

Mediating Role of Emotional Labor in Gradations of Organizational Injustices, and Perceived Organizational Support

^{1*}Huma Yaqoob, ¹Muhammad Umair Javaid, ²Syed Khurram Ali Jafri, ³Sobia Bano

¹Department of Management Sciences, Lahore Garrison University, Lahore, Pakistan

²Department of Management Sciences, Bahria University, Lahore, Pakistan

³Department of Management Sciences, GIFT Business School, GIFT University, Gujranwala, Pakistan

*Email: humayaqoob84@gmail.com

Abstract

The main purpose of this pilot study is to examine the positive side of banking sector emotional labor in gradations of distributive, procedural, interactional, and informational injustice, along with perceived organizational support. Based on thorough literature, the study proposed the conceptual framework. For the pilot study validation, the present study used the SPSS software to test the reliability of the constructs. The result of the pilot study showed the acceptable level of reliability of all the constructs. In the end, future directions are given, which will be helpful for academics, policymakers, and practitioners.

Keywords: Emotional Labor, Organizational Injustice, POS,

1. Introduction

The banking sector is an integral part of every nation of the country. In modern society, services provided by the banking sector is playing a vital role in the economic development of every country, and in an advanced country, it is a fundamental principle of money market (Uddin & Nuruzzaman, 2015). The well-established banking system of a country not only results in the wellbeing of business enterprises but it also welfares the people who get direct and indirect benefit from it.

In a services industry, where customers have high expectations towards services provided by the organization, likewise, an emotionally fit employee is crucial and nothing more than reasonable, if the employee spreads positive gestures towards customers. But, believe it, this can only be possible if the employee gets an equal amount of job resources i.e., organizational justice at the workplace. It has been observed that the negative side of labor is more focused than the positive side of emotional labor by the past few years (Yang et al., 2020). Therefore, the present study examines the relationship between organization injustice and their positive aspects of emotional labor in the banking sector of Pakistan. Organizational justice is fundamental in every organization, and when the organization has justice, it gives motivation to the employees.

A Satisfied employee will provide better service to the customers, which ultimately will lead to the success of any industry (Yang et al., 2020). To achieve organizational goals, heads have to satisfy the emotional side of their employees where dealing. The process of expressing emotions and feelings will enhance the quality of employee's services and attitudes (Choi, Mohammad, & Kim, 2019). The studies conducted on emotional labor have negative findings such as stress, burnout, and work-family conflicts (Han & Bonn, 2016). Previously very few studies have highlighted the positive emotions of employees in the banking sector (Min et al., 2015; O'Neill & Davis, 2011; Tsaur & Tang 2013). Some of them have examined the psychological behavior of employees and their interaction with their supervisor (Kaplan, Cortina, Ruark, LaPort, 2014) with their peers (Totterdell, Hershcovis, Niven, Reich, & Stride, 2012) or with customers (Han & Bonn, 2016). Employees have to always show their positive behavior at work regardless of the emotional situation they are going through (Tee, 2015).

According to self-determination theory, employees perceived their own emotions based on intrinsic and extrinsic needs. Personal happiness is independent of the intrinsic need and self-governing it could be highly satisfied by getting highly appraised, accomplishment, or by gaining knowledge (Lee, Back, 2015). Lee, (2016) has proposed employees are highly motivated when their only purpose is to serve other customers is the best they can do. Extrinsic needs include necessities like the safety of health, family, and economic (Lee, Back, 2015). The returns of extrinsic needs are in the form of positive response (Molm, 2010). Study by Yang et al., (2020) that the only mechanism of return from the employees is to motivate them on multiple levels; this can fulfill the organization's commitment at the optimum level. The model of this research is based on equity theory, social exchange theory, and cognitive theory. (Adams, 1965). Equity theory explains fundamental key elements of perception of Fairness about reward distribution in the organization that typically includes pays and benefits. When the distribution of perks and benefits is in according to the equity theory, it is perceived to be fair. According to the equity theory, employees match the ratio of their inputs, which they give to the organization and receive from the organization with the ratio of someone else receive. If these ratios are unequal, it leads to the perception of injustice.

