a state of depleted energy, is an explicit stress-related response that occurs among individuals who work with people and that is caused by the excessive and emotional demands (Jackson et al., 1987). Maslach (1982) assert that workers' who perform emotional labor on a regular basis becomes emotionally exhausted. An empirical research supported her view that when workers' interact on regular basis with customers' undergo high level of emotional exhaustion (Saxton et al., 1991). According to Maslach & Jackson, (1981) when employees sense that their resources (personal, emotional, socio-economic) are drained, they experience increased emotional exhaustion, and as a result they lose trust, interest in others (Ledgerwood et al., 1998). As Brand (2007) concluded that an individual becomes emotionally exhausted when he feels that he/she doesn't have enough emotional resources to handle the situation.

According to Krone et al., (1989) and Lee & Ashforth (1996) job/task characteristics also contribute to emotional exhaustion. In this regard Janssen et al., (1999) concluded that there is positive correlation between work overload and emotional exhaustion. Additionally, jobs which demands high control of emotions and regulation, their employees experience more emotional exhaustion than jobs with lower levels of emotional control (Brotheridge & Grandey, 2002). The hospitality service providers often deals with difficult and demanding customers, they interact with them on regular basis thus they need to regulate their emotions frequently; as a result their level of stress increases which makes them emotionally drained (Krone et al., 1989). Noteworthy relations between the dimensions of emotional labor and emotional exhaustion (burnout) were explored in several studies on various occupations (Kahn, 1993; Wharton, 1993; Zhang & Zhu, 2008). Researchers' argued that emotional exhaustion not only influence badly on individual health and well-being, it also create numerous negative outcomes for the organizations' (Cropanzano, et al., 2003). Empirical research conducted by numerous researchers' shown that

emotional exhaustion results in reduced organizational commitment, organizational citizenship behavior, job satisfaction, job performance and increased turnover intentions (Bozionelos & Kiamou, 2008; Cropanzano et al., 2003; Lee & Ashforth, 1993, 1996; Wright & Cropanzano, 1998). Thus any relationship between emotional labor and outcomes may be a consequence of relationship with emotional exhaustion. Furthermore, emotional labor and work outcomes can be mediated by emotional exhaustion.

Although frequent regulation of emotions in service encounters is inherently stressful and thus more likely to lead to emotional exhaustion. In this regard, various studies exist especially on emotional labor and emotional exhaustion on service providers' (Hargreaves, 2000a; Sutton & Wheatley, 2003; Wharton, 1993; Zhang & Zhu, 2008) yet hospitality sector is ignored or the literature is silent. *So, the third gap in the literature this thesis is going to address is a theoretical and empirical analysis examining the mediating role of emotional exhaustion between emotional labor and adaptive performance.*

It has been discussed that when workers' experience emotional exhaustion, emotional intelligence can help reduce the negative impact of stress arising from emotional labor (Ciarrochi et al., 2002). Salovey & Mayer (1990) were the first who gave the concept of emotional intelligence and suggests that emotional intelligence refers to the ability to perceive emotion, the ability to use emotion to facilitate thought, the ability to understand emotions and finally the ability to manage emotions (Salovey & Mayer, 1997). Grandey (2000) argued that, if workers' have emotional intelligence, these individual characteristics may moderate the relationship between emotional labor strategies and outcomes. Because a person who has the ability to perceive, understand and manage emotions can effectively practice emotional labor. Schaubroeck & Jones (2000) found that the relationship between emotional labor and physical outcomes can be moderated by emotional adaptability. Slaski & Cartwright (2002) found that managers, who scored high on emotional intelligence experience low levels of stress and as a result perform better, thus concluded that emotional intelligence moderates stress-strain relationship. According to Wong & Law (2002), the ability to regulate one's emotions enables recovery from psychosomatic distress. As a result, individuals are better able to reinforce and maintain a productive emotional state which facilitates motivation and helping/serving behavior

(Joseph & Newman, 2010). So, emotional intelligence is required to lessen the strain resulted from performing emotional labor.

According to Averill, (1980) individuals who are emotionally intelligent have awareness concerning their emotional display responsibilities so they behave accordingly to avoid undesirable and unfavorable outcomes. According to Lam & Kirby (2002), workers who are emotionally intelligent perceive and control their own as well as their customers' emotions. Consequently, workers are better able to gain trust and develop strong connection with their customers (Diefendorff & Richard, 2003). An emotionally intelligent person can effectively practice emotional labor and can reduce the stress produced from performing emotional labor. In this regard, a study conducted by Ciarrochi, Deane, & Anderson, (2002) concluded that emotional intelligence helped in reducing the stress and strain resulting from performing emotional labor.

However, very few studies took emotional intelligence as a moderator, and less has been done to check the moderating effect of emotional intelligence on emotional labor and outcomes relationship (Douglas et al., 2004). As Barron & Kenny (1986) stated that a moderator variable can help clarify inconclusive or weak relationships between variables (independent and dependent). In addition, the empirical results regarding emotional labor and work related behaviors/outcomes are still inconclusive and conflicting. As Giardini & Frese (2006) concluded that emotional labor and health/job related outcomes are moderated by emotional competence. On the other hand, Johnson & Spector (2007) instituted that the relationship between emotional labor strategies and individual well-being are not moderated by emotional intelligence. So, there is need to further explore the moderating effect of emotional intelligence on relation between emotional labor and individual/work related outcomes (Jordan, Ashkanasy, & Hartel, 2002). *So, this thesis is going to examine the moderating role of emotional intelligence between emotional labor strategies and emotional exhaustion relationship.*

A situational factor that exclusively influences the emotional labor of employees is cultural differences in display norms (Adler, 1991) and culturally specific norms regarding how and when emotion should be expressed has great influence (Feldman & Morris, 1995; Mann, 1997).

According to prior research there is universality regarding emotion related processes yet there is impact of cultural differences on emotional labor, its antecedents, regulation processes etc (Mesquita & Frijda, 1992). Situations vary in their capacity to help or hinder human agency as obvious norms and strict-rigid roles hinders the expression of individual differences and weak situations more opportunity for the expression of such differences (Mischel, 1968). Considerable differences regarding display rules exist across cultures (Ekman, 1973). For example, the more masculine the culture, the highly differentiated roles will be for men and women, and some occupations and work roles remain particularly domain of men. According to Besen Cassino, (2008) though formally and informally gender equality calls exists, but reality is different as gender discrimination still exist. Men and women want to be hired on equitable basis but in masculine culture countries women don't have opportunity to get hired in masculine occupations. Extensive research has been carried out on the problems faced by women in male-dominated society. In this regard, Kanter (1977) early effort pointed out bias and discrimination for women, as male dominating group controls a variety of processes and systems. In the similar vein, Simpson, (1997; 2000) argued that imbalance in gender makes working environment/conditions hostile for the women as they face multiple career barriers which hinders their progress.

Hochschild (1983) argued that in masculine cultures women are likely to be employed in occupations that require more emotional labor. Moreover, Hochschild (1989) also argued that at both places (work and home) women execute more management of emotions as compared to men and if both (men and women) are in same occupations, even then women carry out more emotional labor as compared to men (Wharton & Erickson, 1993). On the other side, according to Nixon (2009), unemployed men don't prefer to be hired in service sector because they are unable to regulate and control their emotions in an economic preferred way. That's why in service sector, mainly hospitality industry managers prefer to hire women due to their caring nature and their belief that women are better able to display accurate emotions. In high masculinity cultures, female role occupants interacting mostly with customers will usually have emotional labor requirements that require frequent display of attentive positive emotion with little tolerance for expression of negative emotion as compared to males (Pierce, 1995).

The preceding back ground speaks of the fact that emotional labor is culture bound. But we find insufficient evidence that how culture affect the emotional labor of female staff. This gap holds importance in Pakistani context as the culture of Pakistan has been described as Masculine by Hofstede (1980). *So, the fourth specific gap this study is going to address is that whether theoretically emotional labor of female employees varies in masculine culture.* This specific relationship has not been extensively explored in extant literature.

The conception of emotional labor has been exposed to be extremely relevant and applicable in number of customer service occupations (Soares, 2003), mainly in the hospitality industry (Guerrier & Adib, 2001; Adib & Guerrier, 2003). According to Kim et al., (2012) hospitality industry because of tough competition needs to emphasize on “service with a smile” in order to retain loyal customers and to take full competitive advantage and this could be only possible when they are able to manage their front-line service providers’ emotional display. The primary source for service organizations to gain competitive advantage is through frontline workers (Schneider & Bowen, 1993). Thus, service organizations compel workers to manage their interior feelings to fabricate exterior emotions that accurately mirror image the organization wants to show. It is not surprising to say that hospitality frontline female employees often come across demanding and difficult customers’. For this reason, workers are forced and expected to look after their customers in a courteous and classy manner even if they are mistreated by their customers (Glomb & Tews, 2004).

Employees’ who provide services in hospitality needs to be polite and kind to customers, though it is not a pleasurable experience. According to Ashkanasy et al., (2002) when service agents display positive emotions can have constructive impact on retention of customers and satisfaction. For this reason, front line employees’ are required to deliberately provide hospitality to customers as prescribed in display rules. In the same vein, Grandey & Brotheridge (2002) asserted that service employees (frontline) have to manage their emotions in order to build long lasting relations with their clients. So, they should responsibly build positive and long term connection with clients (Zapf et al., 2003). Moreover, Buckner, (2012) argued that emotional demands are placed on workers by the organizations as they look forward and expect that

workers' desirably interact with customers. Employees' in hospitality industry need not to only perform their role but it involves performing a role in the right and desired way.

Research on emotional labor has been carried out in other service industry as compared to in hospitality industry. A great deal of studies has been carried out on service organizations' (nurses, doctors and school administrators), but not much has been done on frontline female employees in hospitality industry where customers' are always right (Chu, 2002). Moreover, one cannot deny the importance and fact that service providers' are best asset because only qualitative and skilled employees can fulfill the demands of the customers (Tews, Stafford, & Michel, 2014). That's why service providers not only needs intellectual abilities and physical effort, it also requires emotional labor to sincerely deal their customers (Jung & Yoon, 2014). In Pakistan in particular, there is dearth of literature in this perspective. *So, the study is going to address a theoretical and empirical analysis examining the impact of big five personality dimensions on emotional labor and work outcomes.*

1.2. Statement of the Problem

Extensive research on emotional labor has focused on various antecedents and outcomes. Still a number of theoretically significant relationships have received limited attention by researchers'. This study will comprehensively examine the impact of big five personality dimensions on emotional labor strategies, impact of emotional labor strategies on adaptive performance of employees', examine the moderating role of emotional intelligence in emotional labor and emotional exhaustion relationship, and also examine the mediating role of emotional exhaustion between emotional labor strategies and adaptive performance.

Additionally the extant literature focuses mainly on contexts have predominately a feminine culture, while studies addressing emotional labor of female staff in a masculine culture like Pakistan is lacking in literature. So, this study is going to address that whether theoretically emotional labor of female employees varies in masculine culture.

Emotional labor is an integral part of employees working in hospitality industry. In Pakistan, research regarding emotional labor of female staff in hospitality industry is very rare. Indeed, there is dearth of literature in this perspective. So, the study is going to address a comprehensive theoretical and empirical analysis examining the impact of big five personality dimensions on emotional labor and work outcomes.

1.3. Research Objectives

Specific research objectives of the study are as follows:

- The first objective of the thesis is to investigate the impact of emotional labor on the adaptive performance of front-line female staff of the hospitality industry specifically 4-5 Star hotels of Pakistan.
- Secondly, to explore and understand the emotional labor antecedents, its mechanism regarding regulation processes and associated endurance of front-line female hospitality staff in male-dominating society like Pakistan.

1.4. Research Questions

This study will answer the following research questions:

- 1.4.1.** How openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions are related with emotional labor strategies (surface and deep acting) and does emotional labor strategies (surface and deep acting) mediates the relationship between openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions and emotional exhaustion.
- 1.4.2.** What is the impact of openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions on adaptive performance?

- 1.4.3.** What is the impact of emotional labor (surface acting and deep acting) on emotional exhaustion and adaptive performance?
- 1.4.4.** Does emotional intelligence and masculinity moderates the emotional labor strategies (surface and deep acting)-emotional exhaustion relationship.
- 1.4.5.** Does emotional exhaustion mediates the emotional labor strategies (surface and deep acting) and adaptive performance relationship.

1.5. Significance of the Study

Researchers' have attempted on their part to identify both situational and dispositional antecedents of emotional labor but with limited number of variables. Only few studies have been published with respect to the relation between emotional labor and Big Five personality dimensions (Austin et al., 2008; Gosserand et al., 2005; Judge, Woolf, & Hurst, 2009; Monaghan, 2006; Zapf & Holz, 2006). For example, Monaghan (2006), Judge, Woolf, & Hurst (2009), and Zapf & Holz (2006) tested only few dimensions of big five personality traits such as agreeableness, extraversion and neuroticism. Thus, this study will be carried out to explore the relationship between Big Five personality traits (openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) and emotional labor and this will be the first theoretical contribution of the study.

Prior literature shows that different consequences are caused by using different emotional labor strategies, for example, stress, burn out, job satisfaction, job performance, work withdrawal etc (Beal et al., 2006; Diefendorff, Croyle, & Gosserand, 2005; Johnson & Spector, 2007; Stenross & Kleiman, 1989; Tolich, 1993). Moreover, as Thomas et al., (2010) argued that very few studies have been conducted to investigate the relationships among different types of proactive and adaptive performance constructs which is highly required to cope with changing and competitive environment , so this study will explore and examine the relationship between emotional labor-

adaptive performance relationship and this will be the second theoretical contribution of the study.

Various studies exist especially on emotional labor and emotional exhaustion on service providers' (Hargreaves, 2000a; Sutton & Wheatley, 2003; Wharton, 1993; Zhang & Zhu, 2008) yet hospitality sector is ignored or the literature is silent. So, the third theoretical contribution in the literature this study is going to address is a comprehensive theoretical and empirical analysis examining the mediating role of emotional exhaustion between emotional labor and adaptive performance.

It has been argued that when workers' experience emotional exhaustion, emotional intelligence can help reduce the negative impact of stress arising from emotional labor (Ciarrochi et al., 2002). According to Douglas et al., (2004) very few studies took emotional intelligence as a moderator, and less has been done to check the moderating effect of emotional intelligence on emotional labor and outcomes relationship. So, this thesis is going to examine the moderating role of emotional intelligence between emotional labor strategies and emotional exhaustion relationship.

Lastly, most empirical studies of emotional labor were conducted on nurses or school administrators; this study contributes to the existing body of knowledge about emotional labor by examining female staff of hospitality industry who deals with customers' "who are thought to be always right." This study will be the first study to investigate the impact of masculinity as moderator on emotional labor and emotional exhaustion relationship in the context of Pakistan. Therefore, this will be another contribution of the study by examining and understanding the problems faced by female staff in masculine culture country, their endurance associated with performing emotional labor and its related consequences and this will be the contextual contribution of the study.

1.6. Supportive Theories

1.6.1. Affective Event Theory (AET)

According to Weiss & Cropanzano (1996), there are several features of work environment such as job demands, job characteristics and requirements to display emotional labor which influence employees' emotions and their consequent behavior. These work events create emotional responses and affect work-related attitudes and behaviors such as job performance, and job satisfaction. According to AET workers performance and satisfaction is influenced by their emotional reaction to whatever happens to them on their job. For example, if work environment generates work events such as uncooperative colleagues, dual commands, layoffs, dealing with difficult customers and conflicting goals etc produces negative reactions. On the other hand, if there is supportive supervision, cooperation among coworkers, chances of personal growth, goal attainment etc generates positive reactions. But workers' reactions to these work events are also influenced by their personal dispositions (personality and moods). A person who is not emotionally stable responds solidly to negative events as compared to those who are emotionally stable. The AET (Weiss & Cropanzano, 1996) provides a theoretical justification regarding the trait dispositions as an antecedent of emotional labor because it can influence the intensity of affective reactions to events that occur at work. Additionally, the AET also supports mediating role of emotional labor and its effects at work place behaviors and outcomes because job requirements for emotional labor affect work attitudes and behaviors.

Grandey (2000) was the first to propose that affective events may serve as situational cues and influence employees' "emotional labor strategies". According to her, when an event creates emotions which are distinct from the organizationally required emotions, employee may need to exert much effort into emotional regulation activity. On the other hand, if the event results in emotions which are identical to that required by organization, then employee may have less trouble in managing his/her emotions.

1.6.2. Conservation of Resource Theory (COR)

Conservation of resources theory (Hobfoll & Freedy, 1993) provides a theoretical explanation for why and when, emotion labor with customers contributes to emotional exhaustion (Brotheridge & Lee, 2002). Jobs which requires face-to-face contact/interaction demands greater regulation of emotions as one has to regulate both vocal as well as facial expressions thus results in emotional dissonance. Similarly, in emotional labor process, few intimidations to personal socio emotional resources can be reacting to role requirements, exerting effort, energy to complete task and to perform both types of emotional labor (Lee & Ashforth, 1996). According to COR theory, threat to personal resources (objective and psychological) or actual loss of personal resources results in anxiety and depression which heightens physical as well as psychological problems and ultimately results in exhaustion (Hobfoll, 2002; Hobfoll & Freedy, 1993). Conflict with customers, physical or verbal aggression are interpersonal stressors and are major cause of anxiety and stress because it directly hits an individual's self-esteem and self-worth thus causes greater distress and despair than other stressors (Almeida, 2005). In the same way, when service providers' are mistreated by customers and clients results in burnout (Van Jaarsveld et al., 2010). As front-line service providers are required to suppress their negative emotions, but their persistent emotional regulation/ management leads towards net loss of resources. Because extra effort, energy and attention are required to suppress negative emotions thus results in psychological problems and reduced motivation (Richard & Gross, 1999).

As persons sense that they don't have enough emotional resources to cope with stressors emotional exhaustion occurs (Hobfoll, 1989; Lee & Ashforth, 1996). In addition, COR theory states that when individuals due to resource loss face discomfort, they strive best to minimize losses by adopting some coping mechanisms. Leiter (1991) argued that coping mechanisms carried out by exhausted individuals are avoidance or withdrawal to stop depletion of resources. Workers' can use surface acting or deep acting to deal with situation (Hochschild, 1983). When workers' modify their expressions through surface acting results in depletion of resources and finally leads towards burnout (Bono & Vey, 2005; Gross, 1998). When workers purposely control self to regulate emotions, it requires effort thus mental resources are depleted (Baumeister et al., 1998). When workers use surface acting as a coping mechanism, they need to

continuously monitor actual and desired emotions, have to apply nonstop effort for accurate emotional display thus drains mental resources which increases strain and reduces well-being (Grandey, 2003). As a result, Lee & Ashforth (1996) argued that emotional exhaustion leads towards increased turnover and reduced job satisfaction and performance.

LITERATURE REVIEW

CHAPTER 2

2. LITERATURE REVIEW

2.1. Emotional Labor

In everyday life people often come across many situations where they have to suppress their true feelings and display emotions which are socially approved and accepted. People feel certain pressure internally as well as externally to control and monitor their feelings and expressions. When a person regulates his/her emotions to act in accordance with social norms this is known as “emotion work” (Hochschild, 1990). According to Hochschild (1983), such emotion regulation to fulfill organizational norms is called “emotional labor”- emotional labor refers to the regulation of emotions and emotional displays as part of the work role. When employees intentionally manage the display of their emotions for influencing others’ response is referred to as emotional labor (Hochschild, 1983). She made distinction between emotion work and emotional labor by simply entailing that “emotion work” is carried out in private context which is unpaid and “emotional labor” is paid. Moreover, she mentioned that both constructs are almost same somehow this distinction helps in appraising what and why someone is doing. From Hochschild’s perspective, emotional labor was found to be employer driven in which workers regardless of their original feelings and emotions are directed and expected to display approved emotions. In other theoretical perspectives, Hochschild’s (1983) emotional labor view where it serves as a mean to increase profitability at the cost of an individuals’ wellbeing was highly criticized and challenged (Ashforth & Humphrey, 1993). Yet Hochschild’s original conception of emotional labor has been greatly recognized and served as a basis for emotional labor research to date. Since the origin of the emotional labor concept by Hochschild (1983), numerous researchers conceptualized emotional labor differently. Four major perspectives with distinctive features of emotional labor are:

2.1.1. Hochschild's Perspective

Arlie Hochschild (1983) first coined the term in her book, "The Managed Heart". Before this she argued that people at the workplace and at home (keeping in view particular situation) can create or prevent their feelings and emotions in order to make them accordingly suitable (Hochschild, 1979). Later in 1983, her investigation was based upon Goffman's (1959) work which demonstrates that in entire social interaction (including interactions inside organization) individuals perform certain roles and attempts to impress others. Hochschild (1983) considered Goffman's work limited as he only inspected workers' outward display of emotions to produce accurate impression on customers/clients. Hochschild found it necessary to not only explore workers' management of emotions at surface level but also at a deeper level. Her inspection mainly centered on flight attendants. She discovered how flight attendants in order to meet organizational expectations and to deal with passengers adjust and exhibit required emotions. Flight attendants are required and expected to show certain emotions for example, they have to show friendliness, greet passengers with smile, and calm down all those passengers who have fear of flying etc and also applicable for demanding customers. As emotions are personal and when organizations demand certain emotional expression for wage, this must be essentially unpleasant as well as stressful Hochschild (1983). Hochschild's main argument was that as emotions of service employees were now authorized by their organizations so management of emotions for them was harmful as it negatively impact employees' well-being. She confirmed that organizations have developed and specified certain "feeling rules" in order to identify appropriate behavior. These organizational rules entailing rules regarding appropriate behavior are known as "display rules" (Ashforth & Humphery, 1993; Rafaeli & Sutton, 1987). Hochschild (1983) argued that organizations' impose workers' to obey these display rules consequently they experience self-estrangement and self-alienation which results in anxiety, depression and emotional exhaustion.

In situations where felt emotions do not match with display rules, the workers can choose one of two options. They can put up with display rules by controlling their inner feelings and emotions by performing surface acting or deep acting (Hochschild, 1983). Deep acting involves aligning feelings and emotions to conform to display rules. Deep actors try to actually experience

required emotions to be displayed. On the other hand in surface acting, workers' put on a mask in order to display emotions in accordance with display rules and requirements thus experience emotional dissonance (Hochschild, 1983). Surface actors align their emotional display just to keep the job not to serve customer or the organization. In certain occupations, it is least required to suppress positive emotions as compared to suppress negative emotions (Diefendorff & Richard, 2003). But suppression of positive or negative emotions results in undesirable outcomes as both requires effort, continuously monitoring, regulation and control. Thus, Hochschild (1983) concluded that managing emotions is an effortful activity which is detrimental for workers' health and well-being. Besides this, she categorized the jobs on three characteristics in order to operationalize emotional labor .i.e., a) there should be vocal or facial contact with the customers/clients, b) workers' are required to create an exciting state in public, c) there should be organizational rules to regulate workers' display of emotions. It means that these three requirements should be fulfilled to operationalize emotional labor. Hence, almost majority jobs which provide services to customers/clients require some amount of emotional labor. As Sharpe (2005) argued that every job which involves interaction demands emotional labor. However, the second characteristic which requires creating an emotional state in public specifies that employees are required to manage self-emotions as well as emotions of customers/clients. For this reason, employers' may exercise control on workers' emotion management activities (Hochschild, 1983). Employers' can use different formal as well as informal ways to indicate appropriate procedures entailing emotion management as they need to ensure service quality provided to customers' which in turn benefits the organization in the long run.

As Goffman's (1959) work was considered as a remarkable precursor to Hochschild's theory of emotional labor. From this dramaturgical perspective, Goffman (1959) argued that interaction with customers in the service providing organizations' may possibly considered as a theatre, where workplace can be supposed as a stage where employees serve as actors and customers' are regarded as audience. Here emotional labor can be considered as a type of impression management, where workers' strive best to regulate their behavior to put a positive impression on others (customers) in order to get constructive perceptions and develop positive image about them and their organization (Grove & Fisk, 1989).

Despite its popularity Hochschild's (1983) conceptualization of emotional labor has been criticized by researchers'. For instance, numerous researchers' asserted that Hochschild only presented negative picture of emotional labor (Rafaeli & Sutton 1987; Wharton & Erickson 1993). She has been criticized for taking emotional labor as uni-dimensional construct (Morris & Feldman, 1996). Moreover, she criticized for overestimating the control of management on workers' emotions (McClure & Murphy, 2007). Despite criticism Hochschild's original conception of emotional labor served as a basis for numerous researchers work to date. For the current study, we too adopted Hochschild's (1983) conception of emotional labor. As in her recent studies, she expanded her earlier work by exploring other occupations mainly health care, funeral directors plus wedding planners (Hochschild, 2003b; 2010) where she did not refined her original theory as the notions regarding surface deep acting remained same.

2.1.2. Ashforth & Humphery's Perspective

According to Ashforth & Humphery (1993: 90), "the act of displaying appropriate emotions", is called emotional labor. According to them, emotional labor and impression management can be same as in case of impression management workers try to change perceptions of others about themselves by portraying a positive impression on them and they do this by engaging into surface and deep acting for appropriate emotional display. Hochschild (1983) depicted two ways: surface acting and deep acting by which employees manage their emotions, Ashforth & Humphery (1993) included "genuine acting" as a third method to manage emotional expressions. According to them, there can be genuinely felt emotions to display organizationally required emotions and these emotions thus leads towards positive outcomes which contradicts from earlier associated negative outcomes of emotional labor (Hochschild, 1983). They provided an example to demonstrate natural emotions. According to them if a nurse display empathy towards patients (sick children), this type of emotional display by them is natural where they need not to extract such emotion to meet display requirement as it happens in the case of deep acting. This example also helps them differentiate genuine emotions from surface acting as workers are not required to display fake emotions.

Moreover, Ashforth and Humphrey (1993) emphasized that both strategies (surface and deep acting) proposed by Hochschild (1983) entails effort however when employees employ these strategies on routine and repetitive basis, these strategies thus evolve as an effortless activity. So, expression of actual emotions as well as emotional labor when performed as routine both are effortless causing fewer negative affect as thought earlier. In addition, Ashforth & Humphrey's (1993) also considered to entail positive emotional labor outcomes. According to them, one major reason for their operationalization of emotional labor construct as an observable behavior is that actual/genuine behavior influences customers. Despite this fact that they acknowledged negative effects of performing emotional labor, they stressed on positive effects of expression of genuine emotions on task effectiveness, performance as well as self-expression. They hold this version that expression of genuine emotions is perceived as more sincere so results in positive outcomes.

Ashforth & Humphrey (1993) took emotional labor differently and viewed it as an observable behavior rather than internal feelings and emotions management so they did not focus on real procedure of surface and deep acting. Additionally, the outcomes of emotional labor (positive or negative) are based on the personal as well as social identity of worker moreover his/her alignment with the role (Ashforth & Humphrey, 1993). Based on theory of social identity, they stressed that worker's identification with the role makes it easier and enjoyable for them to comply with emotional display requirements thus requires less effort and leads towards performance. According to them, workers' identify with their organizations makes them to naturally express emotions thus are not required to act. Moreover, when workers routinely carry out their job responsibilities and requirements including emotional expression, they automatically internalize their role.

2.1.3. Morris & Feldman's Perspective

In contrast to Ashforth & Humphrey (1993), Morris & Feldman (1996) squabbled that despite the fact that employees feel genuine emotions even though they exert effort to express emotions in a manner desired by the organization. Morris & Feldman (1996: 987), thus defined emotional labor as, "the effort, planning, and control needed to express organizationally desired emotion

during interpersonal transactions” is known as emotional labor. According to them emotional labor requires both effort required to show appropriate emotions as well as organization’s expectations from workers regarding interaction with their clients. Moreover, Morris & Feldman (1996) emphasized that individual characteristics as well as work related environmental factors helps determine expression of emotions. According to them, though people have control on their emotions even then appropriateness of their emotional display is controlled and influenced by environmental factors. In their model, they proposed work related factors such as routineness of task and interactions as well as display rules influencing emotional labor.

Morris & Feldman (1996) proposed four dimensions of emotional labor which are: frequency of display of emotions; attentiveness required to display rules; variety of emotions required; and emotional dissonance. According to them, the greater the frequency of display of emotions, the greater workers’ experience emotional labor; high attentiveness to display rules demands more physical as well as psychological energy; wide range of emotions (variety) leads towards more emotional labor and lastly the greater the conflict between actual and organizationally required emotions (Middleton, 1989) greater will be emotional dissonance means greater need to manage and control emotions to conform to display rules. Likewise, incongruence between display rules/requirements and feelings/emotions requires more emotional labor (Morris & Feldman, 1996).

Besides dimensions, Morris & Feldman (1996) proposed potential individual, job and organizational characteristics as emotional labor antecedents. Gender, positive and negative affectivity serves as individual related antecedents of emotional labor. They hypothesized that individuals’ who score high on negative affectivity undergo high levels of emotional dissonance when the requirement is to display positive emotions because there is incongruence between felt and desired emotions (Morris & Feldman, 1996). Task-routineness and job autonomy were job related antecedents of emotional labor. It has been hypothesized that high job autonomy is negatively correlated with emotional dissonance as high autonomy in job gives one full control over activities and procedures as well as interpersonal style which helps reduces dissonance (Morris & Feldman, 1996). Explicitness of display rules and close monitoring were considered

as organizational antecedents of emotional labor which were hypothesized as positively connected with frequency of display of emotions.

Morris & Feldman (1996) tested their proposed model, while conducting this study; they operationalized emotional labor with frequency of interactions required, duration of emotional display during interactions and emotional dissonance. They found that there is positive connection between task routiness and frequency required to display emotions and emotional dissonance moreover, found a negative correlation with duration of emotional display. In addition, found a positive association between frequency of emotional display and power of role recipients and a negative association was found between job autonomy and emotional dissonance. Their proposed dimension of emotional labor ‘emotional dissonance’ contributed to the majority of variance regarding emotional labor consequences showing a positive connection with emotional exhaustion and negative association with job satisfaction (Morris & Feldman, 1997).

2.1.4. Grandey’s Perspective

Drawing from Hochschild’s (1983) work, Grandey (2000) projected a job characteristics integrative model of emotional labor. She supported Hochschild’s (1983) notion regarding emotion regulation can be carried out by engaging into surface and deep acting. Moreover, she stressed that job characteristics such as frequency of interactions, duration of interactions and variety of emotional display proposed by Morris & Feldman (1996) considered as emotional labor antecedents more appropriately. Also, Ashforth & Humphery’s (1993) conceptualization of emotional labor as observable expression of emotions more appropriately serves as emotional labor goals. According to Grandey (2000: 97) “the process of regulating both feelings and expressions for organizational goals” is called emotional labor. Ashforth & Humphery (1993) focused on observable behavior and their exhibition, Morris & Feldman (1996) incorporated situational characteristics while Grandey (2000) incorporated individual (gender and emotional expressivity), organizational (coworkers support) as well as situational factors.

Grandey's model entails individual as well as organizational factors moreover situational cues that may threaten the process of emotion regulation and emotional labor consequences in long run. In her model, Grandey (2000) proposed gender, emotional intelligence; emotional expressivity and affectivity serve as individual difference emotional labor antecedents. As well as job autonomy, coworkers' plus supervisor's support serves as organizational factors that may facilitate or hinder emotion regulation process. Furthermore, she proposed display rules, frequency and duration of emotional display and emotional events as main situational antecedents of emotional labor. According to her, emotional events determines how much an employee perform emotional labor, because if produced emotional response conflicts with organizationally desired and required emotional response then worker to perform effectively need to experience emotional labor.

Her main contribution is that she emphasized the significance of engaging into surface acting and deep acting to perform emotional labor. According to her three benefits are associated with conceptualizing emotional labor by engaging into surface and deep acting (Grandey, 2000). First, by considering both strategies (surface and deep acting) at poles apart to perform emotional labor, one can easily capture both positive and negative emotional labor outcomes. For example, performing surface acting individuals' may undergo dissonance thus negatively impacts their level of satisfaction on the job, on the other hand engaging in deep acting individuals' display appropriate emotions which gives them feeling of personal accomplishment as a result impacts positively on their job satisfaction. This contradicts with previous thoughts where only negative outcomes were associated with emotional labor in studies conducted by Hochschild (1983) & Morris & Feldman (1996). Grandey (2000) concluded that surface acting leads to negative outcomes and deep acting leads to positive outcomes. Second, as emotional labor requires internal emotion regulation this recommends that skills required to perform emotional labor can be learned. So, in order to respond appropriately to specific situations employees' can be trained to manage and regulate their emotions. For instance, as deep acting is considered as most appropriate strategy which enhances service quality, so employees can be trained to perform deep acting. But the choice of appropriate strategy depends on characteristics of situation. So, cautions should be taken regarding either to engage in surface or deep acting.

