

## EMOTIONAL INVESTMENT AT WORK

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**Abstract:** Nowadays an increasingly popular research topic has become emotions and their expressions in the workplace. Generally, emotions have very strong impact at employees' ability to act, think and communicate effectively. Author Hochschild was the first who defined emotional labor as "the management of feeling to create a publicly observable facial and bodily display". Quality of interactions between employees and clients is the essence of this concept. In this context client can be any person who interacts with an employee (customer, patient, guest, etc.). During that interaction employees must express appropriate emotions as a part of job description. There are many examples of such behavior - teachers or medical staff have to show empathy in front of students or patients. The main point is that employees have multiple tasks of managing not only their mental and physical effort, but also emotional capacity. In part of this paper, authors also presented emotional labor among university professors. They conclude that in Serbia research that measures emotional exhaustion still don't exist. So the next step will be conducting of quantitative research that will ensure that the collected data can provide useful information.

**Keywords:** emotions, workplace, emotional labor, emotional exhaustion

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### INTRODUCTION

Studying of emotions is getting more and more significant especially when it is about organizational environment. When the employees come to their workplaces on Monday morning, their personal life does not stay at home. On the other hand, the things they do and where they work becomes a constituent part of themselves. (McGowan, 2011)

The actuality of the topics that can be directly connected to the emotions grows along with the cognition that they affect all the aspects of behavior of employees, which the management must be familiar with and act according to them. The reality points out the organizations are actually the environment full of emotional charge and precisely for that

reason the creation of good organizational climate becomes the imperative for both the managers and employees, which will lead to the achievement of enviable business results.

Studying of emotions in organizational context is not of a recent date. An increasing number of studies and, accordingly, new conclusions, starts from the moment of cognition that certain professions imply explicit presentation of emotions in the form of “permanently smiled face”, constat, sometimes even service politeness. (Ekman, Friesen, O’Sullivan, M. 1988)

It is implied that the employees within each profession, when performing daily activities in an organization, are consumed both physically and mentally. However, it is required to stress the fact that certain jobs still require a much higher level of emotional effort. In these situations, it is expected that the employee, during daily functioning and performance of tasks, expresses emotions that are organizationally desirable and part of the description of their workplace. (Ashkanasy, Hartel, Zerbe, 2000)

## EMOTIONS – DEFINING THE TERMS AND MAIN TYPES

People are emotional beings by their nature – according to the author Hebb they are actually “the most emotional animals”. (Heb, 1949) Otherwise, the very root of the word comes from the French term that meant to get excited or upset. The emotions can briefly be defined as intensive feelings aimed someone or something and they occur as a reaction to the meetings with a certain person or taking part in an event. (Lewis, Haviland, 1993)

It is very important to stress that emotions carry the meaning and send a certain message. Feeling of sadness in environment sends a message that a person has lost something that he/she cared about, while the feeling of happiness shows that the person has got something that he/she loves or cherishes. In addition, the emotions are adaptable, a person can choose whether to show them in their real light or hide/suppress them. It is important also to stress the fact that emotions are not irrational. According to Antonio Damasio, emotions help people to avoid potentially bad choices, they simply have the “feeling” that there is something that should or should not be done. (Damasio, 1994)

According to the opinion of experts, emotions do not last long (from a several seconds to one minute), they are entirely specific (fear, happiness, anger, surprise, disgust), they are usually accompanied by a certain facial expression and they directly motivate the man to action. (Damasio, 1994)

As it is already known, the emotions can be positive and negative. Positive emotions are joy, love etc and they occur due to an event that is desirable and pleasant for the person. In business environment those are mainly the emotions that occur after the goal is accomplished, raise or promotion obtained. Positive feelings improve one’s mood, creating the feeling that now he’s got something that he hadn’t got before. As a result of everything above mentioned, there comes to the feeling of fulfillment and satisfaction.

Negative emotions such as anger, sadness, fear, occur due to negative and unpleasant events. Specifically, main reasons of negative emotions at work must be bad communication with colleagues and supervisors, lack of control of the work environment, inability to express own opinion. Negative emotions encourage conflict behaviours.

It is important to mention that all the emotions are “contagious”, with an accent on negative ones, whose bad vibrations last longer in relation to positive emotions.