2. Literature Review

• Organizational Injustice

When the employees of the organization perceived that they have not been treated justly (Cropanzano, R., Molina, A., 2015). Yean, (2015) stated that Organizational injustice can be defined as an employee's perception of the unfairness of resource allocation in an organization. The synonym of "unfairness" is "injustice, which refers to management's decisions and actions that are morally not right in line with ethical standards, religion and/or the law. Injustice in the organization can prevail to financial and nonfinancial loss, such as unequal pay and incentives, unequal opportunities for promotion as well as biases in performance evaluation procedures. Therefore, the term 'organizational injustice' can refer to the employee's perception of prolonging to which management's decisions are unfair. This perception, in return, can influence the performance of the employees of the organization (Nix & Wolfe, 2016). Organization injustice framework helps us in examining people's perceptions about different forms of work setting of injustice (Fortin 2008, 2008). There are four dimensions of organizational injustice (distributive injustice, procedural injustice, interpersonal injustice, and informational injustice).

1. Distributive Injustice

Distributive injustice means an unequal distribution of the outcomes like pay, benefits, rewards (Shamaila But, 2014). The theory of equity says distribution among the employees should be very fair with the effective utilization of the demands and resources. Employees usually make a comparison between their inputs and the output they are getting from the organization. When there is injustice between these two ratios, it will lead to distributive injustice. Mostly unfairness in his/ her outcomes, such as payments, refers to the distributive injustice (Afzali et al., 2017). Causes of distributive injustice are mostly work-related problems like job satisfaction, organization commitment, citizenship behavior, and benefits satisfaction (Afzali et al., 2017).

2. Procedural Injustice

Procedural injustice, is referred to as the unfairness that is given to the employees in the decision-making process (Schmitt & Doerfel, 2017). Procedures are to be trustworthy and are employee-centered (Saridakis, 2018). When an individual faces results that are incompatible as per their deserving choices, then such employees are considered as contenders of procedural justice (Bureau of Justice Statistics; Warren, 2015). Fair procedures are unbiased and represent accurate information to all the parties involved in the organization (Saba, 2015). The employees feel depression, anxiety, and other negative emotions from the

system and felt overlooked in employee-centered policies and decision makings processes (Matthijs Bal et al., 2008).

3. Interactional Injustice

Interactional injustice is defined as when people in authority treat others people with no respect and dignity while implementing organization procedures and processes(Colquitt, Wesson, Porter & Ng, 2001;judge & colquitt, 2001). Interpersonal justice means people'snegative perception of justice in which they are treated by the organization's management(Aydin & Kepenekci, 2008). In this form of injustice people are treated unfairlyin conflict resolution with rude and anger behavior(Davila &Elvira,2007;Tekleab, 2005).Inservices industry, ona daily basis, employees face lots of problems. If the management is not flexible in the distribution of employee rights, then the negative psychological effect will ultimately affect their physiological and psychological health.

4. Informational Injustice

Informational injustice refers tothe perceived lack of Fairness and inadequate information available to spread.Such type of injustice has a significance as it reflects employers' discretion regarding how they interconnect with employees on a day-to-day activity (De Clercq &Saridakis, 2015).The flow of information should be accurate and distributed.When there is an injustice in the organization and not provide accurate information to the employees about the changes,then there will be a huge conflict between the organization and employees.

- **PerceivedOrganizational Support**

Perceived organizational support means employees' perception related to them with their well being and value of their contributions to the organization(Esenberg.et.al, 2002). According toMeier et al., (2013), employees tried to personify the organization for which they work. It depends on the actions of the executive and managers.The degree of employee's feelings for the organization in which they are work-related help provided by the organization to the employee in case of any need, emergency, or work-related problems. Although POS and organizational commitment differ from one another, conceptually and empirically, (Shore et al., 2009), these two notions are somewhat analogous.

