Influence of Emotional Labour on General Health of Cabin Crew and Airline Ground Employees

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Abstract

The purpose of this study is to examine the influence of emotional labour and its two forms – deep acting and surface acting on the general health of airline employees. Further, the study aims to find if there is any influence of emotional labour and its two forms deep acting and surface acting across demographics. The demographics that are included in the study are gender, age, marital status, and work tenure. This study adopts a quantitative research design. Survey forms are distributed among airline employees. A total of 295 airline employees participated in this study. Out of the 295 participants, 190 works as cabin crew and 105 as airline ground employees. The study finds that emotional labour does not significantly influence the general health of airline employees. Also, deep and surface acting do not show any significant influence on the general health of employees. The study reveals that emotional labour-deep and surface acting vary across demographics. The female employees experience more emotional labour than the male employees. Also the female employees engage in deep acting than their counterparts. The employees belonging to the age group of 31 to 35 years and with 11 to 15 years of work experience are seen to experience more emotional labour than their respective counterparts. This study has major implications in the HRM department of industries and also in Aviation Psychology in India. However, the study is not free of limitations. One of the major limitations is that the study only included airline cabin crew and airline ground employees and hence cannot be generalized to other population.

Keywords: emotional labour, deep acting, surface acting, general health

Introduction

1.1. Service Sector Industries and Emotions

There has been a gradual yet a drastic shift of workforces from the manufacturing industries to service sector industries. This indicates that we have entered a phase where jobs let employees engage with people more as against engaging with tangible objects or things. For this reason all the service sector organizations face an increasing competition to provide the best customer service. Having to engage with people often rather than engaging with things brings about a lot of stresses at work. All these contribute to the greater experience of emotional labour by the employees at work. This study does an elaborate literature review on the concepts and the various contributing facets of emotional labour both positive and negative. It also shows the difference that demographics bring about in the experience of emotional labour. The hospitality industry comprises of travel and tourism and the major segments include lodgings and cuisines (hotels, restaurants), transport (airlines, rentals, cruise, and railway companies), travel and tour operators. Nearly 2.2% of the country's GDP is contributed by the Indian hospitality sector. The Indian aviation sector has made an extraordinary growth in the last decade. According to a report presented by Grewal (2012), today India is the ninth ranking civil aviation market in the world and the fourth in domestic passenger market. However, a survey of 11 industries showed that the attrition rates among employees in the aviation and hospitality are the highest, whereas the rate is lowest in automobile and manufacturing industries. The stress levels among the employees in these industries are high compared to the other counterparts.

In today's world emotional management has become a key concern in hospitality industry as it critically influences their primary duty of customer services. Despite these contemporary preoccupations with regard to the importance of emotions at workplace, certain professions or job roles are considered to be over rewarding and easy career options. According to Sheehan (2011), this perception can be particularly applied to the airline cabin crew. Airline cabin crew or the flight attendants can be called the frontline employees of an airline. As depicted by the Bureau of Labour Statistics of US (2008), the chief role of an airline cabin crew is to warrant that safety regulations and security are maintained and to try and make the journey of flights enjoyable and comfortable for passengers. Bolton (2005) contrasted the role of the airline cabin crew as either facile or emotionally challenging. The role of the airline cabin crew has mostly been misperceived as unchallenging and glamorous. However, research suggests that the physical and emotional demands on the cabin crew work are very challenging and considerable. As reported by Bolton (2005), nowadays the aviation or airline industry is under operation 24/7 and it produces an array of challenges for its cabin crew members. The cabin crew members have to be on duty for extended periods, their schedules have become highly unpredictable, they face recurrent changes in the time zones, and encounter amplified passenger loads.

The employees in these service sector industries have to interact with their clients, be it customers, patients, or children on a regular basis. During these interactions they have to display organizationally required emotions irrespective of their actually felt emotions.

Arlie Hochschild termed this concept as 'Emotional Labour' in 1983. Emotional Labour (EL) has become a part of many employees daily work, despite their possible detrimental effects on employee health. Managing emotions has become an essential part of every organization's set of laws. The management as well as the employees believe that expressions and suppression of emotions are important to influence the clients and to meet organizational goals.

