

**Occupational Stress among Police Officers – Effects on
Service Performance and the Moderating Role of
Emotional Labor**



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PIDE2018FMBA(1.5)14

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2020

Final Approval

This Thesis Titled

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APPRECIATION AND GRATITUDE

All the praises are attributed to the sole creator of the universe “the Almighty Allah, the Compassionate, the Merciful, the Source of all knowledge and wisdom, who granted me health, thought, talented, sincere and cooperative parents and teachers, friendly Brothers and sisters, helping friends and power of communication and who gave me the strong courage to complete this thesis.

I express my deepest and sincere gratitude to my honorable and respected supervisor Dr. Mariam Mohsin for her inspiring guidance and continuous encouragement during the Completion of this project.

I offer my deepest felicitation to my teachers for their kind contribution in my Knowledge and expertise. I am also indebted to my friends Mr. Amir, Tajamul and Adnan for their moral support.

M. Naeem Yousaf

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ABSTRACT

The nature of jobs, across the globe, is becoming more complex and demanding since last few decades. Historically the word stress is derived from the Latin word "strictus" which means taut "stiffly strung". In last 40 years it's become alarming and felt change in the nature at workplace. The study aims to investigate the Occupational stress and its consequences on In-role and Extra-role performance behavior of employees in the security organizations. The study also examined the moderating role of Surface Acting and Deep Acting on performance behavior.

The Data was collected from 144 first rank police officers (Assistant sub-inspector) working in Islamabad police. Data was analyzed by using SPSS software and results proved that the present research providing us knowledge about Occupational stress and Performance behavior. However, hypothesis testing results proved that Occupational stress has significant negative impact on employee Extra-role performance behavior and has no significant impact on In-role performance behavior and emotional labour (surface and deep acting has no significant moderating the relationship between Occupational stress and performance).

Keywords: *Occupational stress, Emotional labor, performance behavior,*

CHAPTER I: INTRODUCTION

1.1 Background

Organization success is depending on the performance behavior of its employee. Performance of individual depends upon the knowledge; skills and ability but other factors also contribute the overall performance and productivity. The Police order (2002) describes the most significant work of the police is to protect the life, property, and freedom of the citizens. These roles require physical and mental abilities (Alkus & Padesky, 1983). The nature of job is stressful due to all these responsibilities and requirements. Previous literature tells us, the police job is considered one of the top ten stressful occupations. The employees are facing occupational stress more than others (Paton & Violanti, 1999). According to American Institute of Stress (AIS) stress can be define as “the non-specific response of the body to any demand for change” but when we consider stress in occupation then stress is dangers physical or emotional response when the capabilities and resources did not match with the job requirements (Peltzer, Shisana, Zuma, Van Wyk, & Zungu-Dirwayi, 2008). In this sense workplace or occupational stress is directly impact on the individual occupation. Previous literature describes the occupational stress has negative association with the workplace environment that can create the problems for the police officers. There are many causes of stress at workplace but in the specific work profession the nature of stress can be different. Organizational stress is directly linked with those factors that are inside the organization for example organization environment & climate. Too much administrative duties and workload develop stressful environment (Violanti and Aron, 1995). Organizational stress for policing occupation is arises from external factors for example

political or bureaucratic interference (Jaramillo et al., 2005). Furthermore, organization culture police work and law enforcement is most significant causes of stress (Ellison, 2004). Emotional behavior of the employee also causes of the organizational stress (Finn and Tomz, 1998). On other hand some stress according to the nature of job the police occupation is stressful in nature, police job involves outside the organization patrolling, investigation, accidents and murder attendance, inappropriate behavior from the public side. The routine incidents related with police job create stress. Then the police reaction on these incidents leads to negative emotions and physical and mental unbalancing (Chapin et al.,2008). The current terrorism situation increases the stress for police officers. Gershon (2000) indicates that the police force is working under high level of stressful situation this working environment leads to dissatisfaction and exhaustion. In the favor of stress, they think that some stress has positively related with the motivation of employees (Morash, Kwak, Haarr, & Management, 2006). In this regard Police stress is based on “Nature of the work” and “nature of the organization” (Reiser, 1974). Previous research indicates the occupational stress is combination of both “Organizational stress” and “Occupational stress”, (Violanti and Aron, 1995; Morash et al., 2006) said the Organizational stress effect the level of satisfaction more than operational stress. Al-Ahmadi 2009 concludes that the performance of the employees is mostly examined with stress relation. Police performance is based on knowledge, skills, and abilities but some other factors are part of police performance. According to ICT (crime report 2019) the Islamabad police are mostly concerned with murder cases, kidnap cases, robbery cases, robbery cases, burglaries and general theft. These all crimes directly impact on police performance and also overall working

environment. The pressure of all these responsibilities leads to stress. The police performance is based on accomplished those responsibilities that are mentioned in police job description. According to Organ (1988) the organization citizenship is employee behavior that is not directly linked with formal reward system. So, here is very important to know the police what is organization citizenship behavior? And which factors increase or decrease organization citizenship behavior of police officers. We know that organization citizenship behavior (OCB) is not the formal part of the job, but it is the most effective element of the police job. For example, if a police officer helps other in the organization without any selfishness and also show proactive behavior to performing task beyond the job description. Most of the studies related to the stress describe the various types of response from employees when they are facing stress. Lazarus & Folkman, 1984 indicate this difference is due to individual personal factors. According to that statement the emotions of the individual can also affect the performance positively or negatively. In service performance occupation, where employees directly or indirectly interact with people. The contact with people requires emotional gesture that leads to emotion labor for employee (Salmi & Kinnunen, 2015). In police it is very important to manage emotional gesture and posture. The term emotional labor means when the interaction of the employees and customer at daily bases. Emotional labor has significant contribution in organizational life, so police and nursing are those occupations where wide amount of emotional labor found (Bakker & Heuven, E. 2006).

1.2 Problem Statement

The primary function of the police is to protect the life and property of the citizens. Due to political instability and torture incidents in capital city over last couple of months, the moral of ICT police is going to decrease. The services performance of the Islamabad police was not according to the citizen's satisfactory level. According to ICT community policing the Islamabad police wants to be courteous and also built trustful relationship with citizens. Police work is considered one of the most stressful jobs. The police officers have lot of administrative duties that require extra time and also facing danger at workplace that leads to occupational stress. Maybe this is the cause of low service performance of the police. In this regard there is no research has been conducted in Pakistan. This study aims to explore the problems faced by Islamabad police in form of occupational stress it's positive or negative outcomes with the help of emotional labor. Moreover, there are few articles had published already on occupational stress and services performance in literature. Hence, we found research gap, how occupational stress affect the service performance with the emotional labor as moderating role in the ICT Police officers.

