Project Dissertation Report on

Study the Effect of Emotional labor on work outcome of the Employees at ITC Maurya.

Submitted By:

Shalini, 2K16/MBA/55

Under the Guidance of:

Dr. Shikha N. Khera

Delhi School of

Management Delhi Technological

University Bawana Road, Delhi

110042

CERTIFICATE FROM THE INSTITUTE

This is to certify that the Project Report titled **"Study the Effect of Emotional labor on the work outcome of the Employees at ITC maurya."** is an original and bonafide work carried out by **Ms.Shalini** of MBA 2016-18 batch was submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-110042 in partial fulfilment of the requirement for the award of the Degree of **Masters of Business Administration.**

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SignatureofGuide   **Signature of HOD(DSM)**

(Dr. Shikha N. Khera)   **(Dr. RajanYadav)**

Place:

Date:

DECLARATION

I, Shalini, Student of MBA 2016-18 Batch of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that the titled **"Study the Effect of Emotional labor on the work outcome of the Employees at ITC maurya."**Submitted by me in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration is an original work conducted byme.

The information and data given in the report is authentic to the best of my knowledge. The report is not being submitted to any other University for the award of any other Degree, Diploma and/orFellowship.

Place: New Delhi

Date:

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Shalini

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ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

I am Shalini (2K16/MBA/55) of Delhi school of Management, a MBA student. I had done my internship at ITC ltd., one of the India's foremost multi-business enterprise. My internship was in Recruitment and Selection Process .Throughout my internship, I had been working in different functionality of human Aspect, which exposed me to the concept of Emotional labor. This report was written after getting the firsthand experience of drafting a questionnaire, collecting data and later analyzing the data with the help of my mentor and to the best of my knowledge.This report explains the importance of Effect of Emotional labor of employee's work outcome in present era and this report will help the reader to get an idea about the Industry, human behavior and emotional labor. After reading the whole report the reader can able to understand the reason behind the relationship between individual characteristics, emotional labor and associated consequences.

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STUDY THE EFFECT OF EMOTIONAL LABOR ON THE WORK OUTCOME OF THE EMPLOYEES AT ITC MAURYA, LUXURY COLLECTION

CHAPTER 1
INTRODUCTION

1 INTRODUCTION

The study is carried to know the effects of emotional labor on the work outcome of the employees of the hospitality industry. The sample of this study is ITC Maurya, Luxury Collection, New Delhi.

1.1 RESEARCH OBJECTIVES

The primary purpose of this study is to explore the relationship between individual characteristics, emotional labor, and its associated consequences.

The underlying assumption is that individual characteristics are critical factors in determining the perceived positive or negative consequence of performing emotional labor. If this assumption is correct, then what kind of person can perform emotional labor in a more genuine way? Will people report higher job satisfaction when they perform emotional labor in a genuine way? Will people report higher emotional exhaustion when they fake their emotions to comply with display rules?

It is expected that, by identifying what types of person can endure and enjoy performing emotional labor, the findings of this study can contribute not only to the existing body of literature on emotional labor, but to industry practitioners in terms of refining the current employee selection process.

Following this, the study examines the process of emotional labor as performed by hotel employees in relation to its' positive and negative effects for individual and organizational well being.

The study focuses on questioning the relationship between emotional labor and emotional dissonance, studying the effects of deep acting and surface acting on emotional dissonance separately.

In addition, this study seeks to identify strategies the service industry can utilize to buffer the negative effects of performing emotional labor.

Based on the research objectives, this study will address the following three questions:

1. Do individual characteristics affect the way employees perform emotional labor?

2. Do different ways to enact emotional labor lead to different consequences?

3. Will organizational characteristics or job characteristics have buffering effects on the perceived negative consequences of emotional labor?

4. Positive and negative effects of emotional labor for individual and organizational well-being.

1.2 COMPANY PROFILE

ITC Limited recognized early that the financial success of an organisation runs parallel with quality

development of its human resource. With an enviable record of running its own Management Training Programs for decades, it decided to develop the managerial cadre for its Hotel Division. This would strengthen Company Culture as well as Business Capability and Service Excellence.

ITC HMI was established in 1976 with the advent of its Management Training Programme. The Institute enshrines the vision of the ITC Hotels by developing Management Trainees and retraining Practicing Managers.

ITC-Hotel's passion for excellence is renowned world over. Setting benchmarks in hospitality, that our customers have come to love, requires an understanding of hospitality and also a recognition that the team has to be the very best.

1.3 CONTRIBUTION OF THE STUDY

This study is an attempt to increase the current level of knowledge of the existing literature on emotional labor by proposing and empirically testing a causal model of emotional labor.

In terms of its theoretical contribution, first, this study contributes to the body of literature on emotional labor by exploring how individual characteristics affect the way service providers perform emotional labor. Specifically, this study explores the mechanism of what drives individuals to engage in a certain type of acting technique when interacting with guests. A proposed model of emotional labor (Figure. 1) was developed for the hospitality industry. Many researchers have suggested that individual characteristic is a major critical indicator of how one performs emotional labor, and thereafter whether that labor will have a detrimental outcome. However, very few studies have used a systematic approach to empirically test this assumption.

Second, this study provides a better understanding of the emotional labor of employees in the hospitality industry. While much attention to emotional labor has been paid in the service industries, little research has focused on the nature of emotional labor in the hospitality field. Most empirical emotional labor studies were conducted on nurses or school administrators whose authority is over clients; this study contributes to the body of knowledge about emotional labor by examining hotel employees who deal with the situation where "the customer is always right." As many hotels challenge their employees to provide world-class service, this thrust increases service quality, but adds a burden on employees in terms of intensified emotional labor. Therefore, this study contributes

to the emotional labor literature by understanding how hotel employees, who endure a high degree of emotional labor, perform emotional labor and experience the associated consequences.

In terms of its practical contribution, the results of this study could be helpful in identifying the types of people who can enjoy and endure performing emotional labor.

This information is valuable to the industry in terms of refining employee selection and training strategies. In addition, as this study also investigates how job autonomy and organizational social support help alleviate the potential negative consequences of emotional labor, industry practitioners can benefit from the study results by understanding what the industry can do to buffer the negative effects of emotional labor.

1.4 ORGANIZATION OF THE STUDY

This study was organized into five chapters. The specific information contained in these five chapters is listed below.

Chapter One discusses the research questions and objectives, and the contribution of the study.

Chapter Two provides a review of the literature on emotional labor and each of its proposed antecedents and consequences. Following an extensive review of literature, hypotheses and an empirical testing model were proposed.

Chapter Three presents the methodology of the study. It explains the sampling and data collection procedures.

Chapter Four presents the results of the statistical analysis.

Chapter Five includes the findings of the study.

Chapter Six deals with the implications of the research in present management scenario.

CHAPTER 2
LITERATURE REVIEW

2.1 INTRODUCTION

This part of the chapter reviews the emotional labor framework, definitions of emotional labor and its concepts, dimensions, and consequences. Based on the proposed theoretical framework, this chapter reviews literature pertaining to different variables and the relationships among them. Specific hypotheses are developed based on the literature review and the proposed framework.

