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ABSTRACT

Purpose: *The purpose of this paper was to investigate the impact of emotional labour, job satisfaction, and work-life balance on cabin crews' job performance. In addition, an attempt was made to evaluate the moderating effect of job satisfaction and work-life balance in lowering the negative repercussions of emotional labour on job performance.*

Design: *201 responses were obtained from cabin crew members through a primary data collecting survey, which were then analysed using several statistical tools relating to the study's aims, including ANOVA and regression analysis through SPSS 26. Furthermore, secondary data was collected via numerous web platforms such as Google Scholar, Science Direct, Emerald Publications, Taylor and Francis, Srinivas Publications, etc.*

Findings: *The results showed that emotional labour had a significant negative impact on job performance, whereas a high level of work-life balance and job satisfaction mitigated the negative effects of emotional labour on job performance. Finally, the study claimed that job satisfaction and work-life balance have a significant impact on cabin crew performance.*

Originality/Value: *Since flight attendants frequently struggle with the problem of emotional consequences as a result of the nature of their job, this study is critical to the HR of the aviation sector in implementing policies to reduce the negative effect of emotional labour in order to improve job satisfaction and work-life balance, which increases cabin crews' productivity.*

Type of Paper: *Empirical study*

Keywords: Cabin Crews, Emotional Labour, Job Satisfaction, Work-Life Balance, Job Performance.

1. INTRODUCTION :

The aviation sector consists of large pool of working people [1]. In particular, it is a business that relies heavily on labor to provide its services. Given that passengers spend the majority of their time on board, the cabin crews in particular are engaged intellectually and physically as front-line workers [2]. In their contact with others, employees must regulate their emotions frequently on the job. The expression of emotions or the utilization of feelings to complete tasks is essential to how well they fulfill their roles [3]. Employees engage in EL when they control their emotional expression in an effort to live up to corporate expectations that are unique to their roles. These expectations dictate not only the types and range of emotions to be portrayed, but also how often, how intensely, and for how long they should be displayed [4]. Practice and research should concentrate on the impact of emotional labor on employees' work-life balance (i.e., the conflict-free reconciliation of professional and private life; [5], job satisfaction, and, as a result, employee commitment in order to improve working conditions and subsequently retain highly qualified employees. Despite the fact that emotional labour is a well-known term in the study of the hospitality and tourism sector, (e.g., [6][7][8][9][10], it is still essential to analyze its impact in order to reduce it. Aspects of emotional labor and work-life balance that are extremely pertinent to hospitality study and practice must be studied [11]. The interaction between personal and professional life generally affects how employees perceive their work-life balance [12]. This study's main objective was to evaluate how emotional labour, job satisfaction and work-life balance affected job performance, which is currently crucial for the aviation industry.

2. RELATED WORKS :

Teamwork is essential for advanced work performance since cabin crew members work in a unique environment with constrained time and space constraints [13] and are unable to communicate with the outside world directly [14]. This leads to various emotional instability, hence addressing that instability is essential.

Table 1: The numerous works on emotional labour, job satisfaction, work-life balance and job performance are reviewed in this section