1.3 Research Questions

In this study we want to get answer the followings questions:

1. Does occupational stress affect the in-role performance behavior?
2. Does occupational stress affect the extra-role performance behavior?
3. Dose surface acting moderates role between occupational stress and service performance behavior?

4. Does deep acting play a moderating role between occupational stress and service performance behavior?

1.4 Objectives of the Study

The following given below are the objectives of current study:

1. To investigate the relationship between occupational stress and in-role performance behavior and extra-role performance behavior.
2. To investigate the moderation role of surface acting and deep acting between independent variable and dependent variable.

1.5 Signification

The findings of the current study would be helpful for ICT police and other government security agencies. They may help police officers to manage occupational stress that can affect the individual performance. The literature tells us that there is a positive relationship between individual performance and organization performance (Brough, 2007). Another study concludes that the OCB behavior of police officers can help to achieve the tremendous challenges (Qureshi, 2015). So, the results of the study would also be beneficial for the ICT police officers; those who want to change the performance behavior of employees and build a trustful relationship with citizens.

CHAPTER II: LITERATURE REVIEW

2.1 Occupational stress

After going through many literatures, we are able to define effectively what stress is in general and stress at workplace named as Occupational stress. Historically the word stress is derived from the Latin word "strictus" which means taut "stiffly strung" (Olivier & Venter, 2003) American Institute of Stress tell us that the word "Stress" was coined by Hans Selye in 1936). Generally, stress can define as non-specific response of the body to any demand for change in the center of 19th century there was no any workplace or occupational stress exist.

In last 40 years it's become alarming and felt change in the nature at workplace. In daily affairs of life stress considered as insignificant element (Haque et al., 2016). The excessive workload and have huge or high expectation from workforce can cause of significant workplace stress. May be this is a general view about stress and actual cause of stress is someone personal issues for example instability of emotions can cause of high level of stress (Haque & Aston, 2016). Some workplace stress arises when employees job responsibilities or not properly cleared (Cooper & Dewe, 2008). Furthermore, Employees working performance is directly related to level of stress in a person (Cooper and Dewe 2008). Similarly, the working situation also impact on employee behavior and can cause of stress in personal life. Haeuser conclude in (1986) that if a organization wants to reduce the stress and improve work efficiency then organization should needs to maintain the balance between demands of work and resources. The African Journal of Applied Research published article related to stress and performance and the objective of the study was to explain the cause of stress and its impact on performance. This article

conclude that the stress is high level of negative impact on employee performance and emotional physical behavior (Asamoah-Appiah, W., & Aggrey-Fynn, I.2017).

Occupational stress can be define as unfavorable physical and emotional response that arise when demands of the job do not match with the capabilities, resource or need of workers which leads to poor health and even injury (Peltzer, Shisana, Zuma, Van Wyk, & Zungu-Dirwayi, 2008). Occupational stress becoming a challenging task day by day for organizations or other global businesses. Bhaga (2010) says that the large amount of stress has negative impact on employee mental and physical health of the employee which cause or result of employee burnout and low rate of performance. Mostly stress is arising or becoming significant when demands of the tasks are exceed from the available resources or output. So, there is a significant negative impact of stress on employee services performance. if somewhere stress is found in the employees of the organization the it cause the inefficiency of that organization and create barrier to achieve the ultimate goals of the organization (Shinde & Anjum, 2014).management must should pay attention on occupational stress before it's become complicated and effect the employees mental or physical health(Rana & Munir, 2011).

However previous studies tell us that good mental and physical health leads to job satisfaction and organization commitment that ultimately cause of efficient employees' performance (Näswall, 2015).In 1990's occupational stress and burnout become significant for human resource departments particularly human services industry. "National Institute for Occupational Safety and Health (NIOSH)" says one-fourth people think that their profession is top on stressor and three-fourths of peoples believes that now day's jobs is more stressful than past (NIOSH. 1999). Occupational stress is serious

issue not for only personal wellbeing but also for the organization. In Previous research according to (Lou and Shiau 1997) occupational stress can cause of absenteeism turnover and also maker of low profitability (300 billion dollars for the US economy annually).occupational stress is clearly problem of police work and this stress elements not only affect the performance of the police workers but also effect the job satisfaction and ultimately become cause of burnout. Stress can be different for different jobs according to the nature of the job.

When people talk about stress its generally in sense of pressure while stress for student is poor preparation of exams. Stress for parents is managing their income and expenditures. Teachers define stress in the term of maintaining professional efficiency other professions like doctors, lawyers take stress as handlings their clients demands (Rice, 1992). According to British psychological society,(1988) occupational stress one of the most significant organizational disease in US, 25% of the employee was in mental stress at the same time Willcox (1994), it is a serious problem for the physical and psychological wellbeing of the employees that area of problem needs to be serious solution for the betterment of the employees' health (Health of The Nation (HMSO) Govet doc 1992).

According to police order, 2002 the more significant work of police is to protect life, property and liberty of citizens. All these responsibilities and work situation that required different physical and mental ability (Alkus&Padesky, 1983). Negative workplace environment and interaction can cause the stress at workplace (Burke, Waters, Ussery, & management, 2007). The previous research indicates that stress is harmful for organization. Stress is invisible that affect the people mental health and create impact on

emotional exhaustion that's way we cannot ignore it. Stress can be physical, mental or behavioral response. Police is one of top six professions where stress impact on poor health and low job satisfaction (Johnson et al. 2005). Different studies focuses on two factors of the stress first one is stress source and other one symptoms of the stress. Some work stress is positive motivator and other hands some destructive and even life threatening (Morash, Kwak, Haarr, & Management, 2006). Stress is essential part of daily affair of life but stress is not always inevitable some time is good, For example the physical stress (exercise) can improve physical health also pressure of exams cause hard study and finely the result of high score. Police stress refers to the negative pressure of worked. "Hans's Selye's" classic describes the effect of long-term stress. Long term stress can lead to heart disease blood pressure, blood pressure, and headaches.

Police stress work fall into four categories.

- i. Stress Inherent in police work.
- ii. Stresses arise internally from police department rules and regulations.
- iii. External stresses stemming from the criminal justice system, and
- iv. The society at large. Internal stresses confronting individual officer.

Dr. Martin describes the stress into two categories (Reiser, 1974):

- i. Nature of police work (operational stress)
- ii. Nature of organization (organizational stress)

High level of Occupational can cause of high level of negative effect on police health well beings and finally show effect on performance. Main cause of stress is due to organization factors rather than physical hazards (Nikam& Shaikh, 2014).