2.2 EMOTIONAL LABOR FRAMEWORK

The framework of this study (see figure 1) is designed to analyze the relationship between emotional labor and emotional dissonance, studying the effects of deep acting and surface acting on emotional dissonance separately. Furthermore, this framework focuses on some of the consequences of emotional dissonance both for the individual (i.e. emotional exhaustion, job satisfaction) and the organization (intention to quit) while trying to determine the individual and organizational variables that may moderate these relationships. The following part covers brief explanation about the variables constituting the framework, the previous findings on their relationships and the proposed hypotheses, which are based on our framework (figure 1)

Figure 1 Conceptual Framework

Emotional Labor
- Deep Acting: Modify Feelings
- Surface Acting: Modify Expressions

Individual Well-Being
- Emotional Exhaustion-Burnout
- Job Satisfaction
- Affective well-being
- Health Problems

Organizational Well-Being
- Intentions to quit

Individual Factors
- Gender
- Affectivity (PA\NA)

Organizational Factors
- Supervisor Support
- Coworker Support
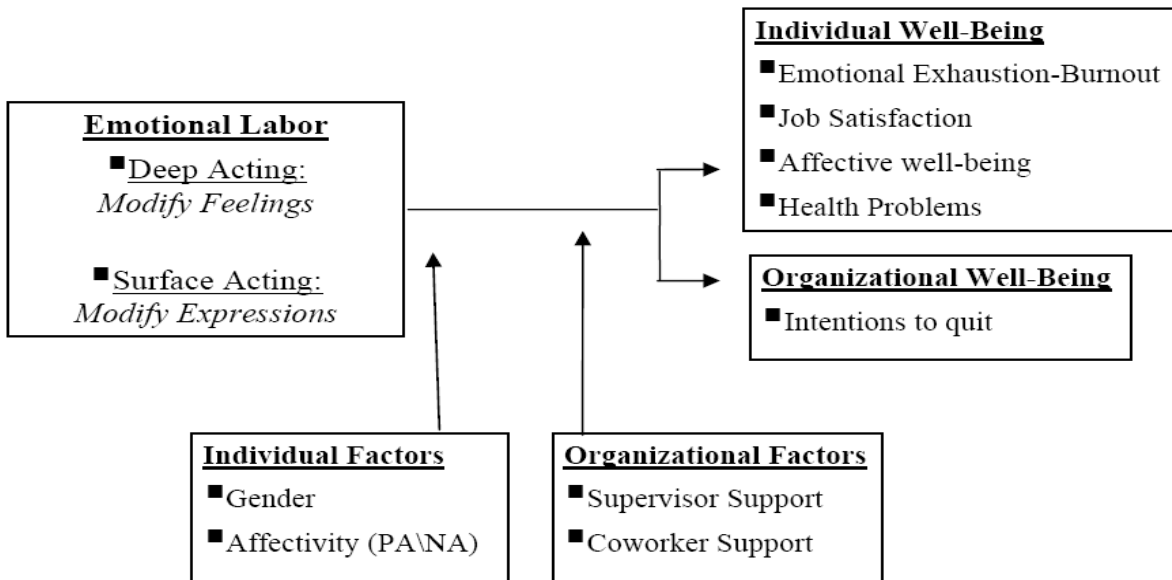
2.3 DEFINITIONS OF THE VARIABLES

Emotional Labor. The degree of manipulation of one's inner feelings or outward behavior to display the appropriate emotion in response to display rules or occupational norms.

Affectivity. A general tendency to experience a particular mood or to react to objects in a particular way or with certain emotions.

Emotional Contagion. A tendency to automatically mimic and synchronize expressions, vocalizations, postures, and movements with those of another person and, consequently, to converge emotionally.

Empathic Concern. An individual's experience of a particular affective response to a distressed target.

Emotional Exhaustion. Feelings of being emotionally overextended and drained by one's contact with other people.

Job Satisfaction. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

Social Support. Feedback that focuses on "action," "identity," and "guidance" as a supporter tries to help a stress receiver understand and/or identify ways to cope with a stressor.

Emotive Dissonance. The degree to which employees' expressed emotions aligns with their true feelings.

Emotive Effort. The labor or work employees need to perform emotional labor.

2.4 EMOTIONAL LABOR

Regulating one's emotions to comply with social norms then is referred to as "emotion work". Hochschild termed this regulation of one's emotions to comply with occupational or organizational norms as "emotional labor." Emotional labor is defined as "the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value"

Jobs involving emotional labor possess three characteristics: they require the workers to make facial or voice contact with the public; they require the worker to produce an emotional state in the client or customer, and they provide the employer with an opportunity to exert some control over the emotional activities of workers.

Researchers proposed that employees perform emotional labor through two types of acting mechanism: surface acting, and deep acting.

- **Surface Acting and Deep Acting**

Hochschild defines two methods used by people to manage their emotions. The first one is *surface acting* which involves masking true feelings and faking the desired emotion. Surface acting occurs when regulation influences only the *emotion expression* like putting on a happy mask although one is

terribly sad.

The second method that is defined by Hochschild is *deep acting,* which involves attempting to change how one actually feels so that an appropriate display naturally follows. Deep acting occurs when regulation influences *the felt emotions*.

In summary, surface acting implies temporarily suppressing or masking the felt emotion inappropriate for the job and *expressing* one that is appropriate; while deep acting implies suppressing a felt emotion inappropriate for the job and *feeling and expressing* an appropriate one.

This study argues that it is the individual dispositional factor that will determine what acting mechanism (surface acting, and deep acting) individuals tend to adopt during service transactions.

2.5 EMOTIONAL LABOR CONSEQUENCES

The section below discusses how the two emotional labor factors relate to the proposed consequences: job satisfaction and emotional exhaustion. Specific hypotheses for empirical testing were also proposed.

- **Emotional Exhaustion**

Three possible outcomes for providers of emotional labor: emotional harmony, emotional deviance and emotional dissonance. Emotional harmony occurs when there is total congruence between what one feels and expresses as requirements of display rules. However, if there are conflicts between felt emotions and display rules, emotional deviance may occur resulting in employee expressing his inner feelings disregarding display rules. However, emotional deviances usually result in punishments by the organization such as firing. Therefore, rather than deviances, emotional labor usually results in emotional dissonance where employees express the appropriate emotions to obey the display rules and cope with the conflicts internally.

Researchers have defined emotional dissonance as the disturbing disequilibrium between felt emotions and the emotions one must exhibit. This conflict between what one feels and the display rules determined by the organization creates emotional exhaustion which refers to *'a state of depleted energy caused by excessive emotional demands made on people interacting with customers'*. It is a specific, stress related psychological state in which a person may experience feelings of irritability, frustration, and being worn out, which cause the feeling *that 'one cannot give anymore'*. .

Research by Wharton has shown that jobs requiring emotional labor do not carry higher risk of emotional exhaustion than other jobs. However, under certain situations when their feelings conflict with the display rules, employees may engage in surface acting in order to express the appropriate emotions. Kruml and Geddes suggest that employees who engage in surface acting are more

emotionally exhausted than those engaging in deep acting.

Based on the above literature, following hypotheses were proposed.

Hypothesis 1a: There is a positive correlation between surface acting and emotional exhaustion.

Hypothesis 1b: There is a negative correlation between deep acting and emotional exhaustion.

