

## Emotional regulation and **Resilience** in Service Sector employees

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### **Abstract**

The aim of the present study was to investigate the relationship between emotional regulation and resilience in the service sector employees i.e. Hotel Industry. The main objectives of the current study were to (1) To assess the level of emotional regulation and resilience between in service sector employees. (2) To compare the level of emotional regulation and resilience between male and female floor managers of Hotel Industry (3) To study the relationship between emotional regulation and resilience amongst service sector employees.

A sample of 50 male floor managers and 50 female floor managers mainly from Delhi NCR was taken for the current study using convenience sampling technique. The tools used for the assessment of emotional regulation and resilience were 1) Emotional Regulation Questionnaire (ERQ) by Gross & John (2003) and (2) Resilience Scale (Wagnild & Young, 1993). Descriptive and Inferential statistics was used.

Findings indicated significant positive relationship between emotional regulation and Resilience in service sector employees. Female floor managers were found to be more high on the measures of emotional regulation as well on the variable of resilience.

**Key words: Emotional regulation, Resilience, Service Sector**

### **Introduction:**

Hospitality services involve meeting customer expectations, heavily engaging in emotional labour, multitasking, and communication challenges with guests and other employees, often resulting in burnout and mental exhaustion (Choi et al., 2019, Kara et al., 2013, Gordon and Shi, 2021).

Hospitality work requires high cognitive efforts and entails physical demands such as prolonged standing and exposure to harmful environments (e.g., cleaning with chemicals) (Choi et al., 2019, Kara et al., 2013, Gordon and Shi, 2021). The hospitality industry has hotel sector as one of the important stakeholder. The strict working hours of employees working in big hotels have to work on toes to give best of the results in relation to customer satisfaction. therefore, there service sector staff needs to have good emotional regulation as well resilience.

Emotional regulation is a process by which individuals modify the duration or intensity of their emotions to best respond to environmental challenges (Aldao and Plate, 2018). Regulating one's emotions occurs through utilizing skills to cope with changes in emotional experiences. Emotion regulation can occur internally or externally, with or without support from another individual.

Emotional regulation refers to the ability to recognize, understand, and manage one's emotions in a healthy and constructive manner. It is a critical skill for maintaining emotional well-being, building resilience, and navigating life challenges. Instead of suppressing emotions, emotional regulation involves responding to them in appropriate ways allowing individuals to maintain control over their reactions. Emotional regulation plays a significant role in mental health and overall well-being. People who struggle with emotional regulation may experience emotional dysregulation which can describe as intense mood swings, impulsive behaviors, difficulty in managing stress and contributes to many interpersonal problems. Chronic emotional dysregulation is often linked to mental health conditions such as anxiety, depression, borderline personality disorder (BPD), and post-traumatic stress disorder (PTSD).

Emotional regulation is not just about suppressing emotions, but actively identifying, evaluating, and adjusting emotional responses as needed. A good emotional regulation is crucial for maintaining healthy relationships, managing stress, making sound decisions, and overall mental well-being. There are certain techniques like deep breathing, mindfulness practices, cognitive reappraisal, physical activity, seeking social support etc. that can be used to regulate emotions.

Emotional regulation and resilience are closely related, as effective emotional regulation can help people cope with stress and adversity. People who regulate their emotions in a healthy way are better able to cope with stressful situations, which can help them become more resilient.

- **Cognitive reappraisal is a key emotion regulation strategy**

#### **Resilience:**

Resilience is one of the protector factors for health. Resilience has been most frequently defined as positive adaptation despite adversity. According to American Psychological Association (2014) resilience is “the process of adapting well in the face of adversity, trauma, tragedy, threats or even significant sources of stress, such as family and relationship problems, serious health problems, or workplace and financial stressors”. As much as resilience involves "bouncing back" from these difficult experiences, it can also involve profound personal growth. One perspective on resiliency given by Werner (1995) conceptualizes resiliency in three ways. First; as good developmental outcomes despite high risk status, second; sustained competence under stress and finally; recovery from trauma. Luther (2000) gave the most common definition of resiliency. Luther defines it as — “positive adaption despite adversity”. Luther has called resilience a construct with two distinct dimensions: significant adversity and positive adaptation. From this perspective, resilience is never directly measured but is indirectly inferred from evidence of these dimensions. Resiliency is also commonly defined as “Bouncing back from adversities”. Yet this capacity to —bounce back from adversity or even dramatic positive changes is particularly relevant in contemporary turbulent business environment. At first, resilience was thought to be quite rare

in people, but now Masten (2001) posits that there is evidence that it can come —from the everyday magic of ordinary, normative human resource and —has profound implications for promoting competence and human capital in individuals and society. According to Coutu (2002), the common themes/profiles of resilient people are now recognized to be (a) a staunch acceptance of reality, (b) a deep belief, often buttressed by strongly held values, that life is meaningful, and (c) an uncanny ability to improvise and adapt to significant change. Except for its application to stress resistance, only surface attempts have been made to use resilience to advocate how leaders, associates, and overall organizations can bounce back from hard times.

Do The service sector employees do have gender differences in relation to their dealing with clients or not was earlier an overlooked issue but in current scenario ,the females are exceling in every field and the hotel industry is highly overtaken by the female population. Taking this perspective in mind, the present study aimed to study the gender differences as well relationship between the emotional regulation and resilience of service sector employees.

#### **Research Problem:**

To assess and investigate the gender differences in the emotional regulation and resilience of service sector employees.