S. No.	Area	Contribution	Authors
1	Nature of flight attendant job	Flight attendants' jobs have special requirements such as working in a small space, reporting for duty on holidays or at night, spending more time away from home, and working in low air pressure or oxygen levels.	Van den Berg et al., (2019) [15]
2	Emotional labour (EL)	Emotional labour is described as the control or regulation of emotional expressions with others as a function of one's professional work role.	Hochschild (1983) [16]
3	Aspects of EL	Here, emotional labour is really important. It is proposed that the following elements of emotional labour be included: the need to express both positive and negative feelings, sensitivity requirements, emotional interaction leeway, emotional controls, sensitivity needs, and emotional dissonance.	Zapf et al. (1999, 2005) [17][18]
4	Hospitality industry and EL	Front-line service employees in the hospitality sector are frequently required to behave in a way that is considered appropriate by the general public, which includes being polite and grinning at customers. As a result, disguising their true feelings is inevitable.	Kim, (2008). [19]
5	Work-Life Balance	WLB is described as the perception of a balance between work and non-work activities like family, leisure, personal development, and growth.	Kim and Park 2008 [20]
6	Job Satisfaction	The feeling that results from the perception that one's work satisfies one's physical and psychological demands is known as job satisfaction.	Charka, R., Trisniarty, A. M., & Yamaly, F. (2022). [21]
7	Organizational performance	Since many researchers have proved that employee work satisfaction has an immediate impact on organisational performance, job satisfaction among employees is a crucial condition that every organisation aspires to.	Zeffane et al., (2018) [22]
8	Employee Turnover	The difficulties of the job and the difficulty in balancing work and personal life contribute to the high turnover rate in the airline business.	Liang and Hsieh (2007), [23]
9	Job Performance	Job performance is the level of a worker's task completion and, more broadly, it's the degree to which a worker can attain a desired condition or goal.	Choi, J. E. et al. (2014) [24]

The airline business views mental health care as a crucial issue, particularly when the number of flight crew members is declining. Today, mental health is regarded as a crucial aspect of physical health that reflects a state of well-being in which people may successfully pursue their goals and give back to their communities. Team member productivity is correlated with organizational productivity [25].

3. RESEARCH GAP :

Survey of various literatures in this area has shown a concrete gap of study with respect to cabin crews in Mangalore and Bangalore International Airport. Moreover, this study is unique in its nature trying to analyse the effect of emotional labour on job performance which further analyses moderating role of work life balance and job satisfaction. In addition this research also assessed the impact of work life balance and job satisfaction on job performance.

4. RESEARCH AGENDA :

- Does emotional labour have an impact on job performance of the cabin crews?
- Does job satisfaction have any influence on job performance?
- Does work-life balance affects job performance?
- Does job satisfaction and work-life balance of cabin crews plays a moderating role in the relationship between emotional labour and job performance?

5. OBJECTIVES OF THE STUDY :

- To measure the impact of emotional labour on job performance of the cabin crews.
- To assess the influence of Work-life balance on job performance.
- To analyze the effectiveness of job satisfaction on crews' job performance.
- To examine moderating role of work-life balance and job satisfaction in the relationship between emotional labour and job performance.

6. THEORETICAL AND CONCEPTUAL FRAMEWORK :

6.1 Hochschild' Theory:

The term "emotional labour" was first used by Hochschild in her major work, "The Managed Heart," published in 1983. This is what she means when she says that "emotional labour is sold for a wage and consequently has exchange value; it is the managing of feeling to generate a publicly observable face and bodily show" [17].

6.2 Morris and Feldman Theory:

The effort, preparation, and control needed to express organizationally intended emotion during interpersonal exchanges is how Morris and Feldman (1996) defined emotional labour (pp. 987). They suggest four components of emotional labour: frequency of interaction, degree of interaction and emotional duration, variety of required emotions, and emotional dissonance [26].

6.3 Grandey's Theory:

Grandey incorporates both the general Emotional Dysregulation Theory and emotional labour into her concept of emotional labour. She suggests that context cues like expectations for social interactions and emotional occurrences have an impact on emotional labour. Individual and organisational well-being was identified as two long-term implications of emotional labour in Grandey's (2000) model. Burnout and job satisfaction are influenced by individual well-being, whereas performance and withdrawal are influenced by organisational well-being [27].

6.4 Zapfs Model:

Zapf (2002) prefers the phrase "emotional work" over "emotional labour" in contrast to other scholars since, in his opinion, the term "labour" is more of a social concept. This idea is described by him as "the psychological processes [28].