- **Job Satisfaction and intention to quit**

Job satisfaction is a frequently cited result of emotional labor. It is defined as "a pleasurable or positive emotional state resulting from the appraisal of the job"

There is some controversy among researches whether emotional labor has positive or negative effects on employees. Researchers have found out that when the emotional labor that employees perform brings them into contact with positive emotions in others, they are more likely to experience positive emotions. Also it was argued by Wharton that a person displaying emotions that are consistent with felt emotions will experience benefits from the job. For example, "e*motional labor may provide employees the opportunity to express themselves, enjoy and socially integrate"*

On the other hand, research on emotional dissonance has shown that emotional labor resulting in emotional dissonance is associated with low job satisfaction and high intention to quit. It is also suggested that emotion regulation made through suppression of negative feelings results in low job satisfaction and high intention to quit. They have also theorized that emotional dissonance is negatively related to job satisfaction.

As emotive dissonance is negatively associated with job satisfaction, it is predicted that an increase in emotive effort will increase job satisfaction.

Following hypotheses are proposed for empirical testing.

Hypothesis 3a: There is negative correlation between surface acting and job satisfaction.

Hypothesis 3b: There is positive correlation between deep acting and job satisfaction.

Hypothesis 7a: There is a positive correlation between surface acting and intention to quit.

Hypothesis 7b: There is a negative correlation between deep acting and intention to quit

- **Health Impacts**

Much attention has been paid to the health impacts of emotional labor. Research shows that as well as creating emotional dissonance and alienation, emotional labor might also cause physical symptoms, especially when the emotional labor requires handling negative emotions of others; employees are more likely to experience negative emotions and bad health symptoms. Strazdins also supports this view and concludes in his research that greater emotional demands results in negative emotions, and consequently causes higher levels of stress. While research by Erickson and Wharton has shown that there is no relationship between amount of emotional labor and depression, several

other researchers have found out that the disequilibrium between felt emotions and the emotions one must express have negative effects on the psychological and physical health of workers.

Hypothesis 6a: There is a positive correlation between surface acting and health problems.

Hypothesis 6b: There is a negative correlation between deep acting and health problems.

Moderating Factors

2.6 EMOTIONAL LABOR MODERATORS

Based on the literature on emotion management and stress management, gender and social support are proposed as two major moderators. Gender represents an individual characteristic, whereas social support represents an organizational characteristic. These two variables serve as moderators to buffer (protect) individuals from the potential negative effects of requirements to express or suppress emotion.

2.6.1 Individual Factors

- **Gender:**

Hochschild indicates that there is a relationship between emotional labor and stereotypical gender roles. She argues that women are more likely to be presented with the task of mastering anger and aggression in the service of 'being nice' and they do more emotion managing than men. As a reason of this, she suggests that women are more initiative in undertaking emotional labor and there is a high expectation of emotional work from women at work. Therefore, women are thought to manage expression and feeling not only better but more often than men do. Hochschild adds that *'the world turns to women for mothering, and this fact silently attaches itself to many a job description'*. Grandey suggests that men need more training in emotion management in a service setting. In addition to these, the recent studies show that the employees who are most likely to be required to provide emotional labor in an organization are women.

Hypothesis 2: Gender will moderate the relationship between emotional labor and emotional exhaustion.

2.6.2 Organizational Factors

- **Social Support**

It is proposed that social support as an organizational characteristic buffers the negative effects of emotional labor. Social support is defined as feedback focusing on "action," "identity," and "guidance" as a supporter tries to help a supportee understand and/or identify ways to cope with a stressor.

This research focuses on two dimension of psychological well-being in organizations as it relates to

supervisor and coworker support: one of them is job satisfaction and the second one is affective well-being. There is a variety of research which show that the social support that the person gets from the family; friends or colleagues provide the workers a protection from the negative effects of the stressful working conditions and increases. With high social support, individuals are able to cope better with the stressful job conditions and their sense of personal control increases. In addition, individuals working in conditions of high social support are better able to prevent themselves from the negative effects of the job stress such as the feelings of helplessness and loss of self-esteem. The research on the relation between supervisor and coworker support and emotional labor also suggests that if a job provides a positive environment that contributes to the employees' mood, less emotional effort would be enough to display positive organizationally prescribed emotions. Supervisor and coworker support act as moderators and they prevent emotional dissonance from decreasing job satisfaction.

From the preceding discussion, the following hypotheses are suggested

Hypothesis 5a: Coworker and supervisor support will moderate the relationship between emotional labor and affective well being. For those with high levels of coworker and supervisor support, there will be no difference in affective well being whether emotional labor is high or low. For those with low levels of coworker and supervisor support, affective well being will be low when emotional labor is high and affective well being will be high when emotional labor is low.

Hypothesis 5b: Coworker and supervisor support will moderate the relationship between emotional labor and job satisfaction. For those with low levels of coworker and supervisor support, job satisfaction will be low when emotional labor is high and job satisfaction will be high when emotional labor is low..

- **Affectivity (NA/PA)**

Research points out that there is a relationship between the emotional labor and personality traits. It has identified two basic traits: trait positive affect, trait negative affect. Trait positive affect (PA) refers to a tendency for one to be frequently energetic, active, alert and enthusiastic. Persons scoring high on trait negative affect (NA) tend to more frequently experience negative emotions such as anxiety, disgust, guilt and fear even in normal situations. Trait positive affect is associated with positive evaluations of social environments while trait negative affect is associated with correspondingly negative evaluations.

Hypothesis 4: Positive affectivity will moderate the relationship between emotional labor and emotional exhaustion. For those high in positive affectivity, there will be no difference in emotional exhaustion whether emotional labor is high or low. For those low in positive affectivity, emotional

exhaustion will be high when emotional labor is high, and emotional exhaustion will be low when emotional labor is low.

CHAPTER 3
METHODOLOGY

3.1 INTRODUCTION

This study is a causal study in nature, which proposes to answer questions of "how"—how individual differences influence the choice of acting mechanisms when performing emotional labor? How are different types of acting associated with different emotional labor consequences? How do job characteristic and organizational characteristics buffer the negative effects, if any, of emotional labor?

This chapter presents the research methodology adopted to answer the above questions and to test the hypotheses proposed in Chapter Two. This chapter also presents the research design of the sampling plan, the instrument development, and data collection procedures. The statistical analysis that is to be used is also discussed.

3.2 SAMPLE

The boundary of this study is limited to the ITC Maurya (hospitality industry), and the target population was employees who work in the lodging area of the hospitality industry. Further, as this study focuses on emotional labor, the sampling frame was narrowed to focus on those guest-contact (face-to-face or voice-to-voice) employees who perform emotional labor on a daily basis.

The data for this study has been collected from a sample of one hundred and fourteen employees who works at front-desk, concierge, reservations, room service, food service, catering service, housekeeping, and other positions that require guest-contact in their work. Entry-level employees and middle managers were included in the sample.

In brief, to be selected in the final sample, the subjects needed to qualify according to the criteria below:

(1) Subjects need to be guest-contact employees (face-to-face or voice-to-voice).

(2) Subjects need to have worked in the same positions for at least three months.

(3) Subjects can be either entry-level employees or middle-level managers.

3.3 DATA COLLECTION

The primary data was collected by questionnaires carried out at the hotels. We used a questionnaire, composed of 7 different scales – *emotional labor scale, job satisfaction scale, emotional exhaustion scale, job related affective well-being scale, positive-negative affectivity scale, supervisory support scale and coworker support scale,* and demographic information part.

3.3.1 Emotional Labor Scale

This scale is composed of subscales that measure four dimensions of emotional labor – *the duration and frequency of customer interaction, the deep acting and surface acting.* For the purposes of this study we used the deep acting and surface acting subscales. Surface acting subscale has seven items and deep acting subscale has six items. Deep acting scale assesses how much an employee has to manage his feelings to comply with display rules while the surface acting scale measure the extent to which the employee has to express emotions that are not felt.

