



## ROLE BASED PERFORMANCE AND ROLE EFFICACY OF AIRCRAFT EMPLOYEES IN RELATION TO THEIR EMOTIONAL LABOUR: A STUDY FOR DEVELOPING EMPLOYABILITY SKILL

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### ABSTRACT

Most discussion concerning today's work force eventually turn to employability skills. Finding workers who have employability or job readiness skills that help them fit into and remain in the work environment is a real problem. Employers need reliable, responsible skills and attitude to work together with other workers, especially in service interactions the management of service employee's emotion through emotional labour. With intensified competition the way in which a service is delivered has come to be perceived as central to organizational survival and success. In view of above, the present study endeavored to investigate the significance of the relationship of role based performance and role efficacy of aircraft employees with their emotional labour. The tools used for the study are Role-based Performance Scale developed by T.M.Welbourne, D.E.Johnson and Amir Erez (1998) Role Efficacy Scale developed by Udai Pareek (1993) and Emotional labour scale developed by Alicia A. Grandy (2003). The technique of correlation coefficient resulted in findings that all the two dependent variables namely role based performance and role efficacy are found to be significantly related with emotional labour. Finally, the interpreted results suggests the organizational development practitioner to plan and execute the intervention programs to enhance the emotional labour of the aircraft employees naturally without suppressing their emotions to make them to have better role based performance and role efficacy.

**KEYWORDS:** Commercial Pilots, Engineers, Employees, Organization, Performance, and Skills.

### INTRODUCTION

In today's work environment, where outsourcing and the use of temporary and contract workers has escalated, the focus seems to be increasingly on the job component of performance. To gain competitive advantage in a global economy, organizations have instituted programs such as total quality management, employee involvement, job enrichment, skill-based pay, autonomous work teams, and gainsharing plans (Lawler, 1992; Lawler, Mohrman, & Ledford, 1992). The goal of these and many other interventions is to increase firm performance by affecting employee behavior on the job. Although each takes a different approach, all of these initiatives are designed to encourage employees to change the way they work, take on increasing responsibility, and actively contribute to the accomplishment of group-based and organizational objectives (Lawler, 1986). Role based performance measure is not task specific; it is something that can be used to evaluate the performance of any person in any company, and it was developed based on two theories: role theory and identity theory. It was found by Russell (2008) that the dependability and safety is a meaningful predictor of overall job performance and an employee's potential to be safe, reliable and confident. Number of studies found pilots to be dominant, action oriented, less inclined towards introspection, outgoing, and emotional, sensitive and self effacing (Ashman & Tefler, 1983; Fine & Hartman, 1968; Retzlaff & Gibertini, 1978). During the

last decade, several researchers have attempted to call attention to the importance of non-job components of performance (Austin & Villanova, 1992). For example, Bateman and Organ (1983) introduced the notion of organizational citizenship behavior (OCB), which represents voluntary employee actions that benefit the employer but are not required. These authors suggested that work performance is two-dimensional, composed of work required by the organization as well as discretionary employee work behaviors (Van Dyne & LePine, 1998). Expanding this two-dimensional model, Motowidlo and colleagues recognized the importance of non-task performance, which they called contextual performance (Borman and Motowidlo, 1993; Borman & Motowidlo, 1997; Motowidlo, Borman, & Schmit, 1997; Motowidlo & Van Scotter, 1994). These authors suggested that contextual performance itself consists of multiple "sub dimensions" such as teamwork, allegiance, and determination. Campbell and colleagues (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993) also expanded this two-dimensional concept of work roles by presenting an eight-factor model of work performance that includes job specific and non-job behaviors.

It is important to understand that the performance of people working in an organization depends on their technical competence, managerial skills, and their potential effectiveness in the roles they perform. Integration between the person and the role is possible

only when the role is able to fulfill the needs of the individual and the individual is able to fulfill the demand or meet the expectations of the role. (Mark R. Beauchamp Steven R. Bray., Mark A. Eys and Albert V. Carron; 2002). Role efficacy means the potential effectiveness of an individual occupying a particular position in an organization. People with high role efficacy seem to experience less role stress and work-related tension. They rely on their own strengths to cope with problems, use more focused behaviour, interact with people and the environment, persist in solving problems (mostly by themselves), and show commitment to their work. In one of the study by Singh (2006) found role efficacy to be associated positively with emotional intelligence and internal locus of control, but negatively with external locus of control. It has been found that people with high role efficacy seem to experience less role stress, anxiety and work related tension (Sen, 1982); rely on their own strengths to cope with problems that come their way (Sen, 1982; Surti, 1983); persist in solving problems mostly by themselves and sometimes by taking the help of other people (Sen, 1982; Surti, 1983; Shingala; 1985). Role clarity moderated the prospective relationship between role efficacy and role performance effectiveness in the predicted direction for offensive role functions. (Bray and Brawley, 2002).