6.5 Emotional labour and Job Performance:

Employees engage in emotional labour as a result of their dedication to and perception of display standards [29][30]. Understanding the effects of emotional labour is crucial because both theory and empirical data point to the fact that many frontline service employees engage in emotional labour on a daily basis. Emotional labour is also strongly correlated with measures of employee well-being such as customer outcomes like satisfaction and loyalty [31][32][33] and, ultimately, organizational performance (Grandey, 2000) [27].

Despite the aforementioned statement, there are intrapersonal mechanisms that point to negative effects between emotional labour and productivity. According to the Ego depletion theory, self-regulation activities like controlling one's emotions burn up and exhaust a shared resource [34]. As a result, controlling emotions might have a negative impact on more immediate self-control strategies [35], such task performance. Given the established significance of adaptive self-regulation in deciding performance at work [36], it is assumed that emotional labour diminishes employees' capacity to perform to the best of their abilities. However, the demands made on workers by various emotional labour tactics may differ, necessitating varying degrees of effort [37]. Therefore, we anticipate that there will be a range of connections between various emotional labour methods and job performance. Therefore it can be postulated that:

Postulate P₀₁: Emotional labour negatively impacts Job performance.

6.6 The Social Exchange Theory (SET):

The article (Blau, 1964) [38] argues that the reciprocity standard underlies all social exchange relationships [39]. According to the notion, when one party offers a benefit to another, the recipient is more likely to return the favour by giving the first party benefits and favourable treatment [40]. According to earlier research, when management offers advantages to workers, they are more likely to feel obligated to the company and put in greater effort to ensure its success [42].

6.7 Work life balance and job performance:

Employees can manage personal and professional duties in a flexible work environment [43]. Work-life balance is a problem for businesses that fail to address it because it affects employee performance and productivity [44]. In fact, workers who have a positive work-life balance frequently express gratitude to their employers [45]. As a token of thanks, they therefore gave the company their all, which led to better job performance [46]. So an employee who has a good work-life balance may be very productive and perform well [47]. Based on the above discussions it can be assumed that work-life balance has a good impact on job performance.

Postulate P₀₂: Work-life balance has a positive influence over job performance.

6.8 Job Satisfaction and Job performance:

A worker's positive attitude toward their employer is referred to as job satisfaction [48][49]. It includes affective and cognitive reactions to the discrepancy between an employee's expectations and what they actually receive [50]. Previous studies have frequently connected an individual's behaviour at work with their level of job satisfaction [51]. It is suggested that if workers enjoyed and considered their employment fulfilling, they would be more devoted to them [52]. Employees are more likely to accomplish the organisational goal if they are happy with their personal and professional accomplishments [53]. Additionally, there is a wealth of actual data showing that job satisfaction can enhance employee job performance [54][55][56].

Postulate P₀₃: Job satisfaction positively contributes to Job performance.

7. CONCEPTUAL MODEL:

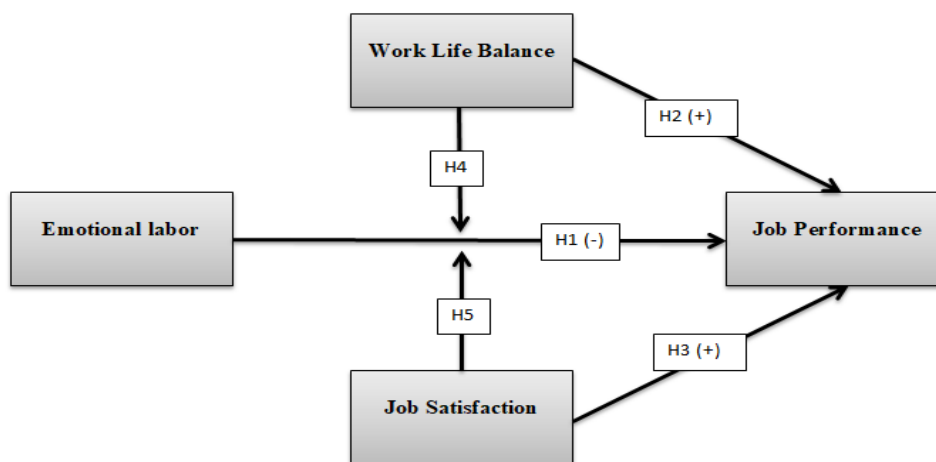


Fig. 1: Proposed Conceptual model (Developed by the researcher)

