

# A Study of Emotional Dissonance Experienced By Front Line Executive with Special Reference to Hotel Industry

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**Abstract** – The study focuses on the impact of emotional dissonance and burnout on employee's performance in hotel industry in India. For the purpose of the study the data was collected from the frontline executives working in different hotels like Dehradun, Ahmedabad. The data was collected through a well structured questionnaire. Then the data is analysed, correlation, regression and ANOVA tests are applied to the data. The study reveals that there was negative relationship between emotional dissonance and employee's performance. Study also reflects that the relationship between burnout and employee's performance is also negative. And there is positive relationship between emotional dissonance and burnout.

## INTRODUCTION

### EMOTION

Feeling drives the action of the people – regardless of where they are. While association can quantify aptitudes, information and different capacities, feeling being abstract in nature is hard to gauge. Each association has qualities, objectives and goals plainly conveyed to workers; anyway the feeling of the association is constantly made light of and in this manner is never accounted anywhere. In an association – diverse representatives have distinctive feelings and can never be adjusted to associations wanted feelings until it is conveyed by some different methods. This distinction in feelings is the thing that we call enthusiastic disharmony i.e., passionate discord is the partition of felt feeling from communicated feeling to meet outside desire (Johnson and Spector, 2007).

### EMOTIONAL DISSONANCE

Passionate discord happens when communicated feelings fulfill feeling principle, or job desires relating to enthusiastic articulation that accompany the activity rule, however conflict with internal sentiments. Passionate work has three highlights. To start with, it is created from up close and personal contact and voice communication with clients. Second, enthusiastic articulation influences the feeling, mentality and practices of others. Third, feelings ought to be communicated in enthusiastic showcase rules.

### CAUSES OF EMOTIONAL DISSONANCE

The two main causes of the emotional dissonance are individual related factors and organizational related factors. Both the factors are explained below:

#### 1. Individual Factors:-

Emotional dissonance vary from person to person because every individual is different from the other there are various individual related factor that affect the emotional dissonance of a person. Some of them are explained below:

##### 1.1 Intelligence:-

The intelligence level varies from person to person and the intelligence level has the indirect relationship with emotional dissonance that means higher the intelligence level lower will be the emotional dissonance and vice versa.

## 1.2 Experience:-

Experience of a person helps in his survival and success in the organization, more experienced people know how to overcome the emotional dissonance as compare to that of fresher's this variation of experience among employees also act as a reason of emotional dissonance.

## 2. Organizational Related factors

Organizational factor and organizational environment may cause emotional dissonance among the individuals working in the organization. Some of the factors are explained below:

### 2.1 Co-workers Support

Supportive nature of co worker helps a person in different ways. The support and help from the co-workers help a person to overcome the emotional dissonance of an individual but where the co-workers are not supportive there the individual may be more prone to emotional dissonance.

### 2.2 Superior-subordinate relationship

The relationship of a person in the organization with his /her superior and subordinate also act as cause to emotional dissonance as good relationship in the organization build more strong bond and provide better working condition, all these helps a person to overcome the emotional dissonance but bad and interactive relations cause emotional dissonance.

## FACTORS OF EMOTIONAL DISSONANCE

### Job satisfaction

Occupation Satisfaction, as the name recommends, is the sentiment of happiness or a feeling of achievement, which a representative gets from his/her activity. It is an after effect of evaluation that makes one achieve their activity esteems or meet out their fundamental needs. It helps in deciding, to what degree an individual likes or abhorrences his/her activity.

### Job commitment

Employment duty is the sentiment of obligation that an individual has towards the mission and objectives of an association. At the point when an individual has work duty, the person is bound to perform assignments and obligations that will enable an association to accomplish an objective.

### Job burnout

Occupation burnout is "a result of the apparent uniqueness between the requests of the activity and the assets (both material and enthusiastic) that a representative has accessible to the person in question. At the point when requests in the working environment are uncommonly high, it turns out to be progressively difficult to adapt to the pressure related with these working conditions.