Lastly, this conceptualization of emotional labor has roots in emotional regulation model proposed by Gross (1998a; 1998b) which starts with emotional cues leading towards behavioral, experiential as well as physiological tendencies which helps develops emotional responses. This theory of emotion regulation where emotional regulation means “the processes by which individuals influence which emotions they have, when they have them and how they experience and express these emotions” (Gross, 1998a, p. 275). Consequently, Gross (1998b) proposed two processes of emotional regulation: “antecedent-focused process” which leads emotion as one regulates/appraise situation first (analogous to deep acting) and “response-focused process” which entails aligning emotional expression as one do in surface acting (Grandey, 2000). Gross (1998b) proposed four antecedent-focused strategies such as situation selection, situation modification, attentional deployment and cognitive change. ‘Situation selection and situation modification’ can be used to change the situation and latter two by changing one’s focus of attention (attentional deployment) and situation reappraisal (cognitive change)’ can help in changing others’ perception regarding situation. Response-focused regulation of emotion is alike surface acting where one manages his/her observable behavior (Grandey, 2000).

Despite the fact that researchers’ conceptualized emotional labor differently but the fundamental theme for all of them is same: workers can manage and control their emotions and expressions on the job. Thus, emotional labor involves the expression of organizationally desired emotions to attain desired goals/ objectives of the organization consequently this effort (labor) of workers’ is paid.

2.1.5. Display Rules

Service providers represent the organization to the public thus are required to manage their impressions. For this reason certain display rules are developed to follow. Workers’ regardless of their true feelings and emotions have to adhere to display rules and requirements. Hochschild (1983) argued that organizations specified and developed a set of “feeling rules”- rules by which people identify what is the appropriate behavior. These organizational rules are most appropriately known as “display rules” because they referred to observable behaviors (Ashforth & Humphery, 1993; Rafaeli & Sutton, 1987). According to them, workers’ have to control their

internal feelings and emotions while displaying expressions. Liberal as well as uncontrolled display rules might be challenging for the organization because inappropriate display of emotions can lead towards adverse outcomes. So, organizations find it essential to regulate and control their employees' emotional expression.

Organizations' manage and control emotional expression of their workers by certain formal and informal means (Mann, 1997). These means are referred as display rules. According to Lee & Ok (2014) and Wijeratne et al., (2014) in certain settings, the norms regarding expected and appropriate behavior are called display rules. These display rules are standards of behavior which depicts appropriate emotions as well as their expression (Ekman, 1973). According to Diefendorff & Richard (2003), unwritten social norms and formal job requirements regarding expression of emotions helps develop these display rules. Display rules ensure positive customers' reaction and retention (Tsai & Huang, 2002), keep harmony in organizations (Cropanzano et al., 2004), resolve intra-group conflict (Cox, 2003), and reduce conflict associated with relationship and task (Yang & Mossholder, 2004). A fundamental thought is that organizations' suppose and require workers' to demonstrate specific emotions as part of their job task and align their felt and displayed emotions to conform to display requirements.

2.1.6. Dimensions of Emotional Labor

There has been different point of views regarding the dimensions of emotional labor or what constitutes emotional labor. In this regard, Hochschild (1983) suggested two main dimensions of performing emotional labor which are surface acting and deep acting. She also proposed 'passive deep acting' which occurs when individual automatically manages his/her emotions without any conscious effort to conform to display requirements and 'active deep acting' which occurs when an individual intentionally manage his/her inner feelings and emotions to conform to display requirements. For example, frontline service providers' may feel annoyance in order to deal with demanding customer but engage in active deep acting by intentionally considering that he/she may have health or any other problem as a result their feelings of annoyance changes into sympathy for that customer. On contrarily, if front-line service providers' engages in passive deep acting to handle demanding customer they may unconsciously change their feelings of

annoyance into sympathy for customer as here emotion management is automatic. However, Hochschild (1983) suggest that there is an element of acting in passive deep acting.

Ashforth & Humphery (1993) holds same opinion for passive deep acting. They proposed that there can be situations where individuals apply and express their natural emotions instead of acting. For example, front-line service providers' may genuinely feel sympathy for a customer who has the fear of using elevators. In this case, they need not to involve in emotion management by engaging in surface or deep acting to show sympathy for customer. From this perspective, they proposed 'genuine acting' as a third dimension of emotional labor. A study conducted by Tews & Glomb (2003) excluded deep acting from emotional labor dimension however supported expression of genuine emotions as emotional labor dimension. Moreover, Diefendorff et al., (2005) too supported Ashforth & Humphery (1993) point of view that expression of genuine emotions can be third option for employees to meet display requirements imposed by the employer. Contrarily Mann (1999) argued that expression of genuine emotions do not involve feelings of emotional dissonance, so cannot be considered as third dimension of emotional labor. Moreover, Van Dijk et al., (2011) stressed that as genuine display of emotions does not call for managing one's emotions so cannot be taken as acting.

Morris & Feldman (1996) suggested four dimensions of emotional labor which are: i) frequency of interactions ii) attentiveness required iii) variety of required emotions and lastly iv) emotional dissonance. According to Morris & Feldman (1996) these dimensions can influence the associated outcomes. The most studied aspect of emotional labor dimensions is "*frequency of interactions*" required. Higher the frequency of interactions required, greater will be possibilities of experiencing emotional dissonance as well as burnout (Hochschild, 1983). As Zapf (2002) too confirmed that greater frequency of display of emotions and interactions involves greater exertion of effort. The effort required to carry out task is also determined by second dimension of emotional labor "*attentiveness*". Attentiveness to required display rules involves both 'duration' as well as 'intensity' of display of emotions. The greater attentiveness required to display rules demands greater mental as well as physical effort of workers' causing emotional dissonance. In a study of convenience store clerks Rafaeli (1989a) confirmed that shorter as well as scripted emotional display requirements need less effort. On the contrary, display of emotions involving

long duration demands huge effort. Hochschild (1983) reported that emotional display with longer duration necessitates huge stamina and greater attention. Moreover, Cordes & Dougherty (1993) supported that prolonged interactions with customers results in burnout. Regarding ‘intensity’ it has stressed by Morris & Feldman (1996) that higher intensity of an emotional display involves greater effort causing higher levels of emotional dissonance. Zapf (2002) too stated that stronger the intensity of an emotional expression consumes greater effort and results in increased emotional dissonance. As Morris & Feldman (1996) stated that tasks with extended interpersonal contact requires greater exertion of effort resulting in emotional dissonance.

Similarly, greater “*variety*” of emotional display requirement also involves greater effort as one has to conform to changeable display requirements (Ashforth & Humphery, 1993). In limited time period when there will be repeated shifts in emotional display then more planning and huge effort is required which exaggerate labor in emotion work (Ashforth & Humphery, 1993). Thus, the requirement to change types of emotional display according to situation entails careful planning and continuous monitoring of one’s behavior which drains psychological energy which can be major cause of emotional exhaustion. Morris & Feldman (1996) proposed the fourth dimension of emotional labor as “*emotional dissonance*”. The disparity between actually felt and required displayed emotions is referred as emotional dissonance (Middleton, 1989). Service providers often just to meet emotional display demands of organizations engage in emotional expressions which are not actually felt as a result experience emotional dissonance. According to prior researchers’ viewpoint emotional dissonance serves as a consequence of emotional labor instead of emotional labor dimension (Adelmann, 1989). Grandey (2000) too argued that emotional dissonance cannot be considered as the dimension of emotional labor because this is a state confronted by individuals when they feel discrepancy in actual and required emotions. Moreover she suggested that three dimensions frequency, variety and attentiveness proposed by Morris & Feldman (1996) can be emotional labor situational antecedents instead of emotional labor dimensions. So researchers’ considered emotional dissonance as antecedent and an outcome of emotional labor (Grandey, 2000; Van Dijk & Kirk, 2007).

Besides Kruml & Geddes (2000) proposed emotional effort and emotive dissonance as two main dimensions of emotional labor. They referred ‘emotional effort’ to Hochschild’s (1983) concept

of active deep acting and 'emotive dissonance' as surface acting and passive deep acting range from low to high emotive dissonance. They considered high emotive dissonance associated with high level of surface acting and low emotive dissonance associated with high level of passive deep acting. Chu & Murrmann (2006) also identified emotional effort and emotive dissonance as two dimensions of emotional labor (similar to Kruml & Geddes, 2000) but they suggested that two separate factors (surface & genuine acting) should be taken into account while measuring emotive dissonance instead of measuring as a composite factor.

The debate with regard to considering expression of genuine emotions as third emotional labor dimension is continuing. As for this thesis keeping in view studies carried out by Mann (1999), and Van Dijk et al., (2011) surface acting and deep acting are considered as emotional labor dimensions. Moreover, Brotheridge & Lee (1998; 2003) also supported surface and deep acting as dimensions of emotional labor. As both surface and deep acting contains an element of acting whereas, display of genuine emotions do not involve acting so cannot serve as a foundational part of emotional labor construct as described in this thesis.

2.1.7. Emotional Labor Strategies

For the most time, it is assumed that workers' don't feel positive as required by the organization (Parkinson, 1991). In order to produce required and desired affective emotional display they thus engage in acting (Hochschild, 1983). Individuals' can use different ways to regulate or manage their emotional display as desired by the organization. If employees' feelings do not match with the display rule, subsequently they energetically use one of various strategies of emotion regulation to show the required emotion (Diefendorff & Gosserand, 2003). According to Hochschild (1983), employees can engage in surface acting or deep acting. Nevertheless both surface/deep acting are inside bogus, and both involve effort (Ashforth and Humphrey, 1993), they stand for different purposes. Moreover, both strategies can be useful in managing emotional display yet both serve different aims and targets (Grandey, 2003).

2.1.7.1. Surface Acting

In surface acting, workers' do not amend their displays and/or align inner feelings, simulate the emotions that are not actually felt thus experience emotional dissonance or tension (Hochschild, 1983). When workers act on the surface they just transform their outward appearances by changing their facial expressions or voice tone or gestures to exhibit organizationally required emotions. For example, front-line employee of hotel has to smile to welcome customers despite that he/she is not feeling good. Thus, surface acting is "faking in bad faith" (Rafaeli & Sutton, 1987). The employee conforms to the display rules to keep the job, not to help the customer or the organization.

As argued before, surface acting and response-focused approach to emotion regulation are identical as both involves 'masking' as well as 'faking' in order to suppress real emotions and to act in accordance with display rules and requirements (Gross, 1998b). For example, suppression of negative feelings and emotions (masking) as well as being courteous (faking) may help a sales clerk to respond a particular situation as desired by organization. Here a sales clerk by putting on mask and pretending to be sympathetic to customers' needs may fake his/her emotions as organizational display rules dictate the avoidance of expression of negative emotions. This allows employees to be consistent with display rules only; it may not help in reducing associated emotional dissonance.

In addition, Gross & John (2003) indicated that surface actors need to suppress emotions as a result experience more negative emotions which causes emotional dissonance. Moreover, it mainly decreases one's expressive behavior and do not help in reducing subjective experience causing an increase in physiological responding. In a laboratory research of Butler et al., (2003), they also depicted that suppression of emotions extort cognitive cost thus contributes to increased physiological response. Furthermore, people who engage in surface acting gives undesirable outcomes as they experience and express more negative emotions than deep actors (Gross & John, 2003). Additionally, on the basis of Hochschild's (1983) & Grandey's (2000) arguments, inauthenticity and emotional dissonance feelings are caused by engaging in surface acting and frequent engagement in surface acting causes individuals' to experience estrangement

thus they develop depressing thoughts about their job. Furthermore, engaging in surface acting might cause feelings of mismatch as well as inauthenticity which adversely affect employees' well-being (Sheldon et al., 1997).

Literature speaks of the fact that though engaging in surface acting helps in accomplishing tasks successfully it is detrimental for employees health and well-being as when one experiences negative emotions on continuous basis can result in physical illness like asthma, cancer and cardiovascular diseases (Florin et al., 1985; Gross, 1989; Guyton & Hall, 1997). In addition, surface acting has been related to many different negative outcomes for example, according to Hochschild (1983) surface acting increased depression and reduced self-esteem, Grandey (2003) found that surface acting elevated level of stress among workers'. Because, surface acting entails huge amount of resource expenditure as it requires continuous monitoring and change in one's emotions to conform to display requirements (Grandey, 2003; Gross, 1998b). Related, when one attempts to suppress negative emotions it would likely to increase invasive reappearance of thinking which intensify emotionality (Wegner, 1994). As surface acting involves psychological effort to comply with display rules, surface actor continuously experiences an internal tension and stress. Shulei & Miner (2006) concluded that there is negative connection between surface acting and performance moreover, between surface acting and self-authenticity as surface acting reduced performance as well as reduced self-authenticity. Austin et al., (2008) depicted that surface acting leads towards burnout.

2.1.7.2. Deep Acting

In deep acting, the actor strive his/her best to modify and align feelings to match the required displays, here actor attempts to actually experience the emotions one is required to display. In deep acting, inner feelings are changed to exhibit accurate emotions. Here individuals actively engage in expressing or suppressing emotion moreover use training or past experiences to summon accurate emotions (Hochschild, 1983). The purpose, then, is to seem real to the audience; thus "faking in good faith" is known for deep acting (Rafaeli & Sutton, 1987).

Based on Hochschild's (1983) & Grandey's (2000) arguments, the discrepancy between actual and felt emotions can be reduced by performing deep acting, because deep actors successfully modify their inner feelings which helps them manage customer interactions and gives them feelings of accomplishment and satisfaction. Gross (1998a) specified that deep acting helps in reducing expressive behavior as well as subjective experience thus does not lead to increase physiological responding. This strategy of emotion regulation gives results in accordance with prescribed display rules and workers who engage in deep acting on habitual basis experience and express more positive emotions than negative emotions.

As discussed earlier, deep acting and antecedent-focused emotion approach to emotional regulation are considered equivalent, the strategies of 'attentional deployment' and 'cognitive change' let workers' align their felt emotions according to display rules and requirements to express approved as well as authentic behavior (Gross, 1998b). For example, a sales clerk's focus on customers' needs instead of focusing on aggressive tone of customers' (attentional deployment) and analyzing the situation from customers' perspective (cognitive reappraisal) can help in reducing level of emotional dissonance. In the similar vein, Gross & John (2002) also stipulated that deep acting (antecedent-focused approach) entails emotional cues which helps in developing fully activated response tendencies thus need not to employ cognitive effort to regulate behavior.

Researchers associated deep acting with positive outcomes for example; Ashforth & Humphery (1993) concluded that there is strong connection between deep acting and task effectiveness, while Grandey (2000) found that deep acting increased job satisfaction as well as job performance. It has been argued that "faking in good faith" leads towards sense of self accomplishment which can be determined by the extent to which an employee identify with the organization (Ashforth & Humphery, 1993). Moreover, Zajonc (1985) indicated that positive display of emotions enhances employees' well-being as well as service performance (Grandey, 2003). Butler et al., (2003) and Grandey, (2003) also provided evidences regarding a positive connection between deep acting and service quality as well as job satisfaction and no association between deep acting and psychological stress.

2.2. Emotional Labor Antecedents and Outcomes

2.2.1. Consequences of Emotional Labor

As far as consequences of emotional labor are concerned Ashforth & Humphrey (1993) claimed that emotional labor has simultaneous effect. On one hand, by regulating interactions and preventing interpersonal problems, it can facilitate task performance. On the other hand, emotional labor negatively affects psychological wellbeing of employees.

2.2.1.1. Negative Consequences

Substantial research on emotional labor literature deals with unfavorable outcomes. In literature, burnout is the most cited outcome (Kahn, 1993) then job dissatisfaction is also most cited (Morris & Feldman, 1996; Grandey, 1999; Wharton, 1993). The previous literature on organizational behavior proposes that individual as well as organizational wellbeing is negatively affected by burnout as it was found a negative correlation between burnout and job performance and burnout and job satisfaction thus is detrimental to organizational wellbeing. Individual wellbeing is also negatively affected as burnout leads towards stress, depression and mental problems (Zapf, 2002). The most studied component of burnout is emotional exhaustion (Grandey, 2003; Morris & Feldman, 1996; Zapf & Holz, 2006) which refers to a state of depleted energy, is an explicit stress-related response that occurs among individuals who work with people and that is caused by the excessive and emotional demands (Jackson, Turner, & Brief, 1987). In this regard, a direct and positive correlation was found between dimensions of emotional labor and emotional exhaustion (Morris and Feldman, 1996). In her study, Grandey (2003) concluded a positive relation between surface acting and emotional exhaustion and no relationship between deep acting and emotional exhaustion was found. Martinez-Inigo et al., (2007) study also found similar results; they also concluded a significant relation between surface acting and emotional exhaustion however they proposed that emotional dissonance can help reduce this effect. Zapf & Holz (2006) found a significant relation between emotion work and emotional exhaustion, according to them organizations' requirements regarding expression of positive emotions, suppression of negative emotions, controlled interaction, sensitivity condition as well as emotional dissonance (emotion work) predicts emotional exhaustion.

The studies regarding other components of burnout (depersonalization and personal accomplishment) are comparatively rare. As emotional regulation requires much effort thus is stressful as a result in order to reduce its emotional affect, employees may isolate them from their customers (Grandey, 2000). A study of Police officers by Pogrebin & Poole (1995) mentioned by Grandey (2000) showed a negative relation between suppression of negative emotions and to be empathetic and connected with citizens. A significant positive correlation was found between surface acting and depersonalization moreover between suppression of negative feelings and depersonalization (Brotheridge & Grandey, 2002). Similar results indicating positive relation between surface acting, suppression of negative feelings and depersonalization were revealed by Naring et al., (2006). The last component of burnout (personal accomplishment) revealed mixed results. In this regard, Brotheridge & Grandey (2002) found a negative connection between surface acting and personal accomplishment, on the other hand a positive connection between deep acting and personal accomplishment. Their results were further supported by Zapf & Holz (2006) who found that sensitivity requirements and expression of positive emotions dimensions of emotion work has direct as well as positive effect on personal accomplishment.

Numerous studies were carried out to explore the relationship between emotional labor and job satisfaction. In this regard, empirical studies revealed somewhat mixed results. For example, Rutter & Fielding (1988) concluded that suppression of actual feelings and job satisfaction are negatively correlated. Morris & Feldman (1996) showed that emotional dissonance and job satisfaction are also negatively connected. Bulan et al., (1997) also reported negative relationship between job satisfaction and emotional labor. Conversely, Wharton (1993) concluded that job satisfaction and emotion work are positively related. Adelman (1995) found that employees' facial positive expressions help them to experience same feelings and emotions within themselves and as a result increases job satisfaction. Pugh (2001) too recommended that expression of positive emotions can help in affecting positively on customers' emotions which may increase sales and as a result increases job satisfaction. Moreover, Cote & Morgan (2006) found a positive correlation between expression of positive emotions and job satisfaction. These above mentioned contradiction in results can be because of the fact that the mentioned constructs

have been operationalized differently. The studies which took surface acting and deep acting distinct found surface acting having harmful consequences as compared to deep acting (Brotheridge & Lee, 2002; Judge, Woolf, & Hurst, 2009). In this regard, Hochschild (1983) and Grandey (2000) argued that surface actors experience emotional dissonance and their frequent engagement in surface acting causes them to depart themselves from their customers moreover they holds negative feelings about their job. Conversely, deep actors are better able to transform their feelings and emotions which help them to manage successful interactions with their customers and clients as a result experience job satisfaction.

In the long run, workers' withdrawal behaviors can be affected by their choice of an emotional labor strategy. In this regard Hochschild (1983) as well as Grandey (2000) argued that emotional regulation is stressful which stimulate workers' physiologically to leave job. Grandey (1999) reported frequent engagement in surface acting has significant as well as positive impact on intentions to quit and this also indicates mismatch between person and job (Grandey, 2000). Cote & Morgan (2002) too revealed a positive correlation between suppression of negative feelings and turnover intentions. Moreover, Chau et al., (2009) also supported the results by showing a positive relation between surface acting and intentions to quit the job.

Performing emotional labor can be harmful for individual wellbeing. In this regard, Schaubroeck & Jones (2000) laboratory research revealed that expression of positive emotions or suppression of negative emotions both involves effort which can be a major cause of somatic illness. It reduces immune system, develops cardiovascular diseases and also causes cancer (Cohen & Herbet, 1996; Friedman, 1989; Watson et al., 1984). Other negative outcomes in the literature are poor self-esteem, low self-efficacy, depression, cynicism, role alienation, self-alienation and drug or alcohol abuse which negatively effects on the psyche of individuals' (Ashforth & Humphrey, 1993; Hochschild, 1983; Fineman, 1993; Seeman, 1991; Wharton, 1993).

2.2.1.2. Positive Consequences

Though extensive literature on emotional labor has shown negative consequences, there are researchers' who talked about positive consequences of emotional labor that can be beneficial for

individuals' as well as organizations. From organizational point of view, when employees display emotions according to strict display rules increases their effectiveness on the job and quality of service (Ashforth & Humphrey, 1993), it can also increase sales volume and boost up performance of business (Rafaeli & Sutton, 1987). Moreover, Tsai & Huang (2002) argued that when there will be expression of positive emotions it leads to increase satisfaction among customers and helps to gain their loyalty. In other words provision of better service quality increases the likelihood that the customers will come back again to enjoy those services. From the individual point of view, financial rewards, increased satisfaction and security and decreased stress can be positive outcomes of emotional labor (Rafaeli & Sutton, 1987; Strickland 1992; Wharton, 1993).

Rafaeli & Sutton, (1987) also stressed that in some situations, emotional labor can bring positive outcomes. According to them, when there is alignment between felt and expressed emotions employees enjoys "emotional harmony", which shows that there is a fit between person and job. Wharton (1993) concluded that workers' of jobs requiring high emotional labor have greater job satisfaction than those jobs requiring less emotional labor. Adelman (1989) also found no adverse impacts of emotional labor on individual's well-being (psychologically) yet it advanced their satisfaction on the job. Goffman (1959) and Humphrey (1993) argued that, emotional labor not only lessens ambiguity it also facilitates in reducing levels of stress and advances job satisfaction. Stenross & Kleiman (1989) argued that when employees put into practice accurate emotional display, it not only generates pleasure and satisfaction but also improves job performance. According to Fisher (2000) when service employees frequently engage in deep acting to express positive emotions to their customers, they also start experiencing positive emotions which leads them towards satisfaction on job. Brotheridge & Grandey, (2002) also discussed positive consequences of emotional labor; according to them there were increased feelings of personal accomplishment among employees who perform emotional labor. Moreover, Hennig-Thurau et al., (2006) argued that authentic and deeply felt emotions by employees have differential impact on reactions of customers' than artificial emotional exhibition.

For front-line workers customers not only serve as stress producers they can be a major source of employees' pleasure and satisfaction (Tolich, 1993). In this regard, Shuler & Sypher (2000) indicated that customer interaction provides comic relief as employees (911 dispatchers) enjoy

and sometimes take advantage from emotional interactions with their customers. Likewise Rose (2001) study on working life of waitresses' revealed that doing something for a customer's enjoyment and pleasure was a source of satisfaction for some waitresses and some waitresses enjoyed interaction with people, helping them to fulfill their needs. Both above mentioned case studies indicates that emotional labor is not always harmful or bad public interaction, being focus of everyone's attention, feelings of pleasure and joy all carry rewards (intrinsic) for emotional labor employees.

There are contradictions regarding consequences of emotional labor, may be this can be because of fact that researchers' botched to incorporate individual factors which can help play main role in clarifying dissimilarities in the consequences (Rafaeli & Sutton, 1989). The significance of individual characteristics to determine the emotional labor consequences has been recognized and acknowledged by majority of researchers' (Rafaeli & Sutton, 1989; Wharton, 1999). In this regard, Pines (1982) argued that individual characteristics are unique and on the basis of those characteristics some employees like to work with people, helps them meet their needs etc.

2.2.2. Emotional Labor Antecedents

Like emotional labor dimensions and consequences its antecedents and outcomes also vary. There can be individual as well as situational factors that can influence how emotional labor is performed by employees (Hochschild, 1983). Despite the significance of individual characteristics as an antecedent of emotional labor, majority researchers explored only situational antecedents of emotional labor (Morris & Feldman, 1996). However, to great extent an individual's choice to perform surface or deep acting depends on their individual characteristics but very few have investigated the differential impact of these characteristics on emotional labor and its outcomes. Especially few studies explored the relation between emotional labor strategies and Big Five personality dimensions (Austin et al., 2008; Gosserand et al., 2005). Rest of the published studies explored only few dimensions of big five (Judge et al., 2009, Zapf & Holz, 2006). However, big five personality dimensions has been recognized and applied in various cultures and languages (Saucier et al., 2000) that's why different relationships have been investigated. In this regard, the relationship between dimensions of big five personality traits and

job performance was examined by Rothmann & Coetzer, (2003). Raja et al., (2004) explored the impact of employee personality on psychological contract. Nikolaou et al., (2007) inspected the association between big five personality dimensions and inducements regarding psychological contract. Alarcon et al., (2009) carried out a meta-analysis and revealed association between burnout components and personality. Likewise, Swider & Zimmerman (2010) also conducted meta-analysis among dimensions of personality, components of burnout and work outcomes. Moreover, Ehigie et al., (2012) inspected how personality dimensions and emotional intelligence affect frontline employee performance.

An individual's ability to express or hide true feelings is different and because of these differences people act differently in similar situations. For this reason, some persons are capable to hide their feelings and emotions on the other hand some people find it difficult to suppress their feelings. Moreover, because of differences in personalities, in order to perform emotional labor people adopt different coping strategies. So, there is impact of personality on emotional labor.

2.2.2.1. Big Five Model of Personality

In today's competitive environment and complex organizational settings personality factors' are considered as crucially important. As, an inappropriate selection of person (personality) can have detrimental effect. Since ancient times, researchers' attempted on their part to categorize personality into different types to comprehend and describe human behavior. After years of personality research, the researchers' moved towards consensus about personality traits taxonomy named as the "Big Five" dimensions of personality (Digman, 1990; Goldberg, 1993; McCrae & Costa, 1996). Lewis Goldberg in 1976 was the first who coined the term "Big Five" (Srivastava, 2008). There is joint agreement that there are five dimensions of personality which are openness to experience, conscientiousness, extraversion, agreeableness and neuroticism (Mount & Barrick, 1995). These dimensions best serves in understanding complete personality domain (Digman, 1990) moreover, can be helpful in describing differences concerning cognitions, affective states as well as behavior.

For instance, *Open individuals* are intellectually curious, complex, innovative, artistic, polished, and classy (Colquitt, 2009). People who are intellectually curious, who strive to explore and experience new are said to be openness to experience (Costa & McCrae, 1992). Highly open individuals are creative, imaginative, innovative as well as divergent thinkers (McCrae, 1987) as compared to those with low score who likes fix routines, narrow minded as well as unanalytical. According to Ivancevich et al., (2008) openness to experience people usually has wide range of interests as well as willingness to take risks. These people are broad-minded, curious, and artistic so love to work in an environment of change and innovation. High scorers of this dimension may experience deeper emotional states as they may become extremely happy and unhappy as compared to those who score low on this dimension. The six sub dimensions identified by Costa & McCrae, (1992) include fantasy, aesthetic sense, feelings, actions, ideas, as well as values.

Conscientious individuals are organized, persistent, hard worker as well as motivated to achieve goal (Barrick & Mount, 1991). Ivancevich et al., (2008) too characterized conscientious individuals as responsible, dependable, ordered, hardworking, and ambitious in contrast to low scorer who are lazy, unorganized, as well as incompetent. Moreover, Colquitt (2009) too associated trait adjectives like organized, dependable, trustworthy, determined as well as thorough with conscientious personality dimension. Costa & McCrae, (1992) identified six sub dimensions which include competence, dutifulness, achievement orientation, deliberation, order and self-discipline. Moreover, Costa & McCrae, (1992) labeled *Extraversion* as talkative, active, assertive, outgoing, and full of energy and have enthusiasm. The six sub dimensions of this personality dimension consist of assertiveness, warmth, sociability, activity, eagerness and positive emotions (Costa & McCrae, 1992). Individuals high in extraversion like working with people as they are person-oriented as well as approach optimistically, these are fun loving as well as affectionate. In contrast, low scorers are shy, quiet and reserved so prefers to spend much of their time alone. In addition to these trait adjectives Colquitt (2009) associated some more adjectives like bold, enthusiastic as well as dominant with this personality dimension. According to Ivancevich et al., (2008) high extraverts are jolly, outspoken and interactive thus naturally enjoy social interaction.

Agreeable persons are kind, helpful, understanding, supportive, well-mannered as well as warm (Colquitt, 2009). Agreeable individuals who score high are trusting, caring, cooperative as

compared to low scorers who are self-centered, doubtful, distrustful and manipulative (Digman, 1990). Ivancevich et al., (2008) too characterized agreeable people as courteous, forgiving nature, kind-hearted as well as caring. It means that individual who score high on this dimension can get along with others' very easily. These are actual team players' who can develop and maintain good as well as long lasting interpersonal relations (Neuman & Wright, 1999). The six sub dimensions of agreeableness identified by Costa & McCrae, (1992) refer to altruism, compliance, modesty, trust, straightforwardness and tender mindedness. Lastly, the individual differences concerning emotional stability represent *Neuroticism*. Neurotic individuals' are moody, unstable, anxious, unconfident as well as emotional (Colquitt, 2009). Costa & McCrae, (1992) associated neuroticism with shyness, insecurity, vulnerability, anxiousness as well as depression. Contrarily, emotionally stable individuals are calm, relaxed as well as secure as a result more able to control their feelings and emotions to handle stress. The sub dimensions of neuroticism identified by Costa & McCrae, (1992) are six which include impulsiveness, vulnerability, self-consciousness, anxiety, hostility and depression. Moreover, Ivancevich et al., (2008) too elaborated that highly emotional stable people are calm, composed, confident as well as secured. On the other hand, low scorers are insecure, anxious, worried as well as depressed as a result experience anxiety and stress.

2.2.2.2. Big Five Model of Personality and Emotional labor

2.2.2.2.1. Openness to Experience and Emotional labor

As discussed earlier, open individuals are intelligent, creative, broad minded, imaginative, curious, artistically sensitive and cultured (Barrick & Mount, 1991). Highly open individuals value their own ideas and experiences whereas, low scorers of this dimension does not like routines. In particular, this personality dimension is associated with one's emotional processes as high scorers might more suffer from deeper emotional states of happiness and sadness as compared to individuals who score low. Ashforth & Humphery (1993) argued that emotional labor can either facilitate openness individuals' task or constrain it as discrepancy between actual and displayed emotions leads toward anxiety, distrust as well as depression etc. This is why openness individual's characteristics are not appropriate for service providing as they are not

capable to conceal their true feelings and emotions most of the time (Prentice, 2008; Smith & Canger, 2004). Austin et al. (2008) established no correlation between openness to experience and emotion regulation. So, more emotional labor is faced by these persons', as they are incapable to adjust the required emotions during the interpersonal relations and transactions. On the basis of above arguments we hypothesize that:

H1a: Openness to experience is negatively associated with surface acting.

H1b: Openness to experience is negatively associated with deep acting.

2.2.2.2.2. Conscientiousness and Emotional labor

Very few studies have explored the association between conscientiousness personality dimension and strategies of emotional labor. As mentioned earlier, conscientious individuals are careful, dependable, hard-working, dutiful, problem solver, organized, responsible, determined, and achievement oriented (Digman, 1990; Peabody & Goldberg, 1989; Prentice, 2008; Smith & Canger, 2004; Zellars et al., 2000) and, as a consequence inclined to execute well, irrespective of their occupation (Barrick & Mount, 2005). Conscientious individuals approach their work roles carefully and strive hard to alter their inner feelings to have a better display and experience (Grandey, 2000). These people may demonstrate larger dedication to display rules expressions in order to congregate organizations expectations and act dutifully. These individuals are problem solvers so good in interpersonal relations and transactions thus need a smaller amount of effort to align inner and displayed emotions and repress unconstructive emotions.

According to Diefendorff et al., (2005) because of two characteristics of conscientious individuals (responsibility and care) they are capable to adhere display requirements to fulfill organizations' expectations by delivering authentic and sincere emotions. Hence, these individuals are expected to engage in deep acting instead of displaying fake emotions (surface acting). This argument has been supported as the results depicted a negative relation between conscientiousness and surface acting. Austin et al., (2008) also reported and supported similar type of results. Consistent with the point of views mentioned above, it is generally expected that these individuals do not display fake emotions as it may threaten their personal success because

it may damage their service quality and interactions resulting in a cut in performance on the job. Thus, they rarely act on the surface. Contrarily, they know that display of positive emotions increases their quality of service and lead towards positive feedback and outcomes, so often perform deep acting. Thus, it can be hypothesized that:

H2a: Conscientious is negatively associated with surface acting.