Mann (1997) as quoted by Brown (2010) described emotional labour as the part of the work role that includes display or restriction of emotions to comply with the organizational, social or occupational rules and norms, and is a vital facet of working life of the employees. Emotional labour has mostly lead to negative outcomes for employees. Many researchers have shown links between emotional labour and good health at work, but these results have not been consistent. Adelmann (1995) and Wharton (1993) as quoted by Hulsheger and Schewe (2011) cited a positive association while others like Abraham (1998), Morris (1998), and Morris and Feldman (1997), as quoted by Hulsheger and Schewe (2011), reported a negative relationship. This study provides a quantitative review of the influence of emotional labour (surface acting and deep acting) with the general health of airline employees.

The study of emotions has been gaining grounds in recent years. In the past, not much importance was given to the influence of emotions in the workplace setting. Emotions are quintessential in guiding human actions and behaviours. According to Muchinsky (2000) the processes of cognitive evaluation leads to emotions. Literatures revealed that psychological studies did focus on the study of emotions. James (1992) found out that emotions play a crucial role in the physiology of humans. The study of emotions in the work setting has re-emerged as an interesting topic in recent years. However, as stated by Briner (1999), the study of emotions is comparatively difficult or complex in terms of its assessment. This is more so because emotion is a concept that is largely affected by subjective experiences, physiological behaviour, and expressive responses (Gross & Levensen, 1997). Pugh (2001) stated that display of emotions by employees have major organizational consequences.

1.2. Emotional Labour

Arlie Russell Hochschild first coined the term Emotional Labour in 1983. She defined Emotional Labour as managing one's feelings to generate a publicly accepted facial and bodily display of emotions. Emotional labour is an expression of emotion for a wage. According to Hochschild, jobs involving face to face or voice to voice interactions with clients, jobs demanding the employee to produce and alter an emotional state in the other person, and jobs allowing the employer to implement certain amount of control over the emotional activities of the employees, produce or create emotional labour among the employees. The expression of organizationally required emotions that contradicts the actually felt emotions results in emotional dissonance (Hochschild, 1983). This discrepancy between the actually felt and expressed emotions is taxing, resulting in psychological strain that unfavourably affects the health of employees (Hochschild, 1983).

According to Schaubroeck and Jones (2000), Emotional labour almost at all times requires the help of positive expressions of emotions and the repression of negative emotions. For example, flight attendants at all times are expected to maintain or carry out their service with a constant smile irrespective of their true or actual feeling of emotion. They are very vulnerable in experiencing emotional labour.

1.2.1. Forms of Emotional Labour

Employees can express organizationally expected emotions by expressing the emotions in two ways. They are:

Surface Acting - it involves acting or expressing an emotion on the surface without actually feeling them.
Deep Acting -it involves modifying an emotion to match the organizationally required emotion.

Though both the types of emotional labour signify dissimilar intensions they are internally false. That is, surface acting involves managing the overt expressions to abide by the organizational display rules, while deep acting consists of managing the underlying emotions to genuinely feel the emotion demanded by the display rules (Grandey, 2000; Hochschild, 1983).

1.2.2. Feeling Rules

According to Arlie Hochschild, the key determinant of these correct or desired emotions for a situation is the 'feeling rules'. Employees identify the desired emotions by these feeling rules also called 'display rules' (Ashforth& Humphrey, 1993). These feeling rules are determined by the organizations or society and are considered correct or apt responses for the given situations.

Many organizations have their own set of norms or policies that determine these feeling rules. These are specially seen in customer service industries. The companies take immense care to train their employees so that they abide by these feeling rules which in turn will have commercial gains.

1.3. Emotional Regulation

According to Pedneault (2008), emotion regulation refers to a person's capability to accept and understand his or her experience of emotions, to get involved in healthy strategies in managing emotions which are uncomfortable whenever required, and to be engaged in suitable behaviour (e.g., go to work, attend classes, engage in social relationships) when bothered or distressed. According to Gross (1998), the processes by which individuals manipulate their emotions, when they have them and the way they experience and put across these emotions is known as emotional regulation. The aspects of emotional regulation help understand how emotional labour leads to stress and burnout. It is the ability to pursue one's goals and to engage in healthy behaviours during a period of emotional distress.

Findings suggest that individuals with fine emotion regulation ability are able to manage their urges to involve in spontaneous or impulsive behaviour, like reckless behaviour, self-harm, or physical violent behaviour, when faced with emotional distress.

1.4. Emotional Intelligence

Emotional intelligence comprises of the social, emotional, personal, and survival aspects of intelligence. According to the Wechsler's definition of intelligence, the set of cognitive and mental abilities that use emotions for logical thought, action, and to control one's environment is known as emotional intelligence (Salovey& Mayer, 1990). Heightened mental and emotional abilities are also referred to as emotional intelligence. As quoted by Mayer and Salovey (1997), emotional intelligence involves self-control, passion and perseverance, and the ability to encourage the self.