## LITERATURE REVIEW

- ❖ **Hochschild, 1983** conducted a study among airline attendants working in the service sector. As quoted by her, the concept of emotional labour can be defined as "the management of feelings to

create a publicly observable facial and bodily display". In other words, to display facial expression and body language that can be observed and acknowledged by others so that they adjust their state of mind too. She proposed three criteria of emotional labour, namely (a) face-to face or voice-to-voice interaction with customers are part of the job, (b) emotions are displayed to produce an emotional state in another person, and (c) there is a certain control that the employer has over the emotions that an employee displays.

- ❖ **Grandey (2000)** has focused on the effects of Emotion Labor strategies on employee burnout; she found that Surface Acting has significant negative impact in all burnout dimensions as it requires negative emotions to be concealed, a condition that leads to stress.
- ❖ **Kim (2008)** found out that hotel employees performing Surface Acting are more likely to experience Emotional Exhaustion than employees using Deep Acting, as higher Surface Acting leads to cynicism when higher Deep Acting causes greater authenticity. Overall, it is argued that Surface Acting users tend to experience job burnout more than Deep Acting users.
- ❖ **A. Abazhagan, J. Soundar Rajan, A. Ravichandra (2013)** conducted a research on work stress of hotel industry employees in Puducherry to examine empirically the occupational stress of hotel and restaurant employees working in union territory of Puducherry. The study in Hotel Industries shows that 93.33% of the employees suffer from stress. Though fewer employees are suffering with low stress, they do not adopt proper coping strategies.
- ❖ **Neerpal Rathi (2013)** investigates the relationship of emotional labour strategies, namely surface acting, deep acting with emotional exhaustion and emotional well-being. Existing scales were used to measure the variables. The results of the study indicate a negative relationship between surface acting and emotional well-being, whereas a positive correlation was observed between surface acting and emotional exhaustion.
- ❖ **Metka Kogovsek, Mojca Kogovsek (2016)** on the basis of the review of academic literatures regarding emotional labour in the hospitality industry. The authors offer an assessment of emerging trends in human resource management practice regarding coping strategies in emotional labour within hospitality organizations settings. The findings provide practical information to managers in hospitality industry in terms of focusing on adequate strategies that serves as a lever inducing emotional authenticity.
- ❖ **Michael Yadisaputra (2015)** conducted a study on investigated the role of emotional intelligence and emotional labor (EL) in the front line hospitality sector. More specially, this study aimed was to examine the impact of Emotional Intelligence on the relationships among Emotional Labor, acting strategies and their consequential behavioral outcomes.
- ❖ **Igbojekwe P (2017)** examines emotional labour coping strategies adopted and practiced by customer-contact employees in hotel organizations in east Nigeria. Given the crucial role emotional labour plays during service encounters, the study emphasized and was motivated by the importance of managing employee emotions in relation to quality service delivery. Analysis revealed that most service employees use surface acting (SA) more often than deep acting (DA) as coping strategies.
- ❖ **Swati Soni (2017)** examine a incidence of emotional labour, with a special reference to the frontline hotel employees. Deep acting and surface acting have been discussed as emotion regulation processes. The study hypothesized that emotional labour results in emotional exhaustion and co-worker support acts as a moderator in the relationship between emotional exhaustion and emotional labour. She suggest that emotional labour leads to emotional exhaustion, and surface acting was positively related to emotional exhaustion and deep acting was negatively related to emotional exhaustion.
- ❖ **Linus Jonathan Vem, Goyit Meshach Goman, Teresa M. Nmadu, Pam B. Wurim (2017)** executed a research with the aim of evaluating ways of reducing emotional exhaustion and ensuring job satisfaction. During their research they find that authentic leadership negatively associates with emotional exhaustion, and positively with psychological ownership
- ❖ **Thanesalyer, Jaya Yadav (2018)** conducted a research to take a review of emotional dissonance and its impact. And found that emotional dissonance though seems a pea sized problem can be a major cause behind organization as well as employee ineffectiveness. It's evident that not only all the key organization performance indicators of employee which effect the organization efficiency

are influenced by emotional dissonance but also employee personal and professional relationship and his well being are equally being affected.

### RESEARCH OBJECTIVES

Following are the main objectives of the study:

1. To study about various aspects of emotional dissonance in the frontline executive of hotel industry in India
2. To analyze Impact of emotional dissonance on employee performance.
3. To analyze Relationship between job burnout and job satisfaction and job commitment.