H2b: Conscientious is positively associated with deep acting.

2.2.2.2.3. Extraversion and Emotional labor

A limited number of studies explored the link between extravert personality dimension and emotional labor (Austin et al., 2008; Diefendorff et al., 2005; Judge et al., 2009). As discussed earlier, extraverts are outgoing, talkative, sociable confident, expressive and as a result during their interactions with customers or clients naturally experience positive emotions (Barrick & Mount, 2005) and are not much emotionally exhausted as compared to introverts (Judge et al., 2009). Tan et al., (2003) also concluded that extraverts positively display facial expression of emotions. According to John (1990), McCrae & Costa (1991) extraverts may not need to display fake emotions and are considered as good performers in interacting with others (Mount, et al., 1998; Smith & Canger, 2004). So, they require fewer efforts to demonstrate positive emotions in carrying out their work roles.

Diefendorff et al., (2005) inspected an association between extravert personality dimension and emotional labor. Their hypothesized relation between extraverts and surface acting was supported as results depicted a significant negative association between them. Contrarily, they are unable to find any relationship between extraversion personality dimension and deep acting. Likewise, Austin et al., (2008) also concluded that the relationship between extravert dimension of personality and surface acting was negative. Moreover, Judge et al., (2009) inspected the relation between work outcomes and strategies of emotional labor with moderating role of extraversion and established an insignificant yet negative connection between this personality dimension and surface acting. Extraverts are by nature enthusiastic and optimistic (Costa & McCrae, 1992), thus enjoy experiencing positive emotions as a result they display

actual feelings not fake emotions. In the line with above mentioned studies and arguments, it can be expected that:

H3a: Extraversion is negatively associated with surface acting.

H3b: Extraversion is positively associated with deep acting.

2.2.2.2.4. Agreeableness and Emotional Labor

As stated earlier, agreeable individuals are being, tolerant, flexible, courteous, good-natured, trusting, co- operative, forgiving and caring (Barrick & Mount, 1991). According to McCrae & Costa (1991), such individuals are better able to build and retain positive relations, these are significantly provoked to help others and establish honest and respectful relations with others. Their trusting and forgiving nature helps them to develop jointly satisfying relations with their customers. Nevertheless, agreeable individuals were positively correlated with emotional labor (Austin et al., (2008). Thus, agreeable individuals require a smaller amount of emotional labor in managing of emotions.

Tobin et al., (2000) concluded that individuals who are categorized as agreeable are more likely to manage and control their emotions. They indicated that highly agreeable participants were more agree to regulate their emotions as compared to low agreeable participants. In their study, Diefendorff et al. (2005) took 297 undergraduate students to affirm hypotheses regarding a significant and positive relation between agreeableness personality dimension and deep acting. They indicated that high agreeable individuals exert more effort in emotional regulation as they have to move along with other people. Moreover, these people know side effects of expressing inappropriate and dishonest emotions so might engage in deep acting. The result of their study confirmed projected hypotheses as a significantly positive connection was found between agreeableness and deep acting. In addition, Monaghan (2006) too explored an association between agreeable personality dimension and frequency and perceived difficulty of performing emotional labor. Their results revealed a significant connection between them. These above affirmed arguments compel us to hypothesize that:

H4a: Agreeableness is negatively associated with surface acting.

H4b: Agreeableness is positively associated with deep acting.

2.2.2.2.5. Neuroticism and Emotional Labor

As already stated, neurotic individuals are anxious, nervous, insecure, tense, depressed, worried, angry and embarrassed (Barrick & Mount 1991; McCrae & Costa 1985; Norman 1963). Individuals who are highly neurotic display negative emotions and experience more stress and anxiety. So, these people need more energy, effort to hold back negative emotions and to display positive emotions. Moreover, may get difficulty in managing and handling stress related with negative events with customers (Tan et al., 2003). Numerous researchers analyzed the impact of negative as well as positive affectivity on emotional labor strategies and found a positive relationship between surface acting and people who feel negative i.e. negative affectivity (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003; Gosserand & Diefendorff, 2005; Monaghan, 2006).

In this vein, Diefendorff et al., (2005) suggested to utilize negative affectivity for neuroticism to achieve similar results. Zapf & Holz (2006) argued that both negative affectivity and surface acting can be equated. A study conducted by Diefendorff et al., (2005) also support above mentioned arguments as they also found that there is a significant positive relationship between neuroticism and surface acting and depicted that neuroticism and deep acting was negatively and insignificantly related. In addition, Austin, et al. (2008) found that neuroticism and emotional labor are positively related, so service sector is not appropriate for these persons. Moreover, these individuals find difficulty in managing and regulating emotions required by organization. Moreover, Cheung & Tang, (2009) argued that someone who is unstable emotionally find it more difficult to change their inner feelings. Thus, they perform extra emotional labor in managing their emotional expression.

On the basis of arguments stated above it can be expected that highly neurotic individuals' encounters negative feelings and emotions as a result have to suppress them while interacting with customers, so fake emotions. On the other hand, deep acting entails management of inner

feelings and emotions and highly neurotic individuals find it hard to manage their feelings appropriately so can go towards emotional deviance instead of regulating them. So, it can be hypothesized that:

H5a: Neuroticism is positively associated to surface acting.

H5b: Neuroticism is negatively associated to deep acting.

2.2.3. Adaptive Performance

As environment is changing rapidly than ever before so the need for adaptive workers is becoming increasingly important. Research has shown that adaptable individuals are valued by the organizations as their adaptive expertise helps them solve complex problems. Now organizations do not require routine expertise as individuals with routine expertise find it hard to apply their existing knowledge and skills to solve problems associated with change. As only adaptive workers can help approach problems in a novel way instead of carrying on an old unsuccessful strategy (Smith et al., 1997). This move in the kind of expertise compelled researchers to explore core components of job performance dimensions which can help to handle dynamic changes in the workplace. In literature, various performance models (covering various aspects of performance) have been published, so far the need to expand previous models by incorporating adaptive performance components has been recognized by researchers' (Murphy & Jackson, 1999). As majority of researchers' recommend adaptability as a mean to cope abrupt changes (Ilgen & Pulakos, 1999). Since, in order to be successful generation of novel solutions to problems is required which can be only possible when there will be adaptive capability (Smith et al., 1997). Stiff competition compels organizations to value only those employees who are adaptable, as routine expertise cannot help solve problems when problem domain changes (Bell & Kozlowski, 2008).

Over the past several years Campbell proposed a multidimensional model of job performance by classifying eight higher order components of performance (Campbell et al., 1993). Though this model covers maximum dimensions of performance which best suited to workplace but the dimension regarding adaptability of individuals' keeping in view uncertainty and change was not

incorporated. For this reason, other researchers' were invited by Campbell (1999) to explore other possible dimension of performance suggesting adaptive performance as an appropriate addition to Campbell's model of performance. From that time this newly introduced construct gained huge attention by researchers which can be defined as "altering behavior to meet the demands of the environment, event, or new situation" (Pulakos et al., 2000). In order to be successful in highly competitive environment, adaptive behavior is becoming increasingly important thus organizations' are compelled to bring innovation and change by decentralizing work structures and authority to self-managed teams (Campbell, 2000; Pulakos et al., 2000).

Pulakos et al., (2000) examined and analyzed a wide range of jobs to identify and assess dimensions of adaptive performance. They proposed eight dimensions of adaptive performance which are: solving problems creatively, dealing with uncertain and unpredictable work situations, learning work tasks, technologies, and procedures, demonstrating cultural adaptability, demonstrating interpersonal adaptability and demonstrating physically oriented adaptability, handling work stress and handling emergencies or crisis situations. Last two dimensions (handling work stress and handling emergencies or crisis situations) were not initially included in the model later on the basis of content analysis researchers' thought it necessary to add them in the proposed model.

2.2.3.1. Solving Problems Creatively

In order to deal with dynamic and rapidly changing novel solutions this dimension of adaptive performance requires coping with new, unusual problems creatively. Researchers' discussed this aspect of adaptive performance as effectiveness to solve unusual, imprecise as well as complex problems confronted by organizations' today (Holyoak, 1991). This aspect of performance dimension requires creative solution to problems to convert complex situations into desired ones. One has to master and identify all new, novel possible solutions to problems by generating new ideas, conducting analysis to reveal real picture, finding out fresh updated approaches while integrating information that is unrelated to enhance creativity, considering wide-range of possible options, and going above and beyond limitations to develop methods etc. These unique techniques will help solve problem creatively (Pulakos et al., 2000).

2.2.3.2. Dealing with Uncertain and Unpredictable Work Situations

According to Pulakos et al., (2000) this dimension involves dealing with uncertain and unpredictable situations by actively responding to situation by taking right and effective decisions despite not knowing all facts and figures. Prioritizing work to deal with changing situations, making adjustments to plans and actions keeping in view possibilities associated with dynamic situations, moreover developing such an effective structure for every one which supports and facilitates focus to deal with dynamism. Numerous scholars discussed this dimension of adaptive performance in relation with many factors (formal restructuring of organizations, shift in priorities of business, changes in resources on hand etc) which can cause uncertain/unpredictable work situations (Edward & Morrison, 1994; Hall & Mirvis, 1995).

This dimension of adaptive performance is connected with creatively solving problem aspect as this technique could be applied to deal with uncertain/unpredictable problems. In general, the considerations regarding how effectively and easily workers' tackle uncertainty is theoretically different from creatively solving problem. As, it has been indicated by researchers' that general intelligence and understanding of problem helps in solving problems creatively (Hoover & Feldhusen, 1990). Whereas, personality predictors like self-efficacy as well as locus of control helps in dealing with uncertain situations (Andersen, 1977). So, these two dimensions are interrelated but treated distinctly.

2.2.3.3. Learning Work Tasks, Technologies, and Procedures

This dimension of adaptive performance entails learning new tasks, technologies and procedures. According to Pulakos et al., (2000) this dimension involves enthusiasm among workers to learn new skills, tactics/techniques to perform task, updating knowledge and skills keeping in view demands of changing environment, proficiency regarding learning new ways/methods, getting training for unknown/unfamiliar tasks to prepare oneself for future work demands, moreover, taking action to remove deficiencies while increasing performance. In literature it has been discussed to emphasize on learning new ways to carry out the task, learning and updating knowledge/skills to meet new challenges associated with new job or career (Noe & Ford, 1992).

As technological advancement is on increase it has become very important for organizations' to focus on continual learning. Technological advancement and innovation led workers' to learn new ways to execute task/job (Hesketh & Neal, 1999). As it has now become difficult for employees to survive because the set of skills they once mastered may no longer help them throughout their career. For effective performance one has to anticipate future needs to meet changing requirements of the job through continuous learning. Continuous learning and new skill attainment could be facilitated by cognitive-oriented constructs (Fleishman, 1992).

2.2.3.4. Demonstrating Cultural Adaptability

This dimension deals with cultural adaptability within an organization (Chao et al., 1994) or adjusting to cultural demands of a new country (Black, 1990). According to Pulakos et al., (2000) cultural adaptability refers to becoming accustomed with needs, values of others'; understanding norms, rules, regulation. Adjusting oneself according to customs and traditions of specific cultures including changing appearance to show respect to their customs and maintaining productive relationships with people, groups, and organizations as well as cultures. The components of cultural adaptability as proposed by Chao et al., (1994) entails learning entire language, knowing written as well as unwritten rules prescribing appropriate behavior and values, traditions, rituals, power structures-politics etc. Other than this in order to be successful one must fully understand and behave according to accepted norms, values, rules and conditions. The proficiency to work efficiently and effectively in different environments and cultures has been recognized as increasingly important because of globalization and shift in new job or organization (Ilgen & Pulakos, 1999).

2.2.3.5. Demonstrating Interpersonal Adaptability

Today work environment is characterized by work as well as project teams the need for interpersonal adaptability has become much clearer (Kozlowski et al., 1996) moreover the shift in business from manufacturing to service also require this type of adaptive performance (Zeithaml & Bitner, 1996). Interpersonal adaptability requires demonstration of interpersonal flexibility, interpersonal style adjustment, interpersonal behavioral adjustment to work well with

coworkers as well as customers, and be responsive to customers' needs by carefully anticipating them-these all have been discussed in literature as aspects of interpersonal adaptability (Bowen & Schneider, 1988; Spiro & Weitz, 1990). In addition, Pulakos et al., (2000) argued that interpersonal adaptability entails flexibility, open mindedness, as well as cooperation in order to deal with others'. Being considerate to opinions and viewpoints of others at the same time tailoring other's opinion when situation demands; accept every one's negative feedback from constructive point of view etc. According to them, these all are required to develop effective relations in order to handle diverse people, moreover modifying own behavior helps in persuading, influencing others to work effectively.

2.2.3.6. Demonstrating Physically Oriented Adaptability

This dimension deals with adjusting physically to uncomfortable, unhealthy conditions such as noise, heat (Edwards & Morrison, 1984). In jobs like Foreign Service jobs, military jobs, research oriented jobs, jobs involving expedition and travelling etc, the ability to quickly and efficiently adjustment to unusual physical conditions is highly desired. This dimension has gained importance in army/military jobs where soldiers' are required to abruptly adjust to adverse circumstances and conditions. This dimension holds importance in businesses too as one has to travel from place to place and have to face diverse and tough physical conditions and climates. Adjusting to hard conditions such as humidity, cold, heat, noise etc demands physical fitness as a person who is not physically fit cannot meet demanding requirements of tasks because muscular strength and appropriate weight is required to perform physical work efficiently and effectively. So, to perform effectively workers should be fully equipped with this quality.

2.2.3.7. Handling Work Stress

This dimension was not initially included in the model however researchers' carried out content analysis which revealed that it is also important for workers to remain calm and cool when faced with pressure, moreover workers' need not to over react and require to manage frustration to settle influence on others' (Pulakos et al., 2000). So, this behavioral content was considered

important thus researchers' decided to add this dimension to the model. The capability to bear stress lays real importance in work environments which are packed with unpredictable situations overloaded with work. Moreover, in uncontrolled situations if one is able to maintain emotional control by managing stress consequently implant confidence in others' as well.

2.2.3.8. Handling Emergencies or Crisis Situations

Like "handling work stress" dimension of adaptive performance, this dimension was also not initially included in the model. Researchers' content analysis revealed the importance of this dimension to be included in the model. Lopez et al., (1981) indicated that ability to cope with hazards and proficiency to bear pressure is important traits. According to Pulakos et al., (2000) in order to handle emergencies or crisis situation urgent and appropriate reaction to life threatening situations should be taken. To deal with crises one has to quickly analyze possible options, has to take instant appropriate and clear decisions, moreover, while doing this they need to have control on emotions so that appropriate actions should be taken. This dimension best suits to qualities required by the soldier of Special Forces as they are required to handle emergency or crisis efficiently and effectively. Similarly, the capability to spot choices, sound and swift decision making and maintaining emotional control are same characteristics required to perform any civilian job effectively.

There can be impact of personality on workers' ability to accept and adapt change mentally as well as behaviorally. Only limited number of studies has been carried out that have inspected the connection between personality dimensions and their adaptive behavior. In this line, Spiro & Weitz (1990) indicated a positive connection between five personality dimensions and workers' adaptiveness. Verbeke (1994) also explored the relationship between four traits of personality and adaptive behavior. LePine et al., (2000) found that when in task context an unexpected change occurred then highly open and low conscientious workers took best decisions. Pulakos et al., (2002) also affirmed similar findings that highly open were better adaptive performers. As majority studies explored bivariate association between a particular personality dimension and job performance (Arthur et al., 2001). The impact of joint multiple traits can help in explaining behavior fully with performance (Hogan et al., 1996).

2.2.3.9. Openness to Experience and Adaptive Performance

High openness to experience persons' have wide-ranging interests, they are open-minded and be fond of novelty as compared to persons' who score low in openness to experience (Howard & Howard, 1995). Most meta-analytic research did not provide support that openness to experience and job performance is positively associated in wide-ranging occupations (Barrick et al., 2001), but, Tett et al., (1991) conducted a meta-analysis and found that openness predicted performance. According to McCrae & Costa (1986), openness individuals' use of humor can be a way to deal with stress. Smith and Williams (1992) also argued that highly open individuals are less threatened by uncertain situations so can help reduce stress. Moreover, Crant & Bateman, (2000) positively associated openness to experience with proactive personality who has the ability to identify opportunities, take initiative and action and show persistence to bring a significant change (Crant, 2000).

Costa & McCrae (1992) argued that open individuals' willingness to explore new things and their intellectual inquisitiveness compels them to learn more and makes them adaptable. Moreover, openness to experience assists individuals to adjust to varying demands of the task (LePine et al., 2000). According to Caspi et al., (2005) adaptability and openness to experience are theoretically related as open individuals are intellectual, creative, imaginative, able to learn quickly, insightful. Lepine et al., (2000) exposed a significantly positive association between openness personality dimension and adaptability among individuals who made significant decisions in uncertain situation. Thus on the basis of results one might suggest that openness to experience because of their flexible thinking and novelty preference foster effective performance. People with high openness are open to experience and love to explore new activities as they dislike intensely routines. They are equipped with excitement and experimentation which enables them to find innovative ways. As they are imaginative, adventurous as well as creative they like to adopt unusual ways to complete the task in order to advance satisfaction and performance. Barrick & Mount (1991) meta-analysis depicted that openness to experience personality dimension was valid predictor of training proficiency as well as performance criteria. Moreover, Rothmann & Coetzer (2003) confirmed that openness to experience personality dimension is associated with creativity and task performance. According

to them, open individuals because of their active imagination, attentiveness and inclination for variety effectively enhance their creativity and performance on job.

H6: Openness to experience is positively associated with adaptive performance.

2.2.3.10. Conscientiousness and Adaptive Performance

Conscientiousness persons are dependable, reliable and achievement oriented (Digman, 1990). Costa and McCrae (1992) asserted that a person who is high on conscientiousness is more competent, dutiful, responsible and thorough. Meta-analytical research constantly asserted that conscientiousness is the only personality dimension that can be generalized across different jobs and professions (Barrick & Mount, 1991). Barrick & Mount (1991) conducted a meta-analysis and found that conscientiousness personality dimension because of their planning, determination, persistence, carefulness, and hard work, proved to be a valid predictor for all job performance criteria among all occupations. According to them these above mentioned attributes are considered important to achieve desired tasks in all jobs. So, conscientiousness was related to job performance. Vinchur et al., (1998) confirmed a positive association between conscientiousness and performance.

According to Brown et al., (2002) employees with positive point of reference strive hard to solve any problem and satisfy customer's needs. Rothmann & Coetzer (2003) canonical analysis also affirmed that conscientiousness personality dimension was also related with task performance as well as creativity. Avi Besser & Shackelford (2007) found an association between conscientious personality dimension and propensity to plan and prioritize work which leads them to put extra effort and time for task completion. Moreover, a positive correlation was found between conscientiousness and Time Use Efficiency Scale (TUES), means that highly conscientious individuals have tendency to structure their affective experiences according to their expectations as their scores on TUES positively associated with self-efficacy and negatively connected with stress (Kelly, 2004). Bowling and Eschleman (2010) too concluded that when highly conscientious workers experience stress associated with work/role they do not engage in counterproductive behavior as much as low conscientious workers. Conscientious individuals are

achievement oriented, dutiful, self-controlled, as well as competent and these characteristics motivate them to successfully complete task and show high performance on the job. In the line of above stated arguments, individuals' who possess personal characteristics like strength of mind, responsibility, meticulousness, as well as sense of purpose usually perform better as compared to those who do not possess these traits. Moreover, their achievement oriented aspect encourages them to be adaptable on the job. So, it can be hypothesized that:

H7: Conscientiousness is positively associated with adaptive performance.

2.2.3.11. Extraversion and Adaptive Performance

Extraverts' are outgoing, talkative, sociable, confident, energetic, and expressive and these characteristics help them in their service interactions to experience positive emotions naturally (Barrick & Mount, 2005). Despite the fact that empirical research does not support that extraversion predict performance across all jobs, so it cannot be generalized (Barrick & Mount, 1991), but Vinchur et al. (1998) found extraversion to be a valid predictor of performance. Barrick & Mount (1991) meta-analysis affirmed their hypothesized relation that extraversion personality dimension was valid predictor of job performance among those occupations where frequent interaction was required. According to Clark & Watson (1991), when extraverts experience positive affect then it can be associated with creativity and task performance. Furthermore, Belbin (1981) found that individuals who were sociable as well as enthusiastic (extraverts) were more creative. According to Costa & McCrae (1992) extraverts are inclined to endure positive emotions thus have huge social circle than introverts and because of this characteristic they experience rewarding interpersonal interactions on job (Watson & Clark, 1997). Littlepage et al., (1995) indicated that there was huge group participation from individuals who scored high in extraverts as compared to those who scored low. Moreover, Thomas et al., (1996) also indicated that people who were high in extraversion carried positive attitude towards team participation. This can be because of fact that sociability characteristic compels them to work with others.

In addition, Watson & Clark (1997) concluded that frequency and intensity of undergone positive emotion plus positive feedback reactivity can be predicted by extraversion personality dimension. Gross et al., (1998) also affirmed that extraversion dimension occupies positive emotion as well as reactivity. Extraverts do not require huge effort to manage their emotions because they enjoy working with others as these characteristics make them suitable for jobs involving huge interactions. Barrick et al., (2002) concluded that these individuals' were provoked to acquire high positions and rewards and consequently strive best to enlarge sales (performance). Moreover, Judge et al., (2007) emphasized on extraversion's ability to communicate effectively. Furthermore, Onyemah (2008) indicated a link between extraversion dimension of personality and proactive behavior. On the basis of above stated findings it can be concluded that positivity and energy characteristics of extraverts can help them become better adaptive performer. As, higher levels of energy can serve as a tool in accomplishing extra work and tasks (in a particular time) by experiencing lower levels of fatigue. Correspondingly their positivity helps them in interpreting situations as less challenging.

H8: Extraversion is positively associated with adaptive performance.

2.2.3.12. Agreeableness and Adaptive Performance

Agreeable person is obedient, cooperative, getting along with others, kind, considerate, empathetic, forgiving, trustworthy, and adaptable (Tobin et al., 2000). Barrick & Mount (1991) concluded that job performance was not predicted by agreeableness. It means that, if an individual is well mannered, clear-cut, sensitive, trustworthy etc, these characteristics would not help him/her to have huge impact on his/her job performance. On the other hand, a meta-analysis conducted by Mount et al., (1998) indicated that agreeable dimension of personality was positively correlated with interpersonal interactions. Their ability to empathize and desire to help solve customer's problem may have positive influence and these personalities get personal satisfaction in helping customers' (Brown et al., 2002). Zellar & Perrewe (2001) concluded that individuals who scored high on agreeableness be given more emotional support from their coworkers and have more chances to be successful on their jobs.

Bonzionelos (2003) also showed a correlation between agreeableness and propensity to care for others. These characteristics can help individuals who interact with customers on frequent basis. Besides, Tews & Glomb (2003) found that agreeable dimension of personality was positively associated with suppression of negative emotions but did not find positive connection between agreeableness and faking positive emotions. Agreeable individuals exert less effort to regulate their emotions and exhibition so can be good at adaptability.

H9: Agreeableness is positively associated with adaptive performance.

2.2.3.13. Neuroticism and Adaptive Performance

Neuroticism is characterized by fearfulness, irritability, low self-esteem, social anxiety, poor inhibition of impulses, and helplessness (Costa & McCrae, 1987). According to Bolger (1990) and McCrae & Costa (1986) highly neurotic individuals' employ escaping strategies to cope instead of problem solving and proactive behavior. Barrick & Mount (1991) also indicated that people with neurotic tendencies who are not emotionally stable were less successful in all occupations as their anxiety, nervousness, excessive sensitivity and impulsive moods prevent them from accomplishing their tasks. Magnus et al., (1993) too argued that neurotic persons are by nature negative thus experience more negative situations as compared to non-neurotic persons. In stressful situations, neurotic personalities are interrelated with extreme emotional reactions which results poor health (Van Heck, 1997), so cannot handle uncertain situations in short are not adaptable. Tews & Glomb (2003) concluded that high neurotics effortlessly exhibit negative emotions.

Rothmann & Coetzer (2003) found that neurotic individuals who could not be able to control their impulses and cope poorly with stress proved themselves as poorer performer and not as much creative as emotionally stable individuals, moreover a negative connection between neurotic personality dimension and managerial performance was also found. Bakker et al., (2006) too concluded that employees who were emotionally stable (not neurotic) can help protect themselves against frustrating conditions. Neurotic individuals' use much of their time centering

on negative affect as a result have less time on hand to complete task. These individuals' are not efficient time users so preoccupied with job demands thus experience stress.

H10: Neuroticism is negatively associated with adaptive performance.

2.2.3. Emotional Labor and Emotional Exhaustion

When workers put forth maximum effort and energy to exhibit organizationally desired emotions, their inner emotional resources are gradually consumed consequently becomes psychologically or emotionally exhausted (Whiting et al., 2011). According to numerous past researchers the disparity between actually felt and organizationally desired displayed emotions leads towards emotional dissonance (Morris & Feldman, 1996). Results of various studies confirmed that higher the emotional labor higher will be emotional dissonance which reduces satisfaction, performance on job as well as lowers mental health (Brotheridge & Grandey, 2002; Pugh et al., 2010). Frequent engagement of workers in emotional labor consumes their personal resources (physical as well as mental) resulting in resource loss. In other words, when workers are compelled to regulate their inner feelings and emotions, while concealing true emotions to meet demands of the job, they become emotionally exhausted (Brotheridge & Grandey, 2002).

Emotional Exhaustion is one facet of burnout which is referred to as “feelings of being emotionally overextended and exhausted by one’s work” (Maslach et al., (1996). When a person becomes emotionally exhausted, emotional energy depleted as a result one feels that his/her emotional resources are not sufficient enough to deal with the situation (Brand, 2007). Grandey (2000) squabbled that emotional demands and emotion work are predictors of stress as workers have to manage their emotional states for the attainment of organizational goals. Schaubroeck & Jones (2000) too revealed that a positive connection between expression/suppression of positive and negative emotions and physical symptoms for workers. The connection between emotional labor and emotional exhaustion has been widely explored by researchers’. Various studies have been conducted to investigate the correlation between emotional labor and emotional exhaustion and researchers’ found a noteworthy relationship between the emotional labor dimensions’ and emotional exhaustion (Grandey, 2003; Hochschild, 1983; Isenbarger & Zembylas, 2006;

Wharton, 1993). Saxton et al., (1991) found that excessive emotional demand during interpersonal interactions causes energy depletion which causes emotional exhaustion. In the same vein, Maslach & Jackson (1986) concluded that when there is face to face contact between employees and clients and need to control emotional expressions for longer periods of time are much susceptible to emotional exhaustion. These conditions increases stress, reduces performance and productivity. According to Hochschild's (1983), workers' who cannot split their "inner self" and "outer self" are more open to emotional exhaustion.

Morris & Feldman (1996) projected a direct and positive relation between emotional labor dimensions and emotional exhaustion. Morris & Feldman (1997) additionally recommended that when displayed emotions go against inner feelings and emotions then emotional labor is dysfunctional for persons'. Zapf (2002) also suggested that emotional work is related to emotional exhaustion. Brotheridge & Grandey (2002) instituted that only surface acting is significant determinant of emotional exhaustion. Grandey (2003) also found a direct and positive connection between surface acting and emotional exhaustion. Moreover, Brotheridge & Lee (2003) also affirmed a significant relationship between surface acting and emotional exhaustion plus depersonalization. According to them, an effort required to suppress and fake emotions contributes to stress and strain. Gross & John (2003) articulated that surface actors due to inauthenticity in emotions experience more negative emotions. They argued that inauthenticity resulted because of disparity between actually felt and displayed emotions called emotional dissonance.

In the same line, Johnson (2004) too revealed a positive and significant association between surface acting and emotional exhaustion and negative yet significant connection between surface acting and affective well-being. In the same vein, Bono & Vey (2005) conducted a meta-analysis and concluded that emotional exhaustion is related with surface acting. Zammunier & Galli (2005) also indicated that surface actors have to bear personal cost as a connection between surface acting and emotional exhaustion as well as depersonalization was found. When an individual has to intentionally modify his/her superficial display of emotions without shaping his/her inner feelings results in emotional dissonance (Martinez-Inigo et al., 2007). Lin & Lin (2011) also confirmed that workers who choose surface acting as a coping strategy becomes

more emotionally exhausted, as surface acting and emotional exhaustion are associated with one another. While engaging in surface acting, frontline service providers put on an emotional mask to repress actually felt emotions. It additionally advocates that service providers' frequent engagement in surface acting leads them to reduce their personal authenticity (Shulei & Miner, 2006) which further leads towards self-alienation as well as estrangement (Hochschild, 1983) afterwards results in emotional exhaustion. So, it can be hypothesized that:

H11a: Surface acting is positively associated to emotional exhaustion.

H11b: Deep acting is negatively associated to emotional exhaustion.

2.2.4. Emotional Labor and Adaptive Performance

Emotion management results in resource depletion and emotional exhaustion consequently has detrimental effects on job related behaviors and attitudes (Grandey, 2000). From the perspective of COR theory Wright & Cropanzano (1998) argued that employees who are emotionally exhausted exert lesser amount of effort on their jobs thus worsen their performance. In recent times, Halbesleben & Bowler (2007) affirmed a negative relationship between emotional exhaustion and job performance. Emotional labor is broadly categorized in to two major types' i.e. surface acting and deep acting, where surface acting is similar to faking the emotions while deep acting is modifying inner feelings to match expressions (Grove & Fisk, 1989). When emotional display is seemingly sincere, a positive connection between emotional labor and performance would be there (Ashforth & Humphery, 1993). On the other hand, situations where emotional exhibition is found to be inauthentic as well as insincere then emotional labor and performance will be negatively related (Rafaeli & Sutton, 1987). Surface acting is perceived as hypocritical whereas, deep acting is perceived as honest, so Grandey (2000; 2003) confirmed a negative association between surface acting and customer service performance and a positive connection was found between deep acting and customer service performance. Same results have been affirmed by Little (2007). Surface actors find it difficult to convince customers (Groth et al., 2009) while deep actors better align their inner and displayed emotions; and thus supposed to be more dependable by their customers (Grandey, 2003). Still display of emotions at workplace affects performance (Ashforth & Humphrey 1993; Hennig-Thurau et al., 2006). Prentice et al.,

(2013) found that deep acting is positively linked to task performance and surface acting leads to burnout. Deep actors therefore can have better adaptive performers than those of surface actors.

As work environment is changing so rapidly than ever before, adaptive performance is increasingly becoming important (Pulakos et al., 2000; Smith et al., 1997) as various contexts need adjustable performance standards (Black (1990;, Noe & Ford, 1992). The constant swift changes in the external environment require employees to be more and more uncertainty tolerant (Pulakos et al., 2000). Many organizations because of stiff competition and uncertainty value only those workers who have high levels of adaptability than those with routine proficiency because when problem domain changes routine expertise or proficiency cannot help investigate and solve problems (Bell & Kozlowski, 2008). According to Smith et al., (1997) only adaptive expertise can help in generating novel solution to problems in order to be successful. Thus we propose that both facets of emotional labor will affect adaptive performance of front line female hospitality staff as described in below stated hypothesis:

H12a: Surface acting has negative impact on adaptive performance.

H12b: Deep acting has positive impact on adaptive performance.

2.3. Mediating role of emotional labor in Big Five-emotional exhaustion relationship

In situations where felt and displayed emotions do not coincide, individuals' can either display true feelings and ignore organizational display rules or regulate their emotions by surface/deep acting (Rafaeli & Sutton, 1987). The bond between personality, strategies of emotional labor and emotional exhaustion has been scrutinized by different researchers'. For example, Kiffin-Peterson et al., (2010) found that there is significant effect of personality on emotional exhaustion relationship and also revealed that emotional labor partially mediates the personality-emotional exhaustion relationship.

2.3.1. Mediating Role of Emotional Labor in Openness to Experience-Emotional Exhaustion Relationship

Openness individuals are intelligent, creative, broad minded, imaginative, curious, artistically sensitive and cultured (Barrick & Mount, 1991). Openness individual's characteristics are not appropriate for service providing, because they are not capable to bury their feelings which are original and emotions most of the time (Prentice, 2008; Smith & Canger, 2004). So, as a result perform more emotional labor, because they are incapable in altering required emotions during the service interactions. On the basis of above arguments we hypothesize that:

H13a: Surface acting mediates the relationship between openness to experience and emotional exhaustion.

