

AN EXPLORATIVE ANALYSIS OF EMPLOYEE EMOTIONAL LABOUR IMPACTING ON THE CUSTOMER PERCEIVED BRAND IMAGE ON MARUTI CAR SERVICES IN BANGALORE

Dr. Guru Basava Aradhya

Program Manager and Associate Professor, Department of Marketing and International Business, ISBR
Business School, Bengaluru, Karnataka, India

Mr. Avijit Saha

PGDM student, ISBR Business School, Bengaluru, Karnataka, India

Miss. Amisha Sinha

PGDM student, ISBR Business School, Bengaluru, Karnataka, India

Abstract

Introduction: Emotional labour of employees has been considered as an important factor in an organization. In this research we will be focusing on how emotional labour plays an important role for customer perceived brand image.

Objectives and Aims: The objective of our study is to understand the factors of the emotional labour in automobile industry influencing the customer brand perception; customer satisfaction & examining the association between the emotional labour factors which are influence the customer perception.

Methodology: This study exploratory in nature, which is based on reviews of literature. The research study is based on data collected from 63 respondents who uses the service of Maruti Suzuki. The information is collected through Survey Method that is Questionnaire method, followed with both inferential and descriptive statistical analyses using SPSS and Excel.

Analysis and Major Findings: The study shows how emotional labour affects customer brand impression in the Indian automobile industry. The study exemplifies how an employee's emotions lead to a happy customer.

Managerial Implication: The study will throw light on 'building brand perception through emotional labour'. It also guides business leaders to devise strategies on 'employees to exhibit better job performance, effective interpersonal interactions and manage diverse person-environment relationships.'

Keywords: Emotional labour, customer satisfaction, job performance, brand perception

Introduction

Emotional Labour is a concept which has come from the company's perspective and widely from the employee perspective. Having motivated employees in the organization who actively and professionally engages in client interactions is unquestionably important to the success of a service organization. Employees in the service business are deeply involved in daily interactions with consumers, which are seen as critical to providing customers with high-quality service experiences. (Jeong, 12 March 2019)

Employee EL and its ties to customers' expectations of EL may be affected by the intensity of interaction component in occupations, company culture, and Emotional labour display expectations. The sort of interaction is influenced by the work and the extent of employee involvement. These contacts could use different frequencies, durations, and types of EL. These contacts could use different frequencies, durations, and types of EL. (Newman and colleagues, 2004). Employees' ideas, attitudes, and behaviour should undoubtedly have a favourable or negative impact on the organization's brand and aggressive positioning, as clients rate employees based on their performance. As a result, staff are encouraged to give great service and deliver on the brand promises made to consumers, even though they are viewed as inside clients and the inner environment relies on them to complete their responsibilities. Customers who are satisfied with their service return and spread positive word of mouth, increasing profitability and market share. (18.01.2021) (Leigh de Bruin photo)

Employee happiness, on the other hand, partially and totally mediated the association between deep acting and client loyalty, as well as deep acting and consumer word of mouth. Meanwhile, customer mood tempered the relationship with various relationships to some extent.

There are certain problems which we can see while analysing. Although early research suggested that performing emotional labour was harmful to employees, contemporary empirical studies have proved contradictory. Workers appear to experience a wide range of harmful and good outcomes from emotional labour. The fact that different methods of emotion management are used could explain the differences in emotional work outcomes. Other job

conditions may also influence the impact of emotional labour. The impacts of two types of emotional labor—self-focused and other-focused emotion management—on work stress, job satisfaction, and psychological distress are examined using data from a large-scale employee survey. Increased job stress, diminished job satisfaction, and misery are all symptoms of emotional labour. The most pervasive and negative impacts are linked to self-focused emotion management. The statistics reveal that regardless of the job's complexity, control, or expectations, workers suffer from both types of emotional labour. Emotional labour causes increased job stress, reduced job satisfaction, and distress. Self-focused emotion control is linked to the most pervasive and detrimental effects. There is scant evidence that work conditions and emotional labour interact. Employees who had a poor relationship with their work or were uninterested in it were more likely to suffer from health problems as a result of emotional labour.

Several studies have shown that emotional labour in some occupations is taxing, unpleasant, and increases the likelihood of psychological distress and depressive symptoms. Emotional labour is difficult and can lead to burnout, according to a number of experts.

Job discontent, memory loss, depersonalization, stress, hypertension, heart disease, emotional weariness, and burnout have all been linked to emotional labour. It is a temporary problem if an organization comes together to stop emotional labour on employees.