It is sure that the nature of the police work generates a greater amount of stress in police officer rather than other organizations. Mostly studies indicate that police officers are more stressed than other groups. (Kirkcaldy et al., 1995) There are some evidences to sport the conventional belief that says police job itself is stressful task. (Anson & Bloom, 1988; Brown & Campbell, 1990; Lawrence, 1984; Terry, 1981) This job stress reduces the control of police officer in many ways for example career success and daily life. So the officers who have high level of demand and less amount of control may face highest amount of stress (Morash, Haar& Kwak, 2009). More specifically police officers have been facing high level of stress. Previous research indicate that the main stresses were associate with organizational and some describe the other is operational stress.

Observation from literature review is following by (Kapade & Shaikh,2014).

Occupational Stress Source	Symptoms of Stress in Police	Outcomes/ Results
<ul style="list-style-type: none"> • Work overload • Staff shortage and double duty • Lack of resources • Conflict with organization • Organization structure and Culture • Political pressure • Violent arrest • Uncertainty 	<ul style="list-style-type: none"> • Poor job performance • Depression • Nightmares • Loss of interest in social activities • Low service performance • Burnout 	<ul style="list-style-type: none"> • High blood pressure • Heart problems • Anxiety • Poor mental and physical health • Unethical and bullying behavior

The police officers affected from both organizational and operational stress so by reducing of occupational stress it would be helpful to improving the life and quality of

the work performance (Acquadro Maran, D., Zedda, M., & Varetto, A. 2018). In previous research a cross sectional study was conducted on women police officers random sampling methods was used 50 female police officers were participated in the study. The result of the study was 80% officers found in high level of stress 40% moderate and same as high level of stress the most common cause of stress was shortage of staff. Occupational stress in term of organizational and operational stress is high (James & Vijaysankar, 2018).

Police profession is high degree of stress and different stressful situation that can cause of poor health and interpersonal relationship of police. In previous literature a cross sectional study was conducted and the 120 police officers were participant in this study grading scale were used to measure the level of stress. The result of the study discuss the different aspect of the stress personal stress or individual stress, work burden, no reward 70% officer was facing significant stress while 30% was showing that workplace stress is not a problem the significant association was related to age, education marital status among police officer furthermore author conclude that most of the police officer found in the variety of stress that can avoid by the changing of organizational environment (Gaidhane, and Wagh 2011). International journal of work and stress published a article "Sources of occupational stress in the police" that conclude the main source of the overall highest stress is organizational stress rather the operational stress different ranks of officers felt different level of stress (Brown & Campbell 1990). Stress reaction or outcomes categorized into three stages first one is arising second is alarming and final is exhaustion (Selye, 1937). That exhaustion situation and burnout can create impact on performance.

2.2 Occupational Stress and Services Performance Behavior (In-role & Extra-role)

Provide services to the customer are considering a very important and vital component of the police work in contemporary society. Important elements of police service include being approachable to the public, assist victims of crimes and filing reports, feedback to victims regarding crime report. Police service performance is important for public as well as for organization.

Service performance describe in various ways. Performance maybe related to behavior action or intends to achieve performance, and also produced services that helpful to achieve organization goals (Roe, 1999). Services performance belongs to behavior that increase desirable outcome by serving and helping the customer (cf. Bowen & Waldman, 1999; Liao & Chuang, 2004). Services performance behavior includes listing customer needs (Borucki& Burke, 1999). This type of performance also includes extra role performance (Williams & Anderson, 1991).extra roll performance related to help other people at workplace for organization perspective. So performance of police defines by helping civilians in term of customer service. Service performance is measured by using extra roll performance scale (Williams & Anderson, 1991).the scale describe helping customers or civilians to measure daily performance. For example: “I help out civilians for their problems... I give civilians the correct information” It also police officer may assist other workers or colleagues beyond which are not the actual duet of his formal job description means Extra-role performance. This can also include organization citizenship behavior OCB that go above and beyond the formal job description to help individual or organization. Mathieu and Zajac suggest that the

relationship of commitment and service performance is only moderate and negative effect due to innovation and adaptation (Mathieu & Zajac 1990).

In previous research indicates that services performance can be organization or individual level analysis. In general Service performance defines as behavior that are related to the organization goals and that is control in the individual employee. (Campbell, McCloy, Oppler, & Sager, 1993) there is previous research tell us that organization commitment in term of crime victim is negatively relate to the service performance (van Gelderen, B. R., & Bik, L. W. (2016).provide customer service to civilians or public is the essential responsibility of the police department. Important or essential elements of the police service include being easily accessible to the public, victim of the crime, feedback to victim etc. and that's all services belong to the services performance behavior of the police employees. Policemen always deliver high quality customer service performance in the shape of helping crime victims. The success criteria of police department is depend on perception of the services quality and satisfaction of both civilians and police staff members (Chen et al. (2014).some occupations like that where employees have obligation for other people for example police ,teacher, nurse (Griffiths, et al., 2003; Winefield, 2003). Furthermore, the completion of primary task and other hand fundamental aspect to improve the perception of deliver service (Grandey et al., 2005; Price et al., 1995; Tsai and Huang, 2002). For example, positive behavior, perceived friendly, smiling. Police performance is fully functioning of mentioning peace, provide security and law enforcement. In previous research the services performance of the police officers is measure by the public expectations from police. Moreover, this type

of performance affected by improper training, job dissatisfaction, improper working environment, improper facilities providing by the management and occupational stress.

The success of the any organization is based on the performance of its workers (Stup, 2003). Some researcher define performance in term of completing the given task without knowing the stander of performance (Were, Gakure, Kiraithe and Waititu 2013). But now days this is not accepted way to calculating performance of the employee because the quality of the performance and customer satisfaction is more important. The police department employee's measure performance in term of protects property and maintains peace in the city. Services performance of any department is measuring by using assessment exercise.

The assessment tool for organization or department is SWOT analysis, diagnostic model, appraisal system, or other suitable practices according to organization standard (Nimalathasa, 2009). The performance of workers mostly measures in organization by using appraisal or interviews which are conduct semi-annually and quarterly. Performance appraisal is a process in which evaluating the performance of individual workers performance is depend on job objectives and personal decision (Koontz and Wehrich, 1990). There are many elements that are helpful to performing job effety and efficiently. It is more important that employees must needs to be proper training for improving their knowledge skills and abilities if they want to perform their job very well (Stup 2003). Previous research concludes that this is high association between recognition job satisfaction and career growth. Some factors are external for worker like organization environment operational stress recourse required for the task and management style also impact on the performance of the employee (Van der Merwe

2008). It is exposed that occupational stress more than one month has a strong negative impact on employee health and as well as performance (Finn and Tomz, 1998). The police work is multidimensional in nature so we need a multi-dimensional model for measuring police performance according to some previous studies performance of the police measure by crime victimization of the individual (Neyroud, 2008).

One of the most recent literatures on police performance discuss the seven dimensions of measurement (Moore and Braga 2003).