Surface Acting

1. My smile is often not sincere.
2. I fake the emotions I show when dealing with customers.
3. I feel as if I have a split personality when interacting with guests because I act not like myself at all.
4. I put on an act in order to deal with guests in an appropriate way.
5. I put on a mask in order to express the right emotions for the job.
6. I display emotions that I am not actually feeling.
7. I think my interactions with guests are very robotic

Deep Acting

1. When helping guests, if I pretend I am happy, I can actually start to feel it.
2. When getting ready for work I tell myself that I am going to have a good day.
3. I try to actually experience the emotions that I must show when interacting with guests.
4. I have to focus more on my behavior when I display an emotion that I don't actually feel.
5. I usually think of pleasant images when I am getting ready for work.

3.2.2 Job Satisfaction Scale

This scale, which uses a seven point Likert response format, measures overall job satisfaction with three questions. Higher score on this scale shows overall job satisfaction.

1. I am satisfied with the kind of work I do in this job.
2. Generally speaking, I am very satisfied with this job.
3. Most people on this job are very satisfied with their job.

3.3.3 Emotional Exhaustion Scale

This scale, which consists of seven items, measures how often respondents report feeling the symptoms of emotional exhaustion at work. In this scale a seven point Likert format is used. Higher score on this scale indicate high level of emotional exhaustion.

1. I feel burned out from my work.
2. Working with people all day is really a strain for me.
3. I feel frustrated by my job.
4. I feel fatigued when I get up in the morning and have to face another day on the job.
5. Working with people directly puts too much stress on me.
6. I feel emotionally drained from my work.
7. I feel I am working too hard on my job.

3.3.4 Job Related Affective Well Being Scale

The 20 items compose four subscale of job related affective well being scale that have two dimensions, pleasurableness and arousal. The scale measures an individual's emotional reactions to their job by requiring respondents to identify how often they had experienced specific emotions in the prior 30 days. In this scale, a seven point Likert response format is used. Higher score on this scale shows high level of affective well being.

3.3.5 Positive Affectivity Negative Affectivity Scale

This scale measures both positive and negative affectivity by using seven point Likert response format. Higher scores on positive and negative affectivity show that the higher levels of positive and negative traits respectively.

Positive Affectivity	Negative Affectivity
Alert	Jittery
Strong	Guilty
Inspired	Nervous
Proud	Irritable
Excited	Upset
Enthusiastic	Hostile
Active	Scared
Interested	Afraid
Attentive	Ashamed
Determined	Distressed

3.3.6 Supervisory Support

This four-item scale measures employee perceptions of the extent of supervisor support in their job. In this scale, a seven point Likert response format is used. Higher score on this scale indicate high levels of supervisory support.

1. It is easy to talk with my supervisor.
2. My supervisor can be relied on when things get tough at work.
3. My supervisor is willing to listen to my personal problems.
4. My supervisor goes out of his or her way to make my life easier for me.

3.3.7 Coworker Support

This scale that consists of four items measures the employee perception about the level of support available from his or her coworkers. It assesses both emotional and instrumental support. In this scale, a seven point Likert response format is used.

1. My coworkers can be relied on when things get tough at work.
2. It is easy to talk with my coworkers.
3. My coworkers are willing to listen to my personal problems.
4. My coworkers go out of their ways to make my life easier for me.

3.3.8 The questionnaires for intention to quit and health problems

In addition to these scales we added two questions in order to measure the intention quit of the employees (How often do you think about leaving the job? How likely are you to look for a new job?).

1. People on this job often think of quitting.
2. I frequently think of quitting this job.

3.4 QUESTIONNAIRE DESIGN

The scales measuring different constructs in the testing model (Figure 1) were put together in a survey format (Appendix B3), with items on the left-hand side and a seven point Likert-type scale on the right-hand side. There were six sections. The first section was the Hospitality Emotional Labor Scale, with anchors of "rarely" to "always" in response to each statement. The total number of emotional labor items was 22, with 14 questions measuring emotive dissonance and 8 questions

measuring emotive effort.

The second section included questions regarding the concept of emotional contagion (7 items) and empathic concern (7 items). These empathy questions were accompanied by anchors of "strongly disagree" to "strongly agree." The third section was comprised of questions regarding social support (8 items) and job autonomy (3 items). These questions were accompanied by anchors of "strongly agree" to "strongly disagree."

The fourth section was an affect scale (20 items), with anchors of "rarely" to "always." Questions measuring respondents' emotional exhaustion level (7 items) and job satisfaction level (5 items) were listed in section five. Finally, the last section contains demographic questions such as gender, race, and job titles.

3.5 STATISTICAL TOOLS

The statistical tools used to prove the hypothesis stated above in chapter 2 are Pearson Correlation Test and Hierarchical Regression Test.

3.6 SUMMARY

The chapter outlined the research design for this study. It included the descriptions of the survey population, the method of data collection, and the statistical methods that were employed to analyze the data. Special attention was given to the development of the Hospitality Emotional Labor Scale.

CHAPTER 4

RESULTS

4.6 ANALYSIS OF HYPOTHESIS

Scale scores were obtained for the independent variable - emotional labor, considering the subscales of deep acting and surface acting and the dependent variables which were emotional exhaustion- burnout, job satisfaction, health problems and intention to quit. Scale scores were also calculated for the proposed moderating variables including positive affectivity, coworker and supervisor support. The missing questions of individual participants were excluded pair wise from the analysis when there were one, two or three missing responses. In the cases when there were more than three missing responses in a particular scale, the score of that participant was not calculated for that scale.

Hypothesis 1a predicted that there is a positive correlation between surface acting and emotional exhaustion. To test this hypothesis, Pearson correlation test was used and the results provided a support for this hypothesis *(r = 0.283, p< 0.01)*. Hypothesis 1b proposed that there is a negative correlation between deep acting and emotional exhaustion. However, when the Pearson correlation was examined, it was found out that although there is a negative correlation between deep acting and emotional exhaustion, this correlation was not found to be statistically significant *(r = -0.067)*.

Hypothesis 2 examined whether gender played a moderating role in the relationship between emotional labor and emotional exhaustion. To examine this hypothesis, total emotional labor score was calculated through taking the total of surface acting and deep acting scores. Later, emotional exhaustion was regressed on emotional labor, the proposed moderator, gender, and interaction between emotional labor and gender. The results of the hierarchical regression analysis showed that, although emotional labor was significantly correlated with emotional exhaustion *(r = 0.164, p<0.05)*, this relationship is not moderated by gender *(Sig. F change = 0.731)*.

Hypothesis 3a proposed that, there is a negative correlation between surface acting and job satisfaction. Pearson correlation test was used to test this hypothesis. However, surprisingly the results showed that the correlation between surface acting and job satisfaction is positive and this correlation is not significant *(r = 0.017)*.

Hypothesis 3b predicted that there is a positive correlation between deep acting and job satisfaction. This hypothesis was tested by the Pearson correlation test and the results have supported the hypothesis, suggesting that there is a significant positive correlation between deep acting and job

satisfaction *(r = 0.379, p < 0.01).*

In **hypothesis 4**, it was predicted that positive affectivity will moderate the relationship between emotional labor and emotional exhaustion. To test this hypothesis, hierarchical regression test was used and the results have also shown that the significant positive correlation between emotional labor and emotional exhaustion is moderated by positive affectivity *(Sig. F Change = 0.001).* This indicates that, people with higher positive affectivity traits will be emotionally less exhausted from performing emotional labor.