#### **Objectives:**

Following objectives were formulated on the basis of above problem:

- To assess the level of emotional regulation and resilience in male and female employees of service sector.(Hospitality Industry).
- To compare the level of emotional regulation and resilience in male and female employees of service sector. (Hospitality Industry).
- To study the relationship between emotional regulation and resilience in employees of service sector. (Hospitality Industry).

#### **Hypotheses:**

- There would be significant gender differences in emotional regulation and resilience of service sector employees.
- There would be significant relationship between emotional regulation and resilience of service sector employees.

#### **Sample:**

The present study was conducted on 100 employees (50 males and 50 females as floor managers). The subjects belonging to an age group of 25 to 35 years, having minimum experience of 5 years in the good (three star atleast) hotel industry. The job duration in day span is to be 6 to 10 hours.

#### **Research Design:**

A correlational design was used for the present study.

**Tools:**

- 1) Emotional Regulation Questionnaire (ERQ): This scale is given by Gross & John (2003). A 10-item scale designed to measure respondents' tendency to regulate their emotions in two ways: (1) Cognitive Reappraisal and (2) Expressive Suppression. Respondents answer each item on a 7-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). The higher the score, the higher is the emotional regulation strategy.

2) The Resilience Scale (**RS25**) (Wagnild & Young, 1993). It is 7 point rating scale with response categories ranging from strongly disagree with a score of 1 to strongly agree with a score of 7. It has 25 items. The score ranges from 17 to 25. The two subscales are—personal competence with 17 items and 8 items which measures—acceptance of self and life. Resilience comprises of 5 essential characteristics of meaningful life (purpose), perseverance, self-reliance, equanimity and existential aloneness (i.e. coming home to yourself). The first of these characteristics is identified as the most important that lays the foundation for the other four. Higher the score, the higher the resilience among the respondents. The internal consistency of the scale ranges from 0.76-0.91. Test re-test reliability has been found to be approximately 0.84.

**Procedure:**

First of all, the subjects were oriented about the purpose of the study after establishing a good rapport with them. All the participants were individually contacted and told that confidentiality of their responses would be maintained from their authorities. Their information about their demographic variables was taken. The instructions related to every questionnaire was provided separately. The effort was made to get both questionnaires filled in single sitting.

**Results and Discussion**

The analysis of results and their discussion along with their statistical interpretations of the total sample and across demographic variables is described under two sections:

**\*Section-1 Descriptive Statistics \*Section -2 Inferential Statistics**

**DESCRIPTIVE STATISTICS :**

**Table no.1.1(a) Emotional regulation and resilience of male floor managers(G1)**

S.No.	Variables	Mean	SD
1	Emotional regulation (ER)	150	12.5
2	Resilience (R)	55	10.5

Table 1.1 (a)clearly shows the Mean and SD values of emotional regulation and resilience in women bankers. **The obtained Mean value of ER is 150 with 12.5 as SD value.**

**In case of these subjects, the mean values of emotional regulation and resilience are respectively 150 and 55 with the respective SD are 12.5 and 10.5.**

**Table 1.1 (b)Mean and SD of Emotional Regulation and resilience of Female Floor Managers(G2)**

S.No.	Variables	Mean	SD
1	Emotional Regulation (ER)	160	15
2	Resilience (R)	60	10

Table 1.1 (b)also clearly shows the Mean and SD values of emotional regulation and resilience in female floor managers. **The obtained Mean value of ER is 160 with 15 as SD value.**

**In case of these subjects, the mean values of Emotional regulation and resilience are respectively160 and 60 with the respective SD are 15 and .**

**Table 1.2 Test of significance of difference between Emotional regulation and resilience of Male (G1) and Female(G2) Floor Managers**

Variables	Group	t-value	Level of significance
Emotional regulation	G1	2.85**	.00
	G2		
Resilience	G1	2.55*	.00
	G2		

Table 1.2 vividly explains that Emotional regulation has been found statistically significant at .01 level in relation to gender as evidenced by 2.85 as t-value. While highly significant difference has been found in case of resilience also with 2.55 as t-value in relation to gender. Khandelwal in 2024 reported the significant gender differences in emotional intelligence and resilience in IT employees. Fischer et.al in 2018 found that gender difference do occur in relation to emotional regulation ,perception and resilience in undergraduate students.

As per the last objective of this investigation, the correlation was computed in order to study the relationship between emotional regulation and resilience among service sector employees(N=100).The obtained correlation is .65 which is high . It clearly supports the second hypothesis stating the positive relationship between emotional regulation and resilience.Kay(2016) found that subjects having higher emotional regulation leads to an ability to bounce back from every stressful situation. The findings of Narakurthi and Babu in 2017 are also in the lines of the above proposition.

#### **Implications:**

As we are aware that hospitality industry and especially hotel industry under this sector is really growing high which in turn facilitating our national economy to go high. In this context, the customer care and their satisfaction is of utmost importance.To keep these issues strong , the human resource deputed at hotel needs to be well garnished with good emotional regulation which further has strong relation with resilience. This study clearly highlights that the conducive environment should be created for the employees so that they take care of the customers well .At the same time some life skill programmes should be conducted time to time for enhancing the psychosocial skills in the staff to enhance their better output.

**Limitations:**

- The sample taken was small. The study would have fetched with more generalized and enlightening results if the sample would have been large.
- The present study has dealt with correlational analysis. In the future, the research can be extended with cause and effect relationship, thereby focusing on regression analysis.
- The sample was confined only to floor managers, In future if such study is conducted can comprise of sample of hotel industry at different hierarchy..
- The present study would have been more outperforming if more correlates like emotional labor, job satisfaction, emotional well being, happiness etc. are taken in future research.

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