H13b: Deep acting mediates the relationship between openness to experience and emotional exhaustion.

2.3.2. Mediating Role of Emotional Labor in Conscientiousness-Emotional Exhaustion Relationship

Conscientious people irrespective of their occupation perform better because they are hardworking, dependable, organized, careful (Barrick & Mount, 1991, 2005). Tews & Glomb (2003) found a negative relationship between conscientious personality dimension and suppressing negative emotions. Moreover, conscientious people are much concerned with task completion and find it hard to suppress negative emotions. They approach their work in a careful manner, thus it appears credible that they act deeply to align their inner feelings with required emotion (Grandey, 2000). However, prior studies have somewhat mixed result regarding conscientious employees, as they may be less inclined to deep acting and more inclined to surface acting (Austin et al., 2008; Diefendorff et al., 2005).

H14a: Surface acting mediates the relationship between conscientiousness and emotional exhaustion.

H14b: Deep acting mediates the relationship between conscientiousness and emotional exhaustion.

2.3.3. Mediating Role of Emotional Labor in Extraversion-Emotional Exhaustion Relationship

Extraverts during service interactions experience positive emotions naturally because they are easy, outgoing, talkative, and social (Barrick & Mount, 2005). Extraverts can effectively handle stressful situations as compared to introverts. In this regard, Alarcon et al., (2009) stressed that people who score high on extraversion positively perceive situations as well as their work environment. Extraverts thus holds positive attitude towards their work environment. As a consequence, Bakker et al., (2006) indicated that extraverts are proficient enough to positively deal with problems thus are not much influenced and affected by stressful situations therefore experience lower emotional exhaustion. Judge et al., (2009) too revealed that extraverts suffer from low degree of emotional exhaustion as compared to introverts. They stressed that this characteristic (extraversion) helps them to regulate and display desired emotions on work as a result less psychologically tiring for them.

Tews & Glomb (2003) found a positive relation between extraversion and expression of genuinely felt positive emotions as well as positive association between extraversion and faking positive emotions. The results of the study depicted an alignment between felt and displayed emotions thus experience lesser amount of emotional dissonance. According to Austin et al., (2008), Diefendorff et al., (2005), extraverts are positively associated with deep acting and negatively associated with surface acting. According to Cheung & Tang (2009), it is easier for extraverts to act deep that why are not as much emotionally exhausted as introverts (Judge et al., 2009). On the basis of above mentioned studies, it can be concluded that in emotionally demanding situation where frequent interaction is required extraverts suffers from lower levels of emotional exhaustion as compared to introverts. So it can be hypothesized that:

H15a: Surface acting mediates the relationship between extraverts and emotional exhaustion.

H15b: Deep acting mediates the relationship between extraverts and emotional exhaustion.

2.3.4. Mediating Role of Emotional Labor in Agreeableness-Emotional Exhaustion Relationship

Agreeable individuals are being, tolerant, flexible, courteous, good-natured, trusting, cooperative, forgiving and caring (Barrick & Mount, 1991). According to McCrae & Costa (1991), these personalities' attempts to build and retain good relations, are highly provoked to help others and creates truthful and respectful relations with others. Agreeable people are compassionate about customer needs; they authentically care about other needs and engage in deep acting than surface acting and as a result experience less emotional exhaustion. According to Diefendorff et al., (2005), agreeable individuals are positively associated with surface and deep acting. On the other hand, Tews & Glomb (2003) hypothesized a positive association between agreeableness and faking positive emotions as well as suppressing negative emotions. They did not find a positive association between agreeableness and faking positive emotions however found a positive connection between agreeableness and suppressing negative emotions.

H16a: Surface acting mediates the relationship between agreeable and emotional exhaustion.

H16b: Deep acting mediates the relationship between agreeable and emotional exhaustion.

2.3.5. Mediating Role of Emotional Labor in Neuroticism-Emotional Exhaustion Relationship

Neurotic Individuals are anxious, nervous, insecure, tense, depressed, worried, angry and embarrassed (Barrick & Mount 1991; McCrae & Costa 1985). According to COR theory threat to personal resources can be a source of stress for people (Hobfoll, 1989). Highly neurotic individuals face more anxiety and depression as they take these types of threats critically. Moreover, neurotic individuals' experience negative emotions suffer from emotional exhaustion and psychological distress (Costa & McCrae, 1992). People who are highly neurotic because of their submissiveness and anxiety are vulnerable to undergo burnout (Maslach, 1982). Bono & Vey (2007) concluded that highly neurotic individuals' experience more negative emotions as a result perceive environment overloaded with threats (Kammeyer-Mueller et al., 2013). This dimension of personality has been positively associated with emotional exhaustion (Bakker et al., 2006).

Austin, et al. (2008) study revealed a positive association between emotional labor and neuroticism. So service sector is not appropriate for neurotic persons. These persons need more energy and effort to manage emotional display required by organizations'. According to Cheung & Tang (2009), emotionally unstable person find it more difficult to change their inner feelings. Thus, they face extra emotional labor to handle emotional expressions.

H17a: Surface acting mediates the relationship between neuroticism and emotional exhaustion.

H17b: Deep acting mediates the relationship between neuroticism and emotional exhaustion.

2.4. Moderating role of emotional intelligence in emotional labor-emotional exhaustion relationship

The relationship between emotional labor strategies and emotional exhaustion has been explored by numerous researchers who found somewhat mixed results. For instance, Brotheridge & Grandey (2002) found a positive relationship between surface acting and emotional exhaustion and found no significant relation between deep acting and emotional exhaustion. Judge et al., (2009) too confirmed a connection between surface acting (not deep acting) and emotional exhaustion. Various studies confirmed the relationship between both - surface acting, deep acting and emotional exhaustion. In this regard, Holman et al. (2002) found that a positive connection between both surface, deep acting and emotional exhaustion. A positive correlation between surface acting and deep acting with emotional exhaustion was also found by Grandey's (2003) and Diefendorff et al., (2008). In all above stated studies, the impact of surface acting on emotional exhaustion was greater as compared to deep acting. Bozionelos & Kiamou (2008) confirmed no relationship between surface acting nor deep acting and emotional exhaustion. Summing up, the above mentioned arguments and evidences provide considerable support for a reliable connection between surface acting and emotional exhaustion however the relationship between deep acting and emotional exhaustion received somewhat mixed results. In some cases deep acting contributed to emotional exhaustion and inverse was the results in some cases. Similarly, surface acting resulted in psychosomatic diseases but in some studies no such

relationship was found. This recommends the existence of a moderating variable and this may be emotional intelligence.

2.4.1. Emotional Intelligence

Nearly 30 years ago, a doctoral dissertation firstly cited the term emotional intelligence (Payne, 1985). Later in 1988, one more dissertation mentioned the term “emotional quotient” – which represents emotional intelligence scores of individuals’ (Bar-On, 1988). Few years later, John Mayer and colleagues carried out research to explore the reasons which makes some people better than others at reading emotions (Mayer et al., 1990). In addition, in this study they for the first time mentioned the term “emotional intelligence”. After that, in their second study, the first model of emotional intelligence was proposed by them (Salovey & Mayer, 1990) which thus became focus of attention for every researcher. After Salovey & Mayer’s (1990) initial introduction of construct, Daniel Goleman’s book helped in popularizing emotional intelligence as a non-cognitive component which is advantageous for wellbeing, work and relations (Goleman, 1995). Moreover, he stipulated that emotional intelligence is imperative for successful life and career. Two competing models are: the ability-based model of emotional intelligence and the trait-based (mixed) model of emotional intelligence (Conte, 2005). Mayer & Salovey (1997: 10) conceptualized the ability-based model of emotional intelligence; they referred emotional intelligence as an ability to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth”. Goleman (1998) and Bar-On (1997) conceptualized the trait-based model of emotional intelligence, according to them emotional intelligence is a combination of non-cognitive components including interpersonal-intrapersonal skills, adaptableness, management of stress and mood (Conte, 2005). In prior model emotions are clearly linked to cognitions (Mayer & Salovey, 1997) where as in latter model particular facets of personality are linked to emotional constructs (Petrides et al., 2007). However, the major distinction between ability based and trait based conceptualization of emotional intelligence is that the first is measured by performance tests whereas last is evaluated by self-reported tests (Mayer et al., 2000).

Mayer & Salovey (1997) proposed four branches of emotional intelligence ranging from fundamental emotional capabilities to highly complex capabilities which are: perception of emotions, facilitation of thought, understanding emotions, and emotion management:

Perception of emotions is related to ability to perceive emotions, recognizing emotions of own and others by analyzing their non-verbal behaviors (facial expressions and body language) as well as voice tone plus other channels of communication for example, music, stories etc (Mayer et al., 2004). The ability to accurately analyze non-verbal behaviors of others could be helpful in building long term interpersonal relations as recognizing other's emotions could help one to treat other person accordingly and this strengthen relationships. For example, if a person feels that a co-worker is not feeling well, showing sympathy or providing assistance can help console co-worker and this may enrich quality of relation between them. This branch serves as a fundamental branch as it might influence other emotional intelligence branches, however one must be careful as wrong perception of emotions could lead towards inverse results.

Facilitation of thought entails utilizing emotions to support thinking (Mayer et al., 2004). It involves proficiency in using emotions to guide cognitive system, promoting thinking, and facilitating decision making (Salovey & Mayer, 1990). It requires emotions utilization to improve intellection, judgment, solution of problems, decision making, communication among relations (Brackett et al., 2006). Highly emotional intelligent persons can deliberately select to step into a positive state by analyzing positive aspect only which helps them to enhance determination and arouse creativity to deal with complex situations and problem solving (Carmeli, 2003). It means that emotions (positive or negative) can lead towards positive or negative results as it facilitate different mental processes and thoughts.

Understanding emotions involves the ability to analyze and understand emotions through cautious investigation of sources, aspects as well as consequences of emotions moreover predicting possible shift in emotions sooner or later (Lane et al., 1990). This branch of emotional intelligence utilizes an individual's ability to employ emotional knowledge in order to reason and understand emotions (Kerr et al., 2006). A person who is highly equipped with this ability can identify possible changes in emotions (Jordan & Troth, 2002) and will be able to distinguish among separate kinds of feelings and emotions (Mayer et al., 2004). A person with this attribute can analyze and understand complex emotions thus can cope with hard conditions effectively

moreover recognizing causes and understanding emotions can help facilitate relationships (Salovey & Mayer, 1990).

Managing emotions involves managing feelings and emotions of self and of others (Salovey & Mayer, 1990). According to Gross (1998) it requires an individual's proficiency to decrease, increase or change one's own as well as other person's emotional response. Emotion management necessitates considering goals and knowledge of self as well as requires social awareness (Gross, 1998). As this enables persons utilize their knowledge regarding knowing the impact of emotion management on themselves and on others moreover one may be better able to know which feelings and emotions should be expressed and/or which should be suppressed. For this reason, individuals' who score high on emotion management dimension have strong interpersonal relations and lesser amount of negative communication with friends (Lopes et al., 2003). This branch is the most advanced and integrated branch of emotional intelligence as it can help in reframing situations to reduce, improve or modify an emotional impact (Wenzlaff et al., 2002).

2.4.2. Emotional Intelligence and Emotional Labor

In all social interactions, expression of organizationally desired emotions is required by the organizations. The requisites to perform emotional labor and qualities of emotional intelligence are highly pertinent. Thus, in order to exercise emotional labor effectively the characteristics of emotional intelligence are imperative. As in physical labor, physical fitness is required and without physical fitness one cannot carry out desired task effectively. Similarly, emotional intelligence is required to perform emotional labor effectively otherwise desirable outcome could not be attained. It is imperative to perceive and manage emotions accurately and appropriately in jobs requiring high demands of emotional labor. The ability to perceive and regulate emotions makes easier for employees to recognize display requirements and become accustomed with them. People with ability to regulate emotions face fewer problems in order to manage their emotions according to display rules and requirements. Thus, it has been confirmed by McQueen (2004) that emotion work can be openly facilitated by some facets of emotional intelligence.

Emotional intelligence enables persons to recognize, comprehend and sustain emotional display requirements in order to avoid physical as well as psychological stress. Accurate perception and expression of emotions characteristic of emotional intelligence assists the person to perform and fulfill emotional labor requirements effectively (Lam & Kirby, 2002). Literature on emotional intelligence revealed that stress connected with challenging demands of emotional labor can be alleviated with the characteristics of emotional intelligence. In this regard, Abraham (2000) concluded that emotional intelligence skills helps individuals' alleviate stress and enables them to know the underlying causes and develop means to avoid them. Zapf et al., (1999) too argued that people with high levels of emotional intelligence possess numerous cognitive abilities which facilitate them in reducing strain. Schaubroeck & Jones (2000) found that people who do not own the capacity to align emotions as per the demands of emotional labor are more prone to physical strain. Pugliesi (1999) also specified that individuals' control on managing their emotional experiences makes emotional labor consequences less challenging.

Thus, excessive emotional regulation requirements can only be fulfilled by emotionally intelligent individuals' because their accurate perception of emotions enables them to facilitate thought in order to retain, advance or change emotions to deal with stress. Emotional intelligence is very important as it makes people select appropriate emotional labor strategy keeping in view the situation. According to Lam & Kirby (2002), ability to perceive and exhibit emotions accurately supports and assists in performing emotional labor. As this characteristic of emotional intelligence is the main requirement of emotion work (Zapf et al., 2001). As workers' proficiency in distinguishing the causes of customers' anger/stress may enable them to exhibit accurate emotions. Therefore, it can help in neutralizing emotions of customers' (Diefendorff & Richard, 2003); moreover also benefits workers' by reducing levels of emotional dissonance experienced by them (Kruml & Geddes, 2000). Ciarrochi et al., (2002) too confirmed that emotional intelligence helps in reducing stress associated with performing emotional labor. Additionally, emotional intelligence too enables workers to perceive and regulate self-emotions (Lam & Kirby, 2002), as well as the emotions of others (customers). Thus, workers can have positive interactions with the customers which may help in gaining trust and building long term relations with them (Diefendorff & Richard, 2003). So, emotional intelligence can help facilitate emotional labor in order to manage interactions among workers and customers.

2.4.3. Emotional Intelligence and Emotional Exhaustion

Individuals' who don't have the ability to identify and comprehend emotions of self are likely to suffer from anxiety as well as depression (Ciarrochi et al., 2003). Emotional intelligence helps in improving physical as well as psychological health (Salovey et al., 1999). In this regard, numerous research studies have shown a significant negative association between emotional intelligence dimensions and psychological distress (Tsaousis & Nikolaou, 2005). People can improve and regain fast from psychological distress as their ability to regulate emotions facilitates the process (Wong & Law, 2002). Individuals' who are emotionally intelligent may possibly moderate negative emotions and effects, can heighten pleasurable emotions and moments by effectively managing emotions of self and others (Mayer & Salovey, 1997). Moreover, emotion regulation let people stimulate and maintain positive states consequently advances motivation and helping behavior (Joseph & Newman, 2010).

Highly emotionally intelligent individuals' can identify, understand and manage emotions more accurately consequently experience lower levels of emotional exhaustion (Mayer & Salovey, 1997). So, highly emotionally intelligent individuals' diminishes the chances to deplete their emotional resources. Bar-On (1997) concluded that emotionally intelligent people can deal with job stress accurately. In the same line, Taylor (2001) stressed that individuals' who are emotionally intelligent can handle challenges of life and stress associated with the job more effectively resulting in better physical as well as psychological health. Oginska-Bulik (2005) too apprehended that employees' capability to handle emotions as well as emotional information on the job can help them in dealing with stress and maintaining psychosomatic health. In addition, Platsidou, (2010) also found a negative correlation between emotional intelligence and burnout.

2.4.4. Emotional Intelligence as Moderator

Prior research suggests that individual characteristic such as emotional intelligence has great potential thus can influence emotional labor strategies and its relationship with various outcomes, thus emotional intelligence as moderator will be examined (Grandey, 2000 ; Jordan et al., 2002). Further, it has been interpreted and concluded by researchers that workers' emotional

responses to unfavorable results can be moderated by emotional intelligence therefore recommended that by incorporating emotional intelligence as a moderator between emotional labor and work outcomes can help alleviate effect (Totterdell & Holman, 2003). Slaski & Cartwright (2002) too found that highly emotionally intelligent managers experienced lower levels of stress, improved overall health consequently performed well. Thus, confirmed a moderating role of emotional intelligence in stress-strain connection.

Mayer & Salovey, (1995) argued that individuals' who score low on emotional intelligence were more prone to adopt defensive emotional responses thus reframing is not involved. On the other hand, individuals with high levels of emotional intelligence focused to adopt adaptive emotional responses consistent with situation thus reframing is involved. It means that people who are high on emotional intelligence are more adaptable thus emotion regulation is quite easier for them as compared to people who are low in emotional intelligence (Lopes et al., 2006). Individuals' who are emotionally intelligent have required skills and abilities to lessen strain, as they are capable to know reasons of stress/strain thus make strategies to decrease the negative impact associated with stress (Abraham, 2000). Zapf et al., (1999) too confirmed that cognitive abilities of highly emotionally intelligent individuals' serve as resources used to lessen dissonance associated with performing emotional labor. So, an individual who scores high on emotional intelligence can tackle the causes of stress/or dissonance and make a plan to minimize adverse impact mainly by avoiding behavior that results in emotional dissonance. Moreover, Sosik & Magerian (1999) asserted that individuals who are emotionally intelligent are capable to control and influence occasions. Hence, highly emotionally intelligent employees feel secure to exercise control on interactions with customers. Moreover, an emotionally intelligent person by accurate perception, understanding and appraisal of others' emotions extinguish the sadness or irritation of an angry customer into desired response.

Lopes et al., (2006) argued that persons who score high on emotional intelligence are capable to flexibly adjust their emotions as compared to those who score low. Individuals' who score low on emotional intelligence find it difficult to regulate their emotions as Jordan & Troth (2004) concluded that teams who scored high on emotional intelligence fulfilled their tasks more effectively because they were better able to manage and control their emotions. Individuals who

score low on all dimensions of emotional intelligence engage in surface acting as they find it hard to regulate and control their emotions. According to Rivers et al., (2007) people who score low on perception of emotions do not have awareness about emotions as a result does not have much information about surrounding situations as well as relations. Thus, people low in this ability adopts surface acting as an emotional regulation strategy because as soon as they feel negative emotions, they are not capable enough to identify the causes for these negative feelings and emotions. Similarly, people who score low in understanding emotions would not be able to understand the reasons behind emotions and implications associated with those emotions. They would not understand that their insincere and unauthentic smiles will not be perceived as genuine by customers. They put forth effort just to fake emotions as they cannot realize consequences associated with their emotional display. In short, their inability to perceive and identify emotions makes impossible for them to regulate and manage emotions. Daus et al., (2004) found that surface acting is connected to only one branch of emotional intelligence where as a correlation between all four branches of emotional intelligence and deep acting was found.

As deep actors modify their internal states as well to meet display requirements (Grandey, 2003), it is thus positively related with dimensions of emotional intelligence. In this regard, Grandey (2000) observed that people who are not capable enough to manage emotions adopt less deep acting as an emotional regulation strategy. And persons who know regulation of their emotions engage in deep acting (Grandey, 2000). So, people who score high on all dimensions of emotional intelligence are better able to align their inner feelings and emotions to those of display requirements. People who can perceive and understand emotions accurately can assess and observe the correctness or incorrectness of their own display of emotions thus can use emotions to facilitate thought to change emotions internally to conform display rules. Brotheridge (2006) explored the relation between emotional intelligence, emotional labor as well as situational demands and found that highly emotionally intelligent workers' perceived frequent display requirements and engaged in deep acting in accordance with demands of situation. Butler et al., (2003) argued that individuals' who score high on emotion regulation ability are more prone to engage in effective strategy rather choosing emotion suppression strategy. Because, a person who scores high in emotional intelligence more accurately recognize, understand and manage emotions and as a result suffers reduced amount of emotional exhaustion (Mayer &

Salovey, 1997). Grandey (2000) argued that, if workers' have emotional intelligence, these individual characteristics may moderate the relationship between emotional labor strategies and outcomes. Because a person who has the ability to perceive, understand and manage emotions can effectively practice emotional labor. Thus, emotional intelligence may moderate emotional labor strategies and emotional exhaustion relationship.

H18a: Emotional intelligence moderates surface acting-emotional exhaustion relationship.

H18b: Emotional intelligence moderates deep acting-emotional exhaustion relationship.

2.5. Moderating role of Masculinity in emotional labor- emotional exhaustion relationship

Emotional labor strategies and emotional exhaustion relationship has been inspected by numerous researchers who claimed mixed results. Various researchers' found a positive connection between surface acting and emotional exhaustion whereas found no correlation between deep acting and emotional exhaustion (Brotheridge & Grandey, 2002; Judge et al., 2009). Numerous studies depicted an association between emotional exhaustion and both types of emotional labor strategies i.e. surface and deep acting (Diefendorff et al., 2008; Grandey, 2003; Holman et al., 2002). Studies also confirmed no connection between surface as well as deep acting and emotional exhaustion (Bozionelos & Kiamou, 2008). These contradictory evidences provide support for inclusion of relevant moderator variable. As, the key objective of this study is to explore main relationships between emotional labor, its antecedents and supposed consequences and these main relationships may be influenced by moderator variables so these will also be considered. Research suggests that emotional labor and its relationship with various outcomes can be influenced by cultural differences, so masculinity (masculine culture) as a moderator will be investigated (Bozionelos & Kiamou, 2008; Fischbach, 2008; Grandey, Fisk, & Steiner, 2005b).

2.5.1. Masculinity

Hofstede (1980) instituted that maximum distinction regarding men and women roles represents masculine culture. In highly masculine societies men are considered as tough, assertive, competitive, and concentrate to achieve material success. On the other hand, women are considered as meek, caring and focuses on quality of life. In highly masculine culture societies the women are not treated equitable as compared to men in better-paying jobs, men are usually preferred to have status and power.

2.5.2. Masculinity and Emotional Labor

Cultural differences regarding display norms exist which exclusively influences the way employees perform emotional labor (Adler, 1991). Type of emotions and expression are constrained by cultural values (Wharton & Erickson 1993). In the similar vein, cultural specific norms also have great influence as it entails how and when emotions should be displayed (Mann, 1997). These cultural norms may discourage men and women from expressing sadness and anger (Simson & Nath, 2004). Mesquita & Frijda (1992) also confirmed that cultural differences impact emotional labor, its predecessors as well as emotion regulation. From culture to culture, substantial differences exist with respect to display rules (Ekman, 1973). For instance, highly masculine culture consists of highly differentiated roles for men and women. Hochschild (1983) argued that in masculine cultures women are likely to be employed in occupations that require more emotional labor.

2.5.3. Masculinity and Emotional Exhaustion

Emotional labor requires regulation of emotions which is a psychological process and the emotional effort required to reconcile the disparity between internal emotions and desired emotions results in emotional exhaustion (Hochschild, 1983). As cultural more specifically societal norms facilitates or hinders the capacity and competency of men and women in performing emotional labor. It may also results in varying competency of men and women to

deal with these processes. To a great extent, research has been conducted to unveil the problems faced by women in male-dominating societies. In this line, Kanter (1977) reported bias and discrimination against women because of excessive control of male dominating group on procedures and systems. Moreover, Simpson (1997; 2000) too revealed that inequality makes work environment and conditions unsympathetic as well as adversarial for women a result they come across career barriers which hold back their growth and advancement. It has been concluded that both at home and at work women usually engage in more emotion management than men (Hochschild, 1989). Moreover, Wharton & Erickson (1993) revealed that even in same occupations women perform more emotional labor than men.

Traditionally emotional labor has been associated with women's work (Gray, 2010). Hochschild (1983) affirmed that women and emotional labor has extraordinary relevance as women perform more emotional labor than men and evidence proposes that women's engagement in regulation of emotions is more as compared to men, moreover both experience emotion work differently. In masculine culture Muslim countries women have lower social status and power thus are more prone to harmful psychosomatic consequences of performing emotional labor. Likewise, in certain professions like caring, women experience higher emotional labor because of gender segregation of jobs (Guy & Newman, 2004). As Fabes & Martin (1991) concluded that when women engage in surface acting by putting on mask to display fake emotions, they become more emotionally exhausted as compared to men as their actions and propensity to display what they actually feels are unmatched. Moreover, Kruml & Geddes (1998) also affirmed that women become more emotionally exhausted than men. Recently, Johnson & Spector (2007) too confirmed that surface acting is more detrimental for women as compared to men. Moreover, women are comparatively better in engaging in deep acting as they fabricate authentic smiles than men (Merton, 1997). However in cultures having gender stereotypic roles commonly referred to as masculinity (Hofstede, 1980) the job of female workers doing front line customer services could be more complex. As, women are believed to be more responsive of managing self and others' emotions as compared to men (Grossman & Wood, 1993).

2.5.4. Masculinity as a Moderator

According to Mesquita & Frijda (1992) though many emotion related processes are universal, yet there are number of cultural differences concerning antecedents, regulation processes, psychological reactions and behavioral responses. In addition, cross cultural studies have exposed that work related attitudes and values differs in different countries. Prior research recommended that culture has impact on work-related outcomes (Brodbeck et al., 2000; Dickson, Den Hartog, & Mitchelson, 2003). Shani et al. (2014) examined the effect of contextual factors on emotional labor strategy and concluded that there is impact of context, so organizations' should create a work environment in which workers' who act deeply or genuinely should be encouraged and surface acting should be reduced.

As in Muslim countries like Pakistan women are normally considered inferior to men. According to Syed & Ali (2005), in Pakistani society two domains are appropriate for women i.e. chador and chardiwari. Women in Pakistan are expected to cover themselves in chador and have to restrict themselves in chardiwari. This philosophy of women inferiority and modesty has imposed particularly physical as well as psychological limitations on Muslim working women' life. In order to response to social-cultural and organizational limitations they come across at the same time conflicting emotions of disgrace, guiltiness, nervousness, hopelessness and irritation. Thus in order to survive in an inhospitable environment, they remains in a continual quarrel with themselves as well as with the organization because they know that their every move is continuously being observed, watched and privately discussed (Syed & Ali, 2005). In addition, their workplaces require them to be friendly, pleasant, and hospitable on their jobs and on the other hand their socio-cultural values and family restrict them not to deal men (who are not mehram) in a friendly manner. Consequently, frontline female staff of hospitality industry of Pakistan has to endure problems associated with a clash between job specific and socio-cultural, religious demands.

Building on arguments of prior research we therefore investigate whether relationships of emotional labor strategies with emotional exhaustion and outcomes vary between cultures either masculinity moderates the emotional labor-emotional exhaustion relationship.

H19a: Masculinity negatively moderates the surface acting-emotional exhaustion relationship.

H19b: Masculinity positively moderates the deep acting-emotional exhaustion relationship.

2.6. Mediating role of emotional exhaustion in emotional labor-adaptive performance relationship

In literature conservation of resources (COR) theory best explains the link between emotional labor and emotional exhaustion (Hobfoll, 1989). This theory suggests that when valuable resources are depleted it produces stress causing individuals' to protect residual resources and searching for fresh resources. Frequent monitoring and regulation of emotions entails exertion of limited resources (mental) which when depletes results in stress (Grandey, 2000). Jobs which demands high control of emotions and regulation, their employees experience more emotional exhaustion than jobs with lower levels of emotional control (Brotheridge & Grandey, 2002). The hospitality service providers often deals with difficult and demanding customers, they interact with them on regular basis thus they need to regulate their emotions frequently; as a result their level of stress increases which makes them emotionally drained (Krone et al., 1989). Researchers' argued that emotional exhaustion not only influence badly on individual health and well-being, it also create numerous negative outcomes for the organizations' (Cropanzano, et al., 2003). Empirical research conducted by numerous researchers' shown that emotional exhaustion results in reduced organizational commitment, organizational citizenship behavior, job satisfaction, job performance and increased turnover intentions (Bozionelos & Kiamou, 2008; Cropanzano et al., 2003; Lee & Ashforth, 1993, 1996; Wright & Cropanzano, 1998).

Maslach (1982) assert that workers' who perform emotional labor on a regular basis becomes emotionally exhausted. An empirical research supported her view that when workers' interact on regular basis with customers' undergo high level of emotional exhaustion (Saxton et al., 1991). Service providers often just to meet emotional display demands of organizations engage in emotional expressions which are not actually felt. As a result, they experience stress and become emotionally exhausted (Grandey, 2003; Zapf, 2002). Results of various studies too confirmed that higher the emotional labor requirements higher will be emotional dissonance which reduces

satisfaction, performance on job as well as lowers mental health (Brotheridge & Grandey, 2002; Pugh et al., 2010). Morris & Feldman (1996) in addition affirmed that employees who frequently engage with customers and handle high emotional demands experience high emotional exhaustion which in turn negatively affects performance (Wright & Cropanzano, 1998).

COR theory entails that emotional labor is effortful which significantly predicts emotional exhaustion. Within the framework of COR theory surface and deep acting have different consequences for emotional exhaustion (Grandey, 2000). Individuals' who adopt surface acting or deep acting as a coping mechanism experiences different levels of emotional exhaustion as Grandey (2003) and Groth et al., (2009), argued that deep actors are perceived as more authentic by customers with improved perception of their job performance. While engaging in surface acting, frontline service providers put on an emotional mask to repress actually felt emotions. It additionally advocates that service providers' frequent engagement in surface acting leads them to reduce their personal authenticity (Shulei & Miner, 2006) which further leads towards self-alienation as well as estrangement (Hochschild, 1983) afterwards results in emotional exhaustion. Gross & John (2003) too articulated that surface actors due to inauthenticity in emotions experience more negative emotions. They argued that inauthenticity resulted because of disparity between actually felt and displayed emotions called emotional dissonance. Totterdell & Holman (2003) confirmed a stronger connection between surface acting and emotional exhaustion as compared to deep acting-emotional exhaustion relationship. When an individual has to intentionally modify his/her superficial display of emotions without shaping his/her inner feelings results in emotional dissonance (Martinez-Inigo et al., 2007). Lin & Lin (2011) also confirmed that workers who choose surface acting as a coping strategy becomes more emotionally exhausted, as surface acting and emotional exhaustion are associated with one another.

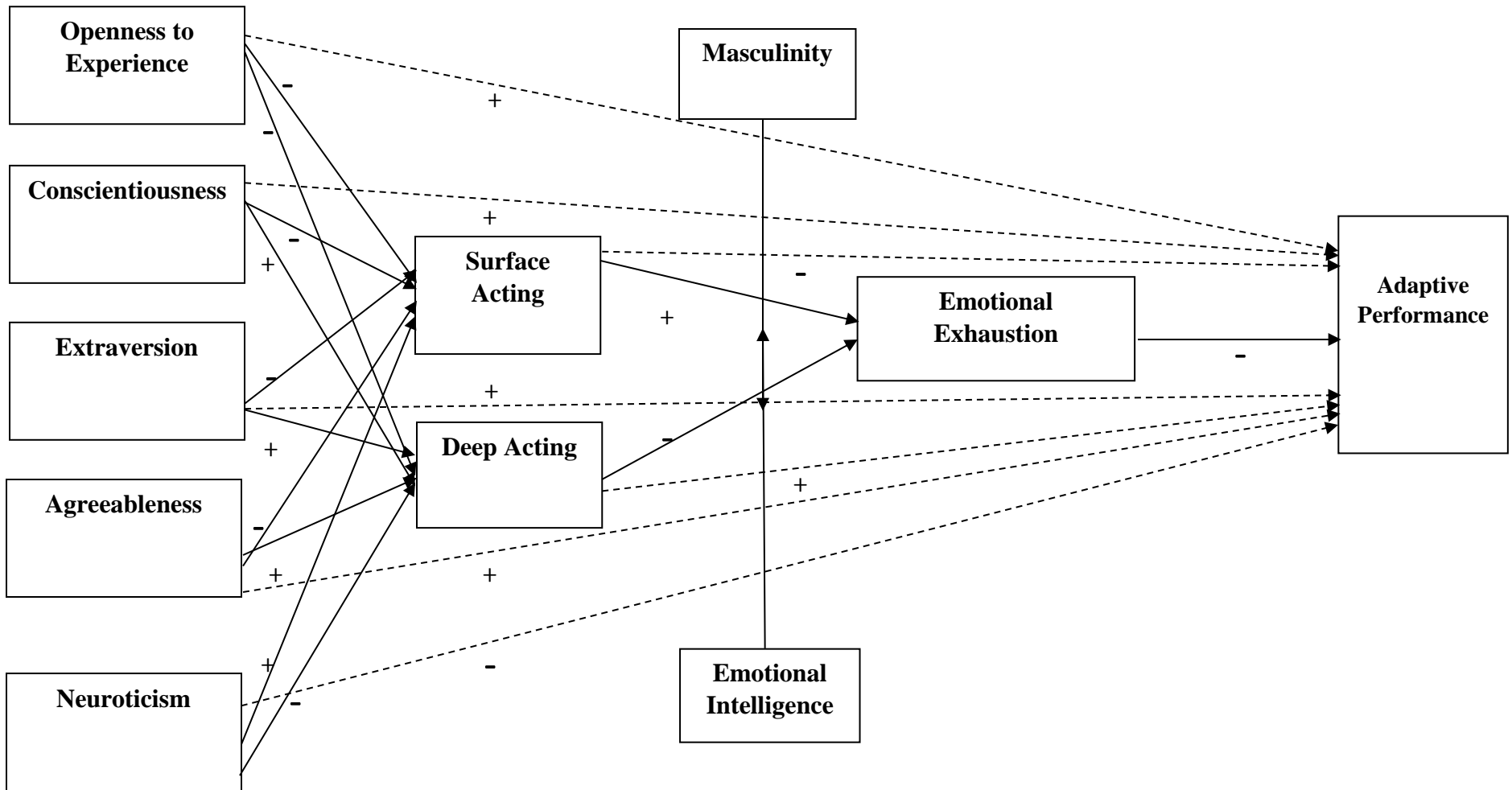
On the basis of above stated arguments it can be argued that as surface actors experience negative emotions thus suffers from high levels of emotional exhaustion which in turn negatively affect their performance and inverse will be in other case. Thus any relationship between emotional labor strategies and work outcomes (adaptive performance) can be mediated by emotional exhaustion. Thus we can argue that theoretical evidence sufficiently support the notion

that emotional exhaustion acts as a mediator between types of emotional labor and performance, leading to our hypotheses:

H20a: Emotional exhaustion mediates surface acting-adaptive performance relationship.