The impact of emotional labour on the organisation is enormous. These negative repercussions have an impact on employees who have direct contact with consumers and businesses, as well as other firms and customers. Employees are influenced by stress, melancholy, panic disorder, psychological suffering, and work dissatisfaction. Employee dissatisfaction, poor performance, and turnover are all detrimental to companies. Emotional labour has a negative impact on service quality, leading to lower customer satisfaction and more complaints. As a result, managing the emotions of employees who have the most direct interaction with clients should be an important component of ensuring the company's success.

As we can see from the problems that there is a huge problem regarding emotional state of the employees, which results in work stress, job dissatisfaction, and psychological distress. We must learn to determine the variables of emotional labour in order to analyse such situations. Customers may be a primary motivator for employees to engage in EL. Customers may have a significantly greater effect than other internal factors like as colleagues or superiors due to the organisational and employee's particular goals, reasons, and gains from customers.

The study's goal is to figure how employee EL affects the quality of customer interactions. They suggest that interpersonal characteristics can have a considerable impact on service quality, improving client happiness and loyalty. These contradictory explanations lead to the study's key question: does emotional service delivery by employees during client encounters, which is one of the relational qualities, have a substantial impact on service outcomes like service confirmation, quality perceptions, and satisfaction?

Objectives

- To understand the factors of the emotional labour in automobile industry influencing the customer brand perception in Bangalore.
- To examine the association between the emotional labour factors which are influence the customer perception.
- To analyze the impact of the such emotional labour acts on the perception of the customer's brand image towards to Maruti car services in Bangalore.

Review of Literature

It has been discussed on employee emotional labour and how it will impact on the brand image of that particular service. The term originates from its conceptualization, dimensions, and definitions. The relationship with other employees and outcomes from the customers is discussed. It also contains important discussion of customer responses relevant to this study including, customer satisfaction, customer loyalty and customer word of mouth.

Employee Emotional Labour: An Employee emotional labour was being introduced by Hochschild in 1983. (Abdul Mannan Khan, 2018) She brought this concept in her book which mainly throws light on the "Management of Feelings". The emotional state of mind can only be satisfied by managing emotional factors such as sentiments. Employee's emotions while he is working in an organization by managing his feelings. (Jeong, 12 March 2019). This process is called Employee Emotional labour.

These are the certain things which are considered as the main questions of the study (Jeong, 12 March 2019). Does employee service quality get affected during interaction with the customers, it is considered as one the important attributes mainly in terms of outcome for the service such as confirmation of the service by client, perception about the service provided and as well as satisfaction?

It has been found that Employees emotional state will not always be in the same condition. For Example: A car salesperson might not be in a good state of mind but at the time of his work that is when is selling a car to an individual, he is supposed to greet his customer with a warm welcome. (Abdul Mannan Khan, 2018). But sometimes for a human being it becomes very difficult to pretend. Customers' brand image can be deferred when it comes to cars. On the other hand, when a customer is visiting a showroom for his car service, and if the concerned person is not properly communicating, the company's brand image falls in front of the customer.

Many times, it has been seen that employees utilize surface acting, which has been a negative sign of displaying emotions, to meet their job requirements and as well as the customer needs for the positive side of the emotions. (al, 12th March' 2019). This will lead to the detection of few things and less in the positive responses by the customer. (Type of service satisfaction and quality perceived) than knowing about others. (Lam et al., 2018).

Emotional labour can be defined as an employee's endeavor to demonstrate and express desired emotions at work through the management of feelings (Hochschild, 1983; Ashforth and Humphrey, 1993; Grandey, 2000). Hochschild (1983), for example, defines emotional labour as "the management of feelings to create a publicly observable facial and bodily display" that is "sold for wage and thus has exchange value." Emotional work, according to Grandey, is the "process of controlling both sentiments and expressions for organisational goals."

Zammuner and Galli (2005) found several distinctions between surface and deep acting in terms of antecedents and results in their study. Both dimensions, they suggest, necessitate distinct types of effort and have different implications on employee well-being. In surface acting, an employee is striving to customize his apparent gestures of actions without any alteration in inner feelings of a person thus putting up a fake display. On the other hand, in deep acting, an employee strives to regulate the inner feelings to support the expression of emotions s/he is obligated to show.

Bond is considered as one of the important factors in an employee customer relationship. Customers can then only think to continue the service with the company for a longer period of time, these are certain variable outcomes of the research. (Svensson, 2003; Svensson, 2004).

The literature review has also suggested that customer expectation has a great impact that influences the organization. For example, High expectations increase with the more involvement of customers. It also demonstrates the positive attitude which results in high expectation and confirmation. One needs to be consistent with the existing research, and the study has also hypothesized the customers expectation towards emotional services which are being provided which will improve the overall confirmation and efficiency of the outcome.