Next, **hypothesis 5a** proposed that coworker and supervisor support will moderate the relationship between emotional labor and affective well being. To test this hypothesis, a single score of coworker and supervisor support was created through adding up scores of both scales. Later, affective well being was regressed on emotional labor, the proposed moderator, coworker and supervisor support, and interaction between emotional labor and coworker-supervisor support. The results of the hierarchical regression test provided a support for this hypothesis that the relationship between emotional labor and affective well being is moderated by coworker and supervisor support *(Sig. F change = 0.000).*

Hypothesis 5b proposed that coworker and supervisor support will moderate the relationship between emotional labor and job satisfaction. This hypothesis was also tested by using hierarchical regression. Job satisfaction was regressed on emotional labor, the proposed moderator, coworker and supervisor support, and interaction between emotional labor and coworker-supervisor support. The results also provided a support for this hypothesis concluding that the significant positive correlation between emotional labor and job satisfaction *(r = 0.219, p < 0.05)* is moderated by coworker and supervisor support *(Sig. F change= 0.000).*

Hypothesis 6a predicted that there is a positive correlation between surface acting and health problems. The results of the Pearson correlation test also supported that there is a statistically significant correlation between surface acting and health problems *(r=0.298, p<0.01).*

Hypothesis 6b proposed that there is a negative correlation between deep acting and health problems. However, the results of the Pearson correlation test used to test this hypothesis showed that although there is a negative correlation between deep acting and health problems, this correlation is not statistically significant *(r = -0.058).*

Hypothesis 7a predicted that there is a positive correlation between surface acting and intention to quit. A Pearson correlation test was used to examine this hypothesis and it was found out that although there is a positive correlation between surface acting and intention to quit, this correlation is not significant *(r = 0.001)***.**

As the final **hypothesis 7b** proposed that there is a negative correlation between deep acting and

intention to quit. Also the results of the Pearson correlation test used to examine this hypothesis provided a support concluding that there is a negative correlation between deep acting and intention to quit *(r = -0.381, p < 0.01)*.

CHAPTER 5
CONCLUSIONS

5.1. FINDINGS FROM HYPOTHESIS

The purpose of this study was to investigate the relationship between emotional labor and its proposed consequences including individual well being; such as emotional exhaustion-burnout, affective well-being, job satisfaction, health problems and organizational well being; such as intention to quit. This study also examined the variables moderating the relationship between emotional labor and its consequences. These moderating variables included affectivity and coworker and supervisor support.

Among the major findings, the differences between the consequences of surface acting and deep acting could be considered. The results show that while surface acting results in higher levels of emotional exhaustion and is perceived to be a source of increased health problems, deep acting results in higher levels of job satisfaction and lower levels of intention to quit.

The considerable moderating role coworker and supervisor support play in the emotional labor process is also a noticeable finding of the study. It was found out that coworker and supervisor support decrease emotional exhaustion, increase job satisfaction and affective well being, thus contributing to the psychological well-being of organizational actors.

Another finding of the study that needs to be noted is that, people who have positive affectivity are emotionally less exhausted from performing emotional labor. Therefore, it can be said that people with a tendency to be energetic, active, alert, enthusiastic and tend to positively evaluate their social environments are emotionally less exhausted from emotional labor than people who tend to more frequently experience negative emotions such as anxiety, disgust, guilt and fear even in normal situations and who have correspondingly negative evaluations of their social environments.

The study also considered the moderation effect of gender. Although emotional exhaustion and emotional labor have a high positive correlation, this relationship is not moderated by gender. The results do not support the common thought suggesting that women perform emotional labor easier than men as a result of their constructed identities and are less affected by its negative results. The results point out that the employees can be subjected to emotional exhaustion resulting from emotional labor regardless of their gender. In fact, it is also possible that this result is due to the comparatively lower number of female employees in the sample.

Some of the results indicated the expected relations between the variables in the expected directions; however they were not statistically significant. An example is the relationship between surface acting and intention to quit. A reason for this incoherency between the hypothesis and results may be explained by one of the limitations of this study, that is, participants filled out the questionnaires at their work places during their work times and even sometimes while their supervisors were around. Although we made sure that the individual results would be kept confidential still there is a possibility that participants might have felt uncomfortable answering the questions about "intention to quit" and understated their intentions to quit from their jobs.

Finally, an unexpected –but may be the most important- result of the study is about the relationship between surface acting and job satisfaction. The results indicate that opposite to what we have hypothesized; surface acting and job satisfaction are positively correlated, meaning increased surface acting results in increased job satisfaction. Putting this finding together with the finding of positive influence of deep acting on job satisfaction, the combined results show that emotional labor as a whole has a positive influence on job satisfaction. This finding is also supported by the statistical analysis, which show a significant positive correlation between emotional labor and job satisfaction *(r = 0,219, p < 0.05)*

Hochschild's (1983) conceptualization of emotional labor suggests a heavy external control on

organizational actor, which he has to cope even if he is unwilling to do so (surface acting). However, an alternative view to surface and deep acting is that of Kahn (1992) who focuses on actors' abilities to choose whether to be "psychologically present" (in a way deep acting) or to be "psychologically absent" (surface acting). He suggests that the actor may find it safer not to be immersed into a situation that may be threatening and chose to be psychologically absent. As a result the individuals go through cycles of "psychological presence" and "absence" as they *"calibrate how fully present they are in response to internal and external factors"* (Kahn, 1992).

Kahn's approach is very useful in explaining the unexpected relationship between emotional labor and job satisfaction by showing that regardless of being surface act (psychological absence) or deep act (psychological presence), the act of emotional labor is not only controlled by organizationally defined emotion rules but also controlled actively by the organizational actors, thus serving to the benefit of the individual in creating positive results such as protection of psychological well-being and as a result increased satisfaction. Therefore, further research on emotional labor in tourism industry may use or even develop alternative conceptualizations of the terms deep acting and surface acting

CHAPTER 6
RECOMMENDATIONS

This study examined the antecedents and consequences of emotional labor. The results of this study provide practical implications for the hospitality industry. This section of the chapter provides some management implications. The discussions are in the areas of employee selection, training, team

solidarity, and compensation.

This study found that, for jobs that require high levels of emotional labor, training plays a more important role than selection. As more and more workers of all kinds find themselves with few opportunities other than service employment, organizations should shift their attention to create the conditions for satisfying work. Providing training programs to develop necessary skills to perform emotional labor may require more concerted efforts by organizations than reliance upon selection. If companies could provide appropriate training that would help employees learn to deep-act emotional labor, employees could learn how to provide sincere hospitality. They would also gain a sense of satisfaction from their ability to act out emotional labor.

6.1. Training for Employees

According to both social norms and occupational norms, service providers need to be courteous to customers. However, customers have no obligation to return empathy or even courtesy. In some situations where customers exercise the privilege of "customers are always right," service providers face real challenges suppressing their true feelings. It is critical for both employees and organizations to learn how to deal with such situations.

In the hospitality industry, the focal point for most of the training programs is on the customer's feelings—how to make them feel comfortable and welcomed. These types of training are given intensively to recently hired employees. An important component of orientation programs is to convey appropriate attitudes and display rules to the new employees. Very few training programs are designed to discuss how service employees feel. However, as employees accumulate different experiences on the job, it is equally important to discuss line employees' feelings.