H20b: Emotional exhaustion mediates deep acting-adaptive performance relationship.

2.7. Research Model



2.8. Research Hypotheses

H1a: Openness to experience is negatively associated with surface acting.

H1b: Openness to experience is negatively associated with deep acting.

H2a: Conscientious is negatively associated with surface acting.

H2b: Conscientious is positively associated with deep acting.

H3a: Extraversion is negatively associated with surface acting.

H3b: Extraversion is positively associated with deep acting.

H4a: Agreeableness is negatively associated with surface acting.

H4b: Agreeableness is positively associated with deep acting.

H5a: Neuroticism is positively associated with surface acting.

H5b: Neuroticism is negatively associated with deep acting.

H6: Openness to experience is positively associated with adaptive performance.

H7: Conscientiousness is positively associated with adaptive performance.

H8: Extraversion is positively associated with adaptive performance.

H9: Agreeableness is positively associated with adaptive performance.

H10: Neuroticism is negatively associated with adaptive performance.

H11a: Surface acting is positively associated with emotional exhaustion.

H11b: Deep acting is negatively associated with emotional exhaustion.

H12a: Surface acting has negative impact on adaptive performance.

H12b: Deep acting has positive impact on adaptive performance.

H13a: Surface acting mediates the relationship between openness to experience and emotional exhaustion.

H13b: Deep acting mediates the relationship between openness to experience and emotional exhaustion.

H14a: Surface acting mediates the relationship between conscientiousness and emotional exhaustion.

H14b: Deep acting mediates the relationship between conscientiousness and emotional exhaustion.

H15a: Surface acting mediates the relationship between extraverts and emotional exhaustion.

H15b: Deep acting mediates the relationship between extraverts and emotional exhaustion.

H16a: Surface acting mediates the relationship between agreeableness and emotional exhaustion.

H16b: Deep acting mediates the relationship between agreeableness and emotional exhaustion.

H17a: Surface acting mediates the relationship between neuroticism and emotional exhaustion.

H17b: Deep acting mediates the relationship between neuroticism and emotional exhaustion.

H18a: Emotional intelligence moderates surface acting-emotional exhaustion relationship.

H18b: Emotional intelligence moderates deep acting-emotional exhaustion relationship.

H19a: Masculinity negatively moderates the surface acting-emotional exhaustion relationship.

H19b: Masculinity positively moderates the deep acting-emotional exhaustion relationship.

H20a: Emotional exhaustion mediates surface acting-adaptive performance relationship.

H20b: Emotional exhaustion mediates deep acting-adaptive performance relationship.

METHODOLOGY

CHAPTER 3

3. METHODOLOGY

3.1. Research Paradigm

There are many types of philosophical approaches referred to as “paradigm” for social sciences which helps support and strengthens scientific inquiry. It can be defined as, “the basic belief system or world view that guides the investigation” (Guba & Lincoln, 1994; 105). According to Bazeley (2003), the choice of research paradigm that a researcher takes on can possibly affect the choice as regards to data collection instrument and the way collected data is interpreted. Three philosophical approaches are: ontology, epistemology and methodology (Guba, 1990). Guba (1990) argued that ontology explores “reality” (as visualized by researchers’) and epistemology investigates an association between what is studied and the person who is going to conduct research. Instead, methodology is how one generates data/knowledge using a specific theory and research design. According to Neuman (2006), in social sciences the researchers’ are more inclined to adopt positivist and interpretivist research paradigms. More specifically for social sciences quantitative methods of research are more relevant to positivist research paradigm. As, this paradigm entails accurate measures for analysis and hypothesis testing (Neuman, 1999). Thus, current study also adopt positivist research paradigm as it helps to infer logic in order to identify and verify proposed relationships. This paradigm best suited our study as it takes on an essentialist focus supposing that reality is yet to be revealed. Here researchers’ detach themselves from observed phenomenon in order to remain as ‘objective’ as possible and strives best to avoid bias which may influence study findings. Moreover, hypotheses are developed after reviewing theory and numerical evidence is collected as well as analyzed, interpreted to test hypothesis. All this enhances reliability of data collected (Guba 1990; Neuman 2006).

3.2. Research Design

Research design helps assist research scholars to get clear answers on the basis of evidence for research questions. Research design which is supposed to be outstanding not only helps to understand and interpret the study results it also permits scholars' (researchers) in acquiring useful results (Wiersma & Jurs, 2005). Since nineteenth century, the research design which dominated the social science is "quantitative" because it generates reliable as well as validated data using standardized tools and techniques (De Vaus, 2001). Quantitative research design explains observable fact in numbers thus can be measured to detect the connection, associated causes and effects (Wiersma & Jurs, 2005). Thus, the current study can also be considered as quantitative as it also utilized quantitative data to inspect the associations among variables. Survey procedure was carried out to gather data which entails the use of questionnaire consisting of demographics education, experience, native language, marital status and age of target population. There are different types of surveys' which can be carried out for example, self-administrated questionnaires, phone interviews, on-line surveys, etc (Ary et al., 2006). The current study specifically used "self-administered questionnaires" as it entails many advantages as most important is it takes comparatively less time to gather data.

3.3. Population and Sample 1

3.3.1. Target population 1

In developing countries, especially in Pakistan, the hospitality industry, has observed a marvelous development during few years. The hospitality industry has tough market rivalry; therefore, it has become crucial for hotels' to retain customer's loyalty by providing them satisfaction. There is high level of face to face interaction among frontline employees' of hospitality industry and customers; so often engage in emotional labor. In the work setting where there is extended working hours, employees' become more emotionally exhausted which results in emotional dissonance.

The border line of this study is restricted to the hospitality industry, and the target population for sample 1 was female employees who work in the hospitality industry specifically different hotels of Pakistan. As this research aims to focus on the female staff, the population for this data is only hotels' female front-line service providers'. In this regard, different 4-5 star hotels residing in Islamabad, Rawalpindi, Burbhan, Peshawar, Lahore, Faisalabad, Multan as well as Karachi were visited. The hotels which were visited consists of Marriott Islamabad, Serena Islamabad, Holiday Inn Islamabad, Shalimar, Best Western, Pearl Continental Rawalpindi, Pearl Continental Burbhan, Pearl Continental Peshawar, Pearl Continental Lahore, Avari Lahore, Holiday Inn Lahore, Ambassador Lahore, SunFort Hotel Lahore, Serena Faisalabad, Best Western Faisalabad, Garvaish Luxury Hotel Faisalabad, Royalton Hotel Faisalabad, Prime Hotel and Restaurant Faisalabad, Hotel One Multan, Ramada Multan, Holiday Inn Multan, Sheraton Karachi, Marriott Karachi, Pearl Continental Karachi, and Avari Towers Karachi.

3.3.2. Sampling Method and Sample1

Sampling can be defined as, "the process through which a subset of cases are chosen which helps to draw conclusions about target population" (Singleton & Straits, 2005). Sampling is highly required as it is difficult to fit in the entire population to carry out research. So, a representative sample of population is selected which helps in generalizing results. The current study used a sample of front-line female staff of hospitality industry of Pakistan. The daily activities of front-line female staff of hospitality industry are demanding as well as complex so this sample seems appropriate to carry out emotional labor research.

It has been argued that from mathematical perspective random sampling (probability sampling) is best as it ensures known and equal chances of all population members' selection (Wiesma & Jurs, 2005). Still it is not feasible to adopt probability sampling as a procedure to select sample when one cannot approach total population. For instance, it would be impossible to select random sample from all front-line female service providers of hospitality industry of Pakistan. In this case another sampling procedure known as non-probability sampling would be carried out which is the process of case selection rather than random selection (Singleton & Straits, 2005; 132). Non probability sampling contrary to probability sampling gives greater probability of

selection for few population members. Despite many hard facts because of its feasibility, it is still carried out as a sampling procedure to select sample. So the current study also decided to utilize non-probability sampling method to select sample.

Hair et al., (2006) suggested that for proper usage of structural equation modeling one must have at least 300 collected samples. As the focal point of this study is on emotional labor, so the sampling frame was lessened to only those female employees who interact with customers on regular basis who are front-line service providers. Therefore, the first sample in the study was 700 (inclusive of 350 respondents of the pilot study) female staff that provides front-line services in hotels of Pakistan. Thus purposive sampling technique was carried out as only female as well as front-line service providers were contacted. The current study has collected 471 responses (sample size) which can be considered as large to use structural equation modeling appropriately to yield reliable analysis and results.

3.3.3. Procedure

As for data collection longitudinal survey design helps in reducing common method biases (Podsakoff et al., 2003) so the current study adopted a longitudinal survey design. Two paper-and-pencil self-administered surveys were carried out separately at two different times which lasted for approximately ten – twelve months. Earlier established scales were used to get responses on big five personality dimensions, emotional labor strategies, emotional intelligence, masculinity, emotional exhaustion and adaptive performance.

Data collection was based on two rounds. In the first round, the front-line female employees of concerned hotels were contacted. The number participants' in the first round of data collection phase was 700 front-line female staff. A self-reported questionnaire was used to gather their responses concerning their demographics, big five personality dimensions, emotional labor strategies (surface and deep acting), emotional intelligence, masculinity as well as emotional exhaustion. Their immediate bosses/heads were requested to assign them (employees') codes as they themselves need to report those codes while evaluating their performance. Last four digits

of front-line female staff mobile numbers' cataloged by HR department were used to report as code.

In the second phase, their immediate supervisors/heads were contacted to get their responses regarding front-line female staff's adaptive performance, which were seventy six. While evaluating respective employees' performance the supervisors/heads were requested to report same previously assigned and reported codes (last four digits of mobile numbers). The instructions regarding their participation in the research were given in detail.

3.3.4. Questionnaire Administration

Researchers can administer questionnaire in number of ways, for instance researchers' can conduct interview on telephone or can mail questionnaire through electronic and postal services without getting help from an interviewer. The mode used by researchers' to administer questionnaire has certain strengths and weaknesses. But this choice turns clearer if researcher has clarity concerning research objectives, target population, available resources and budgets (Bennett & Ritchie, 1975).

According to Bowling (2005) cognitive involvement of respondents' are demanded to collect data. Thus, researchers need to design instrument with care to reduce participants' ability to influence. It has been argued by researchers that respondents' clarity and understanding regarding the importance of information they provide makes them highly motivated to provide accurate as well as complete data (Cannell et al., 1981). Self-administered questionnaires demand more cognitive requirements as this requires literacy as well as ability to understand and respond appropriately (Bowling, 2005). But as far as current study sample is concerned, they are literate enough to understand and respond in an appropriate way. For this study, self-administered questionnaires were used to collect information because of number of reasons. For example, it is comparatively cheaper to collect data from dispersed population. Moreover, it reduces the chances of interviewer bias as participants find it easier to disclose certain aspects of sensitive information in the absence of interviewer (Jobe et al., 1997).

The first questionnaire was administered on front-line female employees of hotels of Pakistan who were encouraged by their HR department head and/or immediate supervisor/head to complete questionnaire as they were requested to give permission to fill out the questionnaires. To ease and encourage this process, we asked participants to write assigned code numbers. The respondents were not asked to write their names on the questionnaires. Instead of their names, their supervisors were requested and required to assign code to them to keep secrecy so that the code could be matched back to respective participant. In order to yield higher response rate, the higher authorities of concerned female staff was contacted to make clarification regarding the current study objectives and to ensure some degree of monitoring from them in data collection. The respondents who have specific exposure, who serve as front-line service providers' were requested individually to complete questionnaire. A total of 700 questionnaires were distributed, 513 questionnaires were received in which 42 questionnaires were incomplete hence 67.3 % response rate yielded as 471 questionnaires were used for analysis.

3.3.5. Sample Characteristics of Sample1

The demographic characteristics of sample 1 which was consisted of front-line female staff of hotels of Pakistan are shown in below mentioned tables.

3.3.5.1. Education

Information regarding female staff qualification was also gathered. The table shown below indicates level of respondents' qualification. 39.7 % participants were master, 60.3 % respondents were bachelors. No front-line female staff reported qualification less than bachelors'. Thus respondents were qualified enough to serve best. The table shown below indicates the frequency distribution of qualification of sample 1. Categorical scale was used to collect data regarding respondents' qualification.

Table: 3.1. Education of Sample 1 Respondents

Education	Frequency	Valid Percent	Cumulative Percent
Matric	0	0	0
Intermediate	0	0	0
Bachelors	284	60.3	60.3
Masters	187	39.7	100.0
Any other	0	0	0

3.3.5.2. Experience

Experience of participants shows their length of service with the organization means how long they have been serving in that hotel. The data concerning experience of employees has been gathered using categorical scale. The table shown below indicates that 20.2 % of respondents had less than 1 year length of service in their respective hotels, 5.9 % participants had 1-2 years of experience, 34.8 % respondents had 2-3 years of experience and 39.1 % has been serving since more than 3 years.

Table: 3.2. Experience of Sample 1 Respondents

Experience	Frequency	Valid Percent	Cumulative Percent
Less than 1 year	95	20.2	20.2
1-2 years	28	5.9	26.1
2-3 years	164	34.8	60.9
More than 3 years	184	39.1	100.0

3.3.5.3. Native Language

As there are different ethnic groups residing in Pakistan and as sample 1 represents the population so data regarding native language has been also collected. The below mentioned table shows that 60.7 % respondents' native language was Urdu, 22.5 % respondents' native language was Punjabi, 5.7 % were Sindhi, 3.2 % were English spoken and 7.9 % have other local languages.

Table: 3.3. Native Language of Sample 1 Respondents

Native Language	Frequency	Valid Percent	Cumulative Percent
Urdu	286	60.7	60.7
Punjabi	106	22.5	83.2
Sindhi	27	5.7	89.0
English	15	3.2	92.1
Any other	37	7.9	100.0

3.3.5.4. Marital Status

Marital status of respondents shows how many of them were married and how many were unmarried. As, data was collected from front-line female staff of hotels of Pakistan and maximum respondents that is 88.5 % marked themselves as unmarried. Only few respondents that are 11.5 % were married.

Table: 3.4. Marital Status of Sample 1 Respondents

Marital Status	Frequency	Valid Percent	Cumulative Percent
Married	54	11.5	11.5
Unmarried	417	88.5	100.0

3.3.5.5. Age

The table shown below indicates different age groups. It indicates that 91.3 % respondents' age was between 20-30 years, 8.7 % participants belong to age between 30-40 years. None of respondents were above 40 years. So, maximum participants were of 20-30 years age.

Table: 3.5. Age of Sample 1 Respondents

Age	Frequency	Valid Percent	Cumulative Percent
20-30 years	430	91.3	91.3
30-40 years	41	8.7	100.0
Above 40 years	0	0	0

3.4. Population and Sample 2

3.4.1. Target Population 2

The second sample of the study was supervisors/heads working at different hotels of Pakistan.

3.4.2. Sample 2

The second sample of the study was immediate supervisors/heads of respective front-line female staff that had experience of at least three years within that hotel.

3.4.3. Procedure

The selection of sample 2 was closely tied to selection of sample 1 as sample 1 performance was being evaluated by their immediate supervisors/heads. For this purpose, hotels were visited and

immediate supervisors were contacted to brief them about study objectives and to get their consent regarding their participation in the study.

Hence purposive sampling technique was used as only those supervisors/heads were contacted who serves as immediate supervisors/heads of concerned front-line female staff. After getting their consent questionnaires were distributed to them to rate respective front-line female staff. The variable for which data was collected from supervisors/heads was adaptive performance.

3.4.4. Questionnaire Administration

The second questionnaire was administered on immediate supervisors who have to make evaluation regarding front-line female employees' adaptive performance. In other words, immediate supervisors provided employees adaptive performance ratings. The HR department of concerned hotels' helped in making pairing scheme to ensure that supervisors/heads (rater) knows the respective front-line female staff (ratee) in order to make fair evaluations. Afterward participants' and supervisors' responses were matched, and matched dyads were thus considered for data analysis. Among the matched dyads 76 supervisors/heads of different hotels provided adaptive performance rating of 471 employees. Each supervisor evaluated almost six front-line female employees' adaptive performance.

3.4.5. Sample Characteristics 2

As the second sample consisted of supervisors/heads who rated their immediate subordinates' performance so they were asked to indicate employee code, their own age, gender and their length of service within their respective hotels' to accurately evaluate their respective staff adaptive performance. They were not asked to indicate other demographic information regarding them as those were not desired.

3.4.5.1. Supervisor Experience

Supervisor experience holds great importance as they have to evaluate adaptive performance of their subordinates thus experience less than 3 years was not entertained. The table shown below indicates that 55.3 % supervisors' had 3 years length of service, 30.3 % had 4 years' experience and 14.5 % had 5 years or more length of service within their respective hotels'.

Table: 3.6. Supervisor Experience of Sample 2

Supervisor's Experience	Frequency	Valid Percent	Cumulative Percent
3 years	42	55.3	55.3
4 years	23	30.3	85.5
5 years & more	11	14.5	100.0

3.4.5.2. Supervisor Gender

The table shown below indicates that 78.9 % supervisors' were male and 21.1 % supervisors were female who evaluated concerned employees' adaptive performance.

Table: 3.7. Gender of Sample 2

Gender	Frequency	Valid Percent	Cumulative Percent
Male	60	78.9	78.9
Female	16	21.1	100.0

3.4.5.3. Supervisor Age

The table shown below indicates that 31.6 % supervisors' were of age between 30-35 years, 57.9 % belong to age group of 35-40 years and 10.5 % were of age between 40-45 years. None of the supervisors' reported their age above 45 years.

Table: 3.8. Age of Sample 2

Age	Frequency	Valid Percent	Cumulative Percent
30-35 years	24	31.6	31.6
35-40 years	44	57.9	89.5
40-45 years	8	10.5	100.0
More than 45 years	0	0	

3.5. Instrumentation

The current study was carried out in two stages. In the first stage a pilot study was conducted to check the validity and reliability of the questionnaire and also to get insights regarding problems faced by female staff, their endurance associated with performing emotional labor and its related consequences. The questionnaires were distributed to around 350 front-line female staff of hotels.

After data collection from the above mentioned sample and ensuring validity and reliability of scale, questionnaires were distributed to a larger sample (around 700) of front-line female staff working in hotels of Pakistan.

3.5.1. Pilot Testing

A pilot study is a trial study conducted earlier to main study. It is specifically carried out to test feasibility of research instrument (Van Teijlingen & Hundley, 2001). It means that before conducting pilot study the researcher must have clarity regarding research topic, research questions, tools and techniques (methods) to reassess them to see how they will work practically and if required it can be tailored accordingly (Blaxter, Hughes & Tight, 1996). Pilot testing is very important to test the questionnaire's usefulness as this provides valuable information regarding major imperfections in questionnaire design. Welman & Kruger (1999) too revealed value of pilot testing as it helps detect defects in measurement procedures and indicate vague questionnaire items. It ensures appropriateness or inappropriateness of proposed methods, procedures and instruments and gives advance warning to modify them as required. Though pilot testing bears huge cost, it helps in avoiding to large extent time, effort and money which can be wasted using such questionnaire which produces ill, undeterminable responses and results (Oppenheim, 2000).

The data for pilot testing were collected from April, 2014 to August, 2014. A total of 323 questionnaires were distributed among front line female workers of the selected hotels while 53 supervisors filled the adaptive performance questionnaires about these workers. A total of 232 complete questionnaires were received back making response rate as 71.88%. Among the respondents 41.8% were between the age of 20-30 years and 58.2% were between 30-40 years. In terms of their education and experience, 53% were holding bachelors while 47% were holding a Master's degree. Majority of respondents (80%) had more than two year experience in frontline services job. All the questions in the questionnaire were responded to using five-point Likert response scale, where 1 corresponds to "strongly disagree" and 5 corresponds to "strongly agree."

3.5.2. *The Big Five Personality Dimensions*

The scale is adopted from John and Scrivastava, (1999); 44 items scale that measured the Big Five Personality traits. The subscales: extraversion, agreeableness, openness to experience,

neuroticism, and conscientiousness have 8, 9, 10, 8 and 9 items respectively. Coefficient alpha reliability for the subscales is 0.88, 0.86, 0.82, 0.84, and 0.83 respectively. Sample items for extraversion dimension of personality include “is talkative”, “is full of energy”, “has an assertive personality” etc. Sample items for agreeableness consist of “is helpful and unselfish with others”, “has a forgiving nature”, “is considerate and kind to almost everyone” etc. Sample items for openness to experience entails “is curious about many different things”, “has an active imagination”, “values artistic, aesthetic experiences” etc. Sample items for neuroticism include “is depressed, blue”, “can be tense”, “can be moody” etc. Lastly the sample items for conscientiousness personality dimensions consist of “does a thorough job”, “is a reliable worker”, “perseveres until the task is finished” etc.

3.5.3. Masculinity

In masculine cultures, the differences between gender roles are more dramatic and less fluid than in feminine cultures where men and women have the same values emphasizing modesty and caring. Masculinity was measured using scale developed by Dorfman & Howell (1988), 9 items scale and Cronbach’s α is 0.80. The respondents were asked to answer sample items such as “meetings are usually run more effectively when they are chaired by a man”, “men usually solve problems with logical analysis, woman usually solve problems with intuition”, “there are some jobs in which a man can always do better than a woman” etc.

3.5.4. Emotional Intelligence

Schutte Emotional Intelligence Scale (SEIS) developed by Schutte & Malouff, (1998) will be used to measure emotional intelligence. This scale helps in identifying differences among individuals’ regarding their ability to recognize and manage emotions in themselves and of others. This scale entails 33 items on a five-point Likert scale (1= strongly disagree, 5= strongly agree). Sample items for measuring emotional intelligence among front-line service providers were “when I am faced with obstacles, I remember times when I faced similar obstacles and

overcame them”, “I compliment others when they have done something well”, “I use good moods to help myself keep trying in the face of obstacles” etc.

3.5.5. Emotional Labor

Emotional Labor of front-line female staff was measured by scale developed by Brotheridge & Lee’s (2003). This scale entails 8 items to measure two acting strategies of emotional labor. The respondents were asked to respond on a 5-point Likert scale (1= strongly disagree to 5= strongly agree) to surface acting items which were five (Cronbach’s α 0.69) entailing “put on an act in order to deal with customers in an appropriate way”, “put on a “show” or “performance.”, “put on a “mask” in order to display the emotions I need for the job” etc. For deep acting three items (Cronbach’s α 0.87) the respondents were required to answer such as “try to actually experience the emotions that I must show”, “make an effort to actually feel the emotions that I need to display toward others” and “work hard to feel the emotions that I need to show to others”.

3.5.6. Emotional Exhaustion

The emotional exhaustion subscale of the Maslach Burnout Inventory (Maslach & Jackson, 1981) was used to assess emotional exhaustion of the participants. The Emotional Exhaustion subscale has nine items which evaluates how often respondents report feeling the symptoms of emotional exhaustion at work. The sample items includes “I feel emotionally drained from my work”, “I feel fatigued when I get up in the morning and have to face another day on the job”, “working with people directly puts too much stress on me” etc. Alpha coefficient of 0.84 was observed for emotional exhaustion scale.

3.5.7. Adaptive Performance

In order to measure adaptive performance of concerned employees’ 15-item scale (Cronbach’s α 0.98) developed by Pulakos et al. (2000) was adopted. Pulakos et al. (2000), 2002) used job

analysis techniques to develop a performance rating scale that assesses eight categories (including 15-items) of adaptive job performance. Supervisors rated each employee. The sample items used to measure adaptive performance were, “develops innovative methods of obtaining resources to get the job done”, “refuses to be frozen or paralyzed by uncertainty”, “flexible and open-minded when dealing with others” etc.

3.6. Scale Reliabilities of Scale 1 and 2

The scale reliabilities of both scales are shown in below mentioned table:

Table: 3.9. Summary of the Variables items Reliabilities

Name of Research Variable	Cronbach’s Alpha Reliability
Openness to Experience	0.81
Conscientiousness	0.71
Extraversion	0.74
Agreeableness	0.70
Neuroticism	0.86
Masculinity	0.75
Emotional Intelligence	0.80
Surface Acting	0.90
Deep Acting	0.92
Emotional Exhaustion	0.94
Adaptive Performance	0.90

3.7. Control Variables

The demographic variables used in the study were education, experience, native language, marital status, and age. Numerous studies elaborated the importance of controlling demographic variables as they likely to affect proposed relationships (Allworth & Hesketh, 1999; Hunter & Hunter, 1984; McDaniel et al., 1988).

One-way ANOVA was conducted to compare adaptive performance across demographic variables. Results revealed significant differences in adaptive performance across education ($F=68.17, p < .001$), experience ($F= 5.24, p < .01$), language ($F= 3.13, p < .05$), insignificant across marital status ($F= .02, p > .05$) and age ($F= 2.19, p < .05$). Thus, education, experience and language are control variables in the study. Various other studies conducted on adaptive performance too affirmed significant difference of experience and education (knowledge) as well as age on adaptive performance (Allworth & Hesketh, 1999; Pulakos et al., 2000; Seibert et al., 2001).

3.8. Data Analysis

Different statistical techniques will be used to analyze the data. The data analysis will be carried out using structural equation modeling (SEM). The relationship among observed and latent variables can be assessed using SEM. One of the major benefits of using SEM is that it is flexible and relaxed concerning statistical assumptions and it can estimate a sequence of separate but inter-reliant equations concurrently. By using SEM, we would be proficient to check either the proposed model is consistent with experiential data.

The process of SEM is two-staged as suggested by Anderson & Gerbing (1988) entailing measurement model as well as structural model. In measurement model, the researcher is required to inspect every latent variable with associated items by performing confirmatory factor analysis (CFA) prior to structural model estimation. For the current study confirmatory factor analysis (CFA) will be carried out on latent variables to determine distinctiveness of items and

variables. Here Steven's (1996) recommendation regarding factor loading will be followed by dropping loadings less than .40. The results of CFA will help in refining the model.

In structural model, the researcher inspects the association involving latent variables as it indicates the direct or indirect influence of latent variable on other latent variables. The proposed model of the current study entails five exogenous variables (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism) and four endogenous variables (surface acting, deep acting, emotional exhaustion and adaptive performance). In the structural model, the proposed connections between these variables are clearly stated. The proposed model was tested against what was stated in the structural model and what data depicts (Hair et al., 1998). The greater the connection between proposed relationships and patterns expressed by data shows good-fit between model and data. Estimation process helps in evaluating whether the proposed model fit well into the data or not. The decisions regarding modification to increase fit also base on fit statistics. There are three types of model fit statistics (Holmes-Smith et al., 2004) which are: absolute fit indices, incremental fit/comparative fit indices and lastly indices of model parsimony.

Each model fit statistics consist of different fit indices where there are certain rules of thumb regarding what should be minimum score level or value to obtain a good fit (Byrne, 2001). Availability of different fit indices generated several problems for researchers in the evaluation process (Kline, 2005) as different reviewers suggested to use those fit indices which are preferred by them for the same manuscript as different articles used and reported different fit indices (Ping Jr., 2004). As emphasized by Kenny & McCoach (2003) that for model evaluation there is no constant standard measure so they affirmed root mean square error of approximation (RMSEA), comparative fit index (CFI), and Tucker-Lewis coefficient (TLI) as fit indices. Steenkamp et al., (2003) reported X^2 , CFI and TLI as a fit measure. Then McQuitty (2004) combined those fit statistics considered less sensitive towards sample size. Suggested fit indices by Bentler (1990) are TLI, incremental fit index (IFI) and CFI, moreover Fan et al., (1999) recommended RMSEA, TLI and CFI as fit indices. As, it is improbable to use all fit measures in a single report (Holmes-Smith et al., 2004) so from major categories sample of those fit indices are used to report fitness of both models in the current study. Keeping in view complexity of

model and to confirm and support proposed model the common fit indices used in the study will be root mean square error of approximation (RMSEA), incremental fit index (IFI), Tucker-Lewis coefficient (TLI) and comparative fit index (CFI). For RMSEA the value should be less than .06 for a closer fit of model and if value is less than .08 that would be a reasonable fit. In the meantime, if value is greater than .01 shows poor fit of the model and such model would not be considered (Hu & Bentler, 1999). For IFI the values closer to 1 indicate the good fit (Bollen, 1989). And for TLI and CFI, the values greater than .90 would indicate a good fit (Hair et al., 1998).

Data analysis for the current study was carried out in three steps. First step was carried out using SPSS 20.0 to calculate descriptive statistics of used constructs as well as to calculate reliability of each research instrument. According to Nunnally & Bernstein (1994), for social science the internal consistency of survey items should be greater than 0.70. In order to determine association among variables Pearson correlations were as well calculated. For discriminant validity of constructs, the correlations among them should not be greater than .85 (Kline, 2005). Nevertheless, Hair et al., (1998) argued that if constructs have theoretical support of being distinctive from one another then correlations greater than .85 are acceptable.

In second step, the relationship between big five personality dimensions (antecedents), emotional labor strategies (surface acting and deep acting), emotional exhaustion and adaptive performance (consequence) were tested via structural equation modeling (SEM). As discussed above, SEM helps in estimating a sequence of separate as well as interdependent equations at the same time to drive all those variables that were in the beginning dependent to carry on as independent to predict other variables. In current study, emotional labor is taken as dependent variable as it is predicted by big five personality dimensions, later it also act as independent variable as it influences emotional exhaustion and adaptive performance.

In the third stage, to test mediation as well as moderation Preacher & Hayes (2008) multiple mediation & moderation was used. First, the mediating effects of surface acting, deep acting in relation between big five personality dimensions and emotional exhaustion was examined. Then, mediating role of emotional exhaustion in relation between surface acting-adaptive performance

as well as deep acting-adaptive performance was investigated. Lastly, moderating effects of masculinity and emotional intelligence were examined on the associations between emotional labor strategies and emotional exhaustion. To confirm either moderator is working the beta weight of the interaction term (IV*M) should be significant.

RESULTS & DISCUSSION

CHAPTER 4

4. RESULTS AND DISCUSSION

The data of current study was analyzed using Structural Equation Modeling (SEM) via AMOS. Confirmatory factor analysis was used to detect the distinctiveness of variables and confirm that the results are free from common method bias (i.e., no measurement error). In order to test associations among variables descriptive statistics, correlation analysis, structural path analysis, mediation as well as moderation analysis was conducted.

4.1. Measurement Models

4.1.1. Individual Measurement Models

In order to check the individual fitness of all independent and dependent variables in the proposed model CFA was carried out. In order to attain a better fit certain items has been eliminated from the individual models.