A similar study was conducted by Hennig-Thurau, Groth, Paul, and Gremler (2006) to examine the relationship between surface acting, deep acting, customer satisfaction and loyalty. Although the research examining links of consumer outcomes with surface acting and deep acting is not well conclusive, there is a general consensus that the higher ratings of customer satisfaction are predicted by higher levels of deep acting. However, it is not well established that higher level of surface acting will predict higher ratings of customer satisfaction.

Lovelock (2011) has divided the service delivery process into three principal stages: pre-purchase, service encounter and post-encounter. After making a decision of a purchase in the pre-purchase stage, the customer initiates, experiences and consumes the service which leads to the performance evaluation in post-encounter stage. In a service delivery process, encounter is the important aspect.

Encounter happens each time when a customer interacts with the service organization. Human aspects are acknowledged in conventional definitions which is service encounter and it is also regarded as the interaction between customer and service provider. "The duration in which a customer directly interacts with a service provider". (Shostack, 1985). This is called a service counter. This definition covers different aspects of the service firm be it be physical facilities, representatives offering service or any other fundamentals.

Rai and Srivastava (2012) reviewed the literature on loyalty and identified few things like the quality of the service provided, trust and commitment, cost factor, recovery of the service if required, emotions as well as the communication as important elements. Most of the researchers agree that customer satisfaction is one of the most influential determinants of service loyalty (Rai & Srivastava, 2012). A lot of empirical research has established that many of the determinants influence loyalty indirectly through satisfaction as a mediating variable ("Fragata & Gallego, 2010"). For example, it was found that impact of service quality on service loyalty is mediated by customer satisfaction (Caruana, 2002). Meeting the requirements of the customer emotional labour to the employee emotion has not only the one who has received attention; thus, both have also performed and received the emotional labour at a same point of time. This study is being conducted in order to bridge the gap between understanding emotional labour as it flows from employee to customer. This also triggers a need to work on the area which examines the relationships with major focus on how various customer responses including customer satisfaction, customer loyalty and word of mouth are predicted by an emotional labor strategy used by employees in general. The role of customer mood in

determining these relationships should also be taken into account as mediating role of employee job satisfaction was observed by Hur et al (2015)

Research Methodology

This study aims to recognize the impact of employee emotional labour on the customer perceived brand image on Maruti car services in Bangalore.

Through various literature surveys it is found that factors like emotions, moods, and first interaction plays a major role in influencing an employee's attitude towards buying a vehicle. In this paper, how these factors affect the Indian people's attitude towards the brand image of Maruti Suzuki have been analysed.

Sources of Data

A survey was conducted to estimate the impact of emotional labour on the customer perceived brand image on Maruti Suzuki car services who reside in and around Bangalore. In this study, data is collected through primary methods using google forms. The survey was conducted online, considering the safety measures and restrictions given by the government to prevent the spread of COVID 19.

Feature of Questionnaire

A questionnaire containing a set of 22 questions has been prepared in reference with various literatures. The part of the questionnaire includes demographic types of questions while the other part consists of questions related to customer-to-customer satisfaction, factors influencing economic stability.

Four & five-point Likert scale of satisfaction, agreement, frequency and ratings scale were also used in the google forms. Questions like recency and frequency of visiting car dealership gives the pattern to analyse the attitude of employee. Most of the questions were made mandatory to increase relevance or reliability. Also, restrictions have been made as such, one response per mail id to avoid duplicate responses.

Population and Sampling Techniques

Questionnaires have been circulated through social media, to employee with different age groups in different locations in India. In this study, 200 people were selected as samples based on a convenient random sampling method of which 64 responses have been received. Error margin has been calculated and observed to be $\pm 4\%$ which is considered to be a good number.

Analysis Approach

Data sets have been analysed through excel and SPSS Software. Reliability tests have been done to analyse the consistency and relevance of the data collected and validate the respondent's stability using Cronbach's alpha. Factor analysis is done to check the variability and correlation among the factors given in the objectives. In this paper, factor analysis is done to check whether the factors like cost, convenience, accessibility, effectiveness, Quality and brand have an impact on the attitude of employees. Chi Square test is done to check the relationship between two variables from which the relationship between employees impacting on the customer perceived image.

