

EMOTIONAL LABOUR AND SATISFACTION OF EMPLOYEES IN COMMERCIAL BANKS IN LAGOS STATE, NIGERIA

Olufemi.O Olayemi (PhD)

Department of Business Administration,
University of Lagos, Akoka-Nigeria
Email: oolayemi@unilag.edu.ng

Adeyinka Maryam Shomoye-Olusi

Department of Business Administration,
University of Lagos, Akoka-Nigeria
email-amshomoye@gmail.com

Abstract

The relationship between emotional labour and job satisfaction has received little attention in the literature. Emotional labour in this study was measured using surface acting and deep acting. This study is hinged on the behavioural school of management thought. To meet the study's aims, two different hypotheses were developed. The participants in this study are employees of selected commercial banks in Lagos State. The data gathered from respondents was analysed using Partial Least Square Structural Equation Modelling. Statistical analysis revealed that deep acting is a significant predictor of job satisfaction while surface acting does not predict job satisfaction. As a result of this research, bank management should emphasize strategies to minimize workplace stress by creating working arrangements that foster stronger relationships between employers and workers, as well as improve employee health. This will reduce absenteeism and increase employees' commitment.

Keywords: Surface acting, Deep acting, Job satisfaction, Emotional labour, Behavioural school
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1.0 Introduction

Employee job satisfaction is regarded as very important in any organization (Kumari & Aithal, 2022). Job satisfaction of employees is opined to be important in shaping employee turnover intention and reducing hiring expenses for organizations. Employees across the world want more than just a well-paying job. Lambert and Hogan (2009) correctly claim that if an employee enjoys his or her job, there is less of a motive to resign than if the individual hates the job. Employee happiness, according to Juneja (2018), is critical for employees to be satisfied and do their best work. The author went on to say that pleased employees are those that are highly devoted to their company and remain with it even in the worst of circumstances. Employee job satisfaction is important, as it may help organizations achieve other specific objectives. Objectives like ensuring low employee turnover, employee loyalty, achieving organizational profit objectives, and so on.

Having identified job satisfaction as an important stimulator of employee job performance, it has been recorded and reported that commercial bank employees are not satisfied with their jobs. A report by Butcher (2013) acknowledges that bankers are being stifled worldwide by tedious regulation, banking is no longer exciting, very stressful, and no one will wilfully want to be in banking anymore. Bharadwaj (2016) outlined that most bank staff worldwide are in most cases not satisfied with their jobs, that if they had better options, most bank employees would easily swap jobs. The reason has been that according to Bharadwaj (2016), bank staff must cope with a lot of pressure in their workplace. Like pressures from their superiors, subordinates, and most especially customers.

Bank staff is always required to in whatever situation be calm and friendly when attending to customers, which can be a stressful thing to do and can impede their satisfaction (Kate, 2016). 37% of bank staff acknowledged they are not satisfied with their jobs, as they require a real service mentality to deal with different customers with different behaviors (Dupy, 2018). In Nigeria, there is an increase in pressure on employees which may harm their satisfaction (Ugwu, Amazue, Onyedire & Hackett, 2017). Thus, it can be said that bank staff recently have been facing increasing pressures from their management, as they are heavily required to courteously attend to customers in whatever situations. These work pressures and demands on bank staff from their management have been reported by researchers, authors, and reports to gradually impede the satisfaction of bank employees. Bank employees have been experiencing dissatisfaction with their jobs and this can be detrimental to the overall health of banking institutions.

Employees respond emotionally to happenings at work, according to a concept established by Howard called Affective Events Theory (AET). This reaction impacts their job performance and happiness. The model further posits that emotional labour is a component of the work environment and may affect employee job satisfaction (Robbins & Judge, 2013; Kumari & Aithal, 2022). Therefore, based on the postulation of the AET, the study will examine whether emotional labour truly predicts the job satisfaction of employees. Because, in most formal organizational settings, employees are required to exhibit some form of emotional labor. Robbins and Judge (2013) define emotional labor as an employee's presentation of organizationally desirable emotions during interpersonal interactions at work. Emotional labor refers to circumstances in which employees, particularly those who interact with consumers daily, are expected to express thrills that are not necessarily the same as their genuine thrills (Hochschild, 1979). Emotional labor is defined as the degree of conflict between actual feelings and the emotions that the work demands to be expressed or concealed (Zapf, Vogt, Seifert, Mertini, & Isic, 1999). Simply put, emotional labor is displaying fake emotions at the workplace in the process of suppressing real ones.

Surface acting and deep acting are frequently used to assess emotional labor. In reaction to display norms, surface behavior involves suppressing sentiments and avoiding emotional responses (Robbins & Judge, 2013). A member of staff who warms up with a smiley face to a client or customer despite being in a bad mood is surface acting, for example. Deep acting is the attempt to change one's actual underlying sentiments using display standards (Robbins & Judge, 2013). A health care professional, for example, who is attempting to truly feel more compassion for her patients is deep acting. Therefore, this study will examine whether surface acting and deep acting

predicts job satisfaction, as this knowledge is somewhat still scarce in the literature, especially in developing economies in Nigeria.