Figure 1 demonstrates the proposed conceptual model pertaining to the study based on identified three postulates. The researchers intended to examine the impact of emotional labour, job satisfaction, and work life balance on job performance of the cabin crews. Hence various studies concerning these constructs have been reviewed which showed negative relationship between emotional labour and job performance; positive impact of job satisfaction on job performance and it also postulated that work life balance is positively related to job performance. As per the scales adapted to measure emotional labour, 9 items were considered, after refining the selected item, highest factor loading items were selected. As a result the researchers retained only 6 items with high factor loading under emotional labour. Furthermore, work life balance, job satisfaction and job performance was measured using 5, 6 and 8 items respectively. After validating the items under each constructs 3 items were selected under work life balance; 4 items with high factor loading were considered under job satisfaction and 5 items were retained under job performance. Moreover as a new contribution to the existing literature, the researchers attempted to analyse the moderating role of work life balance and job satisfaction in reducing the negative impact of emotional labour on job performance. The visualized demonstration of proposed model is depicted in figure1.

8. HYPOTHESES :

Based on the reviewed articles as well as the objectives of the study, three postulates are developed (mentioned in section and are further, using them following hypothesized relationships are established):

- **H1:** Emotional labor negatively impacts Job performance.
- **H2:** Work life balance has positive influence over job performance.
- **H3:** Job satisfaction positively contributes to Job performance.
- **H4:** Work Life Balance moderates the relationship between emotional labor and job performance.
- **H5:** Job Satisfaction moderates the relationship between emotional labor and job performance.

9. RESEARCH METHODOLOGY :

The study adopted structured questionnaire as a method of data collection. Which was framed using various standardized measurements from [57][58][59][60][61][62] and Job performance was measured using the standardized measurement of [25] have been adopted. Through the primary data collection survey, 201 responses were collected which was further analyzed using various statistical tools pertaining to fulfill the objectives of the study have been adopted which include ANOVA and regression analysis using SPSS 26. 18 items are used to measure Emotional Labor, Work-Life Balance, Critical Job Satisfaction, and Job Performance; Emotional Labor is measured using 5 things, Work-Life Balance is measured using 3, Job Satisfaction is measured using 4, and Job Performance is measured using 5 items. A five-point Likert scale has been collected because the purpose of this study was to gauge how the cabin crew felt about the aforementioned constructs. This scale gauges how strongly students agree or disagree with research, with 5 denoting "Strongly Agree," 4 "Agree," 3 "Neutral," 2 "Disagree," and 1 "Strongly Disagree." Furthermore, secondary data has been surveyed through various online platforms such as Google scholar, science direct, emerald publications, Tailor and Francis, Srinivas publications, etc.

10. ANALYSIS :

10.1 Descriptive Statistics:

Before analyzing the collected data, it is essential to get the descriptive notion of samples for simple understanding. Mean being a prominent measure of central tendency, it is used in assessing the averages of Emotional Labor, Work life balance, Job Satisfaction and Job performance along with standard deviation, minimum and maximum value.

Table 2: Descriptive Statistics on Emotional Labor

Emotional Labor	Mini.	Maxi.	Mean	S.D.
In my line of work, it frequently happens that I have to repress my emotions in order to appear emotionless.	1.00	5.00	2.6517	1.18242

In my line of work, I frequently have to display emotions that don't align with how I feel about the customer.	1.00	5.00	2.5672	1.13434
In my line of work, I frequently have to encourage customers to feel good.	1.00	5.00	2.5124	1.09137
In my line of work, I frequently have to display emotions that don't match those I'm feeling at the time.	1.00	5.00	2.5771	1.13810
I frequently have to exhibit pleasant feelings at work, like kindness.	1.00	5.00	2.6418	1.15371
I frequently need to be in a good mood to do my job.	1.00	5.00	2.6468	1.15741