### RESEARCH METHODOLOGY

This is an exploratory and descriptive research that attempts to identify the relationship between the following:

1. Emotional Dissonance and job satisfaction
2. Emotional Dissonance and job commitment
3. Burnout and job commitment
4. Burnout and job satisfaction

The hypotheses developed for the study are as follow:

- H<sub>1</sub>- Emotional Dissonance has no significant relationship with Employee performance in hotel industry.
- H<sub>2</sub>- Burnout has the no significant relationship with employee performance in hotel Industry.

The study depends on both the primary and secondary data. The primary data was collected from the survey using a well-structured questionnaire. The questionnaire comprised of close-ended questions. The secondary data was collected from different websites research papers and books.

### DATA ANALYSIS

In order to collect the data from the respondent we break the Emotional dissonance into two parts as shown in the following figure:



Similarly to collect the data related to the Employees’ performance we subdivide it into two parts shown in the following figure:



		Emotional Dissonance	Job Commitment	Job Satisfaction
Emotional Dissonance	Pearson Correlation	1	-.754**	-.754**
	Sig. (2-tailed)		.000	.000
	N	60	60	60

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From above table we can say that there is moderate negative relationship between emotional dissonance and job commitment as the calculated value is -0.582 and there is high degree of negative correlation between emotional dissonance and job satisfaction as the calculated value is -0.754.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 <sup>a</sup>	.560	.552	.33032

a. Predictors: (Constant), Emotional\_Dissonance

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.051	1	8.051	73.782	.000 <sup>b</sup>
Residual	6.329	58	.109		
Total	14.379	59			

a. Dependent Variable: Employees\_performance

b. Predictors: (Constant), Emotional\_Dissonance

Anova table analyzes the differences in the value of mean of dependent variable (Employees performance) and independent variables (Emotional dissonance). Table 5 gives the calculated value of F (73.782 from table 5) which is more than the tabulated value of F (4.00 from F table), which shows that null hypothesis (**H<sub>1</sub>**- Emotional Dissonance has no significant relationship with Employee performance in hotel industry) is rejected which means Emotional dissonance has a significant relationship with employees performance in hotel industry.

**Burnout with Job Commitment and job satisfaction**

**Correlations**

		Burnout	Job Commitment	Job Satisfaction
Burnout	Pearson Correlation	1	-.579**	-.579**
	Sig. (2-tailed)		.000	.000
	N	60	60	60

\*. Correlation is significant at the 0.05 level (2-tailed).

The above table reflects that there is low degree of negative relationship between emotional dissonance and job commitment as the calculated value is -0.310 and that there is moderate degree of negative correlation between burnout and job satisfaction as the calculated value is -0.579.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.506 <sup>a</sup>	.256	.244	.42935

a. Predictors: (Constant), Burnout

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.687	1	3.687	20.002	.000 <sup>b</sup>
Residual	10.692	58	.184		
Total	14.379	59			

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Burnout

Anova table analyzes the differences in the value of mean of dependent variable (Employees performance) and independent variables (Burnout). Table 10 gives the calculated value of F (20.002 from table 5) which is more than the tabulated value of F (4.00 from F table), which shows that null hypothesis ( $H_2$ - Burnout has the no significant relationship with employee performance in hotel Industry) is rejected which means burnout has a significant relationship with employees performance in hotel industry. The relationship is negative in nature.

## CONCLUSION

From the study we can conclude that there is a inverse relationship between emotional dissonance (surface acting and deep acting) and employees performance (job commitment and job satisfaction). We found that there is a negative relation between emotional dissonance and employee's performance. When Emotional dissonance increases then employee performance decrease and when Emotional dissonance decreases then employee performance increases. We also found that there is a negative relationship between emotional burnout and employee performance. When Emotional burnout increases then employee performances decreases. and when Emotional burnout decreases then employee performance increases. In an organization Employees are the real assets because the achievement or failure of any organization relies on its employee as well. The significance of an employee in hotel industry turns out to be more important as of its nature-manpower concentrated industry. In hotel industry it is very imperative for organizations to remain concentrated on employee performance thus how to get improvement in the performance of employee. Employee performance is more significant in this industry as employees are having direct contact with the customer and also it is employee of the hotel industry that pleases its customers.

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