- **Emotional Labor**

Emotional labor is the process of managing feelings and expressions by the employees to fulfill the emotional requirement of a job. More specifically, workers are expected to regulate their emotions when they are interacting with customers, co-workers, and supervisors(Sophie Wilkinson, 2018). Morris and Feldman, (2013) defined emotional labor as the "effort, planning, and control need to express organizational desired outcomes during social skills. This definition explained the expectation of the organization from its employees that employees should have to show positive emotions while interacting with the customers and try to enhance this capability. While active research has been executed by the researchers, mixed findings and many problems have been suggested(Johanson & Woods, 2010). This is because the existing studies failed to clarify the concept and dimensions of emotional labor. Mostly researchers used Hochschild's concept of emotional labor and had no clear definition of emotional labor. Through the thorough literature review study, it has been observed that there are so many questions about emotional labor is still unsolved(Yang et al., 2020). So this research tries to solve the mystery about emotional labor.

- **Organizational Injustice and Emotional Labor**

Previous researches showed the relationship between organizational injustice, and emotional labor is positive means when the organizational injustice increase, then the negative side of emotional labor also

increases(Shapoval, 2019). In this study, the researcher takes the emotional labor positive side and its implication for the organization, employees, and managers of the banking industry. Because the main output of the banking industry is service, emotional labor has become an essential component of the criteria used to select human resources in the sector (Johanson & Woods, 2008; Kusluvan et al., 2010). Although much attention has been paid to emotional labor in research on the organization, there is little research on the positive side of emotional labor in the banking sector. Recent studies linked the positive side of emotional labor to job performance, job satisfaction, dedication, and service quality(State et al., 2015). However, most of the published amount of research on emotional labor is qualitative. The researchers generally agree that the quality of customer service is an essential part of emotional labor. Theories provide a deeper insight into emotional labor and its effective relationship between perceived organizational injustices. So in this study, emotional labor is a mediating variable, and organizational injustice is an independent variable. Through hypothesis development, we observe that there is a negative relationship between organizational injustice and emotional labor because we take emotional labor as a positive in this research.

H1: There is a negative relationship between organizational injustice and emotional labor

- ***Organizational Injustice and Perceived Organizational Support***

POS increase the well being of the employees due to rewards and justice support from the supervisors, POS creates a sense of commitment towards the organization, create an assumption of rewards for increased effort, meet employee's expectations and expect that they will receive the help from the management when they need any kind of help, Fairness in the workplace increase employee's POS (Roch, S. G., & Shanock, 2006). Indeed, Fairness at the workplace recommended that employers care about their employee's welfare(Esenberg.et.al, 2002). In the previous studies, they explained the relationship between organizational justice and perceived organizational support that relation was positive(Cheung & Law, 2008). But in this study, we examine the relationship between organizational injustice and perceived organizational support, and this relation is negative. Because when organizational injustice increase in the organization, then perceived organizational support will be low, and employees perceived that they have no support from the organization, and they should have to move another organization.

H2: There is a negative relationship between organizational injustice and perceived organizational support

H3: Emotional labor mediates the relationship between organizational injustice and perceived organizational support

- ***Emotional Labor and Perceived Organizational Support***

Employees feel the benefit and reveal their commitment to get the goals. POS is a way to enhance the collective interest among employees and the organization, which is proposed by the organizational support theory(Riaz et al., 2018). In POS, employees receive training, rewards, supervisory support, and career development support from the organization(Neves et al., 2014). In this study, there is a positive relationship between emotional labor and perceived organizational support. Means, when the positive side of emotional labor will increase, then perceived organizational support will also increase, and employees feel that the organization give them justice by giving them support and reward through fair system.

H4: There is a positive relationship between emotional labor and perceived organizational support

Based on the points data discussed above, the whole study proposed the following theoretical framework.