In recent years there has been increased discussion of emotion in an organizational context (Sturdy, 2003), enabled by an emerging view of emotions as evaluative judgments. Indeed, workplace emotion has become a constant theme in the organizational theory literature (Ashforth and Humphrey, 1993), though often more implicit than explicit because of difficulties in operationalising emotion. With intensified competition the way in which a service is delivered has come to be perceived as central to organizational survival and success (Schneider & Bowen, 1985). Since the service employee works on the boundary of the organization and performs boundary spanning roles (Tushman, 1977; Friedman & Podolny, 1992), the organization has high stake on how the service employee behaves in service interactions. Recent empirical accounts of organizational initiatives in various service sector organizations have focused on the managerial attempts to mobilize the commitment of the service employee to the delivery of quality consumer service (Kinnie, et al., 2000). Jobs that involve voice-to-voice (for example, call centres) or face-to-face (for example, retail customer service) interactions often involve emotional labour (Hochschild 1983; Sturdy and Fineman 2001). Recent accounts of organizational initiatives in various service sector organizations have focused on the managerial attempts to mobilize the commitment of service employee to the delivery of quality customer service (Kinnie, Hutchinson, & Purcell, 2000). Since customer's perception of the service quality is influenced by how the service employee expresses her/his emotion in service interactions (Pugh, 2001), organizations expect the service employee to present emotions that are desired by their organizations apart from the high level of competence/expertise in the job (Grandey, Fisk, Mattila, Jansen, & Sideman, 2005).

Employability refers to a person's capability of gaining initial employment, maintaining employment, and obtaining new employment if required (Hillage and Pollard, 1998). In simple terms, employability is about being capable of getting and keeping fulfilling work. Employability is a two-sided equation and many individuals need various forms of support to overcome the physical and mental barriers to learning and personal development. Employability is not just about vocational and academic skills. Employability is not just vocational and academic skill but also the skills of displaying appropriate emotion in the work place that in turn positively associated with the overall performance and potential effectiveness of an individual occupying a particular role in an organization, so as to achieve one's potential and contribute successfully to enterprise strategic directions.

This paper explains the relationship of role based performance and role efficacy of aircraft employees with their emotional labour. There are substantial limitations to the research literature on role based performance and role efficacy of aircraft employees in relation to their emotional labour especially in the field of developing employability skill. Based on the understanding of the literature some research gaps are explained in present study. In view of this the present research is taken up with following main objective:

1. To study the significance of the relationship of Role based performance and role efficacy (Dimension wise and overall) with Emotional Labour of aircraft employees.

## **HYPOTHESIS**

**Ha1** Role based performance and role efficacy of aircraft employees (dimension wise and overall) significantly and positively related to their emotional labour.

## **METHOD**

### **Participants**

The quota sample of present study is consisting of 150 aircraft employees out of whom equal number of commercial pilots, aircraft engineers, air traffic controllers, airhostesses and airline ticket issuers are composition of sample. While selecting the sample care is taken to equate the subjects of different groups on their personal and work related factors. The age range of the sample is 20 to 56 years.

### **Procedure**

All the participants included in the sample were contacted personally at different domestic airports of south and west states of India such as Karnatak, Andhra Pradesh, Goa, and Maharashtra. Role based performance, role efficacy and emotional labour scales were administered on the sample along with personal data sheet prepared for the purpose.

### **Data Analysis**

The obtained data were scored according to the keys. The obtained raw scores were transformed into standard (T) scores. Bivariate Correlation test was applied for the scores of role based performance, role efficacy and emotional labour of aircraft employees. The above

analysis is done with the help of the SPSS package (17th Version).

**Tools:** Following are the set of tools which were administered on 150 aircraft employees.

**Role-based Performance Scale**

Role-based Performance Scale (RBPS) developed by T.M.Welbourne, D.E.Johnson and Amir Erez (1998) is used to measure the Role-based Performance. It consists of 20 items with five dimensions and four statements in each dimension. The response format is 1 to 5 likert type scale. For the entire scale (all 20 items) alpha values ranged from 0.86 to 0.96. The strength of these reliability estimates suggests a high homogeneity among the scale items. As far as validity is concerned RBPS explains the greater variance on the real performance (R2=.014, P>0.05) RBPS is the better predictor of real performance than traditional appraisal methods. Hence, RBPS is having high predictive validity.

**Role Efficacy Scale**

Role Efficacy Scale developed by Udai Pareek (1993) is used to assess the role efficacy of the sample in the study. It consists of 20 triads of statements. A respondent has to mark the one statement in each triad. Reported test retest

reliability coefficient is 0.68 which is significant at 0.001 level. This conforms the high stability of scale. The validity of the test verified in terms of item total correlation. The obtained correlation resulted in alpha coefficients ranges from 0.71 to 0.85, which is significant. Further, Sen (1982) and Sayed (1985) have worked out the concurrent validity of the scale by correlating it with the role stress and work related tensions scale respectively (which is significant at .001 levels). Even role efficacy scale is reported to have a high positive correlation with the internal locus of control scale.