- i. Crime and Victimization
- ii. Call offenders to account
- iii. Reduce fear and enhance personal security
- iv. Use force and authority fairly, efficiently, and effectively
- v. Use financial resources fairly, efficiently, and effectively
- vi. Quality services/customer satisfaction
- vii. Ensure civility in public spaces

These dimensions of police performance are used to measure police performance (Keidrowski 2013).

The police performance dimensions are very complex and in different form because it's a very difficult task how to measure the performance of the employee (Alpert and Dunham, 2001; Alpert, Flynn and Piquero, 2001; Horne, 1992; Langworthy, 1999; Maguire, 2004; Skogan and Hartnett, 1997:74). The police performance is different for social and political point of view that what they should achieve and for what they are responsible.

International Journal of Marketing Studies published an article on the relationship of stress on employee performance this study was to investigate the relationship between job stress and performance of banking sector employee the target population was customer services officer whose are closer to the customer. Sample size was 140 data collected by questioner's statistical test show that their stress in significant negative impact on service performance. The result indicates that organization should provide the supportive environment to their employees (Bashir & Ismail Ramay, 2010). Another study found that the occupational stress negatively effect on employee performance and employee psychology (Beehr, Jex, Stacy & Murray, 2000). According to (Jamal, 1984) study there is significant negative relationship between job stress and job performance of employee in goods production. Some stress is creating positive impact on performance for example time pressure stress for a project manager is led to be good performance or outcome. Previous literature on stress and performance of project manager explain the impact of stress on project manager performance and the result showed that objective stress cause reduce task performance of project manager while time pressure and burnout positive effect on performance (Leung, M. Y., Chan, Y. S., & Olomolaiye, P. (2008). Employees working in human services profession are facing large amount of stress. Some occupation where employees responsible for the protection for people health safety and wellbeing for example nurses, doctor and security forces (Griffiths, et al., 2003; LeBlanc and Schaufeli, 2003, Winefield, 2003). Police profession is services performance that is facing stress. According to (Brown and Campbell, 1994) police profession is inherently stressful. Gordon Whitaker and colleagues discuss some elements to measure the performance of the employees in his book Basic Issues in Police

Performance (1982). First element is organization commitment and second is crime victim in the form of task performance. Porter and Lawler (1968) discuss three type of performance first one is measuring output or outcome performance for example sales in given period of time second is supervision or colleagues rating method and third is self-rating method. According to (Hersey and Blanchard, 1993) services performance measurement means the level of achievement of social and organizational goals.

On the base of previous research, the performance of and individual can be categorized into two perspective in-role performance and extra-role performance.

2.3 Role Theory

Role theory has been using since 1930s in human resource management. Many previous researches in different fields discuss that roles play a vital part in social structure (Mead, 1934; Turner, 1978). The role is identifying the employee performance behavior in an organization (Katz & Kahn, 1978). Moreover, the role also identifies those employees whose occupy them (Callero, Howard, & Piliavin, 1987; Oeser & Harary, 1964). Role theory explains role performance influence by two factors first is employee personal attributes and second is job description. The role theory also suggests that individual performance is based on both organization and individual. The theory describes the performance in both individual perspective and organizational perspective. The most important contribution of the role theory in performance management and also this theory provide direction to avoiding measuring errors of performance. The role theory not use specifically, researcher explain that job role by job description and organization requirement (Ilgen & Hollenbeck, 1992; Van Dyne, Cummings, & Parks, 1995).

That is why the performance management system is depending on measuring only those expect define by the organization. For correct measurement of performance role theory explains that performance management system needs to measure different role at workplace. Recently researcher starts explaining the importance of roles for measuring performance (Ilgen& Hollenbeck, 1992; Jackson & Schuler, 1995). According to (Ilgen& Hollenbeck (1992) the theoretically model of work roles explains the contributions measuring performance. The role theory only indicates roles that explain different behavior at work, but it does not explain the other multi dimensions of measuring performance.

2.4 Identity Theory

This theory performance behavior is not affected by role, but performance effected by the nature of the role (Burke, 1991; Thoits, 1992). Identity theory discusses a process by which employees use internal control system for getting information about the role. The performance of behavior is associated with nature of the particular role of the job performance (Thoits, 1991; 1992). Another study Thoits (1991) stated that the salient of role identity should extract from its application importance by meaning by purpose and behavior guidance. In simple word roles which are most noticeable or important provide us the real meaning and purpose. The actual meaning, we construct from role. The more guidance related to behavior that ultimately enhances the behavior related to job performance. So, the organization can increase positive behavior of the employee by influencing important roles of the job. Organization influence role performance efficiency in different ways including reward and punishment. Different organizations have a different role that's way the performance measurement method differs with each

other. The combination of role theory and identity theory provide us five roles for performance measurement job, organization, innovative behavior, career, and team.

2.5 In-Role Performance

In-role performance behavior includes all those duties and responsibilities that are directly concern with the employee actual job performance (Zhu, 2013). The role performance define the real behavior or expression of an individual that is required for the job for example if a student role is come to class in time and prepare each lesson but student fail to attend classes regularly and fail in preparing in lesson (Shepard, Jon M., and Robert W. Greene. 2003). The role theory explained the different expect of the individual performance behavior. First time the concept of role is introduce Mead, George H. (1934) but did not clear the word role. According to Borman & Motowidlo (1993) there are two types of performance task performance explain the core responsibilities of the employees it also known as role performance behavior that is related with unique output without ignoring the quality and quantity (Koopmans, 2012). Supervisory logs change the level of performance according to the task performance dimensions. There are three task performance dimensions are used to balance the supervisory logs. Task performance elements are Quality of the task, Quantity efficiency, and problem solving. Task performance measure different level of performance middle, high and low (Borman, Ackerman, and Kubisiak's descriptions of general task performance dimensions 1994). We noticed that there are three dimensions of the task performance derived from the studies that are not enough for the batter understanding of the task performance. Furthermore, task performance is effectiveness of those activities that are directly linked with the job responsibilities of the employee (Borman

&Motowidlo, 1993). For example, job responsibilities for salesmen might include knowledge of the product organizational and time management. Typically, task performance was measured in term of efficiency of the tasks that were in the job description. We know that well specified job in one in which all the behavior of the individual is being measured (Murphy & Jackson, 1999).previous approach of task performance did not measure all ranges of the behavior that contribute the effectiveness for the organization (Campbell et al., 1993; Murphy & Jackson, 1999). Then here we need to measure the extra behavior from the individual that he is showing for the effectiveness for the organization. The nature of work changing day by day, so organizations have facing challenges for individual task performance e (Ilgen&Pulakos, 1999). Keith (1982) conclude that stress can be dangers and helpful for the performance. The phenomena are based on the amount of stress if the job is low stressful, if the job challenges are low the performance also be low. With the reference of identity theory, Employees would be managed stress and increase their performance. Stress increase performance in term of managing available resources to meet up the requirement of the job. According to (Morash, Kwak, Haarr, & Management, 2006) sometimes stress has positive effect on employee performance.