For example, in order to measure five dimensions of personality (openness to experience, conscientiousness, extraversion, agreeableness, neuroticism) a scale developed by John & Scrivastava, (1999) was used. To measure openness to experience 10-items were used. Item no.4, 7, 8 and 9 were excluded because of poor loading (see appendix II). The results of CFA identified the good fit of the model as the fit indices were within the suggested ranges such as the values of RMSEA, IFI, TLI, and CFI were .03, .94, .89 and .94. In order to measure conscientiousness 9-items were used. The results depicted poor fit as the values of RMSEA, IFI, TLI and CFI were comparatively poor which were not according to recommended levels (Table 4.1). Items no.5 and 6 were eliminated because of poor loading and certain modifications by correlating certain items error terms (see appendix II) which helped in improving the model as the value of RMSEA, IFI, TLI, and CFI became .05, .91, .90 and .91.

Table: 4.1. Individual Measurement Models

Individual Measurement Models	Models	Fit Indices			
		RMSEA	IFI	TLI	CFI
OPN	Original	.03	.94	.89	.94
CON	Original	.06	.83	.74	.82
	Revised	.05	.91	.90	.91
EXT	Original	.04	.98	.96	.98
AGR	Original	.05	.82	.73	.81
	Revised	.03	.93	.89	.94
NEU	Original	.08	.87	.77	.86
	Revised	.04	.99	.98	.99
SA	Original	.05	.98	.94	.97
DA	Original	.04	.99	.96	.99
EE	Original	.02	.97	.96	.98
AP	Original	.06	.89	.86	.88
MAS	Original	.07	.83	.80	.82
	Revised	.05	.90	.89	.90
EI	Original	.03	.94	.92	.93

Then 8-items were used to measure extraversion. CFA results indicated good fit as values of RMSEA, IFI, TLI and CFI were according to desired levels (Table 4.1). Item no. 6, 7 and 9 were excluded because of poor factor loading. Agreeableness was measured with 9-items which also showed model poor fit as values of fit indices were not within recommended ranges (Table 4.1). Item no. 7 and 8 were eliminated because of poor loading. In order to improve model fit certain modifications were made by correlating certain error terms (see appendix II) which helped in improving model as improved values of RMSEA became .03, IFI .93, TLI .89 and CFI .94. Then Neuroticism was measured with 8-items. CFA results showed model poor fit (Table 4.1). Item no.1 and 2 were deleted because of poor loading. By correlating error terms of certain items (see appendix II) helped in improving the values of fit indices as RMSEA, IFI, TLI and CFI were became .04, .99, .98 and .99.

To measure emotional labor strategies (surface and deep acting) 8-item scale developed by Brotheridge & Lee (2003) was used. 5-Items helped in measuring surface acting. All the 5-items showed appropriate loading as no value was less than 3. The values of RMSEA, IFI, TLI and CFI of original model were .05, .98, .94 and .97 representing a good fit. 3-items were used to measure deep acting. The CFA results showed good fit of the model which did not require any modification as the original model fit indices values were RMSEA .04, IFI .99, TLI .96, and CFI was .99. 9-item scale developed by Maslach & Jackson, (1981) was used to measure emotional exhaustion (EE). The results depicted good fit of the model as values were as suggested like the values of RMSEA, IFI, TLI and CFI were .02, .97, .96 and .98. 15-item scale developed by Pulakos et al. (2000) was used to measure adaptive performance (AP). Item no.13 and 15 were excluded because of poor loading (see appendix II). The values of fit indices indicated good fit as values of RMSEA, IFI, TLI and CFI were as recommended which were .06, .89, .86 and .88. The fit indices of moderating variable masculinity (MAS) also improved by correlating certain items error terms (see appendix II) which was measured against 9-items, 2 items were excluded because of poor loading. The improved values of fit indices were shown in table no. 4.1. Similarly, the moderator emotional intelligence fit indices were also improved by modification and by excluding items with poor loading. The fit indices values of RMSEA, IFI, TLI and CFI were .03, .94, .92 and .93 which confirmed good fit of the model.

4.1.2. Overall Measurement Model Fit

In order to test overall model adequacy a composite measurement model has been tested. All the independent and dependent variables (latent variables) were examined together. For this purpose we examined two different models:

An overall measurement model without moderating variables (9-variables)

An overall measurement model with moderating variables (11-variables)

Table no. 4.2. Overall Measurement Models

Fit Indices	Overall Measurement Model without Moderating Variables		Overall Measurement Model with Moderating Variables	
	Original Model	Revised Model	Original Model	Revised Model
RMSEA	.04	.03	.04	.03
IFI	.88	.94	.83	.93
TLI	.83	.92	.82	.91
CFI	.86	.94	.82	.92

For both measurement models table 4.2 presents the fit indices of both initial and revised models. The initial measurement of both models (with and without moderators) showed a comparatively weak fit as indicated in the column 1 of table no. 4.2. In order to improve fit indices certain modifications were made by correlating certain items error terms (see appendix II). The fit indices of revised model shown improvement as the values of RMSEA, IFI, TLI and CFI became .03, .93, .91 and .92 (with moderators) and .03, .94, .92 and .94 (without moderators) which justified the need for certain modifications that has been made. Moreover, all items were loaded on a single factor which confirmed discriminant validity of the construct. Finally, despite this fact that the composite model with moderating variables also shown good fit but as moderating

variables were continuous so we proceeded with composite model without moderating variables for further analysis.

4.2. Descriptive statistics and Correlation Analysis

Descriptive statistics and correlation analysis of the variables examined in the current study are shown in table below.

Table: 4.3. Descriptive Statistics

	Mean	Standard Deviation
Openness to Experience	3.48	.76
Conscientiousness	3.83	.53
Extraversion	3.88	.65
Agreeableness	3.55	.61
Neuroticism	3.06	.90
Masculinity	2.47	.57
Emotional Intelligence	3.73	.38
Surface Acting	2.70	.97
Deep Acting	3.95	1.05
Emotional Exhaustion	2.73	.99
Adaptive Performance	3.61	.68

Table: 4.4. Correlation Analysis

	EDU	EXP	LAN	MAR_S	AGE	OPN	CON	EXT	AGR	NEU	MAS	EI	SA	DA	EE	AP
1.EDU	1															
2.EXP	.026	1														
3.LAN	.030	.002	1													
4.MAR_S	.038	.024	.189	1												
5.AGE	.048	.128	.276	.456	1											
6.OPN	.107	.047	.038	.069	.031	1										
7.CON	.143*	.072	.040	.047	.017	.400	1									
8.EXT	.054	.092	.041	.003	.037	.264	.186	1								
9.AGR	.192	.022	.062	.051	.071	.162	.304	.271	1							
10.NEU	.083	.063	.006	.037	.045	.327	.143	.002	-.114	1						
11.MAS	.024	.088	.004	.026	.034	.017	.028	.080	.027	.003	1					
12.EI	.150	.011	.051	.006	.076	.058	.036	.136*	.169*	.055	.037	1				
13.SA	.044	.027	.029	.034	.057	-.124*	-.105*	-.126*	-.122*	.134*	.093	-.163*	1			
14.DA	.028	.015	.003	.025	.016	-.172*	.284**	.164*	.224**	-.143*	.104	.254**	-.499	1		
15.EE	.094	.025	.001	.030	.016	.012	-.001	-.095	.015	.010	.142	-.342**	.340**	-.375**	1	
16.AP	.308	.177	.054	.008	.068	.398**	.388**	.262**	-.389**	-.302**	.057	.429**	-.155*	.482**	-.159*	1

** $p < .005$, * $p < .01$, EDU= Education, EXP= Experience, LAN= Language, MAR_S= Marital Status, OPN= Openness to Experience, CON= Conscientiousness, EXT= Extraversion, AGR= Agreeableness, NEU= Neuroticism, MAS= Masculinity, EI= Emotional Intelligence, SA= Surface Acting, DA= Deep Acting, EE= Emotional Exhaustion, AP= Adaptive Performance.

The means and standard deviation of the variables are shown in table 4.3.

The higher mean value indicates that participants' responses are more leaned near agreement side for a variable's given item while the lower mean value indicates respondents' inclination in the direction of disagreement side for a variable's given item.

The mean value of Openness to experience (Mean = 3.48, SD = .76) reveals that respondents' are agreeing that they are open individuals'. The mean value of Conscientiousness (Mean = 3.83, SD = .53) indicates that participants' are agreeing that they are conscientious. The mean value of Extraversion (Mean = 3.88, SD = .65) demonstrates that respondents' agree that they are extraverts. The mean value of Agreeableness (Mean = 3.55, SD = .61) shows that respondents' level of agreement regarding how agreeable they are. The mean value of Neuroticism (Mean = 3.06, SD = .90) shows that respondents' level of agreement regarding how neurotic they are.

The mean value of Masculinity (Mean = 2.47, SD = .57) reveals level of agreement concerning masculine culture. Emotional Intelligence (Mean = 3.73, SD = .38) mean value reveals participants' are agreeing that they are emotionally intelligent. Surface Acting (Mean = 2.70, SD = .97) mean value shows that respondents' agree that they act at surface. Deep Acting (Mean = 3.95, SD = 1.05) mean value shows that respondents' agree that their inner and outer emotional display are perfectly aligned.

The mean value of Emotional Exhaustion (Mean = 2.73, SD = .99) depicts that respondents' are agree/disagree that experience emotional exhaustion. Adaptive Performance (Mean = 3.61, SD = .68) reveals the increase/decrease of adaptive performance of respondents' as the mean value is inclined towards agreement/disagreement side.

The Correlation Analysis is shown in table 4.4. The Correlation Analysis depicts the direction of relation (either positive or negative) among variables. In table 4.4 the correlation analysis reveals same hypothesized direction of relation among variables. It illustrates that Openness to experience personality dimension is negatively associated to surface acting and deep acting with the value of $-.124^*$ and $-.172^*$. Conscientiousness, extraversion, and agreeableness personality dimensions are negatively associated to surface acting ($-.105^*$, $-.126^*$ and $-.122^*$) and positively associated with deep acting ($.284^{**}$, $.164^*$ and $.224^{**}$). Neuroticism personality dimension is

positively associated to surface acting and negatively associated to deep acting with value of .134* and -.143*.

Openness to experience, conscientiousness, and extraversion are positively correlated with adaptive performance (.398**, .388** and .262**) whereas agreeableness and neuroticism are negatively correlated with adaptive performance with the value of -.389** and -.302**. Surface acting is positively associated to emotional exhaustion with the value of .340**. Deep acting is negatively associated to emotional exhaustion with the value of -.375**. Surface acting has negative impact on adaptive performance have value -.155*. Deep acting has positive impact on adaptive performance as value is .482**.

4.3. Test of Hypothesis 1a- 5b

H1a: Openness to experience is negatively associated to surface acting.

H1b: Openness to experience is negatively associated to deep acting.

H2a: Conscientious is negatively associated to surface acting.

H2b: Conscientious is positively associated to deep acting.

H3a: Extraversion is negatively associated to surface acting.

H3b: Extraversion is positively associated to deep acting.

H4a: Agreeableness is negatively associated to surface acting.

H4b: Agreeableness is positively associated to deep acting.

H5a: Neuroticism is positively associated to surface acting.

H5b: Neuroticism is negatively associated to deep acting.

Structural Equation Modeling (SEM) using AMOS 20 was performed to test different hypothesis and the results are shown in tables given below.

Table: 4.5 Standardized Coefficients for Structural Paths

Structural Paths		Path Coefficients	Standard Error	P- value
Openness to Experience	→ Surface Acting	-.197	.060	***
Openness to Experience	→ Deep Acting	-.354	.070	***
Conscientiousness	→ Surface Acting	-.468	.087	***
Conscientiousness	→ Deep Acting	.554	.102	***
Extraversion	→ Surface Acting	-.317	.050	***
Extraversion	→ Deep Acting	.544	.073	***
Agreeableness	→ Surface Acting	-.148	.071	**
Agreeableness	→ Deep Acting	.223	.092	**
Neuroticism	→ Surface Acting	.097	.046	**
Neuroticism	→ Deep Acting	-.161	.077	**

*** $p < .001$, ** $p < .005$, * $p < .01$

The standardized coefficients for structural paths are shown in table 4.4. Results of the study depicted that Openness to experience personality dimension is negatively associated to surface acting ($\beta = -.197$, $p < .001$) and deep acting ($\beta = -.354$, $p < .001$). Conscientiousness, extraversion, and agreeableness personality dimensions are negatively associated to surface acting ($\beta = -.468$, $p < .001$), ($\beta = -.317$, $p < .001$) and ($\beta = -.148$, $p < .005$) and positively associated with deep acting ($\beta = .554$, $p < .001$), ($\beta = .544$, $p < .001$) and ($\beta = .223$, $p < .005$). Neuroticism personality dimension is positively associated to surface acting ($\beta = .097$, $p < .005$) and negatively associated to deep acting with value of $\beta = -.161$, $p < .005$.

H1a: Openness to experience is negatively associated to surface acting.

The results indicates that Openness to experience has significant negative association with surface acting ($\beta = -.197, p < .001$). Thus hypothesis H1a that Openness to experience is negatively associated to surface acting is accepted.

H1b: Openness to experience is negatively associated to deep acting.

The results indicates that Openness to experience has significant negative association with deep acting ($\beta = -.354, p < .001$). Hence hypothesis H1b that Openness to experience is negatively associated to deep acting is accepted.

H2a: Conscientious is negatively associated to surface acting.

The results shows that Conscientiousness has significant negative association with surface acting ($\beta = -.468, p < .001$). Thus hypothesis H2a that Conscientiousness is negatively associated to surface acting is accepted.

H2b: Conscientious is positively associated to deep acting.

The results depicts that Conscientiousness has significant positive association with deep acting ($\beta = .554, p < .001$). Thus hypothesis H2b that Conscientiousness is positively associated to deep acting is accepted.

H3a: Extraversion is negatively associated to surface acting.

The results shows that Extraversion has significant negative association with surface acting ($\beta = -.317, p < .001$). Hence hypothesis H3a that Extraversion is negatively associated to surface acting is accepted.

H3b: Extraversion is positively associated to deep acting.

The results reveals that Extraversion has significant positive association with deep acting ($\beta = .544, p < .001$). Thus hypothesis H3b that Extraversion is positively associated to deep acting is accepted.

H4a: Agreeableness is negatively associated to surface acting.

The results shows that Agreeableness has significant negative association with surface acting ($\beta = -.148, p < .005$). Thus hypothesis H4a that Agreeableness is negatively associated with surface acting is accepted.

H4b: Agreeableness is positively associated to deep acting.

The results indicates that Agreeableness has significant positive association with deep acting ($\beta = .223, p < .005$). Thus hypothesis H4b that Agreeableness is positively associated with deep acting is accepted.

H5a: Neuroticism is positively associated to surface acting.

The results indicates that Neuroticism has significant positive association with surface acting ($\beta = .097, p < .005$). Thus hypothesis H5a that Neuroticism is positively associated with surface acting is accepted.

H5b: Neuroticism is negatively associated to deep acting.

The results shows that Neuroticism has significant negative association with deep acting ($\beta = -.161, p < .005$). Thus hypothesis H5b that Neuroticism is negatively associated with deep acting is accepted.

4.4. Test of Hypothesis 6- 12b

H6: Openness to experience is positively correlated with adaptive performance.

H7: Conscientiousness is positively correlated with adaptive performance.

H8: Extraversion is positively correlated with adaptive performance.

H9: Agreeableness is positively correlated with adaptive performance.

H10: Neuroticism is negatively correlated with adaptive performance.

H11a: Surface acting is positively associated to emotional exhaustion.

H11b: Deep acting is negatively associated to emotional exhaustion.

H12a: Surface acting has negative impact on adaptive performance.

H12b: Deep acting has positive impact on adaptive performance.

Structural Equation Modeling (SEM) using AMOS 20 was performed to test different hypothesis and the results are shown in tables given below.

Table: 4.6. Standardized Coefficients for Structural Paths

Structural Paths		Path Coefficients	Standard Error	P- value
Openness to Experience	→ Adaptive Performance	.195	.053	***
Conscientiousness	→ Adaptive Performance	.439	.076	***
Extraversion	→ Adaptive Performance	.099	.028	***
Agreeableness	→ Adaptive Performance	-.136	.062	**
Neuroticism	→ Adaptive Performance	-.098	.040	**
Surface Acting	→ Emotional Exhaustion	.056	.033	*
Deep Acting	→ Emotional Exhaustion	-.057	.028	**
Surface Acting	→ Adaptive Performance	-.721	.015	***
Deep Acting	→ Adaptive Performance	.190	.012	***

*** $p < .001$, ** $p < .005$, * $p < .01$

Openness to experience, conscientiousness, and extraversion are positively correlated with adaptive performance ($\beta = .195, p < .001$), ($\beta = .439, p < .001$), ($\beta = .099, p < .001$) and agreeableness has significant negative relation with adaptive performance ($\beta = -.136, p > .005$) whereas neuroticism is negatively associated with adaptive performance with the value of $\beta = -.098, p < .005$. Surface acting had positive relationship with emotional exhaustion and negative relationship with adaptive performance ($\beta = .056, p < .01$) and ($\beta = -.721, p < .001$). Deep acting had negative relationship with emotional exhaustion ($\beta = -.057, p < .005$) and positive association with adaptive performance ($\beta = .190, p < .001$).

H6: Openness to experience is positively correlated with adaptive performance.

The results indicates that Openness to experience personality dimension has significant positive correlation with adaptive performance ($\beta = .195, p < .001$). Hence hypothesis H6 that Openness to experience personality dimension is positively associated with adaptive performance is accepted.

H7: Conscientiousness is positively correlated with adaptive performance.

The results shows that Conscientiousness personality dimension has significant positive correlation with adaptive performance ($\beta = .439, p < .001$). So hypothesis H7 that Conscientiousness personality dimension is positively associated with adaptive performance is accepted.

H8: Extraversion is positively correlated with adaptive performance.

The results reveals that Extraversion personality dimension has significant positive connection with adaptive performance ($\beta = .099, p < .001$). Therefore hypothesis H8 that Extraversion personality dimension is positively associated with adaptive performance is accepted.

H9: Agreeableness is positively correlated with adaptive performance.

The results indicates that Agreeableness personality dimension has significant negative relation with adaptive performance ($\beta = -.136, p > .005$). For this reason hypothesis H9 that Agreeableness personality dimension is positively associated with adaptive performance is rejected.

H10: Neuroticism is negatively correlated with adaptive performance.

The results indicates that Neuroticism personality dimension has significant negative relation with adaptive performance ($\beta = -.098, p < .005$). Hence H10 that Neuroticism personality dimension is negatively associated with adaptive performance is accepted.

H11a: Surface acting is positively associated to emotional exhaustion.

The results shows that Surface acting had positive relationship with emotional exhaustion ($\beta = .056, p < .01$). Hence H11a that Surface Acting is positively associated with emotional exhaustion is accepted.

H11b: Deep acting is negatively associated to emotional exhaustion.

The results indicates that Deep acting had negative relationship with emotional exhaustion ($\beta = -.057, p < .005$). Thus H11b that Deep Acting is negatively associated with emotional exhaustion is accepted.

H12a: Surface acting has negative impact on adaptive performance.

The results reveals that Surface acting had negative relationship with adaptive performance ($\beta = -.721, p < .001$). Thus H12a that Surface Acting has negative impact on adaptive performance is accepted.

H12b: Deep acting has positive impact on adaptive performance.

The results reveals that Deep acting had positive relationship with adaptive performance ($\beta = .190, p < .001$). Thus H12b that Deep Acting has positive impact on adaptive performance is accepted.

4.5. Test of Hypothesis 13a- 17b

H13a: Surface acting mediates the association between openness to experience and emotional exhaustion.

H13b: Deep acting mediates the association between openness to experience and emotional exhaustion.

H14a: Surface acting mediates the relationship between conscientiousness and emotional exhaustion.

H14b: Deep acting mediates the relationship between conscientiousness and emotional exhaustion.

H15a: Surface acting mediates the relationship between extraverts and emotional exhaustion.

H15b: Deep acting mediates the relationship between extraverts and emotional exhaustion.

H16a: Surface acting mediates the relationship between agreeableness and emotional exhaustion.

H16b: Deep acting mediates the relationship between agreeableness and emotional exhaustion.

H17a: Surface acting mediates the relationship between neuroticism and emotional exhaustion.

H17b: Deep acting mediates the relationship between neuroticism and emotional exhaustion.

Table: 4.7. Bootstrap results for indirect effect

	LL 95%CI	UL 95% CI
OPN → SA → EE	-.023	.019
OPN → DA → EE	.008	.049
CON → SA → EE	-.061	-.011
CON → DA → EE	-.031	.019
EXT → SA → EE	-.026	.006
EXT → DA → EE	-.002	.032
AGR → SA → EE	-.011	.002
AGR → DA → EE	-.001	.016
NEU → SA → EE	-.011	.013
NEU → DA → EE	.004	.027

Note. Bootstrap sample size 1000. LL= lower limit; CI= confidence interval; UL= upper limit; OPN= Openness to Experience; CON= Conscientiousness; EXT= Extraversion; AGR= Agreeableness; NEU= Neuroticism; SA= Surface Acting, DA= Deep Acting, EE= Emotional Exhaustion.

Results concerning hypothesis 13a-17b revealed that Surface Acting mediate only one proposed relationship. The indirect effects of surface acting in relation between openness to experience and emotional exhaustion lie between -.023 and .019. The indirect effects of surface acting in relation between conscientiousness and emotional exhaustion lie between -.061 and -.011. The indirect effects of surface acting in relation between extraversion and emotional exhaustion lie between -.026 and .006. Moreover, the indirect effects of surface acting in relation between agreeableness and emotional exhaustion lie between -.011 and .002. Furthermore, the indirect effects of surface acting in relation between neuroticism and emotional exhaustion lie between -.011 and .013.

Deep Acting mediates only two relationships as the indirect effects of deep acting in relation between openness to experience and emotional exhaustion lie between .008 and .049. The indirect effects of deep acting in relation between conscientiousness and emotional exhaustion lie

between $-.031$ and $.019$. The indirect effects of deep acting in relation between extraversion and emotional exhaustion lie between $-.002$ and $.032$. Likewise, the indirect effects of deep acting in relation between agreeableness and emotional exhaustion lie between $-.001$ and $.016$. Additionally, the indirect effects of deep acting in relation between neuroticism and emotional exhaustion lie between $.004$ and $.027$.

H13a: Surface acting mediates the association between openness to experience and emotional exhaustion.

The indirect effects of surface acting in relation between openness to experience and emotional exhaustion lie between $-.023$ and $.019$. Therefore, zero is present in the 95% confidence interval. So, it can be concluded that surface acting did not mediate the relationship between openness to experience and emotional exhaustion. Consequently, H13a is rejected.

H13b: Deep acting mediates the association between openness to experience and emotional exhaustion.

The indirect effects of deep acting in relation between openness to experience and emotional exhaustion lie between $.008$ and $.049$. Therefore, zero is not present in the 95% confidence interval. So, it can be concluded that deep acting mediates the relationship between openness to experience and emotional exhaustion. As a result, H13b is accepted.

H14a: Surface acting mediates the relationship between conscientiousness and emotional exhaustion.

The indirect effects of surface acting in relation between conscientiousness and emotional exhaustion lie between $-.061$ and $-.011$. So, zero is not present in the 95% confidence interval. Thus, it can be concluded that surface acting mediates the relationship between conscientiousness and emotional exhaustion. Therefore, H14a is accepted.

H14b: Deep acting mediates the relationship between conscientiousness and emotional exhaustion.

The indirect effects of deep acting in relation between conscientiousness and emotional exhaustion lie between $-.031$ and $.019$. Therefore, zero is present in the 95% confidence interval. So, it can be concluded that deep acting did not mediate the relationship between conscientiousness and emotional exhaustion. Hence, H14b is rejected.

H15a: Surface acting mediates the relationship between extraverts and emotional exhaustion.

The indirect effects of surface acting in relation between extraverts and emotional exhaustion lie between $-.026$ and $.006$. So, zero is present in the 95% confidence interval. Thus, it can be concluded that surface acting did not mediate the relationship between extraverts and emotional exhaustion. Hence, H15a is rejected.

H15b: Deep acting mediates the relationship between extraverts and emotional exhaustion.

The indirect effects of deep acting in relation between extraverts and emotional exhaustion lie between $-.002$ and $.032$. Therefore, zero is present in the 95% confidence interval. So, it can be concluded that deep acting did not mediate the relationship between extraverts and emotional exhaustion. Thus, H15b is rejected.

H16a: Surface acting mediates the relationship between agreeableness and emotional exhaustion.

The indirect effects of surface acting in relation between agreeableness and emotional exhaustion lie between $-.011$ and $.002$. So, zero is present in the 95% confidence interval. Hence, it can be concluded that surface acting did not mediate the relationship between agreeableness and emotional exhaustion. Therefore, H16a is rejected.

H16b: Deep acting mediates the relationship between agreeableness and emotional exhaustion.

The indirect effects of deep acting in relation between agreeableness and emotional exhaustion lie between $-.001$ and $.016$. Hence, zero is present in the 95% confidence interval. So, it can be concluded that deep acting did not mediate the relationship between agreeableness and emotional exhaustion. Thus, H16b is rejected.

H17a: Surface acting mediates the relationship between neuroticism and emotional exhaustion.

The indirect effects of surface acting in relation between neuroticism and emotional exhaustion lie between $-.011$ and $.013$. Thus, zero is present in the 95% confidence interval. Therefore, it can be concluded that surface acting did not mediate the relationship between neuroticism and emotional exhaustion. Hence, H17a is rejected.

H17b: Deep acting mediates the relationship between neuroticism and emotional exhaustion.

The indirect effects of deep acting in relation between neuroticism and emotional exhaustion lie between $.004$ and $.027$. Thus, zero is not present in the 95% confidence interval. Therefore, it can be concluded that deep acting mediates the relationship between neuroticism and emotional exhaustion. So, H17b is accepted.

4.6. Test of Hypothesis 18a- 19b

H18a: Emotional intelligence moderates surface acting-emotional exhaustion relationship.

H18b: Emotional intelligence moderates deep acting-emotional exhaustion relationship.

H19a: Masculinity negatively moderates the surface acting-emotional exhaustion relationship.

H19b: Masculinity positively moderates the deep acting-emotional exhaustion relationship.

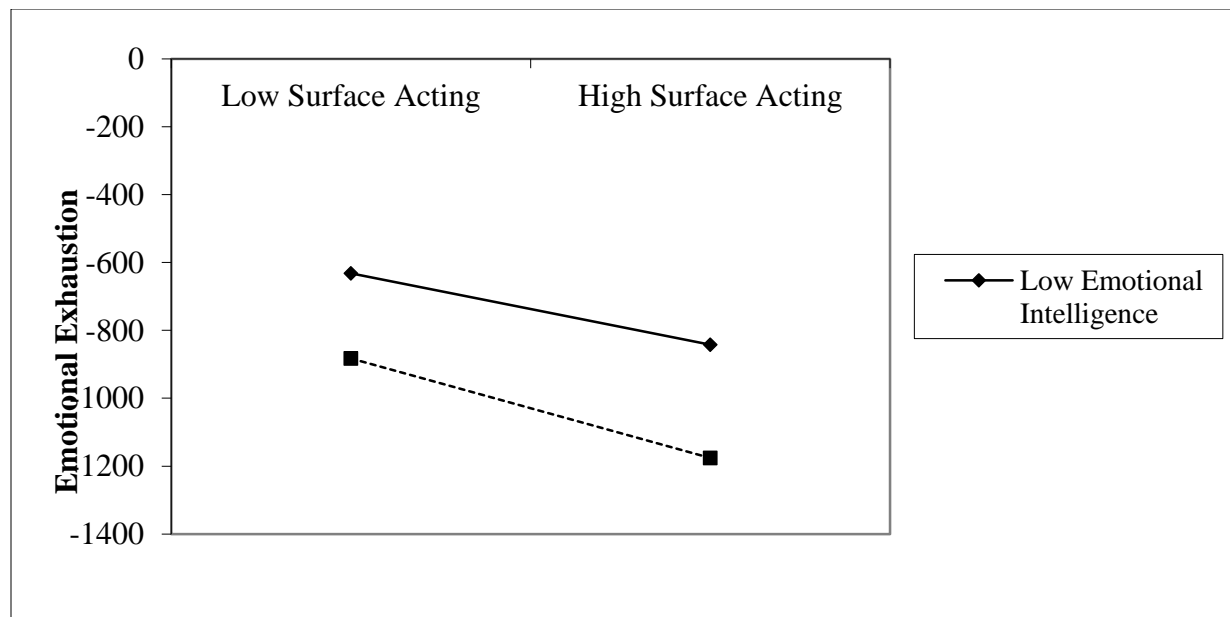
Table: 4.8. Standardized Coefficients for Structural Paths

Structural Paths	Path Coefficients	Standard Error	P- value
Surface Acting × Emotional Intelligence → Emotional Exhaustion	.192	.008	***
Deep Acting × Emotional Intelligence → Emotional Exhaustion	.087	.006	***
Surface Acting × Masculinity → Emotional Exhaustion	-.193	.117	.101
Deep Acting × Masculinity → Emotional Exhaustion	.089	.079	.272

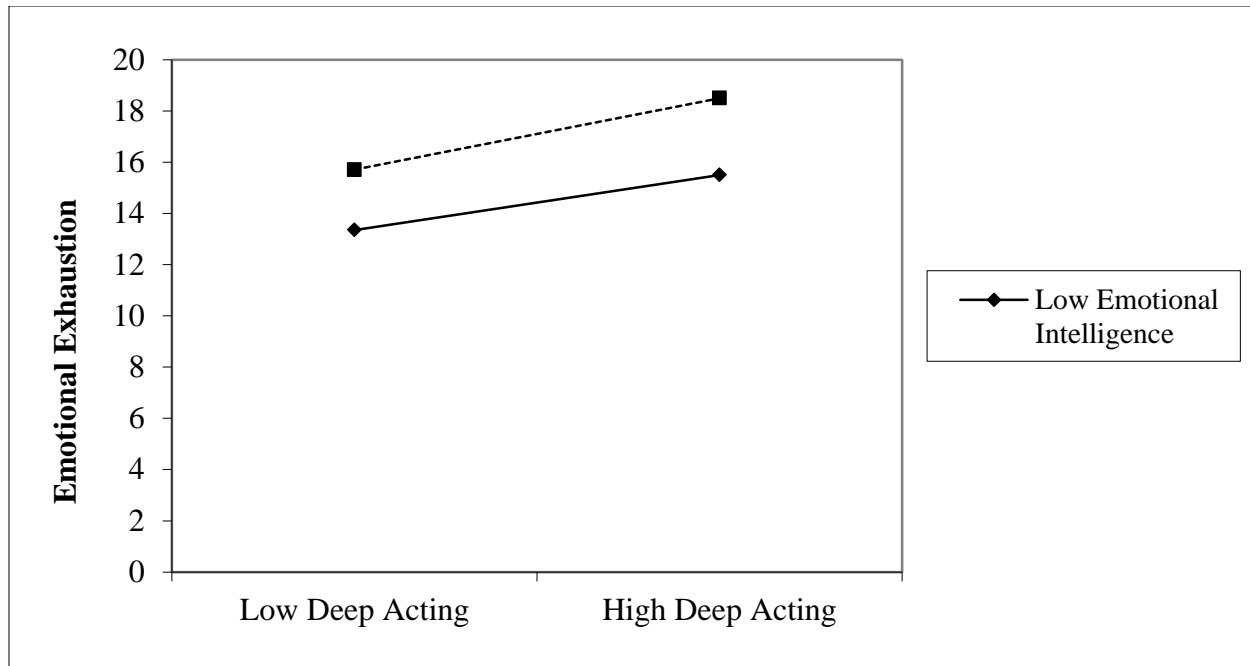
*** $p < .001$, ** $p < .005$, * $p < .01$

Results concerning hypothesis 18a-19b revealed somewhat mixed results. Analogous to expectations, moderating role of Emotional Intelligence was confirmed in relation between surface acting-emotional exhaustion as well as deep acting-emotional exhaustion. Findings of the current study exposed that it significantly weakened the relation between surface acting × emotional intelligence and emotional exhaustion ($\beta = .192, p < .001$) and strengthened an association between deep acting × emotional intelligence and emotional exhaustion ($\beta = .087, p < .001$).

Mod Graph 4.1



Mod Graph 4.2



It can be also apparently seen in the above mentioned graphs that increase in emotional intelligence helped weakened the positive association between surface acting and emotional exhaustion. On the other hand, increase in emotional intelligence strengthened the negative association between deep acting and emotional exhaustion. That's why numerous researchers' confirmed the moderating role of emotional intelligence in stress-strain relationship (Grandey, 2000; Slaski & Cartwright, 2002).

Contrary to expectation the moderating role of Masculinity in case of surface acting-emotional exhaustion as well as deep acting-emotional exhaustion was insignificant. As the interaction term of Masculinity did not weaken as well as strengthened the proposed relationships.