Having in mind that the number of emotions that the people express is really great, different authors have attempted to reach the agreement regarding the main emotions that are specific for all people through detailed studies.(Ekman, 1992) Some of them have even reached the conclusion that any kind of classification is entirely meaningless having in mind even those that a man rarely experiences, for example, the state of shock or euphoria, leave a strong impression of the person.(Solomon (2002)

On the other hand, there is also the wave of the researchers who claim that there is a group of universal emotions that are common to all the people. For example, ReneDescartes, the creator of modern psychology, lists that there are six main – simple and primitive emotions – wonderment, love, desire, enjoyment, sadness and hatred. All other emotions are, according to the author, a certain combination of the above-mentioned.(Solomon, 2002)

In the studies of a more recent date, psychologists have tried to identify main emotions by interpreting different facial expressions.(Ekman, 2003) One of the problems with this approach is the fact that some emotions are too complex and that they cannot be easily identified or represented through facial expression. For example, love as one of the most universal emotions is not always easy for this type of interpretation. Firstly, it is not shown exclusively through facial expression and very often it can be mixed with the emotion of happiness. Then, in different cultures, emotion of love is expressed differently. It is also very important to mention the fact that many companies have introduced the programs of so-called “anger-management” a long time ago, where the employees learn that emotions at work should not only be expressed, but even the contrary, they should be hidden. (Solomon, 2002)

Although based on the above-mentioned, we can conclude that psychologists and philosophers will probably never entirely agree regarding the categorization of basic emotions, the group of researchers agreed in the attitude that human emotions can be reduced to six universal emotions – anger, fear, sadness, happiness, surprise and disgust. (Solomon, 2002)

## THE CONCEPT OF EMOTIONAL LABOUR

The concept of emotional labour was firstly introduced by Hochschild, and then in the book that was released in 1983 under the title “TheManagedHeart”, she explained the concept on the example of stewardesses saying that their work cannot be described as exclusively physical and tedious from that part. for that reason, the main aspect of their job is the care of the passengers and their emotions during the flight. (Hochschild, 1983)

The concept of emotional labour refers to the quality of interaction between the employee and the client. By the term client the author implies anyone that the employee cares about during the interaction – patients, children, older persons, buyers, passengers, guests. (Hochschild, 1983)

Stewardesses that the author has mentioned as example in the book must be polite and friendly even towards the most ungrateful passengers. In explaining of this concept, the author has used the paper of the author Goffman about ImpressionManagement. According to the opinion of the author Goffman, each person in interaction with other people plays a certain role and tries to leave as better impression as possible. Emotions and behaviours expressed in this case should be socially acceptable and likeable.

The concept mentioned was also processed by many other authors so that there is entire range of the definitions of the same. The authors MorrisandFeldman have defined emotional

labour as invested effort, planning and control of emotions that are expressed during the contacts with clients and that must be organizationally acceptable. (Morris, Feldman, 1997) Ashforth and Humphrey have defined the concept as expressing of appropriate desirable emotions during transactions with the clients. (Ashforth, Humphrey, 1995)

As we can notice, definitions are mutually supported and they stress the same – emotional labour implies that emotions that are expressed at work should be adequate and organizationally acceptable having in mind that they represent a part of the profession that the employee is engaged with. Actually, this concept implies that the employees should express a desired reaction even when they feel entirely different thing (waiters should be polite and smiled, doctors neutral). (Ekman, Rosenberg, 2005), Interpersonal relations at work should be under a constant control and, accordingly, the employees invest the effort in planning and control of emotions that will be expressed. (Ekman, Rosenberg, 2005)

As main characteristics of emotional labour we can mention the following: it happens in situations when interaction takes place face to face: the emotions expressed by the employees should encourage clients' emotions, attitudes and behavior; in expressing the emotions, the employees must stick to certain rules. (Ekman, Rosenberg, 2005)

Concept of emotional labour and generally emotional effort and consumption was primarily related to service activities which is no surprise having in mind that the aim of entire service industry is precisely the retention of old and attraction of new clients/consumers. In this case, their pleasure is largely conditioned by emotional climate during sales transaction.

Rather requiring jobs are those where the employee takes care of the others on daily basis. The mentioned is particularly specific for the jobs of medical workers, social workers, employees that take care of the old people, etc. However, we still cannot deny that each profession inevitably imposes the consumption of emotional reservoirs to the employee.