Different fields in different contexts of study gave rise to the two concepts viz., Emotional Labour (EL) and Emotional Intelligence (EI). Research on EL and EI can put forth a more complete understanding of emotions at the workplace. EI explains the way individuals differ in their abilities to recognise and manage their emotions, on the other hand emotional labour explains how regulation of emotions and their expressions at workplace affects an individual as well as organizational well-being.

1.4. Health

According to the World Health Organization (1948), health comprises of physical, mental, and social well-being. Health does not simply signify infirmity or absence of any disease.

It is the level of useful and metabolic competence of living beings. In human beings, health is the general condition of an individual's body and mind, typically indicating a state free from illness, pain or injury (such as 'healthy' or 'good health'). Health is a positive notion emphasizing physical capacities and social as well as personal resources.

Generally, the environment in which a person lives is of significant importance for his/her health condition and the quality of life. It is primarily documented that health is maintained and enhanced not only with the application and improvement of health science, but also with the efforts and choices of a smart lifestyle by an individual and the society as a whole. The World Health Organization (2010), reports that, some of the major determinants of health include the social setting, economic environment, the physical surroundings, and the person's individual behaviours and personal characteristics.

According to a report in Canada, by Lalonde (1974), there are three interrelated fields that determine the health of an individual. They are:Lifestyle, which signifies the aggregation of personal choices over which the individual bears full control that can highly contribute to, or can cause, illness or even death.

Environmental, which involves all matters associated to health, that are external to the person's physical body, and over which the person has very little or no control.

Biomedical, which includes all areas of physical and mental health, developed within the human body and that is predisposed by genetic or hereditary make-up.

In Alameda County Study, Wingard et al. (2010) found that individuals can improvise their health by stabilizing a body weight that is healthy, sleeping for seven to eight hours every night, preventing alcohol intake and by avoiding the act of smoking. The capability to become accustomed and self-manage has been recommended as primary components of human health.

The environment in which an individual operates often influences the general health of every individual. This environment can range from the environment at home, workplace or even the societal environment. Lack of positive environment lowers the general health of individuals that has detrimental effects on the normal day to day functioning of the individual both at home and at workplace. Genetics, or hereditary traits, also play a crucial role in shaping the health condition of populations and individuals. It encompasses the predisposition to health status and definite diseases, and also the behaviours and habits individuals build up from the lifestyle of their families. Genetics also influence the way people cope with mental, emotional or physical stress.

1.5. Research questions and hypotheses

RQ1. Is there any influence of emotional labour (surface acting and deep acting) on the general health of airline employees?

RQ2. Is there any difference in the experience of emotional labour (surface acting and deep acting) across demographics (Age/Gender/Marital Status/Work Tenure) of airline employees?

RQ3. Is there any difference in the general health across demographics (Age/Gender/Marital Status/Work Tenure) of airline employees?

Review of Literature

A large literature exists which studies the emotional labour of employees in different fields like airline, hotel industry, and caring professions. Emotional labour has been studied with various constructs to examine its influence, effects and also to see its sources of antecedents and consequences. The researcher has used various sources for a thorough review of relevant literature. Some of the sources that contributed to the literature review were computer searches from JSTOR org, EBSCO online, ERIC database, peer reviewed journals, and publications.

2.1. Emerging trends in the study of Emotional Labour

Emerging from Hochschild's (1983) concept of emotional labour, attempts were made by the researchers to extend the knowledge and understanding of the underlying scope and conceptualizations of emotional labour. Moreover, they also demonstrated simultaneously the various nature, definitions, and dimensions of emotional labour (Grandey, 2000). The outstanding work of Ashforth and Humphrey (1993), as well as that of Morris and Feldman (1996), influenced the field of research in the lines of emotional labour.

Subsequent investigators have also played a very significant role in contributing to the knowledge of emotional labour in the organizational setting. However credibility is awarded to the preliminary researchers as their ground breaking work are primarily considered as springboards, setting foundation to the construct of emotional labour.