Analysis and Interpretation

Demographic Factors:

Variables	Category	Frequency (No of Respondents)	Percentage %
Age	Under 18	1	1.5%
	18-24	17	26.6%
	25-34	18	28.1%
	35-44	11	17.2%

	45-54	9	14.1%
	Above 54	8	12.5%
Occupation	Employee	37	57.8%
	Business	2	3.1%
	Self Employed	8	12.5%
	Professional	4	5.1%
	Student	13	21.5%
Income	Below 1,00,000	21	32.8%
	1,00,000-2,00,000	23	34.4%
	Above 3,00,000	20	32.8%

The age distribution of the respondents it is seen that 28.1 percent people are between the age group of 25-34 which is around 18 people are youngsters.

The occupation distribution of respondents, it is seen that 57.8% are employees and other of respondents are mixture, which covers almost 40% of the respondents.

By Income variation we came to know that almost 35% of the employees are earning at a range of 1,00,000-2,00,000, that is one of the major reasons to understand emotional labour of employees.

Descriptive Analysis:

With the data obtained from various respondents, we were able to get the details on how emotional labour and customer perception are interconnected and how employees and customer perceived brand image, and how does it impact on automobile sector.

Employee Emotional State:

From the analysis, it is evident that the emotional state of employees might not be in a same position, and almost 57.8% of the employees strongly agree with the statement. It has been seen that 46.9 percent thinks that employee should greet customers in spite of his emotional reasons maybe for the betterment of the service, and almost 42.2% of the respondents partly agree with the fact that they should greet customers despite being any reasons.

Employee Customer Relationship:

Based on the analysis, it has been seen that employee's behaviour has a major effect of 54.7% on the perception of customers towards brand, and almost 26.6 percent believes that it will have moderate effect.

We can see that there is a cordial relationship between employee and customer. When an employee is satisfied, 46.9% people strongly believes that if an employee is happy, it directly impacted customer which means they are also happy. Hence it maintains the good relationship.

Impact on customer:

After having a good interaction with the employee's, it has been seen that 40.6% slightly agree to the fact that perception about the brand's customer service change after the initial interaction with the employee. It has been seen that 46.9% customers have change their decision after having a good and healthy interaction with employees.

Customer Satisfaction:

We can see that the persons who all are going for the car service, they are very overwhelmed by the behaviour of the employees by almost 64.1 %

In each and every car service there should be certain change in terms. But, when it comes to automobile industry, they are very satisfied.

Statistical Analysis:

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
VAR00010	64	3.4688	.77600	1.00	4.00

The below hypothesis is derived to achieve the objective to achieving the objective association of the factors of employee labour' on brand building, the below hypothesis drawn and carried correlation to validate the hypothesis.

H0: there is no correlation between emotional labour factors on customer satisfaction

H0: there is correlation between emotional labour factors on customer satisfaction

Variables	Factors
X1	Employee's behaviour on customer's perception
X2	Happy employee directly related to a happy customer
X3	Perception of the brand's & employee interaction

X4	Satisfied with the services
X5	changed any decision by hearing Employee's opinion

	Employee's behaviour on customer's perception	Happy employee directly related to a happy customer	Perception of the brand's & employee interaction	Satisfied with the services	changed any decision by hearing Employee's opinion
Employee's behaviour on customer's perception towards Brand	1				
Happy employee directly related to a happy customer	0.316978	1			
Perception of the brand's & employee interaction	0.626399	0.105295	1		

Satisfied with the services	0.683054	0.205392	0.495886	1	
changed any decision by hearing Employee's opinion	0.253351	0.659759	0.069058	0.094926	1

Since the objectives are to examine the association between the emotional labour factors which influence the customer perception. Hence, the hypothesis is derived. And as data which we have taken is categorical, hence we adopted the 'chi-square test of association'.

To understand the changes expected by the customer of Maruti services online with employee labour, the below hypothesis developed.

To test the hypothesis chi-square goodness fit is adopted since data is in categorical nature and one variable sample collected.

VAR00010

Items	Observed N	Expected N	Residual
price	1	16.0	-15.0
quality	8	16.0	-8.0
time taken	15	16.0	-1.0
efficiency	40	16.0	24.0
Total	64		

Chi Square Test:

H0 : there is no association between the observed frequencies and expected frequencies for the items viz., price, quality, time taken and efficiency.

Ha : there is a association between the observed frequencies and expected frequencies for the items viz., price, quality, time taken and efficiency

Test Statistics

	VAR00010
Chi-Square	54.125 ^a
Df	3
Asymptotic Significance	.00000000011

The test result as depicted shows that p value is <0.05 (0.00); and test statistic of > 54, hence H₀ can be rejected and thereby H_a accepted.