Of course, different types of jobs require for the emotions to be expressed in different intensity. The employee at the counter is expected to smile at the customer when his/her turn comes. On the other hand, the professors use a much wider range of emotions, starting from those that are necessary in order to have order in the classroom up to enthusiastic encouragement and motivation of students. In addition, some jobs cannot be performed if they do not include emotions at the first place, such as it is the case with doctors and pediatricians. (Hodson, R. 1998)

In addition to the examples mentioned, there are also the professions in which it is desirable to emit the emotions that are not positive. The jobs of a policeman, prison guards, lawyer, in some cases both professors and teachers, do not imply politeness but, on the contrary, showing anger, strictness, etc. According to the research, two thirds of workplaces, even those that do not include direct work with clients, require the initiation of emotions. (Mann, 1999)

The explanation is rather simple – even the employee who sits all alone in his office will have to contact a certain number of colleagues during the day in order to finish the job. Of course, contact with other people in his case will initiate certain emotions.

## PROPER VS DESIRABLE EMOTIONS IN THE WORKPLACE

In order to understand the issues of emotions are better as possible, particularly at workplace, it is required to make difference between real emotions of the individuals and those that an individual expressed before the others.

Real emotions are real, that is how a man really feels. Unlike them, the emotions that are shown before other people are the ones that are organizationally imposed and included in job description. Of course, employees learn them better and better over the time, practicing “smiled and polite face” every day.

As it can be assumed, the employees in the sales are expected to act politely, to smile and to be friendly. On the other hand, the clients can often be rather unkind, set unreal requirements, complain and/or act in a rough manner. It is logical that the only emotion that can appear in seller’s case is disgust. However, if he is not able to cover his real emotion and express only the desirable one, it is certain that he cannot expect to have a successful or long career in this sector. expressing false emotions is not at all easy. A person must suppress all his/her real emotions and practically act his/her business role.

The authors Morris and Feldman say that emotional labour includes the following four dimensions: the attention to express certain rules in behavior, frequency of its expression, diversity of the emotions that must be shown and emotional dissonance. (Morris, Feldman, 1996)

Expressing certain rules in behavior are the function of the norms of the workplace itself as well as organizational norms in general. The more is the employee engaged in expressing desired emotions, according to the requirements of the workplace, the more he is physically exhausted. This dimension includes two subdimensions, length of duration and intensity. In other words, the more is the employee forced to more intensively and in a longer period express the desired emotion, the probability for emotional exhaustion is greater. (Rafaeli, Sutton, 1989) According to the study of the authors Rafaeli and Sutton, brief emotional “inclusions” which imply only a polite greeting require significantly less effort and they cannot be the cause of burnout syndrome. (Rafaeli, Sutton, 1989)

In the same way, it is very important how often the employee is obliged to express certain emotions (positive, negative and neutral). If the requirement for the change of emotions expressed is too intensive, the employees are exposed to much greater effort finding themselves in the position to constantly actively plan, supervise and control their behavior. (Wharton, Erickson, 1993)

When the diversity of emotions that should be expressed is observed, we can easily conclude that the greater the number of emotions is in question, the bigger is the emotional exhaustion. Finally, emotional dissonance implies the disharmony and conflict between the emotions that an individual really feels and those the he should express. The greater the disharmony, greater the effort. In this situation, there comes to a certain type of conflicts on the relation man – situation. (Abraham, 1998)

For example, salesman should enthusiastically sell the product that he does not like himself and/or consider it to be of a good quality, but his obligation to be efficient in transaction forces him to act in a completely different manner. Another interesting question is whether the employee should “act” certain emotions on the surface only, or he should also regulate the feelings accordingly (so-called surface acting vs deep acting).

When an employee is in the situation to end the transaction with the client only with a

polite smile or greeting, it is about the shallow emotions. In situations that are highly standardized, for example the work of a cashier, the emotions expected are not difficult to express.

However, it is interesting to mention that although some emotions are much easier to act, the experts would probably recognize their falsehood. For example, a false smile does not activate certain muscles in the region of the eyes and therefore it is different than the real one. According to the studies, it is most difficult to hide all the expressions related to the disgust emotion. (Rogers, 1951)

Unlike the above-mentioned surface expression of emotions, there are situations when that is no longer sufficient in order to meet the expectations of the clients. In that case, the employees must regulate not only the feelings expressed. But also internal feelings. They in this case have the task to really seem happy, just as they were really enjoying the transaction (for example the seller who sells furniture, insurance, cars).

According to the opinion of authors Ashforth and Humphrey, expression of emotions sometimes does not imply any kind of acting. In such situations, unlike previously mentioned, the emotions are automatically regulated. The employees sincerely and spontaneously feel compassion for the client – a child who is scared of doctors, passenger who suffers a panic attack on the flight due to the fear of flying.