Following the frameworks of the credential investigators some of the major studies conducted across the globe by various researchers on emotional labour are presented henceforth. Researchers concluded that some of the common consequences of emotional labour are organizational role stress (Aminabhavi&Wadder, 2012), work-family conflict (Bilal, 2011), and outbursts of various emotions like fear, jealousy, anger, pity, etc. anger being the most common among these emotions (Antoniadou, 2010) and fatigue (Avers, King, Nesthus, Thomas, and Banks, 2009). Moreover, studies have showed that passengers were the most crucial in causing both positive and negative emotions in the airline employees (Antoniadou, 2010). Additionally, Ehigie, Oguntuase, Ibode, and Ehigie, in 2012 found that the personality characteristics also determine the experience of emotional labour.

Various researches were conducted to see the relationship between emotional labour - surface acting and deep acting with various other constructs. Studies proved a positive relationship between surface acting and emotional exhaustion and a positive relationship between deep acting and job satisfaction (Chang & Yang, 2009; Johnson, 2007; Ibanez-Rafuse, 2010). Results showed that emotional intelligence, affectivity, and gender were related to the strategies of emotional labour. On the contrary, deep acting and surface acting resulted differentially with service performance (Johnson, 2007). One of the major findings was that younger workers engaged themselves in deep acting more frequently, while workers who were experienced tend to repress their emotions more frequently than their counterparts who were less-experienced (Lee &Brotheridge, 2010). Literature also proposed two types of surface acting, viz., basic surface acting and challenged surface acting. Also three types of deep acting were discovered. They were basic deep acting, perspective deep acting, and positive refocus deep acting (Blau, Fertig, Tatum, Connaughton, Park, & Marshall, 2009).

It was also proposed that natural emotion should be regarded as an emotional labour strategy rather than surface acting (Brown, 2010). The same study also revealed that emotional intelligence played a vital role in guiding the emotional engagement and interactions of employees and clients (Brown, 2010). Another study revealed that emotional intelligence affected the strategies of emotional labour and the consequences that lead to their behavioural outcomes (Kim, Yoo, Lee, & Kim, 2012).

The mode of delivery was also considered important as it was found to determine the degree of emotional labour experienced (Kinman, 2008). Literature also suggested that employees' job satisfaction decreased over time and emotional labour had an influence on the well-being of the employees (Al-Serkal, 2006). Researchers also studied the creative tourists and found that creative tourists help reduce emotional labour among employees that led to huge business success (Salman &Duygu, 2012). Moreover, studies on various cultures produced reports that showed the importance of the impact a country has on emotional labour (Nelson, Newell, Huydobro, Nixon, Ceylan, Omuris, and Manukyan, 2013). A thorough research on emotional labour was also conducted in the retail industry. The same study proved that emotional labour leads to emotional exhaustion while emotive efforts that the employees used reduced the experience of emotional exhaustion (Gupta & Mishra, 2011).   Other variables also play a vital role in emotional labour. Team efficacy mediates the interactive effects of emotional labour on team innovativeness and transactional leadership (Liu, Liu, & Zeng, 2011). Leaders who perform emotional labour were good at expressing and hence were better communicators (Humphrey, Pollack, & Hawver, 2008). Infact the degree of emotional labour or strain was found to be more among managers and leaders as they had greater responsibility towards their jobs than their subordinates. Emotional dissonance was also influenced by internalization of customer service role and this in turn also determined job outcome (Phillips, Tan, & Julian, 2006). Literature revealed that some of the moderators of emotional labour were the coping mechanisms, work culture, and personality (Mishra & Gupta, 2010).

The review suggested that the domain of emotional labour has not been thoroughly investigated in India in comparison to the West. Hence, this study attempted to investigate this area and contributed to the findings of the use of emotional labour in India. By reviewing the available literature it has been seen that there is no one definition or characteristic of emotion and every definition is a residue of the groundbreaking theories. Contradicting to the well-established views on emotional labour and its effect on studied variables, the review also revealed that concept of emotional labour has both positive and negative consequences. However, these consequences of emotional labour vary across different variables. For example, some extent of emotional labour when experienced by a manager can lead to positive outcome in managing his/her subordinate.

An emerging trend that was observed, while reviewing the available literature was the growing interest and scope of studying the influence and effect of culture, geography, and demographics on emotional labour as an interesting related feature. Investigation of the influence of these variables on emotional labour can help fetch interesting results that can contribute to the findings of emotional labour. Thus the current study aimed to investigate the area of emotional labour in relation to the employees' demographics.