H1: Occupational Stress has significant effects on In-Role Performance Behavior

2.6 Extra Role Performance

The positive work behavior plays an important role in the organization productivity and profitability. In this sense the behavior the most important for the organization is organization citizenship behavior or extra role performance (Organ, 1988, p.4; Dyne & Cummings, 1990; Brief &Motowidlo, 1986; Dyne et. al., 1994, p.765).

Managers should know the employee's characteristic that influences those behaviors that contributes the organization success (Çetin 2012). Because organization wants to improve not only the task performance that is mentions in job description, but organization also wants to improve ERP of the employees. Most of the organizations want to develop ERP behavior of the employee (Morrison & Phelps, 1999).Extra-role performance behavior discussed as ERP behavior (Chen & Spector, 1992). Previous literature defines Extra role and ERP behavior, extra role performance considered as the benefit of the organization according to its scope (Organ, 1988: 101; Morrison, 1994, p.1543; Zhu, 2013, p.23; Davoudi, 2012, p.66). While organizational citizen ship behavior is natural phenomena, when it's displayed there is not given any formal reward system, but it's directly concerns with benefit of the organization (Organ, 1988; Bowling, 2009). Extra role performance is basically behavior which employee of the organization shows indirectly (Cetin & Fikirkoca, 2010, p.43). ERP behavior were assessing by seven different dimensions (Organ, 1988; 1990).

According to Podsakoff et al. (2000, p.516) following are the dimensions of the ERP in literature:

Helping Behavior: Helping behavior concern with helping other in their work provide guidance about work related problems.

Sportsmanship: Involving the tolerate behavior without complaining and scarify for their own interest.

Being loyal with organization: Organization loyalty means to work for the goodwill of an organization and protect the organization property.

Organizational Compliance: Obey the organization rules and regulations for example policy standard, law

Individual Contributions: Become leading and initiative, its individual behavior that concern with the voluntarily participation in the extra actions, creativity and innovation and promote others for extra performance.

Civic Value: Participating in the governance activities, attend meetings considered itself as the part of the organization.

Self-development: Self-development contain personal behavior of the individual, employees have willing to enhance their knowledge skills and abilities.

In the literature of ERP (Zhu, 2013, p.24) said Extra-role performance behavior was examined in two categories as organization-oriented and people-oriented". The first dimension is about individual behavior in which a person is performing something extra in the form of helping their colleagues, while second dimension is about the non-formal for the organization profitability (Resick et al., 2013, p.954). in the previous research indicate that the obligation commitment has positive impact on in role performance behavior while emotional commitment has positive impact on OCB or extra role performance behavior (Morisson, 1994, p.1547). Previous research indicate that Extra role performance and ERP behavior was negatively related with stress (e.g., Bragger, Srednicki, Kutcher, Indovino, & Rosner, 2005).in previous research (Jain & Cooper,2012) conclude that the organizational stress and organizational citizen ship behavior have negative relationship between them. The stress is negatively related with performance, commitment, organization productivity and efficiency (Chee &

Osman201). Additionally stress has negatively effect on organization commitment and employee performance behavior. Stressed workers did not want to involve in Extra-role behavior they are in fear of loss resources because they wants to reserve their resources to achieve in-roe performance (Hobfoll 1989).Furthermore, stress is cause of negative attitude of employee at workplace, negative effect on work satisfaction and organization citizen ship behavior (Meier & Spector 2013). So, the high level of stress dysfunctional the extra-role performance behavior (Soo& Ali, 2017).

H2: Occupational Stress has significant impact on Extra-role Performance Behavior

2.7 Moderating Role of Emotional labor (Surface & Deep Act) between Occupational Stress and Services Performance

Emotional labor is term of Organizational psychology that is based on services occupations which are frequently interacting with peoples for example police, nurses and air host. This term is under discussion from past decade in education sector Lee and Brotheridge 2012 said the concept of emotional labor is still under studied in education sector. The concept of emotional labor defines in display rules and surface acting; rules are organizational rules that are demanding at workplace (Glomb &Tews, 2004). According to (Kerr & Brown, 2015) rules can be positive, negative, explicit or implicit. Positive rules are express positive emotion; while negative rules mean withhold specific feelings in a given situation. Explicit rules mention by the organization and implicit rules show on the base of employees on perception (Yin and Lee 2012). Emotional labor involves two dimensional processes the first one is employees required facial and voice interact with peoples and secondly some employees needs to produce emotion stat in the

employees' (Hochschild, 1983). Emotional labor has two main dimensions surface and deep acting according to (Hochschild, Irwin, & Ptashne, 1983) emotional labor can be categorized into further one-dimension genuine emotions. (Grandey, 2000) said employees working in services sector are Facing emotion labor at regular bases. Emotion labor can be define as managing feeling, emotions to display emotion according the situation during services transition (Ashfort & Humphrey, 1993; Hochschild, 1983). In the present study we want to examine how two dimension of the emotional labor (surface & deep Acting) moderate the role between stress and performance. The police officers of the city are facing high level of the emotional labor and those officers who's interact with public directly are most affected by the emotional labor for example first rank police office ASI. According to Hochschild (1983) there are two types of emotion labor surface and deep acting. Surface acting means that show the artificial emotion at the workplace without changing the internal feeling (J. Gross, 1998). Other hand deep acting refers to the cognitive change the emotion in order to fulfill the actual requirements of the job (Goodwin, 2011). In police department emotional labor can affect the services performance of the officers because make fake emotion at workplace leads to burnout. According to (Maslach & Jackson, 1981) the services performance occupations are mainly affected by the emotion labor and it can cause of low performance for example police, nursing, and teachers. Surface acting is positively related with emotional exhaustion. Another study concludes that surface acting is negative effect on job satisfaction and performance (Brotheridge and Grandey, 2001). It means those officers who show the artificial feeling at workplace to fulfill the job requirements have poor work performance. That's why they have low in OCB behavior in the organization. The

police job requires the more negative emotion at workplace to criminals that can cause of the public dissatisfaction. So, it is police officer responsibility that how can manage their emotion at workplace while he serves with the public. But unfortunately, the police officer cannot differentiate the situation what emotion display in which situation and they mostly show the negative emotion. Surface acting is positively related with the job stress at workplace (Van GelderenKonijn, & Bakker 2017). Deep acting is belongs to employee personal thinking in which they try to feel and think the actual emotion at workplace (Kim & Han, 2009). Previous research suggest that emotion management is strategic process in which perform tasks in effective way managing motion an display feeling according to the situation (Kaya & Yücel, 2013). in some cases when employees feelings did not match with the required emotions the employee use the deep acting to manage that situation. Some police officer who feel the situation in actual is battery perform for the organization well-being and have batter extra role performance. According to the literature (Ashfort & Humphrey, 1993; Kluemper, DeGroot, & Choi, 2013) in sometimes emotional labor also increases the employee performance positively for example batter interaction with customers and facilitation for the performance. Furthermore, in this present study purpose is to explore the moderate effect of deep acting between occupational stress and extra role performance.