Openly discussing the frustration on their jobs is a cure to heal employees' wounds when they are hurt or insulted by customers. This type of training has several effects.

- First, it delivers a message to employees that the company is aware of and acknowledges the emotional contribution that employees put into jobs. This positive feedback can motivate employees to increase their productivity and be more committed to their jobs and organizations.

- Second, it provides an opportunity to ventilate employees' negative emotions caused by their jobs.

- Third, by implementing this type of training, companies can develop in their line employees the ability to suppress anger or avoid frustration.

With this type of training, focusing on line employees' feelings, both line employees and managers can talk over the negative emotions and trade tips about the least offensive ways of expressing them.

If companies do not provide formal or informal ways to ventilate employees' anger and frustration, sooner or later, line employees will express anger to their customers.

Another focus of employee training is on the deep acting technique. One of the significant findings of this study is that deep acting is a critical factor in determining the consequences of emotional labor that service employees experience. Considering the positive effects that deep acting can bring forth to organizations (i.e., increased customer satisfaction and employee job satisfaction), it is worthwhile for companies to invest in this type of training to teach employees how to "feel" in certain ways that help them reach organizational goals.

Deep acting can be achieved through changing focus and reappraisal of the situation. Changing focus is one way employees can learn to evoke certain feelings. It can be done by actively thinking about events, which call up the desired emotions. This is also known as method acting. For example, employees can think about a funny movie to evoke cheerful emotions. By learning how to direct one's attention, employees can practice skills to prompt or suppress certain emotions at will.

By integrating deep acting into employee training programs, the internal processes of emotional management are carefully regulated and external emotional expressions seem to be more genuine and spontaneous.

6.2. Training for Managers

Line employees are not the only people performing emotional labor. Managers do a great deal of emotional labor as well. Two major tasks of a manager's job are to deal with customers and to deal with employees. Dealing with customers takes emotional labor. Dealing with employees requires even more emotional labor. Managers' role is similar to that of the director of a show. They monitor, control, and direct the emotional labor their cast members perform for customers. It is the managers' responsibility to ensure that their cast members are in the best condition to perform.

As a result, an organization needs to train their managers or supervisors how to perform emotional labor when interacting with their employees. Training modules, such as "how to provide emotional support," "how to handle employee complaints," "how to provide feedback," and "constructive opinions," should be integrated into formal management training programs.

6.3. Team Solidarity

Quality service is accomplished by more than one individual. It takes the cooperation and coordination of a team. Building a sense of teamwork helps not only in the service delivery process; it also nurtures a positive mood among team players.

However, this team solidarity has two effects. On the one hand, it can improve morale and thus improve service. On the other hand, it can also become the basis for sharing grudges against customers or the company. In the latter situation, if a frustrated employee goes to blow off steam with

another line employee, instead of calming the frustrated one down, the second employee may become an accomplice to the aggrieved worker. Support for anger or a sense of grievance—regardless of what inspires it—can hurt service as well as the company.

As a result, when building team solidarity, managers need to be aware of the possible negative effects of team solidarity. Supervisors and managers need to educate employees on how to help each other when someone is having a bad day on the job. A pat on the back, a warm eye contact, or bantering back and forth all help to release frustration on the job. Knowing how other employees may feel and learning how to provide emotional support can foster team solidarity in a positive way and further assure positive emotional management.

6.4. Compensation

Although emotional labor is crucial in determining customers' satisfaction and significantly affects the bottom line, employees' emotional contribution has not been acknowledged. While the industry pays well for mental and physical labor, most of the emotional labor performers in the hospitality industry receive minimum wages.

However, their emotional contribution cannot be denied. If the industry expects its employees to perform quality emotional labor, it needs to compensate them accordingly.

In one interview with a hotel employee regarding the issue of compensation, this employee simply made a point: "Minimum wage desires minimum effort." Pay structure needs to be redesigned to attract more quality candidates. When service employees successfully deep act to provide quality service, they need to be not only recognized, but also rewarded.

ANNEXURE

ANNEXURE A

EMOTIONAL LABOR

1. Do you think there is any relationship between personality and service effectiveness of the employees?

# of YES responses	20	YES as a % of responses	83.5%
# of NO responses	3	NO as a % of responses	12.5%
# of DON'T KNOW responses	1	DON'T KNOW as a % of responses	4%

| Total # responding | 24 | Responses as a % of total questionnaires | 100% |

2. While selecting employees do you conduct any personality test of the employees("Big five factors of personality, namely, Extraversion, Emotional Stability, Agreeableness, Conscientiousness and Culture or any other)

# of YES responses	2	YES as a % of responses	8%
# of NO responses	20	NO as a % of responses	83.5%
# of DON'T KNOW responses	2	DON'T KNOW as a % of responses	8%
Total # responding	24	Responses as a % of total questionnaires	100%

3. Do you think performance of employees on emotional labor is important in hospitality industry?

# of YES responses	17	YES as a % of responses	71%
# of NO responses	6	NO as a % of responses	25%
# of DON'T KNOW responses	1	DON'T KNOW as a % of responses	4%
Total # responding	24	Responses as a % of total questionnaires	100%

4. Do you train employees who are in direct contact with the customers to perform emotional labor?

# of YES responses	12	YES as a % of responses	50%
# of NO responses	8	NO as a % of responses	33%
# of DON'T KNOW responses	4	DON'T KNOW as a % of responses	17%
Total # responding	24	Responses as a % of total questionnaires	100%

5.Is there any kind of training given to all employees to perform emotional labor?

# of YES responses	12	YES as a % of responses	50%
# of NO responses	8	NO as a % of responses	33%
# of DON'T KNOW responses	4	DON'T KNOW as a % of responses	17%
Total # responding	24	Responses as a % of total questionnaires	100%

6. Is it given to employees of all departments or employees in particular departments?

# of YES responses	2	YES as a % of responses	8%
# of NO responses	16	NO as a % of responses	67%
# of DON'T KNOW responses	6	DON'T KNOW as a % of responses	25%
Total # responding	24	Responses as a % of total questionnaires	100%

Annexure B

Annexure B1

Figure 1 EMOTIONAL LABOR FRAMEWORK
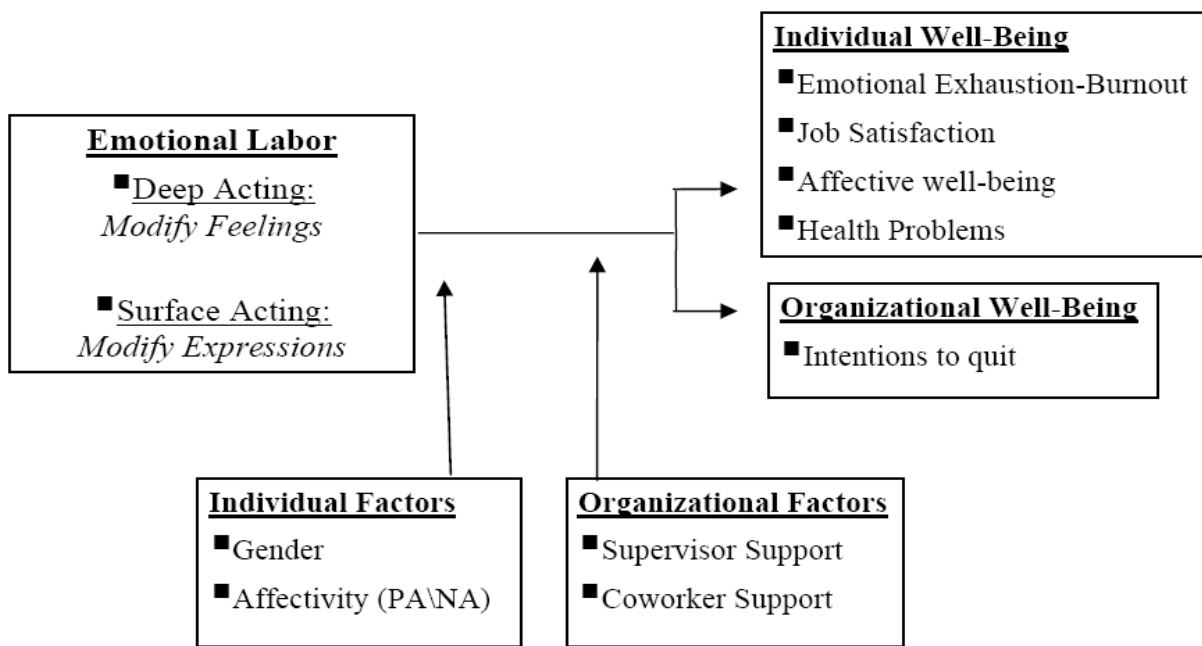
Annexure B2