**Emotional Labour Scale**

Emotional labour scale developed by Alicia A. Grandy (2003) is used to measure the emotional labour of the aircraft employees. The scale consists of 8 items with five possible responses ranging from 1 (never) to 5 (always). A confirmatory factor analysis on these eight items indicated a good fit with the data for the two factor model (GFI=.93, CFI=.96, RMSR=.05) high alpha coefficient for surface acting (.88) and deep acting (.79) and moderately related scales as was expected (r=.43).

**RESULTS AND DISCUSSION**

**Table 1:** Correlation of Coefficient Values for the scores of Role Based Performance (Dimension wise and Overall) With Emotional Labour. (N=150).

Role-Based Performance(RBP)	Job	Career	Innovation	Team	Organization	Overall RBP
Emotional Labour	.28***	.55***	.57***	.53***	.48***	.52***

\*\*\*P<0.001; Very Highly Significant.

An observation of Table 1, reveals that the correlation of all the dimensions as well as overall scores of RBP with emotional labour is significantly very high (P<0.001) and positive also. Specifically the correlation of different dimension of RBP with emotional labour is; Job (r=.28), career (r = .55), innovation (r = .57), team (r = .53), organization (r = .48) as well as overall RBP (r = .52), which is significantly very high (P<0.001).

The above findings are in line with the findings of Hochschild (1983), Ashforth and Humphrey (1993), where they observed that emotional labour has been seen as major tool that can be used to improve the productivity of

the workers and researchers. According to Hochschild (1983), when employees successfully perform deep acting of emotional labour, they feel less phony or alien. They are rewarded and satisfied by how personal their service was and therefore, they experience more positive work outcomes.

Thus, it can be inferred that role based performance expectation induces high emotional labour. In other words, in order to meet the role based performance expectations, naturally the employees undergo some unique experiences and display the emotions which are conducive for the organizations, there by suppress their own feelings.

**Table2:** Correlation of Coefficient Values for the Scores of Role-Efficacy (Dimension Wise and Overall) With Emotional Labour. (N=150).

Role-Efficacy	Centrality	Integration	Proactivity	Creativity	Inter-role linkage	Helping relationship	Superordinate	Influence	growth	Confrontation	Overall role- efficacy
Emotional Labour	.67***	-0.9	.18	.15	.04	-.07	.19*	-.20*	.42***	.19*	.28***

\*P<0.05; Significant

\*\*\*P<0.001; Very Highly Significant

A Perusal of Table 2 reveals that aircraft employees' role efficacy (in terms of some dimensions and overall scores) is significantly related to their emotional labour. An inspection of the above table shows that the relationship of role efficacy with emotional labour is found to be significant ( $P < 0.001$ ) in the dimension such as centrality ( $r = 0.67$ ), growth ( $r = 0.42$ ) and overall role efficacy ( $r = 0.28$ ). Further it is observed that in the dimension such as Superordinate, influence and confrontation it is found to be significant ( $r = .19$ ;  $P < 0.05$ ), ( $r = .20$ ;  $P < 0.05$ ) and ( $r = .19$ ;  $P < 0.05$ ) respectively.

The analysis of the above table shows that the aircraft employees with high centrality, growth, superordinate, confrontation and overall role efficacy have shown significantly higher emotional labour. Whereas one can also observe from the same table that there is no relation between integration, proactivity, creativity, inter-role linkage and helping relationship with emotional labour. This result may be attributed to the fact of the pressures and demands emerging in the process of performing the role with a high efficacy.

### CONCLUSIONS

In the present study the obtained results may be attributed to the fact of, high performance and role efficacy naturally makes the employees to undergo higher emotional labour experiences. Also one can clearly understand that in the process of giving best service or performance, the employees are forced to suppress all their individualistic emotions. As employees are expected to fall in line with the demands of organization, in the process of doing so the employees automatically experiences high emotional labour and in turn leading to some psycho-somatic problems. Thus, in view of this, the employees of the organization are to be helped through intervention programmes to cope with their emotional labour as well as to manage their emotional labour experiences. Ultimately those who are trained in this direction will develop more employability skill and higher chances of sustaining in the occupation.

### LIMITATIONS

The present research, however, also has its share of limitations. The time and resource constraints of the study have yielded a poor response rate with questionnaires, making it difficult to obtain a larger sample size. Consequently, the analysis of several variables that would have been interesting to explore had to be limited.

### RECOMMENDATIONS

It is recommended that a larger sample size with a greater spread and ensured representativeness would be better. Other interesting variables could be taken into account.

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