Following hypothesis is developed with the help of literature.

H3: Surface Acting moderates the relationship between Occupational Stress and In-Role Performance

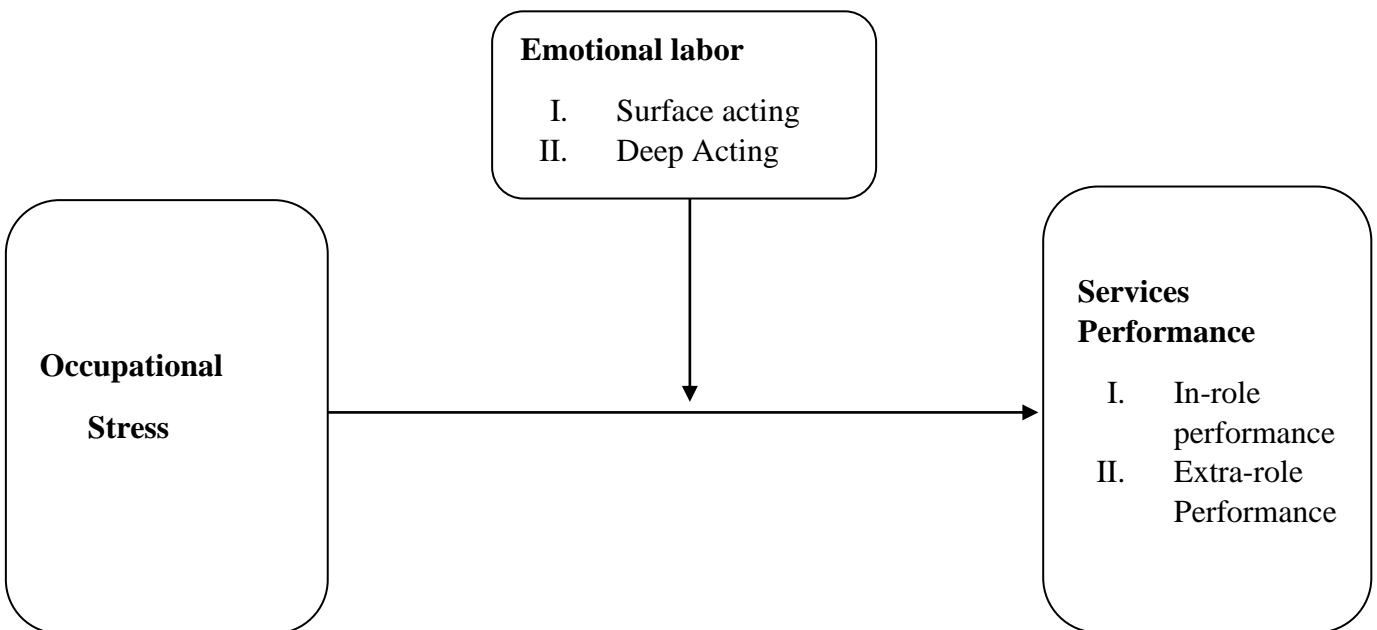
H4: Surface Acting moderates the relationship between Occupational Stress and Extra-role Performance

H5: Deep Acting moderates the relationship between Occupational Stress and In-Role Performance

H6: Deep Acting Moderates the relationship between Occupational Stress and Extra-Role Performance

3.0 Research Framework

The model of the present study shows the occupational stress is independent variable its effect on performance that is depended variable and emotional labor with two dimensions (surface and deep acting) is moderator between them.



CHAPTER III: METHODOLOGY

After going through the literature, we picked the study variables that are related to behavior and perception of the employees working in services sectors. This study is related to one independent variable occupational stress, two moderate variables (surface and deep) and two dependent variables (In-role and extra-role) performance behavior. The present study design is based on type of data, variables relationship and study area in this respect. Hence the present study is Exploratory Research in nature that would investigate the cause and effect relationship between variables. By Descriptive research survey 1 to 5 graphic ranking scale was used for collection of data. This research is based on primary data collected from on duty first rank police (ASI) officers working in ICT police. Individual is the unit of analysis in the study typically the management sciences research unit can be individual, group, and organization. This study is cross sectional the sample was evaluated at the same time without extension of time. The data was analyzed by using SPSS software.

3.1 Population and Sampling

The target population of the study was both male and female uniformed police officers (ASI) working in Islamabad capital territory police. For the collection of data non-probability (convenient) sampling technique was used. The “five- point Likert scale” questionnaires were spread among 144 police officers because most of the studies used sample size between 120 to 200 (Selokar & Wagh 2011) Graf, F. A. (1986). The demographic was used in this study Age, experience, gender and education.

3.2 Scales and Measures

It is very important to use valid and reliable scale for the measurement. There are many scales are used in management and social sciences research. This study has used five Likert scale and all the scales have been used in past studies. The variables contain occupational stress, surface and deep acting and in-role and extra-role performance these variables were measure by using self-rating scale. This study used previously developed questioners in different work sating.

3.3 Occupational Stress

In this study we used occupational stress questionnaires developed by McCreary and Thompson (2006) to measure the ICT police perception of stress. Partaker were asked to choose what range of agree or disagree with the occupational stress statement during the past six months. Twenty (20) items scale was used to example items is “The feeling that different rules apply to different people (e.g. favoritism) has caused stress over the past 6 months”. The reliability of the Occupational stress is .88 that shows the scale of the study is acceptable.

3.4 Services Performance

Service performance of the employee was measured by both In-role and Extra-role performance behavior. In-role performance behavior was measured by using William and Anderson 1991 5-items scale. Extra-role performance behavior was measured by using William and Anderson (1991) 9-items scale. The example items are “I adequately complete my assigned duties” and “I Help others who have been absent”. The reliability

of the In-role performance is .70 and extra role performance is .71 that's means the scale is reliable.

3.5 Emotional Labor (Surface & Deep Acting)

For the measurement of moderator, the study emotional labor is measured with two dimensions (surface & deep acting). The six items scale of (Brotheridge & Lee, 1998) is adopted for the measurement of emotional labor. The response is measured by five-point Likert scale (1=never, 5=always). Respondent were asked to choose one most near to your point of view "On an average day at work, how often do you do each of the following when interacting with public?" the reliability of the surface acting is .71 and deep acting .88 that's means the 6 items scale of emotional labor is acceptable.