From the above test, an analysis can be made that there is a positive correlation among the factors which shows that there is a relationship between employee emotional labour impacting on brand image. With test result, it could be noted that there is a highly positive and score exemplify that there exists a good correlation, therefore, H₀ is rejected and H_a accepted.

Findings

It has been found out that employee emotional state matters a lot in an automobile industry, as they deal with the customers each and every minute so they need to be mentally stable in order to get success in an organization.

It is found that emotional labor will affect service quality which is being provided.

If employee labour increases, it will have negative consequences such as lower customer satisfaction and more customer complaints.

The emotion of the employees who will represent the company in that specific position, which is the closest position in front of the customers, can be managed as an important variable to ensure the company's effectiveness and efficiency which will affect the job satisfaction which are as follows:

- Surface acting is indirectly related to job satisfaction.
- Job satisfaction is having a positive side with customer satisfaction.
- The relationship is being mediated or conducted by job satisfaction.

Suggestions and Implications

There are certain recommendations and opinions could not be accepted since they would change the research's purpose. Suggestions such as giving priority only to the perspectives of customers and workers were discarded, because the purpose of the study is to look into the elements that aid customer-employee relationships.

There are two variables involved majorly that is “employee emotional labor” and “customer perceived brand image” which has been found to meet the entrance for different indicators such as reliability, validity. The study's main focus is on the fact that there are variables in the customer's perception of the encounter and their intention to continue using the service.

If the salary or the payment criteria can be increased, employees will work more efficiently to retain. Some of the measures should be followed which are:

- Employees should get a minimum amount of leave so that they are emotionally stable.
- There should be a healthy environment in the company so that it impacts employees in a positive manner.
- To maintain a good customer employee relationship, employees can come up with different techniques to engage with customers.
- Car services should take lesser time.

Conclusion

According to this research, there is a direct link between customer perception of a brand and employee emotional labour. It is one of the studies that focuses on the employee-customer interaction where both the employee and the customer are linked. The study concludes that employee emotional labour has a direct impact on the customer's perception of a brand. According to our analysis, many clients are perplexed. However, after interacting with the staff, they developed a brand image.

This study has established a strong relationship between the customer and the employee. To bridge the gap between customers and employees, this study has been done to match the customers expectations, which are rendered by employees. Relationship is considered as one of the facts where decision making matters between the employee and customers with an ascertain outcome.

The formation and maintenance of positive relationships, which leads to concrete and intangible organisational benefits, is one of the major effects of emotional labour on customer engagement. Some of the findings have also contributed in the development of recommendations to the industry, organisations, and employees on how to practice, assess, and monitor employee emotional labour.

References

Customer Expectations of Employee Emotional Labour in Service Relationships Jyothsna Appaiah Singh September 2017

Ab Hamid, M.R., Sami, W. & Mohmad Sidek, M.H. (2017). "Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion". *Journal of Physics: Conference series*, 890, 1-5.

"Engage Employees And Customers By Reaching Their Emotional Core". MINK, MICHAEL Investors Business Daily. 10/6/2016, p1-1. 1p. Article

"Leigh de Bruin, Mornay Roberts-Lombard & Christine de Meyer-Heydenrych | (2021) The interrelationship between internal marketing, employee perceived quality and customer satisfaction – a conventional banking perspective," *Cogent Business & Management*, 8:1, 1872887, DOI: 10.1080/23311975.2021.1872887

Customers Responses to the Emotional Labor During Service Encounters, Abdul Mannan Khan, Prof.Dr. Abdul Ghafoor Awan, *Journal of Marketing and Consumer Research*

ISSN 2422-8451 An International Peer-reviewed Journal

Vol.49, 2018

The Role of Emotional Service Expectation Toward Perceived Quality and Satisfaction: Moderating Effects of Deep Acting and Surface Acting JiYoun Jeong¹, Jungkun Park^{2*} Hyun², "School of Ecological Environment and Eco-tourism, Kyungpook National University, Sangju, South Korea, 2 School of Business, Hanyang University, Seoul"

Akehurst, G", Rueda-Armengot, C., Lopez, S.V., Marquez, D.P. (2011). Ontological supports of knowledge: Knowledge creation and analytical knowledge. *Management Decision*, 49(2), 183-194.

Bailey, J.J. & McCollough, M.A. (2000). "Emotional labor and the difficult customer: Coping strategies of service agents and organizational consequences." *Journal of Professional Services Marketing*, 20(2), 51-72

Bechtoldt, M.N., Rohrman, S., De Pater, I.E., & Beersma, B. (2011). "The primacy of perceiving: Emotion recognition buffers negative effects of emotional labor." *Journal of Applied Psychology*, 90(5), 1087-1094