H18a: Emotional intelligence moderates surface acting-emotional exhaustion relationship.

The moderating role of Emotional Intelligence was confirmed in relation between surface acting-emotional exhaustion. Findings of the current study exposed that it significantly moderated the relation between surface acting \times emotional intelligence and emotional exhaustion ($\beta = .192, p < .001$). Thus H18a is accepted.

H18b: Emotional intelligence moderates deep acting-emotional exhaustion relationship.

The moderating role of Emotional Intelligence was confirmed in relation between deep acting-emotional exhaustion. Findings of the current study exposed that it significantly moderated the relation between deep acting \times emotional intelligence and emotional exhaustion ($\beta = .087, p < .001$). Thus H18b is accepted.

H19a: Masculinity negatively moderates the surface acting-emotional exhaustion relationship.

The moderating role of Masculinity in case of surface acting and emotional exhaustion relationship was insignificant ($\beta = -.193, p > .05$). As the interaction term of Masculinity did not weaken the proposed relationship between surface acting and emotional exhaustion. Therefore, hypothesis H19a is rejected.

H19b: Masculinity positively moderates the deep acting-emotional exhaustion relationship.

The moderating role of Masculinity in case of deep acting and emotional exhaustion relationship was insignificant ($\beta = .087, p < .05$). As the interaction term of Masculinity did not strengthened the proposed relationship between deep acting and emotional exhaustion. Therefore, hypothesis H19b is rejected.

4.7. Test of Hypothesis 20a and 20b

H20a: Emotional exhaustion mediates surface acting-adaptive performance relationship.

H20b: Emotional exhaustion mediates deep acting-adaptive performance relationship.

Table: 4.9. Bootstrap results for indirect effect

	LL 95% CI	UL 95% CI
SA → EE → AP	-.005	-.001
DA → EE → AP	-.014	-.001

Note. Bootstrap sample size 1000. LL= lower limit; CI= confidence interval; UL= upper limit; SA= Surface Acting; DA= Deep Acting; EE= Emotional Exhaustion; AP= Adaptive Performance.

Results for hypothesis 20a and 20b revealed that the indirect effects of Emotional Exhaustion in relation between surface acting and adaptive performance lie between -.005 and -.001. The indirect effects of Emotional Exhaustion in relation between deep acting and adaptive performance lie between -.014 and -.001. Thus, zero is not present in the 95% confidence interval. Therefore, it can be concluded that emotional exhaustion mediates the aforementioned relationships.

H20a: Emotional exhaustion mediates surface acting-adaptive performance relationship.

The indirect effects of Emotional Exhaustion in relation between surface acting and adaptive performance lie between -.005 and -.001. Thus, zero is not present in the 95% confidence interval. Hence H20a is accepted.

H20b: Emotional exhaustion mediates deep acting-adaptive performance relationship.

The indirect effects of Emotional Exhaustion in relation between deep acting and adaptive performance lie between -.014 and -.001. Thus, zero is not present in the 95% confidence interval. Therefore H20b is accepted.

4.8. Summary of Accepted/Rejected Hypotheses

Table: 4.10.

Hypothesis	Statements	Results
H1a:	Openness to experience personality dimension is negatively associated to surface acting.	Accepted
H1b:	Openness to experience personality dimension is negatively associated to deep acting.	Accepted
H2a:	Conscientious personality dimension is negatively associated to surface acting.	Accepted
H2b:	Conscientious personality dimension is positively associated to deep acting.	Accepted
H3a:	Extraversion personality dimension is negatively associated to surface acting.	Accepted
H3b:	Extraversion personality dimension is positively associated to deep acting.	Accepted
H4a:	Agreeableness personality dimension is negatively associated to surface acting.	Accepted
H4b:	Agreeableness personality dimension is positively associated to deep acting.	Accepted
H5a:	Neuroticism personality dimension is positively associated to	Accepted

surface acting.

- H5b:** Neuroticism personality dimension is negatively associated to deep acting. **Accepted**
- H6:** Openness to experience is positively correlated with adaptive performance. **Accepted**
- H7:** Conscientiousness is positively correlated with adaptive performance. **Accepted**
- H8:** Extraversion is positively correlated with adaptive performance. **Accepted**
- H9:** Agreeableness is positively correlated with adaptive performance. **Rejected**
- H10:** Neuroticism is negatively correlated with adaptive performance. **Accepted**
- H11a:** Surface acting is positively associated to emotional exhaustion. **Accepted**
- H11b:** Deep acting is negatively associated to emotional exhaustion. **Accepted**
- H12a:** Surface acting has negative impact on adaptive performance. **Accepted**
- H12b:** Deep acting has positive impact on adaptive performance. **Accepted**
- H13a:** Surface acting mediates the association between openness to experience and emotional exhaustion. **Rejected**
- H13b:** Deep acting mediates the association between openness to experience and emotional exhaustion. **Accepted**
-

H14a:	Surface acting mediates the relationship between conscientiousness and emotional exhaustion.	Accepted
H14b:	Deep acting mediates the relationship between conscientiousness and emotional exhaustion.	Rejected
H15a:	Surface acting mediates the relationship between extraverts and emotional exhaustion.	Rejected
H15b:	Deep acting mediates the relationship between extraverts and emotional exhaustion.	Rejected
H16a:	Surface acting mediates the relationship between agreeableness and emotional exhaustion.	Rejected
H16b:	Deep acting mediates the relationship between agreeableness and emotional exhaustion.	Rejected
H17a:	Surface acting mediates the relationship between neuroticism and emotional exhaustion.	Rejected
H17b:	Deep acting mediates the relationship between neuroticism and emotional exhaustion.	Accepted
H18a:	Emotional intelligence moderates surface acting-emotional exhaustion relationship.	Accepted
H18b:	Emotional intelligence moderates deep acting-emotional exhaustion relationship.	Accepted
H19a:	Masculinity negatively moderates the surface acting-emotional	Rejected

exhaustion relationship.

H19b: Masculinity positively moderates the deep acting-emotional exhaustion relationship. **Rejected**

H20a: Emotional exhaustion mediates surface acting-adaptive performance relationship. **Accepted**

H20b: Emotional exhaustion mediates deep acting-adaptive performance relationship. **Accepted**

Total number of Hypotheses **35**

Accepted **25**

Rejected **10**

DISCUSSION & CONCLUSION

CHAPTER 5

5. DISCUSSION, CONCLUSION & RECOMMENDATIONS

The main purpose of the current study is to address a comprehensive theoretical and empirical analysis examining the impact of big five personality dimensions on emotional labor and work outcomes. To fulfill this need maximum effort will be utilized to answer the below mentioned research questions:

5.1. Research Question 1

How openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions are related with emotional labor strategies (surface and deep acting) and does emotional labor strategies (surface and deep acting) mediates the relationship between openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions and emotional exhaustion.

5.1.1. Summary of Results

To find out the answer of aforementioned research question that is to investigate the relation of big five personality dimensions (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) with emotional labor strategies (surface and deep acting), a number of hypotheses were formulated. The result of the hypotheses reveals that H1a, H1b, H2a, H2b, H3a, H3b, H4a, H4b, H5a and H5b are accepted.

A number of hypotheses were formulated to check mediating role of emotional labor strategies (surface and deep acting) between big five personality dimensions (openness to experience, conscientiousness, extraversion, agreeableness and neuroticism) and emotional exhaustion. The result of the hypotheses reveals that H13b, H14a and H17b are accepted whereas H13a, H14b, H15a, H15b, H16a, H16b, and H17a are rejected.

5.1.2. Discussion

Different hypotheses are formulated and tested to investigate abovementioned research question. The results revealed that openness to experience personality dimension is negatively associated to surface acting as well as deep acting. This shows that during interpersonal relations and transactions open individuals' are incapable to correct required emotions. This is because of fact evidenced by previous conducted studies that emotional labor can either facilitate openness individuals' task or constrain it as discrepancy between actual and displayed emotions leads toward anxiety, distrust as well as depression etc (Ashforth & Humphery (1993). That's why open individuals' qualities are not suitable for service providing as mostly they cannot hide their true emotional expressions (Prentice, 2008; Smith & Canger, 2004). The finding of the current study is further supported by Austin et al., (2008) who too found no association between openness to experience and emotional regulation. This finding of the current study suggests that attention should be given because highly open individuals' experience more emotional labor in carrying out jobs which require frequent interactions with customers as they are unable to regulate their emotions consequently undergo emotional exhaustion (Ashforth & Humphery (1993).

The result of the study indicates that conscientiousness personality dimension is negatively correlated with surface acting. Because two main qualities responsibility and care of conscientious persons enable them to stick with organizational display requirements thus they deliver true emotions (Diefendorff et al., 2005). So, these people are less likely to act on surface. This finding has been supported as results showed negative connection between them, moreover Austin et al., (2008) too confirmed same results. In the light of arguments aforesaid it can be concluded that as conscientious individuals' fake emotional display might threaten their personal success and growth, hence they hardly ever engage in surface acting. The positive association between conscientiousness and deep acting confirms that conscientious individuals' dedication to work enables them to adhere display rules and requirements so they act dutifully to meet organizational expectations. These people because of problem solving quality are better able to manage interpersonal relations and transactions as they require less effort to line up inner and outer emotional display. Previous study also supports that individuals' who are conscientious

take their roles/responsibilities with care and attempts their best to modify inner emotions for a better emotional display (Grandey, 2000). As conscientious individuals' are hardworking, devoted, organized, vigilant (Barrick & Mount, 1991, 2005) they perform better on their jobs irrespective of occupation. They approach their work with more vigilance thus is more concerned and keen to display what is required from them (Grandey, 2000).

Result of the current study shows negative association between extraversion personality dimension and surface acting. Extraverts are by nature enthusiastic and optimistic (Costa & McCrae, 1992), thus enjoy experiencing positive emotions as a result they display actual feelings not fake emotions. Previous studies too show that extravert naturally experience positive emotions, their facial emotional display is always positive; they need not to express fake emotions and for these facts they are thought of as good performers while interacting with others' (John, 1990; McCrae & Costa, 1991; Mount, et al., 1998; Smith & Canger, 2004; Tan et al., 2003). The finding of the study further supported by a study conducted by Diefendorff et al., (2005) and Austin et al., (2008) who also depicted negative connection between extraverts and surface acting. Result of the current study shows positive association between extraversion personality dimension and deep acting because extraverts enjoy experiencing positive emotions thus they are less likely to engage to act on surface. The above stated arguments too support the findings of the study. Extraverts are naturally positive and enthusiastic (Costa & McCrae, 1992) so display actual/true emotions instead of fake emotions. They are more suitable for jobs which involves interactions with others' as they are social, easy and outgoing personalities (Barrick & Mount, 2005). Hence they hold positive attitude towards their job/task and work environment and conditions. Consequently they are equipped enough to deal with stressful situations and problems by experiencing lower levels of emotional exhaustion Bakker et al., (2006). Prior studies of Austin et al., (2008), Diefendorff et al., (2005) are supported by current study findings that extraverts are positively associated with deep acting and negatively associated with surface acting.

The result of the study shows a negative association between agreeableness and surface acting. Agreeable people because of their quality of being tolerant, trusting, cooperative, caring as well as forgiving nature (Barrick & Mount, 1991) are better able to develop and maintain positive and

honest relations (McCrae & Costa, 1991). Their trusting, forgiving as well as helping nature facilitate them to establish satisfying as well as respectful relations with customers' and others'. So, they need not to act on surface as they require lesser degree of emotional labor in order to manage their emotions. The positive correlation between agreeableness and deep acting is because these individuals' are better able to regulate their emotions (Tobin et al., 2000). Prior study conducted by Diefendorff et al., (2005) too confirmed that agreeable individuals' know the drawbacks of expressing inaccurate as well as dishonest emotions so go for deep acting. Agreeable personalities are more concerned about the needs of others' and honestly attempt on their part to fulfill those needs so act deep not on surface as a result experience less emotional exhaustion.

Results of study indicate a positive relationship between neuroticism and surface acting and negative relationship between neuroticism and deep acting. Neurotic individuals are anxious, nervous, insecure, tense, depressed, worried, angry and embarrassed (Barrick & Mount 1991; McCrae & Costa 1985). These all ingredients are vulnerable to emotional exhaustion and burnout. A number of prior studies affirmed that highly neurotic individuals' as experience negative emotions suffer from emotional exhaustion, psychological distress, burnout (Costa & McCrae, 1992; Maslach, 1982). As they perceive their work environment overloaded with threats they experience more negative emotions (Bono & Vey, 2007; (Kammeyer-Mueller et al., 2013). In short, they perform more emotional labor to control and manage emotional display. Highly neurotic individuals' express negative emotions thus undergo from stress as well as anxiety. These individuals' require more energy and utilize maximum effort to conceal negative emotions and to exhibit positive emotions. Many previous studies confirmed positive association between neuroticism and surface acting and negative connection between neuroticism and deep acting (Brotheridge & Grandey, 2002; Diefendorff et al., 2005; Gosserand & Diefendorff, 2005; Monaghan, 2006). As neurotic individuals' are not appropriate for service sector (Austin et al., 2008) because they find it hard to regulate emotions desired by organization. This is because of the fact that emotional stability is required to manage and control one's emotions. And all those who are emotionally unstable find it more challenging to change or align actually felt inner emotions Cheung & Tang, (2009). As neurotic individuals' naturally feels negative so they need to hide them during interactions so they act at surface by faking emotions. Contrarily, deep

acting requires inner emotional management and alignment with outer emotional display and neurotic individuals' find difficulty in doing so thus leads towards emotional deviance.

Surface acting mediates only one (conscientiousness-emotional exhaustion) relationship whereas deep acting mediates openness to experience-emotional exhaustion as well as neuroticism-emotional exhaustion relationship. Mediating role of emotional labor between personality and emotional exhaustion relationship has been confirmed by Kiffin- Peterson et al., (2010). Nevertheless contrary to expectations surface acting and deep acting did not mediate rest of all hypothesized relationship. The results of the current study indicates that surface did not mediate the relationship between openness to experience, extraversion, agreeableness as well as neuroticism dimensions of personality and emotional exhaustion. Whereas, deep acting did not mediate the relationship between conscientiousness, extraversion as well as agreeableness dimensions of personality and emotional exhaustion relationship. This may be because of fact that maximum studies on emotional labor were carried out in America a Western country, and studies conducted in Eastern country like Pakistan can have different findings as well as implications. It would be not appropriate to adopt "one-size-fits all" approach while analyzing results generated from studies conducted in different contexts as well as countries. As Grandey et al., (2005) also argued that culture matters a lot as there exist country-level dissimilarities in the associations among emotional labor. Grandey et al., (2005) study confirmed the differences in performing emotional labor in two different countries. In the same vein, Bulter et al., (2007) and Matsumoto et al., (2008) too stressed that regulation of emotions is a function of cultural context. Thus, apparently this can be one of the main reasons of rejection of hypotheses. In addition to this another reason for hypotheses rejection can be a fact that emotional exhaustion is also a function of type of personality. As different personalities experiences different levels of emotional exhaustion (Bakker et al., 2006; Zellar et al., 2000). For instance, a person who is emotionally unstable (neurotic) because of their negative nature perceives situations negatively (Magnus et al., 1993), thus under stressful situations or conditions they become more emotionally exhausted (Van Heck, 1997) as compared to those who are emotionally stable persons. So, emotional labor is not the only mechanism which leads them towards emotional exhaustion.

5.2. Research Question 2

What is the impact of openness to experience, conscientiousness, extraversion, agreeableness and neuroticism personality dimensions on adaptive performance?

5.2.1. Summary of Results

A number of hypotheses were formulated to find out the answer of abovementioned research question. The result of the hypotheses reveals that H6, H7, H8, and H10 are accepted and H9 is rejected.

5.2.2. Discussion

The finding of the current study confirmed a positive association among openness to experience personality dimension and adaptive performance. As people who score high on openness to experience are open-minded, go for novelty and likes to have wide-ranging interests as compared to those who score low on this continuum (Howard & Howard, 1995). These characteristics can help in making them better adaptive performers. The finding of the study is supported by Crant & Bateman, (2000) who found a positive connection between openness to experience and proactive personality as they are better able to spot opportunities for execution and persistent in bringing significant change (Crant, 2000). Individuals' who score on high openness to experience are more enthusiastic in exploring new things as they are more intellectually curious to learn new and more thus makes them adaptable Costa & McCrae (1992). Open individuals' are creative, artistic, quick, and intuitive so Caspi et al., (2005) confirmed a theoretical connection between openness to experience and adaptability. People with high openness are open to experience and love to explore new activities as they dislike intensely routines. They are equipped with excitement and experimentation which enables them to find innovative ways. Rothmann & Coetzer (2003) too confirmed that open individuals because of their active imagination, attentiveness and inclination for variety effectively enhance their creativity and performance on job.

Results depicted a positive correlation between conscientiousness and adaptive performance. Barrick & Mount (1991) conducted a meta-analysis and found that conscientiousness personality dimension because of their planning, determination, persistence, carefulness, and hard work, proved to be a valid predictor for all job performance criteria among all occupations. These characteristics are essential to attain whatever is desired in all types of jobs. Conscientious individuals' have achievement orientation, they are dutiful, competent, better able to regulate their emotions (self-controlled) thus they are naturally motivated to achieve task by showing greater job performance. Previous studies conducted by Brown et al., (2002) asserted that employees with positive point of reference strive hard to solve any problem and satisfy customer's needs. For this reason meta-analytical research persistently stated that the only personality dimension that can be generalized across different jobs and professions is conscientiousness (Barrick & Mount, 1991). Avi Besser & Shackelford (2007) found an association between conscientious personality dimension and propensity to plan and prioritize work which leads them to put extra effort and time for task completion. They have strength of mind, sense of purpose, they assume responsibility, strive best for perfectionism which compels them to perform best than those who are not equipped with these attributes. In addition, their achievement orientation aspect of personality gives confidence to them to become adaptable on their jobs.

As the study results indicate a positive relationship between extraversion dimension of personality and adaptive performance. This is because that they are sociable, energetic, expressive, easy and outgoing personalities (Barrick & Mount, 2005) so while interacting with others' they naturally experience positive emotions. Previous study carried out by Clark & Watson (1991) revealed that positive affect experienced by extraverts makes them creative as well as better performer (task). Likewise, a connection between extraversion dimension of personality and proactive behavior was indicated by Onyemah (2008). Extraverts are suitable for all those jobs which involve huge interactions as they enjoy working with others' and moving along with others' so do not need effort to regulate their emotions. These individuals' are conscious enough to achieve high positions, status as well as rewards so attempts best to boost performance (by enlarging sales volume) (Barrick et al., (2002). Extraverts' level of energy as

well as positivity helps them in making better adaptive performers. Because high energy levels can advance their ability to accomplish extra work and tasks by lowering levels of associated fatigue and stress. And their positivity enables them to analyze and interpret situations and conditions less threatening. So they can be better adaptive performer.

Results demonstrate an insignificant connection between agreeableness dimension of personality and adaptive performance. Agreeable person is obedient, cooperative, getting along with others, kind, considerate, empathetic, forgiving, and trustworthy (Tobin et al., 2000). These all are those qualities which are required for jobs involving frequent interaction with customers. Their sympathetic and helping attitude helps in solving problems of others' (customers') as their personal satisfaction is associated with helping others' (Brown et al., 2002). Because of these characteristics these personalities are given emotional support from coworkers thus increases their probability to be successful on their job (Zellar & Perrewe, 2001). But all these qualities cannot help them in becoming adaptive performer as they always find themselves conflicting with unstructured situations and conditions because of their agreeable nature. Agreeable individuals by nature are provoked to avoid conflict or conflicting situations (Graziano & Tobin, 2002) because of their poor tendency to cope with conflict or conflicting situations as they perceive it really stressful (Suls et al., 1998). As agreeable individuals' strive hard for cooperation as well as harmony so they avoid focusing such behaviors that may probably upset others at the same time those behaviors are highly desirable for effectiveness and performance. In sum, despite this fact that this dimension of personality is highly desirable in jobs where frequent interactions with customers' is required, there is need for such personalities' who should have the tendency to openly challenge the status quo. On surface they seem adaptable, appropriate for meeting new challenging tasks and environment but on deep this dark side needs to be taken into account.

Results show that neuroticism personality dimension and adaptive performance are negatively correlated. As neuroticism entails fearfulness, irritability, social anxiety, emotional instability (Costa & McCrae, 1987) so, these individuals' cannot control their impulses associated with dealing with uncertain, challenging situations. Previous studies carried out by Bolger (1990) and McCrae & Costa (1986) asserted that people who score high on neuroticism engage in escaping

strategies instead of engaging in proactive behavior to solve problems. Moreover, their negative nature causes them to perceive situations negatively (Magnus et al., 1993) thus in stressful situations/conditions they react extremely emotionally (negatively) which worsen their health (Van Heck, 1997) consequently cannot handle uncertainty in order to be adaptable. In the same vein, Rothmann & Coetzer (2003) concluded that emotionally unstable (neurotic) individuals are not creative as well as better performer than individuals' who are emotionally stable. They readily express negative feelings and emotions (Tews & Glomb, 2003) as a result experience stress. As neurotic personalities utilize more of their time focusing on dealing with negative affect consequently pay less time in task completion. In short, they are poor at dealing with unstructured, uncertain situations thus lacks the ability to be adaptable according to changing job requirements and conditions.

5.3. Research Question 3

What is the impact of emotional labor (surface acting and deep acting) on emotional exhaustion and adaptive performance?

5.3.1. Summary of Results

Two hypotheses were formulated to find out the answer of aforementioned research question that is to find out impact of surface and deep acting on emotional exhaustion. The result of the hypotheses reveals that H11a and H11b are accepted.

In order to find out the answer of aforementioned research question that is to find out impact of surface and deep acting on adaptive performance, two hypotheses were formulated. The result of the hypotheses reveals that H12a and H12b are accepted.

5.3.2. Discussion

The results of the study depicted a positive association between surface acting and emotional exhaustion. The connection between emotional labor strategies (surface acting and deep acting) has been explored by various researchers' who also confirmed same results. Previous studies too confirmed positive plus significant association between surface acting and emotional exhaustion (Bono & Vey, 2005; Brotheridge & Lee, 2003; Grandey, 2003; Johnson, 2004). This is because of fact that when one has to modify outer emotional display without changing/aligning inner feelings causes emotional dissonance. Surface actors remains in continuous stress as they have to monitor either they are exhibiting all those emotions which are required by their organization or not thus suffers from anxiety, depression as well as exhaustion.

Results indicated a negative connection between deep acting and emotional exhaustion. Deep acting entails expression of emotions which are perfectly aligned with felt emotions; here no effort is required to monitor one's emotions as they need not to put on a mask to repress felt emotions so the connection between deep acting and emotional exhaustion is negative. COR

theory advocates that emotional labor requires effort thus significantly causes emotional exhaustion. Within this framework, the choice of emotional labor strategy either surface or deep acting have dissimilar cost for emotional exhaustion (Grandey, 2000). Seeing that deep actors are thought of as honest, authentic by customers (Grandey, 2003; Groth et al., 2009), as they do not display fake emotions consequently does not get emotionally exhausted.

Results of the study demonstrated a negative correlation between surface acting and adaptive performance. Regulation of emotions requires effort which results in resource depletion causing emotional exhaustion thus negatively impact job related attitudes and behaviors (Grandey, 2000). Within the framework of COR theory it has been asserted that emotionally exhausted persons because of resource loss exercise less effort to perform thus deteriorate their performance on job (Wright & Cropanzano, 1998). As surface acting involves faking emotions it does not seem sincere so a positive connection between surface acting and adaptive performance could not be there. Because for a positive connection between them emotional display should seem sincere (Ashforth & Humphrey, 1993). Past studies also support above mentioned notion and findings as surface acting is perceived as hypocritical, inauthentic as well as insincere (Rafaeli & Sutton, 1987) so negative association was found between surface acting and customer service performance (Grandey, 2000; 2003). Actually it is hard for surface actors to give maximum output or performance by experimenting with new innovative ways to deal with uncertain situations. Since they devote much of their time, effort and energy in monitoring their own emotions to express them according to organizational display requirements consequently could not perform well on their jobs or could not be better adaptive performer.

A positive connection between deep acting and adaptive performance is indicated in the results of the current study. Since, deep acting is thought of as honest, authentic as well as sincere (Rafaeli & Sutton, 1987) so positive association between deep acting and adaptive performance is for sure. Previous studies too affirmed a positive relationship between deep acting and performance (Grandey, 2000; 2003; Little, 2007; Prentice et al., 2013). All holds same version for deep actors that they can better align their inner and outer emotional display accordingly perform at their maximum fullest. As deep actors display what they actually feel inside, they do not require emotion regulation, continuous monitoring to keep their inner and outer emotional

display perfectly aligned so they do not become emotionally exhausted and drained. For this reason, they can utilize their maximum capabilities' and full potential to boost up and exercise their non-routine proficiency to deal with complex situations.

5.4. Research Question 4

Does emotional intelligence and masculinity moderates the emotional labor strategies (surface and deep acting)-emotional exhaustion relationship.

5.4.1. Summary of Results

Two hypotheses were formulated to find out the moderating role of emotional intelligence on surface as well as deep acting and emotional exhaustion. The results of the hypothesis reveals that H18a and H18b are accepted.

Two hypotheses were formulated to find out the moderating role of masculinity on surface as well as deep acting and emotional exhaustion. The results of the hypothesis reveal that H19a and H19b are rejected.

5.4.2. Discussion

Results of the current study depicted that emotional intelligence moderated surface acting-emotional exhaustion relationship as well as deep acting-emotional exhaustion relationship. Previous research carried out by Grandey (2000) and Jordan et al., (2002) suggests that one of the individual characteristic which can influence the choice of emotional labor strategy (surface or deep acting) and its association with various outcomes is emotional intelligence. Totterdell & Holman, (2003) also asserted that emotional intelligence as a moderator can help alleviate effect between emotional labor and work outcomes. Many researchers' confirmed the moderating role of emotional intelligence in stress-strain relationship (Abraham, 2000; Slaski & Cartwright, 2002; Zapf et al., 1999). This can be because of fact that emotionally intelligent people are more adaptable thus it is quite easier for them to regulate emotions. Lopes et al., (2006) also confirmed this notion. Moreover, emotionally intelligent people have the capability and required skills to know underlying causes of stress in order to make strategies to reduce their negative impact (Abraham, 2000). Emotionally intelligent individuals' can more accurately recognize, understand

and manage emotions thus faces lower levels of emotional exhaustion (Mayer & Salovey, 1997). Because emotionally intelligent individuals' can easily tackle reasons/causes behind stress and draw out a plan devising appropriate courses of action to avoid such behavior causing emotional dissonance.

The results of the study show that masculinity neither moderated surface acting-emotional exhaustion relationship nor deep acting-emotional exhaustion relationship. Prior research confirmed that culture has impact on work-related attitudes, behavior and outcomes (Brodbeck et al., 2000; Dickson, Den Hartog, & Mitchelson, 2003) but in this study it did not moderate abovementioned relationships. Emotional labor is culture bound but in the particular context of Pakistan we found no evidence regarding how national culture affects the emotional labor of front-line female staff of hospitality industry. The findings of the current study indicate that despite the fact that Pakistan is masculine culture country (Hofstede, 1980) masculinity does not moderate the emotional labor strategies and emotional exhaustion relationships. This is a unique input of the current study which indicates that culture of the 4 & 5-star hotels of Pakistan is so strong that female staff considers essential to adhere to organizational norms and values as compared to national culture and in doing so the female staff does not sacrifice norms and values of national culture rather they are just complying with organizational norms and values. In short, culture of hospitality industry dominates the national culture of the Pakistan.

5.5. Research Question 5

Does emotional exhaustion mediate the emotional labor strategies (surface and deep acting) and adaptive performance relationship.

5.5.1. Summary of Results

Two hypotheses were formulated to find out the answer of aforementioned research question. The result of the hypotheses reveals that H20a and H20b are accepted.

5.5.2. Discussion

Results of the study indicated that emotional exhaustion mediated surface acting-adaptive performance relationship as well as deep acting-adaptive performance relationship. The findings of the current study are supported by the findings of many other research studies stating that worker's regular engagement in surface acting leads them to experience emotional exhaustion which negatively impact desired outcomes (Morris & Feldman, 1997) whereas, deep acting did not lead towards emotional exhaustion (EE). Moreover, directions of the associations among surface acting, deep acting, emotional exhaustion and adaptive performance were reasonably consistent with the projected hypotheses.

Contradictory to Hochschild's (1983) view, these findings lead to the conclusion that workers who display fake emotions experience emotional exhaustion than those who display genuinely felt emotions. The results of empirical research carried out by Brotheridge & Lee (2003) also revealed that the original notion may not be true. The mediating role of emotional exhaustion indicates that front line female staff in hospitality industry is subject to situations where they face difficult customers and they have to display pleasant and organizationally required emotions. However the display of these emotions causes emotional exhaustion which in turn affects their adaptive performance. Surface actors have to face a more difficult situation while dealing with customers in hospitality industry because their inner feelings do not match with what they are

displaying to customers. This effort causes emotional exhaustion. It was interesting to find out that deep acting also causes emotional exhaustion. The deep actors try to change their inner feelings according to job requirements but even this is not an easy task as it demands a psychological effort from the employees and thus leads them to emotional exhaustion.

5. 6. Conclusion

The results of the study show sufficient support for greater part of hypotheses. It shows that openness to experience personality dimension is negatively associated to surface acting as well as deep acting. Conscientious, extraversion and agreeableness personality dimensions are negatively associated to surface acting and positively connected to deep acting. Neuroticism dimension of personality is positively connected with surface acting and negatively associated with deep acting. These results of the study are supported by various other studies which also confirmed significant impact of dimensions of personality on emotional labor (Kiffin-Peterson et al., 2010). These findings confirmed that individual differences significantly affect the way emotional labor is performed. Different personalities significantly lead to engage in different type of emotional labor strategies thus leads to have different outcomes.

It has been analyzed and found that three dimensions of personality (openness to experience, conscientiousness and extraversion) are positively associated with adaptive performance. Whereas, agreeableness has significant negative relation with adaptive performance and neuroticism is negatively connected with adaptive performance. Surface acting is positively associated to emotional exhaustion whereas deep acting is negatively connected with emotional exhaustion. Surface acting has significant negative impact on adaptive performance whereas deep acting has positive impact on adaptive performance. The theoretical links proposed here were supported. These findings of the study suggest that people who feel positive and experience positive emotions if hired can benefit both individual as well as organization. Thus using personality tests in order to get person-job fit can be helpful.

Results also show that there is no mediation of emotional labor (surface acting and deep acting) between most dimensions of personality and emotional exhaustion. The proposed mediating role of emotional labor between most of big five personality dimensions and emotional exhaustion was not found. These findings of the study gone “against the wind” as there was theoretical logic of mediating role of emotional labor between all personality dimensions and emotional exhaustion. However, the diversity in results could be because of number of other factors less considered. Emotional intelligence moderates surface acting-emotional exhaustion relationship

as well as deep acting-emotional exhaustion connection. As emotional intelligence people who score high on emotional intelligence continuum are more able adjust their emotions than those of low scorers (Lopes et al., 2006). Individuals' with greater emotion regulation ability are more adapt at engaging in effective strategy instead of engaging in emotion suppression strategy (Butler et al., 2003). Because high scorers more accurately recognize, understand and manage emotions and as a result suffers reduced amount of emotional exhaustion (Mayer & Salovey, 1997). Thus, emotional intelligence moderated emotional labor strategies and emotional exhaustion relationship. On the other hand, masculinity neither moderate surface acting-emotional exhaustion relationship nor deep acting-emotional exhaustion relationship. As mentioned earlier there is impact of culture on the way emotional labor is carried out in different contexts and countries but this dimension of culture in this study did not support this version.

It is also observed from the results that emotional exhaustion mediated the relationship between surface acting-adaptive performance and deep acting-adaptive performance. The findings of this study indicate that female staff of the hospitality industry of Pakistan also requires high effort to display organizationally required emotions and in doing so become emotionally exhausted which slows down their performance. So, management of hospitality industry of Pakistan needs to intervene to take appropriate steps to help female staff display real emotions and secure them from experiencing emotional exhaustion and its negative impact on performance. As, Kim (2008) empirically evidenced that those workers who perform surface acting experienced high intensity of emotional exhaustion than deep actors. Thus, the relationship between emotional labor strategies (surface and deep acting) and adaptive performance is a consequence of its association with emotional exhaustion. In other words, surface acting-adaptive performance and deep acting-adaptive performance relationship was mediated by emotional exhaustion. The mediating role of emotional exhaustion indicates that front-line female staff of hospitality industry either surface actors or deep actors have to confront situations where they need to change their inner feelings which is draining them psychologically, and as a result they experience emotional exhaustion.