Table 1: Results of Pearson Correlation Scores for Hypotheses 1a-b, 3a-b, 6a-b, 7a-b

Emotional Labor	Emotional Exhaustion	Job Satisfaction	Health Problems	*Intention to Quit*
Surface Acting	.283**	.017	.298**	.001
Deep Acting	- .067**	.379**	- .058	- .381**

Table 2: Results of Hierarchical Regression for Hypotheses 2, 4, 5a-b

Model	Independent Variable	*Dependent Variable*	*Sig. F change*
1	Emotional Labor	Emotional Exhaustion	.095
2	***Gender * Emotional Labor***	***Emotional Exhaustion***	***.731***
1	Emotional Labor	Emotional Exhaustion	.116
2	***P. Affectivity * Emotional Labor***	***Emotional Exhaustion***	***.001****
1	Emotional Labor	Affective Well-being	.191
2	***C.W.&S. support * Emotional Labor***	***Affective Well-being***	***.000****
1	Emotional Labor	Job Satisfaction	.023
2	***C.W.&S. support * Emotional Labor***	***Job Satisfaction***	***.000****

Annexure B3: The Effects of Emotional Labor on Employee Work Outcomes QUESTIONNAIRE

SECTION I

Please tell us a little about yourself and what you do at your job. All information will be held in strict confidence.

Your current position: _____ for how long? Years_____ Months _____

How many positions have you held at this hotel? _____

How long have you been at this hotel? Years_____ Months _____

During your career, how long have you worked, in total, in **ALL hospitality customer-contact positions**? Years_____ Months _____

Year of birth: _____

Your gender: o Male   o Female

SECTION II

The following statements describe the way a service-provider might interact with customers. Please indicate how often you engage in each of the following activities by circling the number on the scale where 1 is rarely, and 7 is always.

1. I actually feel the emotions that I need to show to do my job...............1 2 3 4 5 6 7
2. I put on a mask in order to express the right emotions for my job........1 2 3 4 5 6 7
3. I work at calling up the feelings I need to show to customer................1 2 3 4 5 6 7
4. The emotions I show to customers match what I truly feel....................1 2 3 4 5 6 7
5. I have to cover up my true feelings when dealing with customers 1 2 3 4 5 6 7
6. I display emotions that I am not actually feeling...................................1 2 3 4 5 6 7
7. When getting ready for work, I tell myself that I am going to have a good day...1 2 3 4 5 6 7
8. I fake the emotions I show when dealing with customers 1 2 3 4 5 6 7
9. I try to actually experience the emotions that I must show when interacting with customer...1 2 3 4 5 6 7

10. I have to concentrate more on my behavior when I display an emotion that I don't actually feel..1 2 3 4 5 6 7

11. I try to talk myself out of feeling what I really feel when helping

customer……………………………………………………………….1 2 3 4 5 6 7

12. I show the same feelings to customers that I feel inside.........................1 2 3 4 5 6 7

13. I think of pleasant things when I am getting ready for work.................1 2 3 4 5 6 7

14. My interactions with customers are very robotic...................................1 2 3 4 5 6 7

15. I put on an act in order to deal with customers in an appropriate way..1 2 3 4 5 6 7

16. I behave in a way that differs from how I really feel. 1 2 3 4 5 6 7

17. I fake a good mood when interacting with customers. 1 2 3 4 5 6 7

18. I try to change my actual feelings to match those that I must express to

customers..…………………………………………………………….1 2 3 4 5 6 7

19. When working with customers, I attempt to create certain emotions in myself that present the image my company desires. …..1 2 3 4 5 6 7

SECTION III

The following statements relate to your ability to experience the emotions of others. Please indicate how strongly you agree or disagree with each statement by circling the number on the scale where 1 is strongly disagree, and 7 is strongly agree.

1. I am able to remain calm even though those around me worry............. 1 2 3 4 5 6 7

2. I tend to lose control when I am bringing bad news to people............. 1 2 3 4 5 6 7

3. I cannot continue to feel OK if people around me are depressed..........1 2 3 4 5 6 7

4. I become nervous if others around me seem to be nervous...................1 2 3 4 5 6 7

5. The people around me have great influence on my moods...................1 2 3 4 5 6 7

6. I often have tender, concerned feelings for people less fortunate than

myself..1 2 3 4 5 6 7

7. When I see someone being taken advantage of, I feel kind of protective

toward them..1 2 3 4 5 6 7

8. When I see someone being treated unfairly, I sometimes don't feel very much

pity for them...1 2 3 4 5 6 7

9. I am often quite touched by things that I see happen…......................1 2 3 4 5 6 7

10. I would describe myself as a pretty soft-hearted person.........................1 2 3 4 5 6 7

SECTION IV

The following statements describe the support you receive from your supervisor and co-workers and the amount of control you have over your work. Please indicate how strongly you agree or disagree with each statement by circling the number on the scale where 1 is strongly disagree, and 7 is strongly agree.

1. My supervisor goes out of his or her way to make my life easier for

   me..1 2 3 4 5 6 7
2. It is easy to talk with my supervisor..1 2 3 4 5 6 7
3. My supervisor can be relied on when things get tough at work 1 2 3 4 5 6 7
4. My supervisor is willing to listen to my personal problems 1 2 3 4 5 6 7
5. When I interact with customers, I have the freedom and independence to

   speak and act in ways I think fit the situation. 1 2 3 4 5 6 7
6. I have a lot of freedom to decide how I should deal with customers.....1 2 3 4 5 6 7
7. My job denies me much chance to use my personal initiative or judgment

   when interacting with customers...1 2 3 4 5 6 7

SECTION V

People experience a number of different emotions in their life. How often would you characterize yourself as experiencing each of the following? For example, if you **always** feel happy about things in your life, you would circle 7.