Source: Primary data

The data describing emotional labour (Table 2) showed the highest agreement level of cabin crews on frequently repressing their emotions in order to appear emotionless (M=2.6517, SD=1.18242). The respondents also showed high agreement level on pretending to be in a good mood to do their job (M=2.6468, SD=1.15741) followed by exhibiting pleasant feelings at work, like kindness, friendliness etc. (M=2.6418, SD=1.15371); the least agreed statement was frequently encouraging customers to feel good, as it indicates the lowest mean value of 2.5124.

Table 3: Descriptive Statistics on Work-life balance

Work-life balance	Mini.	Maxi.	Mean	S.D.
I have enough of time for my friends and family.	1.00	5.00	2.6965	1.11912
I have time to take care of personal business.	1.00	5.00	2.7065	1.06227
Possess the time necessary to pursue my personal interests.	1.00	5.00	2.5373	1.14885

Source: Primary data

The descriptive statistics on work-life balance (Table 3) showed highest agreement level of cabin crews on having time to take care of personal business (M=2.7065, SD=1.06227). The respondents also showed high agreement level on having enough of time for my friends and family (M=2.6965, SD=1.11912); the least agreed statement was possessing the time necessary to pursue my personal interests, as it indicates the lowest mean value of 2.5373.

Table 4: Descriptive Statistics on Job Satisfaction

Job Satisfaction	Mini.	Maxi.	Mean	S.D.
Feel proud to be in this line of work.	1.00	5.00	2.6617	1.08396
My job position makes use of all of my abilities.	1.00	5.00	2.4527	1.08582
Working in this profession can teach me new things.	1.00	5.00	3.0199	.96933
I am rewarded for all of my professional accomplishments.	1.00	5.00	3.9453	.68702

Source: Primary data

The descriptive statistics on job satisfaction (Table 4) showed the highest agreement level of cabin crews on being rewarded for all of their professional accomplishments (M=3.9453, SD=0.68702). The respondents also showed high agreement level on learning new things in their profession (M=3.0199, SD=0.96933); the least agreed statement was on their job position making use of all of their abilities, as it indicates the lowest mean value of 2.4527.

Table 5: Descriptive Statistics on Job performance

Job performance	Mini.	Maxi.	Mean	S.D.
After working for a long time in this profession, my work skills appeared to have significantly increased.	1.00	5.00	3.5920	.82628

After working for a long time in this profession, there is no conflict between me and my colleagues, we get along well.	1.00	5.00	3.4378	1.02341
After working for a long time in this profession, I have been frequently involved in reducing the number of passenger complaints.	1.00	5.00	3.2388	1.23397
After working for a long time in this profession, it appears that I raised the team leader's or other team leaders' assessment rating.	1.00	5.00	3.9453	.91213
After a year of flying, I appear to have changed to offer a service that is more convenient from the perspective of the passenger.	1.00	5.00	4.0199	.91630

Source: Primary data

The data describing job performance (Table 5) showed the highest agreement level of cabin crews on offering a service that is more convenient from the perspective of the passenger (M=4.0199, SD=.91630). The respondents also showed high agreement level on their involvement in work which has raised the team leader's or other team leaders' assessment rating (M=3.9453, SD=.91213) followed by their work skills appeared to have significantly increased overtime (M=2.6418, SD=1.15371); the least agreed statement was frequently involving themselves in reducing the number of passenger complaints, as it indicates the lowest mean value of 2.5124.

Based on the quartile measures emotional labour, work-life balance and job satisfaction has been divided into three levels – Low, moderate and high. The Percentage analysis demonstrated that majority of the cabin crews face moderate level of emotional labour and 25.9% of them have experienced high level of emotional labour. Moreover, 41% the crew members have high level of work-life balance and 31.8% of them have moderate level of WLB. Lastly 34.8% of cabin crews have moderate amount of job satisfaction and 32.8% have high level of job satisfaction.