## **EMOTIONAL LABOUR – SIGNIFICANCE OF PERSONAL AND ORGANIZATIONAL FACTORS**

According to the opinion of authors Ashforth and Humphrey, the study of emotional labour cannot be accessed in a simplified manner. The concept is much wider and complex than it might seem at the first sight. Therefore, the whole problem can be reduced exclusively to the concealment/suppressing of negative emotions and/or presentation of a falsely smiled face. (Ashforth, Humphrey, 1993) We must take into consideration both the individual differences between the people (employees) and the organizational factors. (Ashforth, Humphrey, 1993)

Constant control and/or suppressing of emotions, particularly in the long run, can lead to a high level of exhaustion where the employees will resort to some of the manners to get rest from the job or he/she will ultimately leave the organization. Precisely for the reason mentioned, in case of studying emotional labour, the attention must also be paid to the very type of personality of the employees.

Affectivity, as a characteristic of personality, gains in importance more and more. (Arvey, Renz, Watson, 1998) It is generally known that positively affective persons are optimistic and enthusiastic, while negative affective persons are pessimistic and prone to changes of behavior. According to the above-mentioned, persons that are positively affective will also express their emotions in a positive manner and thus they will more easily fit into organizational environment. It is expected that this type of personality will have to act much less when politeness or empathy should be shown. Unlike them, negatively affective persons will find it much more difficult to suppress their bad feelings and show the ones required by the workplace. (Rafaeli, Sutton, 2002) Having in mind that positive affectiveness is a good predisposition for each workplace, negatively affective people, especially when they do jobs that are emotionally requiring, will have to learn how to control their emotions and emo-

tional reactions in general.(Staw, Sutton, Pelled, 1994)

Self-control refers to the range in which people supervise their own actions and control emotions and behaviours.(Snyder, 1974) People who have a high level of self-control will almost always adapt their behavior to the context in which they function. Unlike them, the ones that do not have it (or they have it in a significantly less degree) in most cases will show their true feelings before. In case of jobs in which emotional effort is implied, this category of people will find it much more difficult to cope with it and probably the majority of them will, if they want to keep the job, have to try harder to suppress their emotions (which will of course result in a higher level of stress in the workplace). According to the results of different studies, the employees who are engaged in supervision and control of their own behavior are significantly less subject to burnout syndrome.(Hochschild, 1983)

Different authors have given rather interesting observations when it comes to the relationship between the gender of employees and emotional work. The authors stress that women are more successful in controlling the emotions, both at work and at home. In addition, women are much more successful in suppressing negative emotions than men and thus there is a greater number of jobs that they will perform better. Of course, the above-mentioned also leads to the appearance of a higher stress level in case of the employed women. (Wharton, Ericson)

What makes men and women different in expressing the emotions was explained by the study carried out by the group of authors and which suggests that the two genders have different motives when it comes to the emotions control. Women more care about adapting to the environment and fit in with the other people in general, while men are motivated to remain under control and show only true “masculine” emotions such as, for example, pride. (Timmers, Fischer, Manstead, 1998)

One of the manners of successful management and generally emotions control is the increase of awareness of the fact that there will always exist a gap between real emotions that a person feels and those that are desirable to emit in a professional environment.

Emotional intelligence deals with the issue how the people can better and more comprehensively understand each other with the respect of the fact that both parts in the moment of interaction possess certain emotions.(Hay Group, Emotional and social competency inventory (ESCI), 19. March 2016) The term emotional intelligence was established by the psychologists of PeterSaloveyandJohnMayer and it was popularized by DanielGoleman, also a psychologist, in the book of the same title. The question that is the core of emotional intelligence could be formulated in the following manner: “How do I feel? How do the people around me feel?”

It is obvious that the people who possess a higher level of emotional intelligence will be much more successful in all social interactions, making the other people around them feel good too. (Goleman, 2005)This personality trait can be treated as one of the most desirable in any type of job within service sector.

With an insight in the literature overview, it was established that the environment is extremely important when it is about adequate emotions management. (Ashforth, Hzmpry) Situational factors of work environment can largely affect the level of emotional consumption.