5.7. Implications and Suggestions

5.7.1. Theoretical Implications and Suggestions

In underdeveloped countries like Pakistan, very few studies theoretically and empirically investigated the impact of emotional labor on adaptive performance. The results of this study contribute to the existing body of knowledge about emotional labor in hospitality industry of Pakistan where people have limited knowledge and understanding about this fact. The findings of this study will help the hospitality management to create such an environment where employees display genuinely felt emotions and devise such strategies to reduce the negative impact of display of fake emotions on individual as well as organizational outcomes.

The present study provides important implications for hospitality industry. First and foremost finding is that emotional labor in hospitality is not affected by cultural norms. Thus managers in different countries can adopt a universal approach to deal with these issues. Despite having variation in geography the five star hotels have a similar environment and culture as they are part of international chains of hotels. The study will help the managers in underdeveloped countries like Pakistan to take advantage from best practices being followed in other parts of the world to deal with negative outcomes of emotional labor.

5.7.2. Practical Implications and Suggestions

The results of our study first suggest hotel management to consider models of occupational choice while hiring employees. Only those personalities' needs to be hired who can handle the stress associated with performing emotional labor at the same time meeting emotional demands of customers' reasonably. Moreover, hotel management always prefers to hire positive people because they are better able to provide quality service.

Managers however must realize that emotional labor has detrimental effects on adaptive performance and they must consider ways to reduce its harmful effects. One of the ways can be to provide support to front line female hospitality staff. Duke et al., (2009) also concluded that

perceived organizational support helped in reducing negative impact on outcomes associated with engaging in surface acting, thus confirmed moderating role of perceived organizational support in emotional labor-emotional exhaustion relationship. Thus, perceived organizational support can act as a buffer to slow the pace of emotional exhaustion.

Another way to reduce its harmful effects can be through training of these frontline workers. Organizations' can enhance emotional resources of their employees by providing appropriate training, enabling them to consider demands of customers as challenge instead of taking it as threat (Schneider, 2004). Moreover, Grandey et al., (2005) asserted that emotional labor is that kind of labor or skill which can be learned and trained moreover by repetition it can be developed. So designing such type of programs can help in regulation of aversive emotions for adaptable expression of them. By repetition one can get stability as a result need less effort which can thus reduce associated negative consequences. In this regard, individual as well as cultural differences should not be ignored by managers. They need to earmark considerable time and resources for this training to enhance adaptive performance of its female hospitality staff.

5.8. Limitations and Future Research Directions

Though the findings of the study are fruitful there are certain limitations of the study which needs to be considered. First limitation is the issue of generalizability as this study cannot be generalized to other non-Pakistani contexts as the culture of Pakistan. As previously stated that appraisal and expression of people' emotions is significantly influenced by culture (Kalat & Shiota, 2007). Moreover, the sampling technique used in the study was purposive. The sample size of the study was limited, in order to get more comprehensive information a larger and diverse sample needs to be considered. In addition, samples of the study were from different hotels and different hotels' demand different type of service quality. So they devise display rules accordingly which may affect the perceptions of employees' regarding emotional labor and associated consequences. For instance, where there are detailed as well as strict display rules to follow, the perception of employees will be totally different from those employees where they do not have to strictly follow detailed display rules. This can be one of the major reasons of getting adverse results in certain cases.

Second, the study could not incorporate all other relevant variables which may affect the process of emotional labor its associated antecedents, mechanism as well as consequences. For example, the adaptive performance of concerned employees' were evaluated be their immediate bosses/supervisors. So, the evaluation of employee adaptive performance can be influenced by the type of leader-member (LMX) relation either they come in leaders' "in-groups or out-groups". Thus by incorporating this and other relevant variable (in future research) one can get better insights in relation to the associations among emotional labor construct.

Third, the data were collected from female frontline female staff of 5-star hotels' of Pakistan, in order to capture full essence of emotional labor in hospitality industry, aviation and tourism also needs to be considered. For better external validity a representative sample from more hotels should be obtained. Moreover, the extant literature focuses mainly on contexts have predominately a feminine culture, while studies addressing emotional labor of female staff in a masculine culture like Pakistan is lacking in literature. The study is carried out in the context of Pakistan where there is dearth of knowledge regarding emotional labor but for more clear understanding of emotional labor process, its antecedents, mechanism and consequences other cultural dimensions also needs to be taken into account. By doing this future research can enhance the knowledge pertaining emotional labor.

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ANNEXURE

APPENDIX I

QUESTIONNAIRE

(For Employee)

Respected Madam,

I am a doctoral candidate at Muhammad Ali Jinnah University, Islamabad. As part of my study I am conducting a data for my PhD dissertation regarding the impact of emotional labor on female staff of hospitality industry of Pakistan. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Filza Hameed

PhD Candidate

Muhammad Ali Jinnah University, Islamabad

Section: I

Code No: _____

Qualification: Matric Intermediate Bachelors Masters Any other

Experience: Less than 1 yr. 1-2 yr. 2-3 yr. More than 3 yrs.

Native Language: Urdu English Any other

Marital Status: Married Un-Married

Age: 20-30 yrs. 30-40 yrs. Above 40

Section II

With respect to your own feelings, please indicate the degree of your agreement with each statement by marking,

1= Strongly Disagree

2=Disagree

3=Neutral

4= Agree

5=Strongly Agree

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I see Myself as Someone Who...</i>						
1.	Is talkative	1	2	3	4	5
2.	Tends to find fault with others	1	2	3	4	5
3.	Does a thorough job	1	2	3	4	5
4.	Is depressed, blue	1	2	3	4	5
5.	Is original, comes up with new ideas	1	2	3	4	5
6.	Is reserved	1	2	3	4	5
7.	Is helpful and unselfish with others	1	2	3	4	5
8.	Can be somewhat careless	1	2	3	4	5
9.	Is relaxed, handles stress well	1	2	3	4	5
10.	Is curious about many different things	1	2	3	4	5
11.	Is full of energy	1	2	3	4	5
12.	Starts quarrels with others	1	2	3	4	5
13.	Is a reliable worker	1	2	3	4	5
14.	Can be tense	1	2	3	4	5
15.	Is ingenious, a deep thinker	1	2	3	4	5
16.	Generates a lot of enthusiasm	1	2	3	4	5

17.	Has a forgiving nature	1	2	3	4	5
18.	Tends to be disorganized	1	2	3	4	5
19.	Worries a lot	1	2	3	4	5
20.	Has an active imagination	1	2	3	4	5
21.	Tends to be quiet	1	2	3	4	5
22.	Is generally trusting	1	2	3	4	5
23.	Tends to be lazy	1	2	3	4	5
24.	Is emotionally stable, not easily upset	1	2	3	4	5
25.	Is inventive	1	2	3	4	5
26.	Has an assertive personality	1	2	3	4	5
27.	Can be cold and aloof	1	2	3	4	5
28.	Perseveres until the task is finished	1	2	3	4	5
29.	Can be moody	1	2	3	4	5
30.	Values artistic, aesthetic experiences	1	2	3	4	5
31.	Is sometimes shy, inhibited	1	2	3	4	5
32.	Is considerate and kind to almost Everyone	1	2	3	4	5
33.	Does things efficiently	1	2	3	4	5
34.	Remains calm in tense situations	1	2	3	4	5
35.	Prefers work that is routine	1	2	3	4	5
36.	Is outgoing, sociable	1	2	3	4	5
37.	Is sometimes rude to others	1	2	3	4	5
38.	Makes plans and follows through with them	1	2	3	4	5
		1	2	3	4	5

39.	Gets nervous easily					
40.	Likes to reflect, play with ideas	1	2	3	4	5
41.	Has few artistic interests	1	2	3	4	5
42.	Likes to cooperate with others	1	2	3	4	5
43.	Is easily distracted	1	2	3	4	5
44.	Is sophisticated in art, music, or literature	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>In my opinion...</i>						
1.	Meetings are usually run more effectively when they are chaired by a man	1	2	3	4	5
2.	It is more important for men to have a professional carrier than it is for a woman to have a professional carrier	1	2	3	4	5
3.	Women do not value recognition and promotion in their work as much as men do	1	2	3	4	5
4.	Women value working in friendly atmosphere more than men do	1	2	3	4	5
5.	Men usually solve problems with logical analysis, woman usually solve problems with intuition	1	2	3	4	5
6.	Solving organizational problems usually requires the active forcible approach which is typical of men	1	2	3	4	5
7.	It is preferable to have a man in high level position rather than a woman	1	2	3	4	5
8.	There are some jobs in which a man can always do better than a woman	1	2	3	4	5
	Women are more concerned with social					

9.	aspects of their job than they are with getting ahead	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>I Know....</i>						
1.	I know when to speak about my personal problems to other	1	2	3	4	5
2.	When I am faced with obstacles, I remember times when I faced similar obstacles and overcame them	1	2	3	4	5
3.	I expect that I will do well in most things I try	1	2	3	4	5
4.	Other people find it easy to confide in me	1	2	3	4	5
5.	I find it hard to understand the non-verbal messages of other people	1	2	3	4	5
6.	Some of the major events of my life have led me to re-evaluate what is important and not important	1	2	3	4	5
7.	When I am happy, I see new possibilities	1	2	3	4	5
8.	Emotions are one of the things that make my life worth living	1	2	3	4	5
9.	I am aware of my emotions as I experience them	1	2	3	4	5
10.	I expect good things to happen	1	2	3	4	5
11.	I prefer to keep my emotion private.	1	2	3	4	5
12.	When I experience a positive emotion, I know how to make it last	1	2	3	4	5

13.	I arrange events that others enjoy	1	2	3	4	5
14.	I seek out activities that make me happy	1	2	3	4	5
15.	I am aware of the non-verbal messages I send to others	1	2	3	4	5
16.	I have little interest in the impression I make on others	1	2	3	4	5
17.	When I am in a positive mood, solving problems is easy for me	1	2	3	4	5
18.	By looking at their facial expressions, I recognize the emotions people are experiencing	1	2	3	4	5
19.	I know my emotions change	1	2	3	4	5
20.	When I am in a positive mood, I am able to come up with new ideas	1	2	3	4	5
21.	I have control over my emotions	1	2	3	4	5
22.	I easily recognize my emotions as I experience them	1	2	3	4	5
23.	I motivate myself by imagining a good outcome to tasks I take on	1	2	3	4	5
24.	I compliment others when they have done something well	1	2	3	4	5
25.	I am aware of the non-verbal messages other people send	1	2	3	4	5
26.	When another person tells me about an important event in his or her life, I almost feel as though I have experienced this event myself	1	2	3	4	5
27.	When I feel a change in emotions, I tend to come up with new ideas	1	2	3	4	5

28.	When I am faced with a challenge, I give up because I believe I will fail	1	2	3	4	5
29.	I know what other people are feeling just by looking at them	1	2	3	4	5
30.	I help other people feel better when they are down	1	2	3	4	5
31.	I use good moods to help myself keep trying in the face of obstacles	1	2	3	4	5
32.	I can tell how people are feeling by listening to the tone of their voice	1	2	3	4	5
33.	It is easy for me to understand why people feel the way they do	1	2	3	4	5
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>While working in the organization I ...</i>						
1.	Put on an act in order to deal with customers in an appropriate way	1	2	3	4	5
2.	Fake a good mood	1	2	3	4	5
3.	Put on a “show” or “performance.”	1	2	3	4	5
4.	Just pretend to have the emotions I need to display for my job	1	2	3	4	5
5.	Put on a “mask” in order to display the emotions I need for the job	1	2	3	4	5
6.	Try to actually experience the emotions that I must show	1	2	3	4	5
7.	Make an effort to actually feel the emotions that I need to display toward others	1	2	3	4	5
	Work hard to feel the emotions that I	1	2	3	4	5

8.	need to show to others					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<i>At my workplace...</i>						
1.	I feel emotionally drained from my work	1	2	3	4	5
2.	I feel used up at the end of the workday	1	2	3	4	5
3.	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
4.	I feel working with people all day is really a strain for me	1	2	3	4	5
5.	I feel burned out from my work	1	2	3	4	5
6.	I feel frustrated by my job	1	2	3	4	5
7.	I feel I'm working too hard on my job	1	2	3	4	5
8.	I feel working with people directly puts too much stress on me	1	2	3	4	5
9.	I feel like I'm at the end of my rope	1	2	3	4	5

Thank you for your kind cooperation.

QUESTIONNAIRE

(For Supervisors)

Respected Sir/Madam,

I am a doctoral candidate at Muhammad Ali Jinnah University, Islamabad. As part of my study I am conducting a data for my PhD dissertation regarding the impact of emotional labor on female staff of hospitality industry of Pakistan. Your response will be having great value for the completion of this research. The data will be used only for academic purposes and strictly remain confidential. Thank you very much for your time and cooperation.

Sincerely,

Filza Hameed

PhD Candidate

Code of employee:	_____			
Name of employee:	_____			
Supervisor's Gender:	Male <input type="checkbox"/>	Female <input type="checkbox"/>		
Supervisor's Age:	30-35 years <input type="checkbox"/>	35-40 years <input type="checkbox"/>	40-45 years <input type="checkbox"/>	above 45years <input type="checkbox"/>
Supervisor's Experience:	3 years <input type="checkbox"/>	4 years <input type="checkbox"/>	5 years or more <input type="checkbox"/>	

With respect to your own feelings about concerned employee, please indicate the degree of your agreement with each statement by marking,

1= Strongly Disagree 2=Disagree 3=Neutral 4= Agree
5= Strongly Agree

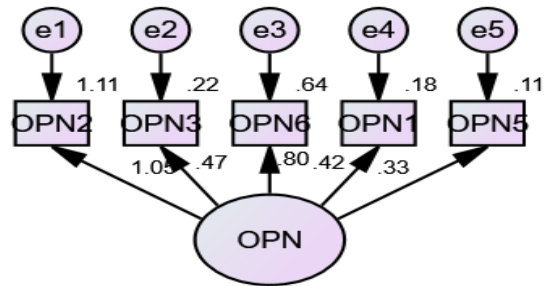
<i>This employee generally...</i>		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Remains composed and cool when faced with difficult circumstances	1	2	3	4	5
2.	Does not overact to unexpected situations	1	2	3	4	5
3.	Manages frustration well by working towards a solution, rather than blaming others	1	2	3	4	5
4.	Develops innovative methods of obtaining resources to get the job done	1	2	3	4	5
5.	Generates new, innovative ideas to solve complex problems	1	2	3	4	5
6.	Turns problems upside-down and inside-out to find fresh, new approaches	1	2	3	4	5
7.	Readily and easily changes gears in response to unexpected changes	1	2	3	4	5
8.	Refuses to be frozen or paralyzed by uncertainty	1	2	3	4	5
9.	Takes effective action, even when the situation is not clear	1	2	3	4	5
10.	Demonstrates enthusiasm for learning new skills and technology	1	2	3	4	5

11.	Quickly and proficiently learns new ways to perform previously unlearned tasks	1	2	3	4	5
12.	Volunteers to attend training that will prepare self for new skills needed at work	1	2	3	4	5
13.	Flexible and open-minded when dealing with others	1	2	3	4	5
14.	Works well and develops effective relationships with people with different personalities	1	2	3	4	5
15.	Demonstrates keen insight of others' behavior and adjusts own behavior to be able to work more effectively with them	1	2	3	4	5

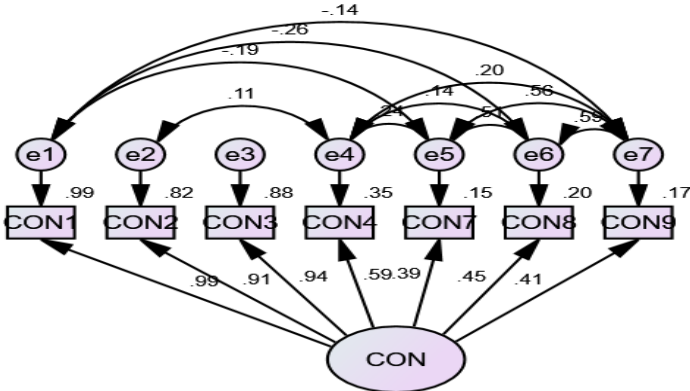
Thank you for your kind cooperation.

APPENDIX II

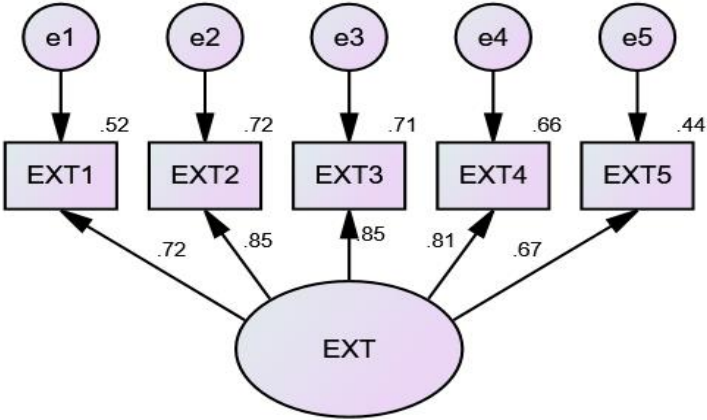
Individual Measurement Model OPN



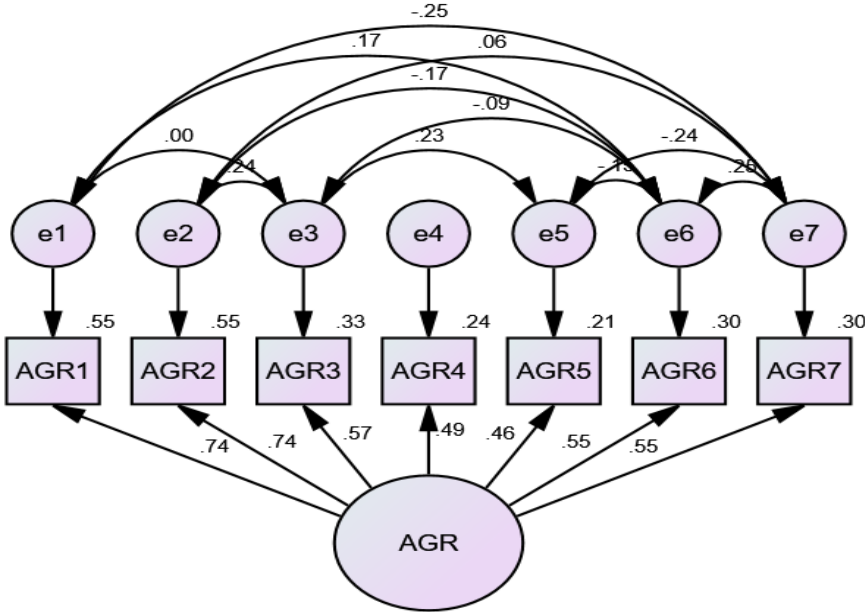
Individual Measurement Model CON (Revised)



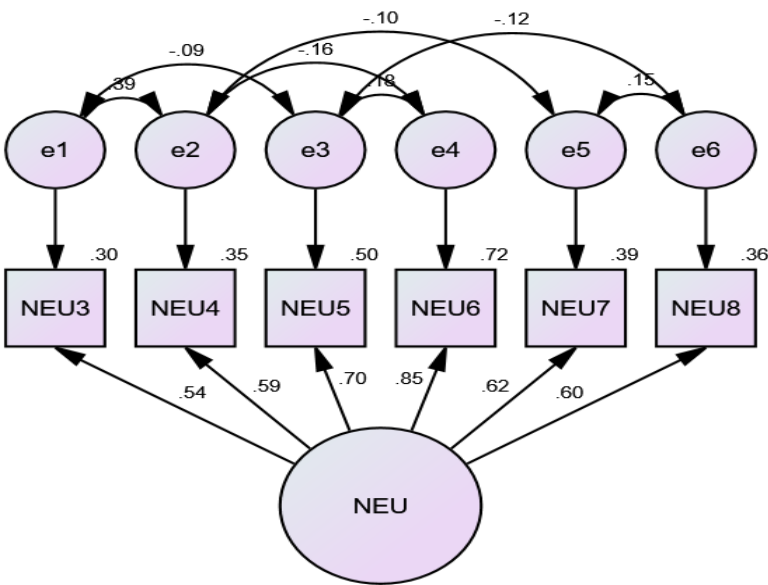
Individual Measurement Model EXT



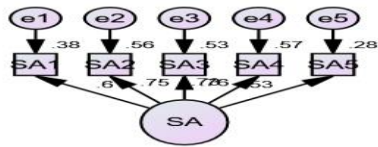
Individual Measurement Model AGR (Revised)



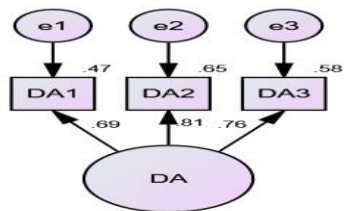
Individual Measurement Model NEU (Revised)



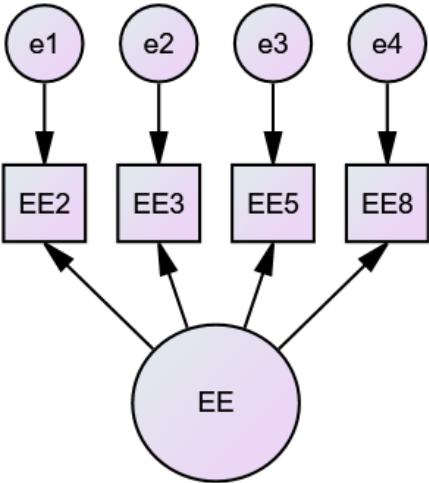
Individual Measurement Model SA



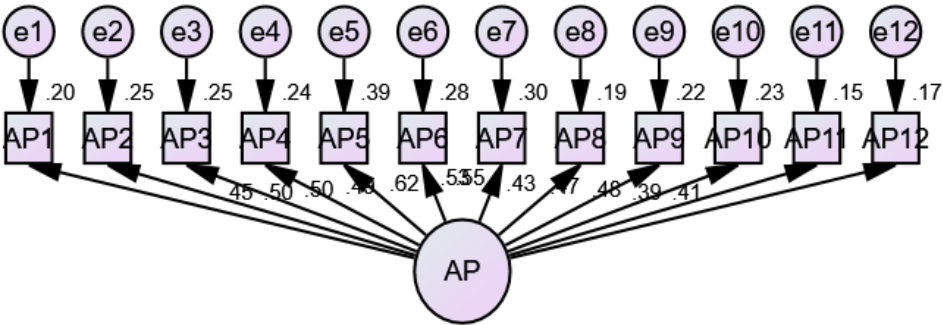
Individual Measurement Model DA



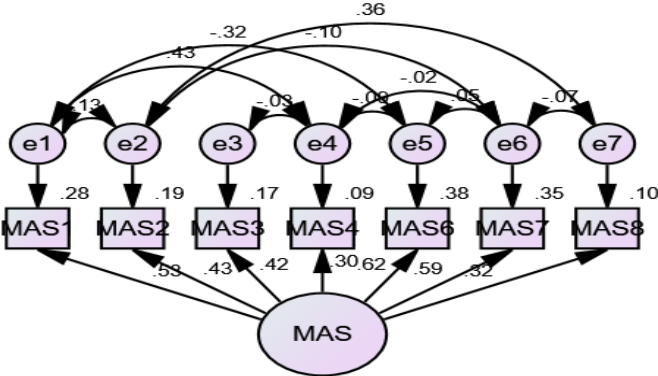
Individual Measurement Model EE



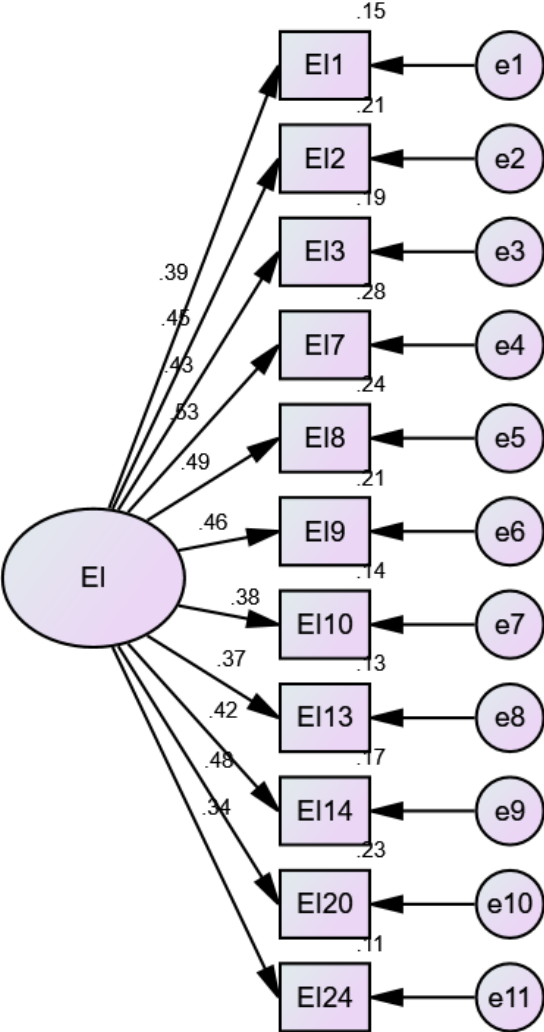
Individual Measurement Model AP



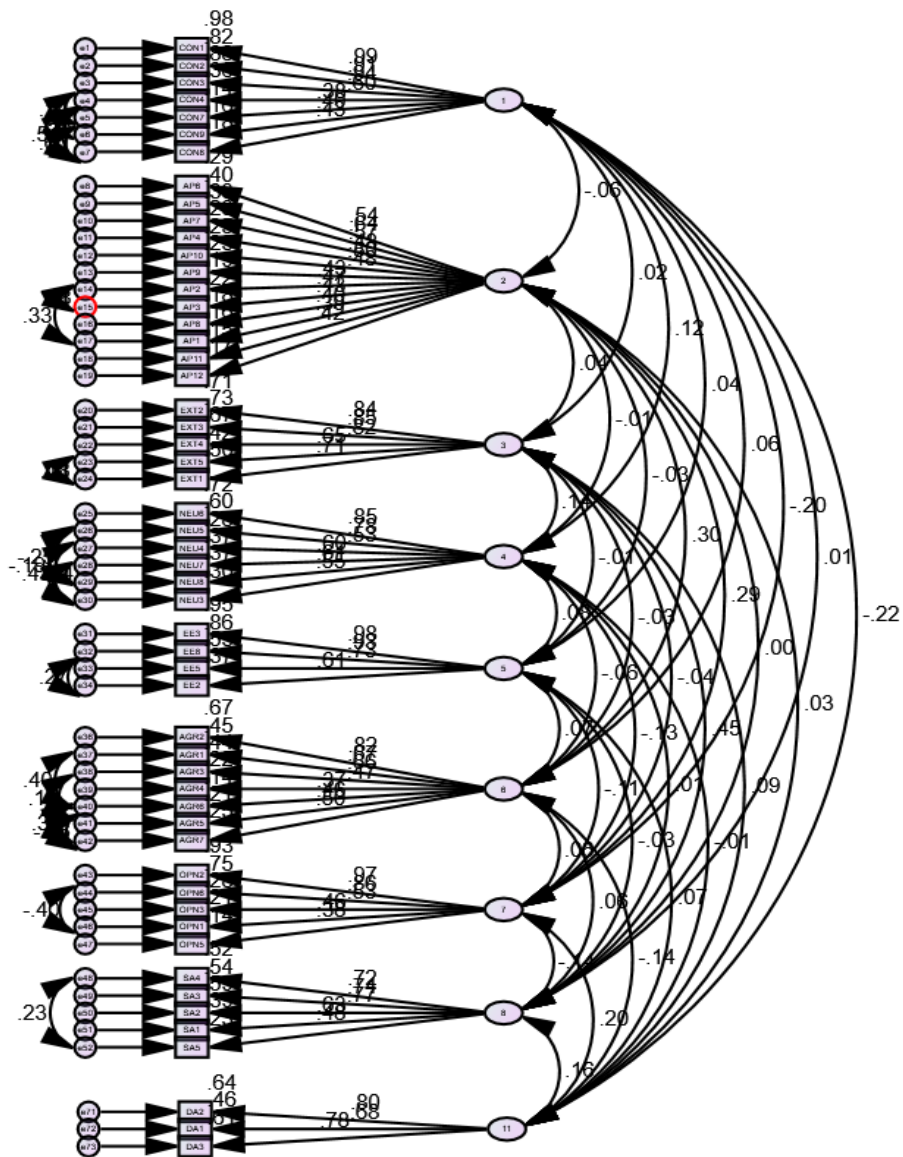
Individual Measurement Model MAS



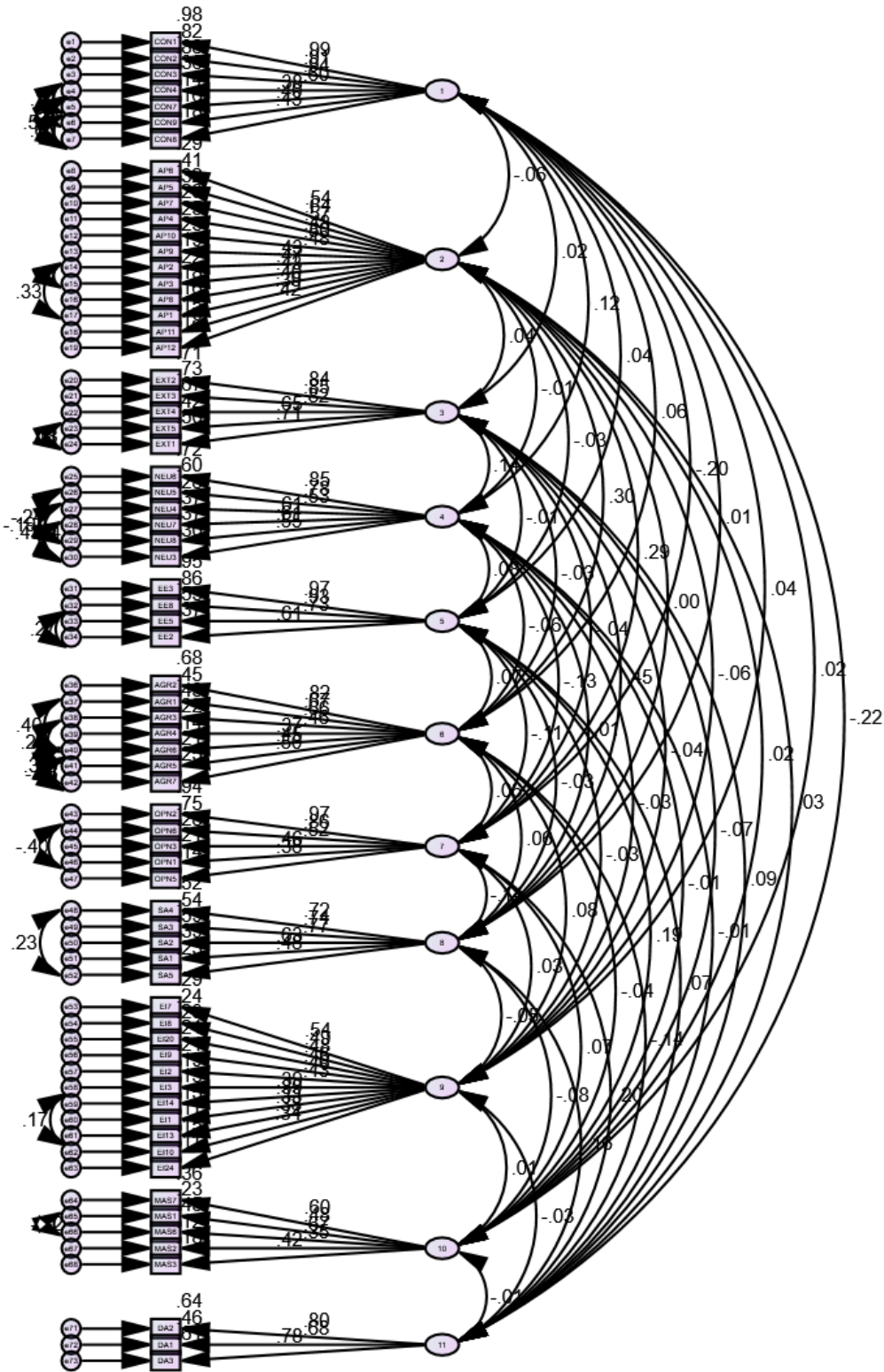
Individual Measurement Model EI



Modified Overall Model without Moderating Variables



Modified Overall Model with Moderating Variables



Structural Path Analysis