10.2 Inferential Analysis:

The researchers further wanted to measure influential extent of emotional labour, hence the level of emotional labor faced by cabin crews was further divided into high, moderate and low; for analyzing its influence on job performance, work-life balance and job satisfaction ANOVA has been undertaken.

Table 6: ANOVA Results depicting influence of emotional labour on job performance, work-life balance and job satisfaction

Factors	Emotional Labor			F	P Value
	Low	Moderate	High		
Job Performance	3.7917	3.6218	3.4538	3.322	.029
Work Life Balance	2.6458	2.4752	2.3269	2.772	.033
Job Satisfaction	3.4792	2.9406	2.9038	4.671	.010

Source: Primary data

The one way ANOVA results (Table 6) demonstrates that job performance (F=3.322, P<0.05), work life balance (F=2.772, P<0.05) and job satisfaction (F=4.671, P<0.01) is significantly influenced by the level of emotional labor. As per the mean value, respondents having low emotional labour depicts high job performance (Mean=3.7917) and high emotional labour demonstrates low job performance (Mean=3.4538). Moreover, low emotional labour shows high work life balance (Mean=2.6458) and high job satisfaction (Mean=3.4792); but high emotional labour depicts low work life balance (Mean=2.3269) and low job satisfaction (Mean=2.9038). Hence, it can be inferred that job performance, work life balance and job satisfaction is significantly influenced by the level of emotional labour.

10.3 Regression Analysis:

Based on the objectives of study, researcher used Regression analysis to assess the influential extent of emotional labour, work life balance, job satisfaction on job performance. The results have been discussed further:

H1: Emotional labor negatively impacts Job performance.

H2: Work life balance has positive influence over job performance.

H3: Job satisfaction positively contributes to Job performance.

Table 7: Regression Analysis depicting the effect of Job Satisfaction, Emotional Labour and Work Life Balance on Job performance

	Emotional labor	Work-life balance	Job satisfaction	R	R ²	Adjusted R ²	F	p
B	-.149	.128	.147	.593 ^a	.477	.343	4.545	.037 ^b
t	-2.449	2.010	2.275					
Sig.	.015	.043	.023					

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Job Satisfaction , Emotional Labour, Work-Life Balance

The above table demonstrated the results of regression analysis in order to assess the impact of emotional labor, job satisfaction, and work-life balance on job performance of the cabin crews. As per the regression results emotional labour (B= -.149, p=.015) found to be the significant predictor of job performance as it has significant negative impact on job performance. It indicates that 1 unit increase in emotional labour among cabin crews would result in 14.9% decrease in their job performance. This result is supported by earlier research showing that making excessive efforts to control one's emotions might result in ego exhaustion and fatigue [63], which have a negative impact on the quality of sleep [64]. When operating on the surface, the discrepancy between the necessary and felt emotions causes tension and emotional dissonance [65]. Surface acting-related stress makes people more vulnerable to depression and anxiety, both of which impair work performance and lead to burnout [66]. Hence H1 is supported. Secondly job satisfaction (B= .147, p=0.023) among cabin crews acts as a major contributor towards job performance indicating 1 unit increase in job satisfaction contributes to 14.7% increase in job performance. Lastly work life balance (B= .128, p=.043) also showed significant contribution towards job performance of the cabin crews. Which infers the increase of 1 unit in work life balance contributes to extension of 12.8% in job performance. This result is supported by Empirical findings show that work-life balance and job satisfaction promotes performance in a beneficial way [67]. Thus H2 and H3 are accepted. Overall emotional labour, work-life balance and job satisfaction significantly impacts job performance of the cabin crews by 34.3% with the p value 0.037 (p<0.05). However, it was noticed that emotional labour has negative impact on job performance acting as a major concern as it has highest influence compared to two major contributors that is work-life balance and job satisfaction. In order to check the moderating effect of work-life balance and job satisfaction between emotional labor and job performance, it is divided into three levels which is further analyzed below:

H4: Work-life balance moderates the relationship between emotional labor and job performance.