3.6 Data Collection Process

In past studies for management and social sciences is also used survey method so this is most reliable way for collection data. So In the present research data was collected by survey method. The survey of the study was contain four sections the first one occupational stress items ,second section services performance , third emotional labor and last and forth was demographic of study Age, experience, education etc. respondent were asked to response the statements with five point Likert scale.

3.7 Demographic Characteristics of Sample

Following tables consist of demographic characteristic of sample 144 respondent at workplace.

Gender Table

Gender table explain the respondent gender in which 89.6% was male respondent and 10.4 were females because the most of the women are not willing to give data.

Table 1: Gender

Gender	Frequency	Percent
Male	129	89.6
Female	15	10.4
Total	144	100.0

Qualification

In qualification table 33.3% have Bachelor, 29.2% Master degree ,26.4% intermediate and only 11.1% have metric in total sample size 144.

Table 2: Qualification

Qualification	Frequency	Percent
Metric	16	11.1
F.A	38	26.4
B.A	48	33.3
M.A	42	29.2
Total	144	100.0

Experience

The experience table shows that 29.2% respondent have 10-14 years of job experience, 25.7% have 5-9 years of experience 20.1% have 21or above experiences 16.7% have 15-20 years of experience and 8.3% have 1-4 years of experience.

Table 3: Experience

Experience	Frequency	Percent
1-4	12	8.3
5-9	37	25.7
10-14	42	29.2
15-20	24	16.7
21-above	29	20.1
Total	144	100.0

CHAPTER IV: ANALYSIS

The study purpose is to investigate the relationship between occupational stress and employee services performance (In-role & Extra-role) with the moderating role of emotional labor (surface Act & Deep Act) in the ICT police officers.

The SPSS is used for the data analysis and the following tests have been applied:

- i. Frequency Distribution
- ii. Descriptive Statistics
- iii. Reliability Analysis
- iv. Correlation Analysis
- v. Regression Analysis with the SPSS process macro extension.

The result for the study is following below

4.1 Descriptive Statistics

The descriptive statistics table is showing the Means values and Descriptive Statistics of the study variables. The descriptive statistics of OS, IRP, ERP, DEACT, SACT is Means 3.1510 (.58344), respectively 3.7972 (0.38864), 2.9846(0.48789), 3.9722(0.96117), 2.1065(0.87320)

Table 4: Descriptive Analysis

Variables	Means	Std. Deviation
OS	3.1510	.58344
IRP	3.7972	.38864
ERP	2.9846	.48789
DEACT	3.9722	.96117
SACT	2.1065	.87320

4.2 Reliability Analysis

Reliability shows the Cronbach's alpha reliability of each variable.

Table 5: Reliability Analysis

Variables	Items	Cronbach's alpha
Occupational stress (OS)	20	.88
In-role performance (IRP)	5	.70
Extra-role performance (ERP)	9	.71
Deep Acting (DEACT)	3	.88
Surface Acting (SACT)	3	.71

4.3 Correlation Analysis

The following correlation table shows the relationship between study variables. The correlation is significant at $p < 0.01$ level.

Table 6: Correlation Analysis

Variables	OS	IRP	ERP	DEACT	SACT
OS	1				
IRP	.165*	1			
ERP	-.484**	0.159	1		
DEACT	0.159	-0.084	.307**	1	
SACT	.194*	0.065	-.289**	-.410**	1

** . Correlation is significant at the 0.01 level (2-tailed)

The correlation of the study shows the there is significant negative relationship between ERP and OS ($r = -.484$, $p < .01$), and SACT and IRP ($r = -.289$, $p < .01$). Other hand there is significant positive relationship between DEACT and ERP ($r = .307$, $p < .01$). Some variables have no significant relationship with each other's like DEACT and OS ($r = 0.159$, $p < .01$), DEACT and IRP ($r = -0.084$, $p < .01$) SACT and OS ($r = .194$, $p < .01$), SACT and IRP ($r = 0.065$, $p < .01$) The results of Bivariate correlation support only one hypotheses of the study.

4.4 Regression Analysis

The following below regression table is containing two parts. In the first part left side include one independent variable OS and two moderator DEACT, SACT and right side there are two dependent variables IRP,ERP and the second part in contain

moderation effect of DEACT and SACT with right side IRP&ERP. Here is the result of regression table:

Table 7: Regression Analysis

	B	IRP		ERP		
		R²	ΔR²	B	R²	ΔR²
OS	.44	.04		-.32**	.29	
DEACT	.28			-.01		
SACT	-.04			.1		
Moderation effect						
OS × DEACT	-.9		.0098	.75		.0005
OS×SACT	.01		.0003	.37		.0041

*P<0.05 level, **P<0.01 level

The result of regression analysis showing that in model summary value of R² was 0.4 and in second part the change in R² due to moderation effect (OS×DACT) was ΔR² 0.0098 and (OS×SACT) was ΔR² .0003 in the coefficient table Beta value of OS was (β=.44, p<.05) for DEACT was (β=.28, p<.05) and for SACT was (β =-. 04, p<.05) so according to this interpretation the hypothesis of our study H1, H3, and H5 were rejected. Same process was used for other dependent variable ERP. In the model summary of second dependent variable the value of R² was .29 and change in R² due to moderation effect (OS× DACT) was ΔR² .0005 and (OS× SACT) was ΔR² .0041 in the coefficient table beta value of OS was (β= -.32**, p<.05) for DEACT was (β =-.01,p<.05) and for SACT was (β=.1, p<.05) so hypothesis H2 was accepted and H4 and H6 were rejected.

4.5 Summary of Results

Hypothesis 1: Occupational Stress has significant effect on In-Role Performance Behavior.

(Rejected)

Hypothesis 2: Occupational Stress has significant effect on Extra-Role Performance Behavior.

(Accepted)

Hypothesis 3: Surface Acting significant moderates the relationship between Occupational Stress and In-Role Performances.

(Rejected)

Hypothesis 4: Surface Acting significant moderates the relationship between Occupational Stress and Extra-Role Performance.

(Rejected)

Hypothesis 5: Deep Acting significant moderates the relationship between Occupational Stress and In-Role Performance.

(Rejected)

Hypothesis 6: Deep Acting significant moderates the relationship between Occupational Stress and Extra-Role Performance.

(Rejected)

CHAPTER V: DISSCUSSION AND RECOMENDATION

In the current chapter we are going to discuss about conclusion and recommendations of the study as well as the limitation and dimensions of the further study.