As the first factor, most authors list autonomy at work. Great number of studies have confirmed the hypothesis that a higher level of autonomy at work reduces the stress level



and leads to a high level of satisfaction with the job. Actually, a higher level of autonomy requires a lower level of emotional effort in any form of work and particularly those that require interference and control of emotions at daily level. (Wharton, 1993)

Then, there are the support by the colleagues and supervisors that create positive work atmosphere. The employees who enjoy the support in their work environment experience a lower level of stress, less frequently leave the organization and apstinate from work and they are, generally, more satisfied with the work.(Howes, Cropanzano, Grandey, Mohler, 2000) Support is especially important when it comes to any type of work in service sector. Chatting with colleagues after the transaction with a tedious client has largely led to a more rapid drop of the stress level.

## UNIVERSITY PROFESSORS AND EMOTIONAL WORK

As it was already mentioned in the previous part of the text, emotional work is mainly related to certain service professions – stewardesses, workers at bank counters, employees in the call centers, hotels, employees that take care of the children, older people or sick people. (Glomb, Tews, 2004) However, the group of authors mentions an interesting hypothesis that points out that academic workers are actually main proponents of the theories on emotional consumption at the workplace and they experience it as such. Accordingly, they have performed a several studies within this group of employees. (Glomb, Tews, 2004)

The question that is essential in this case is the manner in which emotional consumption affects the quality of the work of university professors. They spend the greatest part of their working hours exposed to the looks of the group they are in a constant interaction with. In addition, if we have in mind the standard duration of lectures, this is the profession where the interaction lasts longer than in other, already mentioned jobs and, therefore, this “draws” along much more mental effort.

Very often this group of employees believes that during the lectures they can rely only on the cognitive side of the work. This access is in this case entirely simplified – professors during the lectures go through different types of feelings that they should manage in a proper manner.

The authors who have conducted the research first, they wanted to find out to what extent the job of university professors is emotionally requiring.(Glomb, Tews, 2004)First of all, they took into consideration the fact that they teach students who are not children anymore and thus it is not required to create the images of an ideal world for them. Therefore, they can suppress their emotions or simply act them.(Sutton, 2004)

In addition, according to the rules of the most faculties, the students grade their professors after each semester based on different criteria, which can be either an encouragement of an obstacle for their further career. For example, the professor who allows himself to express all emotional ups and downs in the classroom, might be punished with a bad grade by the students. This very information sends the message to university workers that emotions management is the best approach after all. The statement of one instructor from Great Britain does seem rather illustrative “sometimes I feel as if I could yell at them for hours but I know that it would have a bad effect on my evaluation at the end of the semester”. (Ogbonna, Harris, 2004)



The author Gates interviewed university professors and has come to a series of interesting conclusions. For example, negative emotions were mainly suppressed during the lectures and thus the behavior reflected emotional neutrality. In the same way, in the moments when from different reasons they did not have enough enthusiasm to hold a class they otherwise would, the professors suppressed their negative emotions completely. In addition, their right feelings were often suppressed also in cases of giving their opinion about the students. For example, one professor has said for a bad student that he is a student who is developing. (Gates, 2000)

The authors Ogbonna and Harris have represented the situation in rather illustrative, although ultimately truthful manner – students today expect the stage, performance and entertainment. (Gates, 2000) According to the results of their study, the professors have mainly expressed themselves in two manners – they characterized the work as emotionally requiring, or they however believed that everything that is asked of them is a part of the profession.

However, although based on everything above-mentioned we can conclude that the job of university professor includes many emotions and, generally speaking, management of those emotions, the author Meier has presented the hypothesis that emotional consumption is still “invisible” at the academic level. In order to understand it in the right way, the author has linked the emotional exhaustion during lectures and burnout syndrome. Correlation between these two events, according to the research results, was always rather high. Therefore, although perhaps insufficiently visible, as in the field of service professions, the professors at universities invest a lot of emotional effort in their work. (Marier, 2009)

Having in mind the amount of time that the professors spend with the students, the presentation of real emotional expressions imposes itself as the best solution. They will enable for the relationship with the students to remain good and honest. It is required to understand that the lecture cannot always be ideal because it depends on the inspiration and mood. On the other hand, total suppressing of emotions or “acting” them can often lead to a great emotional effort, particularly if it lasts for a longer period of time. In addition, the students very often observe that the professor acts in an artificial manner, which often leads to creating a bad, often unreal image of him. Everything above-mentioned becomes even more relevant when we observe the cognitive side of professor’s job, which is dominant in this case.