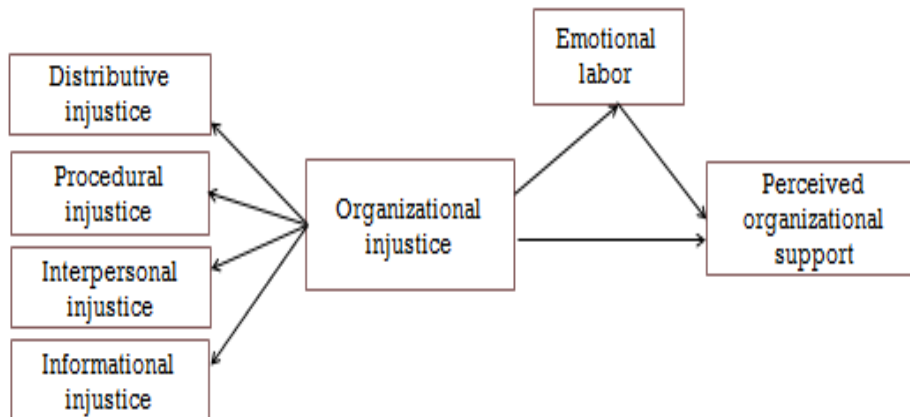


Figure 1: The Theoretical Framework

- H1: Organizational Injustice has a negative effect on emotional labor
 H2: Organizational injustice has a negative effect on perceived organizational support
 H3: Emotional labor mediates the relationship between organizational injustice and perceived organizational support
 H4: Emotional labor has a positive effect on Perceived organizational support

3. Pilot Study

The target population of this study is employees working in the banking sector. Before going to conduct a complete survey, a pilot study is needed to validate the reliability of the constructs involved in this research. For instrument validation, some experts from the academics and banking sector are concerned. After making some changes, then the questionnaire was distributed among banking employees in the pilot study. In the pilot study, the data was gathered, from 50 employees. The reliability of all the constructs is above the acceptable level. Which means the items of the constructs are reliable for this study. The result of the pilot study is stated below in Table 1

Table 1: Pilot Study Results

Sr. no	Constructs	Cronbach's alpha
1	Distributive Injustice	0.920
2	Procedural Injustice	0.743
3	Interpersonal Injustice	0.907
4	Informational Injustice	0.870
5	Emotional labor	0.804
6	Perceived organizational support	0.867

4. Conclusion

This study highlighted the issues related to the employees working in the banking sector of Pakistan. A review of prior literature indicates that organization injustice has a positive and negative impact on emotional labor. The research also highlighted that emotional labor has a significant impact on perceived organizational support and organizational citizenship behavior. The pilot study results have shown the acceptable reliability of all the constructs. The direction for future studies shows that it should be empirically tested the link between organizational injustice, emotional labor, and perceived organizational support as linked with each other in the banking sector to what extent. If the framework empirically validated, the research will offer important and broader insight to academics, policymakers, and practitioners into the significant effect of the organizational injustice with positive emotions of employees.

References

1. Adams. (1965). inequity in social exchange. *Social Psychology*.
2. Afzali, M., Mokhtari Nouri, J., Ebadi, A., Khademolhoseyni, S. M., & Rejeh, N. (2017). Perceived Distributive Injustice, the Key Factor in Nurse's Disruptive Behaviors: A Qualitative Study. In *Journal of Caring Sciences* (Vol. 6, Issue 3, pp. 237–247). <https://doi.org/10.15171/jcs.2017.023>
3. Aydin & Kepenekci. (2008). Principal's opinions of organizational justice in elementary schools in turkey. *Education Administration*.
4. Bureau of Justice Statistics, Warren. (2015). Reentry treats in the US Washington DC. *Journal of Bureau Justice Statistic*.
5. Cheung, M. F. Y., & Law, M. C. C. (2008). Relationships of organizational justice and organizational identification: The mediating effects of perceived organizational support in Hong Kong. *Asia Pacific Business Review*, 14(2), 213–231. <https://doi.org/10.1080/13602380701430879>
6. Colquitt, Wesson, Porter & Ng, 2001; judge & colquitt, 2004. (2001). Justice at the millennium. *Applied Psychology*.
7. Cropanzano, R., Molina, A., 2015. (2015). *Organizational Justice*.
8. Choi, Mohammad, & Kim. (2019). Understanding holds frontlines employees emotional intelligence, emotional labor, job stress and coping strategies and burnout. *Journal of Hospitality Management*.
9. Davila and Elvira; Tekleab et al., 2005. (2010). Extending the chain of relationships among organizational justice. *Academy of Management*.
10. Eisenberg et al. (2002). Perceived organizational support, a view of the literature. *Journal of Applied Psychology*.
11. Fortin 2008. (2008). *Perspectives on organizational justice: Concept clarification, social context integration, time and links with morality*.
12. Han, Bonn, & C. (2016). The relationship between customer incivility restaurant frontline service employee burnout and turnover intention. *Journal of Occupational Health Psychology*.
13. Lee, Back, & C. (2015). Quality of work life and job satisfaction among frontline hotel employees. A self determination and need satisfaction theory approach. *International Journal of Hospitality Management*.
14. Lee. (2016). Sense of calling and career satisfaction of hotel frontline employees. *Journal of Contemporary Hospitality Management*.
15. Manfred Schmitt & Martin Doerfel. (2017). Procedural injustice at work, justice sensitivity, job satisfaction and psychometric well being. *European Journal of Social Psychology*.
16. Matthijs Bal et al. (2008). Psychological breach and job attitudes. *Journal of Vocational Behavior*.