5.1 Discussion

Occupational stress is considers the significant and serious problem in services performance. Likewise, it can affect the services performance behavior and loyalty of employees and also the wellbeing of organization. Current study is providing good knowledge about occupational stress, and its consequences on services performance behavior. Most of the previous researches have been conduct about the level of stress but this study tries to contribute in psychological context, the moderating role of emotional labor (Surface Acting & Deep Acting) between the relationship of occupational Stress and in-role performance and extra-role performance. Hence, the testing of hypothesis is elaborate that the occupational stress has no significant impact on in-role performance and has highly significant negative impact on Extra-role performance. Further the moderating role of surface acting and deep acting has no significant impact on the relationship of independent & dependent variables.

The employees are backbone of any organization, the good and positive performance behavior of the employee can able the organization to build positive reputation between stakeholders. Hopefully the findings of the current study would provide the directions and clear view to security organizations for preparing and maintain their policies regarding to stress and performance issues.

The findings of our study are not supporting the literature because the demographics and working environment of westerns are different from us. Employees are

just engaged with their work rather than commitment. Engagement is job-oriented and commitment is organization-oriented. Commitment refers to attachment and loyalty. It is associated with the feelings of individuals about their organization Armstrong (2009). They only perform their primary responsibility and work for the extrinsic reward they have no concern with the reputation and well-being of the organization. That's why they have familiar and addict with occupational stress so stress cannot positively motivate the ICT police officers. Some of them who want to contribute and participate in OCB behavior they have lack of resources so, they are under stress and cannot involve in Extra-role behavior. The moderation effect of surface and deep acting has no significant impact because according to (Police Oder 2002) the police officers are still working under police ordnance 1861, some articles were replaced by ordinance 2002 but not completely so the mentality of our police force is still stucked in traditional police attitude like was British colonial police. They are not emotionally involved with job they are just bound of instruction provided by establishment. According to role theory the police officers perform only core responsibilities assigned by organization. Another theory identify theory tells us the meaning of the assign task is more important to achieve the ultimate goals.

5.2 Conclusion

The role of stress cannot be ignored at workplace. Many researchers recognized the existence of stress at workplace can be harmful for the services performance of the employees and other jobs outcomes. Past researchers ignored the moderation role of emotional labor between occupational stress and in-role and extra-role performance. This study tried to fill the gap by exploring the role of emotional labor. Further the study

explored new dimensions that would be helpful for the upcoming researchers in particular area of study. The study answered the many questions how Occupational stress effect on In-role performance and Extra-role performance further the Surface Acting and Deep Acting moderating effect on the relationship of Independent and dependent variables. However, this study was conducted in eastern culture so, our demographic are different such as income, employment rate, and education that's why the study did not support the literature.

5.3 Recommendation and Practical Implication

The results of our study are very clear that are showing very significant recommendations to police officers and other officers working in security organizations. The results of the study are beneficial and helpful for policy maker to learn about the occupational stress relationship with in-role performance behavior and extra role performance behavior with the moderating role of surface acting and deep acting. Hence, we should need to tell employee the real purpose of the job or task assign to them. We need to provide the required resources and also reduce the working hours that can be helpful for employee to reduce stress. So, by the reducing of occupational stress we can get committed employee that can better perform for extra-role performance. We need to improve the training of police for example emotional intelligence. The more specifically if we really want to develop public trust on police then we crucial need to police reforms.

5.4 Limitations and Future Research Direction

However, the utilizing all available resources, there are few limitations of the study. The first limitation of the present study was limited population size only Islamabad police was being studied and secondly the sampling technique was convenient sampling.

Third was limited reference with police officers for collection of data. Further study can be investigating other cities police with probability random sampling that maybe provide better results. It is suggestion for those researchers whose wants to investigate further study in this context they should change the demographic of the study. Further direction of the study can also investigate the relationship between emotional labor and performance with the moderating role of emotional intelligence.

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ANNEXURE

Questionnaires

SECTION A

Below is a list of items that describe different aspects of being a police officer. Please use the following response scale to indicate the extent to which you agree with each statement regarding organizational stress. Please choose the scale that is most closely applicable for each statement.

Statements	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	1	2	3	4	5
The feeling that different rules apply to different people (e.g. favoritism) has caused stress over the past 6 months.					
Excessive administrative duties have caused stress over the past 6 months.					
Constant changes in policy / legislation have caused stress over the past 6 months					
Staff shortages have caused stress over the past 6 months.					
Bureaucratic red tapes have caused stress over the past 6 months.					
Perceived pressure to volunteer free time has caused stress over the past 6 months.					
Lack of resources has caused stress over the past 6 months.					
Unequal sharing of work responsibilities has caused stress over the past 6 months.					
Internal investigations have caused stress over the past 6 months.					

Dealing with the court system has caused stress over the past 6 months.					
Shift work has caused stress over the past 6 months.					
Overtime demands have caused stress over the past 6 months.					
Risk of being injured on the job has caused stress over the past 6 months.					
Traumatic events have caused stress over the past 6 months					
Feelings like you are always on the job have caused stress over the past 6 months.					
Managing social life outside the job has caused stress over the past 6 months					
Occupation-related health issues have caused stress over the past 6 months.					
Not finding time to stay in good physical condition has caused stress over the past 6 months.					
Lack of understanding from family and friends has caused stress over the past 6 months.					
Negative comments from public have caused stress over the past 6 months.					

SECTION B

Following response scales are indicating the emotion labor at work place. Please choose the one number for each question that come closer to reflecting your opinion

Statements	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	1	2	3	4	5
In-role					
I adequately complete my assigned duties					
I fulfill the responsibilities that are specified in my job description					
I perform tasks that are expected from me					
I meet formal performance requirements of the job.					
I fail to perform essential duties.					
Extra-role					
I Help others who have been absent					
I Help others who have heavy workloads					
I Assist my supervisor(s) with his/her work (when not asked).					
I Goes out of way to help new employees.					
I Take a personal interest in other employees					
I have Great deal of time spent with personal phone conversations					
I Complain about insignificant things at work.					
I Conserve and protects organizational property.					
I Take time to listen to co-workers' problems and worries					

SECTION C

Following response scales are indicating the emotion labor at work place. Please choose the one number for each question that come closer to reflecting your opinion

Statements	Never	Rarely	Sometime	Often	Always
	1	2	3	4	5
Deep Acting Make an effort to actually feel the emotions that I need to display to others.					
Try to actually experience the emotions that I must show					
Really try to feel the emotions I have to show as part of my job.					
Surface Acting Resist expressing my true feelings.					
Pretend to have emotions that I don't really have					
Hide my true feelings about the situation					

SECTION D

Please provide the following information about yourself

Name:

Age:

Gender:

Marital status:

Designation in current department:

Experience in current department:

Education:

Email:

Thank you so much for your cooperation!