1. Attentive...1 2 3 4 5 6 7
2. Ashamed..1 2 3 4 5 6 7
3. Active 1 2 3 4 5 6 7
4. Alert.. 1 2 3 4 5 6 7
5. Afraid.. 1 2 3 4 5 6 7
6. Distressed..1 2 3 4 5 6 7
7. Determined 1 2 3 4 5 6 7
8. Enthusiastic...1 2 3 4 5 6 7
9. Excited.. 1 2 3 4 5 6 7

10. Guilty.. 1 2 3 4 5 6 7

11. Hostile 1 2 3 4 5 6 7

12. Interested... 1 2 3 4 5 6 7

13. Inspired.. 1 2 3 4 5 6 7

14. Irritable 1 2 3 4 5 6 7

15. Jittery 1 2 3 4 5 6 7

16. Nervous.. 1 2 3 4 5 6 7

17. Proud.. 1 2 3 4 5 6 7

18. Strong 1 2 3 4 5 6 7

19. Scared …... 1 2 3 4 5 6 7

20. Upset.. 1 2 3 4 5 6 7

SECTION VI

The following statements describe your stress and job satisfaction level at work. Please indicate how strongly you agree or disagree with each statement by circling the number on the scale where 1 is strongly disagree, and 7 is strongly agree.

1. I feel emotionally drained from my work..1 2 3 4 5 6 7

2. I feel frustrated by my job. 1 2 3 4 5 6 7

3. Working with people all day is really a strain for me 1 2 3 4 5 6 7

4. I feel burned out from my work. 1 2 3 4 5 6 7

5. I feel fatigued when I get up in the morning and have to face

   another day on the job. 1 2 3 4 5 6 7

6. I feel I'm working too hard on my job...1 2 3 4 5 6 7

7. Working with people directly puts too much stress on me. 1 2 3 4 5 6 7

8. People on this job often think of quitting. 1 2 3 4 5 6 7

9. I am satisfied with the kind of work I do in this job. 1 2 3 4 5 6 7

10. I frequently think of quitting this job. 1 2 3 4 5 6 7

11. Generally speaking, I am very satisfied with this job. 1 2 3 4 5 6 7

12. Most people on this job are very satisfied with their job 1 2 3 4 5 6 7

Annexure C: COMPANY PROFILE

COMPANY PROFILE

ITC LTD.

ITC Ltd. is one of the top-rung private sector companies in India. With a market capitalisation of around US $ 4 billion and a turnover of over US $ 1.8 billion, it is a market leader in India in cigarettes and tobacco, Hotels, Packaging, Speciality Papers and Paperboards. ITC employs 12,000 people at over 60 locations across India, and has nearly 150,000 shareholders. Widely perceived to be one of India's most valuable companies, ITC is committed to enhancing shareholder wealth and meeting stakeholder aspirations and societal expectations. A recent 'Business Today – Stern Stewart' study ranks ITC among the top five sustained value creators in India.

ITC Ltd. has ventured into following businesses:

FMCG

- Cigarettes

- Food

- Lifestyle Retailing

  - Wills Lifestyle

  - John Players

- Personal Care

  - Essenza di wills

  - Fiama di wills

  - Vivel di wills

  - Superia soaps and shampoos

- Education and stationary

  - Expressions

  - Classmate

- Agarbattis

- Safety matches

HOTELS

- ITC Luxury Collection Hotel

- ITC Welcomgroup Sheraton Hotels

- Welcom Hotels

- Welcom Heritage

- Fortune Hotels

AGRI BUSINESS
- Agri exports

- Leaf tobacco

- E – choupal

GROUP COMPANIES
- International Travel House

- Landbase

- Surya Nepal Pvt. Ltd.

- ITC Infotech Ltd.

ITC MAURYA – THE LUXURY COLLECTION

ITC Hotel, The Maurya, New Delhi is one of the two examples of Mauryan design in the world, the second being a library at Oxford.

Named after the dynasty which gave Indian history its Golden Age, the Hotel is an endeavour to recall the splendour of a glorious age, complete in its architecture, décor and ambience.

ITC Hotel, The Maurya, New Delhi was established in 1977. Its total land area is 5.5 acres. In order to met the requirements of the discerning corporate travellers, diplomats and business executives, we have 442 rooms segregated into four categories namely ITC One, Luxury Rooms, the Towers and Executive Club, besides Suites, with the impeccable and customized services which adds on to the

luxury and lavishness.

Key Features

- 440 Rooms, inclusive of 29 uniquely designed Suites, and a range of room categories
- 175 Towers and ITC One rooms in exclusive annexes, with private lounges, Check in/Check out desks, Bars & dining facility
- Wi-Fi / High-speed broadband internet access available in all guest rooms and hotel public areas
- Full service Business Centre
- High security surveillance
- Outdoor & indoor banqueting facilities
- Butler Service, Shopping Arcade, Gourmet Shop, Travel Desk, Fitness Centre, Sauna, Massage, Outdoor Pool with Sun Deck
- Special arrangements for Golf at India's only Jack Nicklaus designed golf course

Distances

City Center - 6 km
International Airport - 14 km
Domestic Airport - 7 km

Meetings and Events

- Banquet hall offering 7859 Sq.ft. of flexible meeting space - can accommodate upto 750 guests, separate Reception Area of 1926 Sq.ft.
- 7 Board Rooms with seating capacity varying from 3 to 15 guests

Services & Facilities

- Wi-Fi / High-speed broadband internet access available
- Extensive Audio / Visual support
- Offsite catering services
- In-house meeting / event coordinators

Theme Events

As New Delhi's renowned social & corporate venue for over 25 years, the hotel is acknowledged for its inimitable catering services, choice of cuisine and grand orchestration.

Experiences ranging from catering to state banquets for world leaders, corporate gala dinners, to exclusive private luncheons have helped build an acclaimed standard of execution and presentation.

Rooms	Dimensions (m) (lxb)	Ceiling (m)	Banquet	Theater Style	Conference	Class Room	U Shaped
Kamal Mahal	(33 x 18) + (10 x 16)	3.5	750	600	500	300	200
Kamal Mahal I	9 x 18	3.5	80	125	80	50	45
Kamal Mahal II	12 x 18	3.5	80	125	80	50	45
Kamal Mahal III & IV	(12 x 18) + (10 x 16)	3.5	150	200	150	100	60

Food and Entertainment

One of the most preferred dining destinations of the city. The hotel offers a wide range of internationally acclaimed cuisines

Bukhara

Bukhara brings alive the rustic flavours of North-West Frontier cuisine traditionally prepared in a clay oven (*tandoor*).

Rated amongst the top 50 restaurants in the world and the finest restaurant in Asia by "Restaurant" magazine.

DumPukht

DumPukht recreates the 200-year-old culinary legacy from the kitchens of the Nawabs of Awadh. A tradition of cooking food over a slow fire in sealed earthenware pots or *deghs*.

Winner of Asia's first "Golden Fork Award".

My Humble House

An award-winning, contemporary fine-dining concept, My Humble House integrates the finest ingredients from all over the globe, traditional Chinese cooking styles and dramatic presentations, to create an experience both unique and unforgettable.

Pavilion

The hotel's 24 hours restaurant, and definitely the city's most popular dining spot. Features the city's finest breakfast, lunch & dinner buffets.

West View

West View presents the irresistible temptation of contemporary Western cuisine; an extravagant choice of meats that you can have grilled to your exacting taste, fresh garden produce, breads straight out of the oven.

Dublin

Marked for its unique Irish character, the 106-foot long bar with 10 different mood zones has been acclaimed by *ABTA Travelspirit amongst the world's 25 finest bars.*

Golf Bar

A bar dedicated to the challenges of the greens, and those who have met it, triumphantly. It boasts of a selection of some of the rarest scotch.

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