Table 8: Regression results depicting moderation of Work-Life Balance between emotional labor and job performance

WLB	Emotional Labor	R	Adjusted R ²	F	p
Low					
Beta	-.346	-.293 ^a	-.119	2.015	.042 ^b
t	-2.419				
p	.0321				
Moderate					
Beta	-.254	-.257 ^a	-.117	2.206	.047 ^b
t	-2.053				
p	.042				
High					
Beta	-.108	-.273 ^a	-.118	2.496	.038 ^b
t	-1.980				
p	.048				

a. Predictor variable: Emotional Labor

b. Dependent Variable: Job Performance

As per the results of ANOVA model tends to be significant indicating the remarkable influence of emotional labor on job performance as the alpha value is below 0.05. Moreover to analyze the moderating role of Beta coefficients have been referred. In case of low work life balance the negative impact of emotional labour on job performance is high (B=-.346, p=.0321); as work life balance is low 1 unit increase in emotional labour contributes to 34.6% decrease in job performance. When the WLB is moderate among the cabin crews emotional labour negatively impacts job performance (B=-.254, p=.042) but comparatively lower effect than low WLB. Furthermore, high WLB has reduced the negative impact of emotional labour on job performance (B=-.108, p=.048) which indicates 1 unit increase in emotional labour reduces job performance by 10.8%. Hence it is understood that high work-life balance reduces the negative impact of emotional labour on job performance. Hence, work-life balance significantly moderates the relationship between emotional labour and job performance. Thus H4 is accepted.

H5: Job Satisfaction moderates the relationship between emotional labor and job performance.

Table 9: Regression results depicting moderation of Job satisfaction between emotional labor and job performance

JS	Emotional Labor	R	Adjusted R ²	F	p
Low					
Beta	-.243	-.221 ^a	-.001	2.941	.033 ^b
t	-2.970				
p	.036				
Moderate					
Beta	-.191	-.226 ^a	-.002	3.105	.029 ^b
t	-2.051				
p	.049				
High					
Beta	-.110	-.296 ^a	-.023	4.548	.011 ^b
t	-2.596				
p	.041				

a. Predictor variable: Emotional Labor

b. Dependent Variable: Job Performance

As per the results of ANOVA model tends to be significant indicating significant influence of emotional labor on job performance as the alpha value is below 0.05. Moreover to analyze the moderating role of Beta coefficients have been referred. With respect low job satisfaction, negative impact of emotional labour on job performance is high (B=-.243, p=.036); as job satisfaction is low, 1 unit increase in emotional labour contributes to 24.3% decrease in job performance. When the Job satisfaction of cabin crew is moderate, emotional labour negatively impacts job performance (B=-.191, p=.049) but comparatively lower than low job satisfaction. Furthermore, high job satisfaction has reduced the negative impact of emotional labour on job performance (B=-.110, p=.041) which indicates 1 unit increase in emotional labour reduces job performance only by 11%. Hence it is understood that high job satisfaction reduces the negative impact of emotional labour on job performance. Hence job satisfaction significantly moderates the relationship between emotional labour and job performance. Thus H5 is accepted.

11. STRUCTURAL MODEL:

Beta values obtained from regression analysis demonstrated the effectiveness of each construct on Job Performance (JP) assessing its significance, which is further demonstrated in the below structural model as depicted in figure 2. The effect of Low (L), Moderate (M) and High (H) level of Work Life Balance (WLB) and Job Satisfaction (JS) is also analyzed and depicted in the final model [68].