## **WELFARE, MOTIVATION AND EVALUATION OF EMOTIONAL LABOUR**

The authors Bakker and Demerouti were the ones who best explained the relationship between emotionally requiring jobs and welfare of the employees. According to their opinion, requiring conditions at the workplace can exhaust all energy reserves of the individuals due to which there comes to a great loss of energy. For the reasons mentioned, the employee is more and more strained in order to perform his daily activities. (Bakker, demerouti, 2007) After their study, many authors have confirmed the hypothesis mentioned.

However, it is required to mention that the studies also deal with the problems of potential good impacts of emotionally requiring jobs and general welfare of employees. The authors claim that employees can sometimes even feel much more satisfied with the client having in mind that they have oriented and led the interaction with the client and achieve good outcome. After that, satisfaction is significantly higher having in mind that they ob-

serve the entire process as something they have managed to master.(Xanthopoulou, Bakker, Demerouti, Schaufeli, 2009)

In the same way, the employees who have stressed positive emotions during the transactions with clients were much more satisfied with the job in general. The expression of positive emotions, particularly in the field of service activities definitely leads to the achievement of better results and thus the employees also feel fulfilled, successful and recognized.(Zapf, Holz, 2006)

Interesting question is whether emotionally requiring jobs have the potential to motivate. Research results regarding this topic are still not consistent. For that reason, the authors have included the factor of available resources at work into the research. If the employees in an organization have the possibility to dispose with resources and therefore there are possibilities for further progress and learning, motivation of employees will not record the drop in emotionally requiring conditions. The authors Bakker and Demerouti have supported the claim with the study that was performed among the teachers in Finland who were faced with bad behavior of students. (Bakker, Damerouti)

The availability of resources such as possibility to control, possibility to get and dispose with information, support of management, etc., enable the employee to observe the potential emotionally exhausting situation as a challenge that should be overcome. The success achieved, for example, making the order in the classroom, will result in a higher level of satisfaction and, therefore, motivation for acting in the same manner the next time.(Xanthopoulou, Bakker, Demerouti, Schaufeli, 2009)

The question that is logically imposed is whether the jobs in which the employees are forced to act every day and behave opposed to their emotions are better paid than the other jobs. The latest study that was carried out by the group of authors points out that the correlation between the salary and cognitive requirements of the job is rather strong, while that is not the case when it is about emotionally requiring jobs. Actually, they are better paid only if they also imply a high level of cognitive engagement. In that way, lawyers, managers and nurses are best paid, however, waiters, employees at the counters, employees in kindergartens are in a much worse position. Although the researchers still haven't come to a clear conclusion, it is mentioned that in this case qualification is still better paid than the combination of emotional effort and physical job.(Glomb, Kammeyer-Mueller, Rotundo, 2004)

## CONCLUSION

Emotions are extremely difficult and complex theme. The same refers to the very term of emotional labour. The authors believe that it is necessary to pay attention to the several things in order to understand this concept as better as possible.

Firstly, we must take into consideration that the employees who are oriented on work with the clients all day more frequently work on regulating their emotions. If they do that in a good way, with no greater difficulties, the organization will, for the sake of their effort, record good performances. However, we must not forget the fact that this category of employees has much stronger predispositions to suffer from burnout syndrome at work, to form extremely negative attitudes towards it or to temporarily or permanently withdraw from it. All the consequences mentioned, in this case, can cost the organization very much.

We must also take into consideration both personal and organizational factors. It is

certain that both categories seem as stress absorbers, or, on the other hand, they can encourage it more. The employees who have the support from their colleagues and managers will more easily control the emotions even in more difficult transactions, while it is confirmed that women are more suitable for emotional labour.

The authors of this paper believe that it is quite right to give certain recommendations that we should stick to in order to help the employees not to “suffer” in their working hours but to work with as much enthusiasm as possible.

In the first place, both the managers and employees should be helped to understand as better as possible their own emotions, as well as the emotions of their associates. Therefore, we must constantly work on the encouragement of the growth of emotional intelligence in work environment. The feeling of support and good organizational climate will help in the work even during difficult transactions.

Proactive access to emotions and emotional conflicts can be of a great help. Latest studies especially stress the advantages of the so-called “softskill” approach where it is desirable to express the empathy, positive emotions, intuition, sincere support. In this case, the managers should be a reference example to their employees.

Having in mind the increasing popularity of the topic, the authors have decided that they will, in the next step, carry out a research regarding the emotional labour in different professions within service activities in the region of Belgrade.

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