17. Meier et al. (2013). *Task and relationship conflict at work*.
18. Min et al., ;O' Neill & Davis, ; Tsaor & Tang. (n.d.). Extending the challenge hindrance stressor framework. the role of psychological capital. *Journal of Hospitality Management*,.
19. Molm. (2010). The structure of reciprocity. *Social Psychology Quaterley*.
20. Morris and Feldman. (2013). ROLE AND CONSEQUENCES OF EMOTIONAL LABOR IN THE WORKPLACE. *Practical Application of Science*.
21. Neves, P., Eisenberger, R., & Neves, P. (2014). *Perceived organizational support and risk taking*. <https://doi.org/10.1108/JMP-07-2011-0021>
22. Nix & Wolfe, (2016). (2016). *The Impact of Negative Publicity on Police Self-legitimacy*.
23. Riaz, Z., Arif, A., Nisar, Q. A., Ali, S., & Sajjad, M. (2018). *Does Perceived Organizational Support influence the Employees Emotional labor ? Moderating & Mediating role of Emotional Intelligence I . Introduction*. 6(4), 526–543.
24. Roch, S. G., & Shanock, L. R. (2006). Organizational justice in an exchange framework: Clarifying organizational justice dimensions. *Journal of Management*,.
25. Saba, S. (2015). Effect of procedural injustice on employee turnover intention. Mediating effect of perception of organizational politics. *Journal of Applied Psychology*.
26. Saridakis, dirk de clerq; george. (2018). *The role of informational unfairness and political climate in the relationship disposition envy and job performance in Pakistan organizations*.
27. Shamaila But, M. A. (2014). The effect of distributive injustice on organizational deviance. The mediating role of psychological contract breach. *Journal Applied Environment*.
28. Shapoval, V. (2019). Organizational injustice and emotional labor of hotel front-line employees. *International Journal of Hospitality Management*, 78(September 2018), 112–121. <https://doi.org/10.1016/j.ijhm.2018.10.022>
29. Shore, Lynn M, Tetrick, Lois E, Lynch, Patricia, & Barksdale, K. (2009). Social and economic exchange,construct development and validation. *Journal of Applied Social Psychology*.
30. Sophie Wilkinson. (2018). *Why was everyone talking about emotional labour in 2018?*
31. State, P., Kinports, K., & Kinports, K. I. T. (2015). *Rosemond , Mens Rea , and the Elements of Complicity of Complicity*. 133.
32. Tee. (2015). The emotion link:leadership and the role of implicit and explicit emotional reveiw. *The Leadership Quarterly*.
33. Totterdell, Hershcovis, Niven, Reich, & Stride. (2012). Can employees be emotionally drained by witnessing unpleasant interaction between coworkers—*study of Induced Emotion Regulation*.
34. Uddin, M. J., & Nuruzzaman, M. (2015). *Bank Account Management System*. April. <https://doi.org/10.13140/RG.2.1.4335.9120>
35. Yang, C. E., Wang, Y. C., & Yang, J. (2020). Hotel Restaurant Service Employees' Sources of Positive and Negative Emotions. *Journal of Quality Assurance in Hospitality and Tourism*, 00(00), 1–22. <https://doi.org/10.1080/1528008X.2020.1712306>
36. Yean, T. fee. (2015). Organizational Justice: A Conceptual Discussion. *Social and Behavioral Science*.