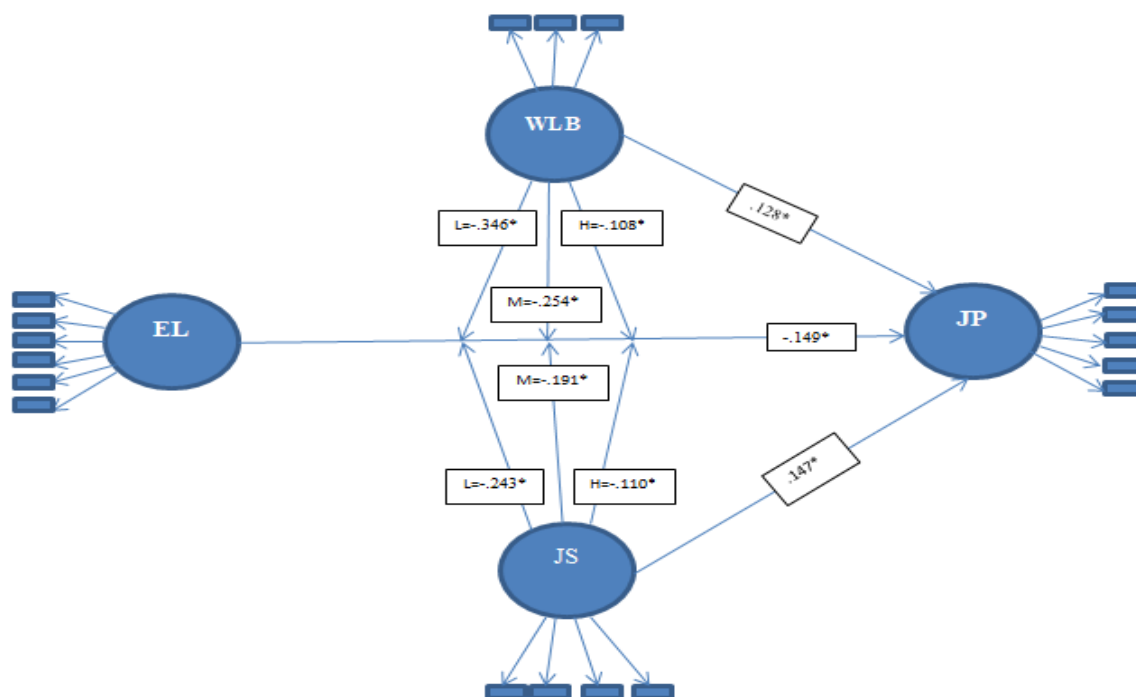


Fig. 2: Structural Model depicting the impact of EL, JS and WLB on Job Performance

11. PRACTICAL IMPLICATIONS :

As flight attendant frequently struggle with the problem of emotional consequences as a result of their nature of job this study tends to be valuable to the HR of aviation sector in implementing policies to reduce the consequences of emotional labour in order to enhance job satisfaction and work life balance which increases cabin crews' productivity. Our findings imply that negative emotional labour (surface acting) by the cabin crew should be discouraged. Training should enable staff to differentiate between superficial and subtle acting and to role-play these emotional labour methods in interactions that are representative of those they have with passengers in order to lessen the negative effects of emotional labour. Regular performance management procedures should identify and positively reinforce emotional labour tactics that improve passenger satisfaction and crew job performance. These procedures should include communication, rewards, and recognition processes.

12. CONCLUSION :

Cabin crews work in a pressurable environment where they have to face high emotional stress and have to put on act to please the passengers. The main intention of this article was to assess the impact of emotional labor on their job performance where the attempt was also made to assess the moderating role of work-life balance and job satisfaction. The results demonstrated the negative influence of emotional labor on job performance. It was also indicated that high work-life balance reduces the negative impact of emotional labor on job performance. Similarly, high job satisfaction also reduces the negative effect of emotional labor on job performance. Furthermore, the results also revealed the positive influential effect of work-life balance and job satisfaction on job performance. As emotional labor can cause huge consequences if not managed well; it is recommended to implement a healthy emotional labor strategy in the aviation industry, supporting our previous qualitative studies [69-72].

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