To overcome the major limitations and to bridge the gap that were viewed in the available literature the current study takes an objective approach in studying the influence of emotional labour on the general health of cabin crew employees and ground staffs. Extant literature revealed that general health of the cabin crew and of the ground staffs in relation with emotional labour per se was mostly neglected as researchers primarily focused on the study of emotional labour and other organizational variables. Mishra (2000) argued that the link between outcomes on health and emotional labour is in its preliminary stage and hence more researches are required to clarify this link. Therefore, in order to establish this link in a more comprehensive manner the present study attempts to investigate the area of general health of cabin crew employees and airline ground staffs in relation to emotional labour. Moreover, despite the significant works of many researchers on emotional labour in various industries, the detailed accounts of how the varying demographics of the employees vary across groups in influencing the experience of emotional labour by the employees is silent. Therefore, this study attempts to fill the gap in the knowledge of the influence of emotional labour on general health of cabin crew employees and airline ground staffs in India and also to study the difference of demographic variables on the experience of emotional labour.

Methodology

3.1. Research Design

The study is quantitative in nature. Quantitative research is a structured way of asking people for their opinion and to produce reliable statistical facts. It is important in quantitative research that the sample size is large and the sample is representative of the target population. In the present study the researcher is studying the relationship of emotional labour on the general healthofcabin crew employees and airline ground employees.

3.2. Problem Statement

To study the influence of emotional labour on the general health of cabin crew employees and airline ground employees.

The study intends to check if there is any difference in the demographics (Age/Gender/Marital Status/Work Tenure) across the aforementioned variables. As only a few studies have been done in Indian airline industries and no studies are done so far with the airline ground employees, this study will be the first of its kind in India. Thus, this study would contribute a lot to the HRM department of the Aviation Industry and also contribute to Aviation Psychology in India.

3.3. Objectives

1. To measure the emotional labour-deep acting and surface actingamong employees.
2. To measure the state of general health of employees.
3. To measure the influence of emotional labour-deep acting and surface acting on the general health of employees.
4. To measure the difference in the experience of emotional labour-deep acting and surface acting across demographics (Age/Gender/Marital Status/Work Tenure) of employees.
5. To measure the difference in the general health across demographics (Age/Gender/Marital Status/Work Tenure) of employees.

3.4. Hypotheses

H1. Experience of emotional labour does not influence the general health of airline employees.
H1$_a$. Experience of deep acting and surface acting does not influence the general health of airline employees.
H2. There is no difference in the experience of emotional labour across demographics of airline employees. (Age/Gender/Marital Status/Work Tenure)
H2$_a$. There is no difference in the experience of deep acting across demographics of airline employees. (Age/Gender/Marital Status/Work Tenure)

H2$_b$. There is no difference in the experience of surface acting across demographics of airline employees. (Age/Gender/Marital Status/Work Tenure)

H3. There is no difference in the general health across demographics of airline employees. (Age/Gender/Marital Status/Work Tenure)

3.5. Variables under Study

- Emotional labour: Managing one's feelings to generate a publicly accepted facial and bodily display of emotions (Hochschild, 1983).
- Deep acting: Modifying the internal feelings to comply with the organizationally required emotion.
- Surface acting: Overtly enact to feel the same as the organizationally demanded emotion.
- General health: Overall condition of an individual's body and mind, typically indicating a positive state that is free from any pain, illness, or injury.
- Demographic variable: age, gender, marital status, and work tenure
- Age: 20-25 years; 26-30 years; 31-35 years
- Gender: male and female
- Marital status: married and single
- Work tenure: 2 to 5 years; 6 to 10 years; and 11 to 15 years
- Independent variable: emotional labour, deep acting, and surface acting
- Dependent variable: general health

3.6. Sampling

Population: The target population for this research consisted of flight attendants and airline ground employees who are the members in an airline industry.

Sample, sample size, and description: The sample consisted of cabin crew employees and airline ground employees of Indian origin within the age range of 20-35 years, working in an Indian airline industry. The sample consisted of 190 cabin crew employees and 105 airline ground employees. Each participant in the sample has a minimum of 2 years of work experience in his/her present organization.

3.6.1. Sampling Technique

Judgemental sampling technique is used when a restricted number of individuals possess the interest traits under a study. It is the only useful technique when a very specific group of individuals is considered for study. In the current study, the restricted group of sample are the Indian cabin crew and airline ground employees with minimum of two years of work experience in their present organization belonging to the age range of 20-35 years.

3.7. Inclusion Criteria

1. Individuals working as a cabin crew member and airline ground employees in any Indian airline industry.
2. Individuals within the age range of 20-35 years.
3. Individuals with a minimum of two years of work experience.

3.8. Procedure

The survey was carried out in person and an online survey also took place in the participant organization wherein survey questionnaires were given or emailed directly to the potential participants. In total 303 individuals responded to the survey, out of which 295 samples were finally included in the study. The response rate was found to be 72.5%. The participants consisted of cabin crew employees and airline ground employees within the age group of 20-35 years working in any Indian Airline company with a minimum of two years of work experience. Demographic information was collected from the participants. Four items were included in the demographic information checklist, viz., age, gender, marital status, and work tenure of the participants. The purpose of the survey was explained to the participants and their participation was encouraged. Prior consent was obtained either from the supervisors of the participants or the organization's human resources department and from the participants themselves.

3.9. Data Analysis

The data collected was subjected to the appropriate statistical analysis using SPSS 16. The data gathered was non normal hence non parametric statistics were used for analysis.

Binary Logistic Regression was utilised to check if there was any influence of emotional labour-surface and deep acting on general health of cabin crew and airline ground employees. Mann Whitney's U test and Kruskal-Wallis test was utilised to see if there was any difference in the experience of emotional labour-surface and deep acting on across demographics-age, gender, marital status, and work tenure.

3.10. Major Findings of the Study

- Emotional labour does influence the general health of the employees but it is not significant.
- Deep acting and surface acting influence the general health of the employees but it is not significant.
- There is a significant difference in the experience of emotional labour across gender, marital status, and work tenure.
- The female employees experience more emotional labour than the male employees.
- The married employees experience more emotional labour than the single employees.
- The employees with 2 to 5 years of work tenure experience more emotional labour than the other employees.
- There is a significant difference in the experience of deep acting across gender and marital status.
- The female employees experience more deep acting than the male employees.
- The married employees experience more emotional labour than the single employees.
- There is a significant difference in the experience of surface acting across gender and work tenure.
- The male employees engage more in surface acting than the female employees.
- The employees with 2 to 5 years of work tenure experience more surface acting than the other employees.
- There is a significant difference in general health acting across gender, marital status, age, and work tenure.
- The general health of the male employees is better than the female employees.
- The general health of the single employees is better than the married employees.
- The general health of the employees within the age group of 31-35 years is lower than the general health of the other employees.
- The general health of the employees with 11-15 years of work tenure has a lower general health than the employees with lesser work tenure.

3.12. Implications of the Study

The study can make a unique contribution to understanding the influence of emotional labour on general health of employees**.** The study showed some interesting facts and figures that depict the influence of emotional labour on the general health of the employees. Therefore, it can go a long way in helping improve the general health of aviation employees and also through the appropriate interventions discussed.

1. Contribute to Aviation Psychology in India**-** This study can contribute to the field of aviation psychology and help motivate and improve the general health and well**-**being of the aviation employees. By making the employees aware and by helping them understand how the factors deep acting and surface acting can influence the general health, the airline employees can be more prepared and also the aviation aspirants can make a better judgment if they are fit enough to join this field.
2. Help the human resources and training and development departments**-** The study can also help the HRM departments of industries in creating appropriate study material, case studies and other tools that help create a proper understanding of the factors influencing the health of the employees. This can lead to a strong foundation for the HR departments in the aviation industry and also other industries to customize the performance management, trainings, learning and development which can directly have an impact on the general health of employees. By doing this, they can uplift the motivation levels of employees working in this industry. The loyalty of the aviation employees will also be enhanced through such interventions.
3. Help develop healthy emotional regulation and coping strategies with regard to emotional labour **-**Unless employees have ways to cope against these influences the general health of employees can never improve and it will adversely affect the employee's career throughout. The employers, HRM or the EAP departments of these industries should provide facilities and interventions to their employees to help them cope with the strenuous effect of emotional labour. One of the techniques through which they can help the employees is by incorporating group therapy sessions during their work hours. This can help them rejuvenate and the employees will definitely be in a better state to be on duty again. The EAP can also provide counseling sessions to the employees and help them recuperate from the adverse effects of emotional labour. Workshops or activities on stress management can also be beneficial for the employees.

4. Help recruiters select the right candidates**-**By appropriately looking at the demographics, the recruiters in this industry can make a better judgment about who are the appropriate candidates best suitable for this field. This can lead to cost saving for companies as the attrition levels will go down, loyalty will increase, performance will be enhanced and overall the healthy employees will make the company a good and happy place to work in.

5. Since employees with long years of work tenure were seen to experience distress in their general health, job rotation for such employees can be implemented. This will help them distress and new job roles will help them perform better.

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