2.0 Review of Literature

Behavioural School of Management Thought

Concerns regarding interpersonal connections and motives within organizations began to develop as management research evolved in the twentieth century. Classical management principles were simply inadequate for a wide variety of management situations, and they were unable to interpret employee behaviour. In conclusion, traditional theories of motivation and behaviour refused to take responsibility for employee motivation and behaviour. The behavioural school naturally outgrew this exclusive management experimentation. Therefore, having an enhanced understanding of corporate human behaviour demonstrated through incentive, friction, aspirations, and group dynamics, according to behavioural theorists, enhanced productivity. A behavioural approach to management emphasizes the importance of attempting to grasp the various factors that impact human behaviour in businesses (Kathryn et al 1998).

There are three different eras related to behavioural notions: the first was in the 1920s when research influenced what is now known as the human relations approach progression; the second was after WWII when theorists concentrated on human needs and motivation; and the third is now, as we look for multidisciplinary structures that may fulfil the dual goal of addressing employee demands and increasing efficiency. On the other hand, the behavioural school may be linked back to managers' recognition that the classical school had failed to achieve overall production efficiency and workplace harmony. Executives still faced challenges and disappointments because individuals did not always behave in predictable or reasonable ways (Stoner, 1978). Therefore, there was a spike in interest in aiding managers with the "people side" of their organizations." Several people attempted to enhance scientific management and organization theory by incorporating sociological and psychological perspectives.

For this study, the association between emotional labour and job satisfaction was explored. This is aimed at explaining the behaviours of the individual at the workplace. This study is based on empirically observing how employees respond to emotional labour at work and how it affects their job satisfaction. To this end, this study is focused on behaviourally examining individual employees in the workplace regarding the association between emotional labour and job satisfaction. This explains why this study is hinged on the behavioural school of management thought, as this school of thought of management is focused on understanding and explaining behaviours of individual employees in the workplace.

Theoretical Framework

Affective Event Theory

Various theories have been used to explain the relationship between different antecedents of customer satisfaction. The Event Affective Theory (AET) will, however, be employed to describe the link between emotional labour and work satisfaction in this study. In 1996, Weiss and Cropanzano created the AET. The AET examines the structure, causes, and effects of emotional workplace experiences (Weiss & Cropanzano, 1996). According to the author, job satisfaction is

an evaluative assessment of one's work, and emotional experiences might impact that evaluation. The AET is founded on the concept that 'affective events' induce emotional responses in co-workers, which in turn shape members' attitudes and behaviors (Ashton-James & Ashkanasy, n.d). Affective experiences at the workplace affect job satisfaction (Erol-Korkmaz, 2010).

Employees respond emotionally to things that happen at work, according to the AET, and this affects their ability to do the job and happiness (Robbins & Judge, 2013). The concept begins with the realization that sentiments are a result of a work-related situation. All that accompanies the corporate world- variety of responsibilities and levels of freedom, job requirements, and the need to convey emotional labour—are all factors to consider—makes up the work environment. Workplace events elicit good or bad emotional reactions, according to Robbins and Judge (2013), and employees' temperaments and moods incline them to react with more or lower intensity.

Based on the AET, affective experiences affect cause emotional response by employees in a work setting. Robbins and Judge (2013) asserted that emotional labor is part of affective experiences experienced by employees at work. According to Weiss and Cropanzano (1996), these affective experiences (i.e., emotional labour in the case of this study) affect the job satisfaction of workers.

Concept of Job Satisfaction

Job satisfaction describes the effective response to individual jobs and the attitudes of the employees towards the job; satisfaction on the job is frequently measured by companies through a rating scale, employee's reaction to their work (Alnidawy, 2015). Job satisfaction is an important component of the management-employee interaction and an integral part of organizational survival (Elias & George, 2012). Due to globalization and the rising competitive climate, it can be argued that providing job satisfaction for all employees is a key topic for organizations. Job satisfaction, on the other hand, maybe defined as an employee's level of enjoyment because of his work (Orhan & Dincer, n.d).

Job satisfaction is a measuring tool to determine the success of an organization (Alnidawy, 2015), It's also known as a set of good and negative self-perceptions based on one's profession, and it's impacted by a variety of variables (Jahromi, Minaei, Abdollahifard & Maddahfar, 2016). It is further conceptualized to mean the degree to which an employee's requirements are met (Ogut, et al., 2013). Since an individual's self-concept and principles may influence his or her conduct, job happiness is important (Kaur & Luxmi, 2014). That instance, if a person is unsatisfied with their employment, it is possible that they will be dissatisfied in other parts of their lives as well. Employee performance and absenteeism are both affected by work satisfaction (Kaur & Luxmi, 2014). Job satisfaction can also be extended to means the degree of love or hatred for one's job. In the context of this study, however, job satisfaction will be referred to as the height of happiness bank employees derive from their jobs. This definition is consistent with the definition of Ogut *et al.*, (2013).

Concept of Emotional Labour

Workers should be encouraged to detect and regulate their own human emotions, as well as those of others, as part of their adjustment to regular work (Hunter & Smith, 2007). Emotional labour

has just recently been given attention by researchers and professionals. Emotional labour is only three decades old in the field of academic research (Lazanyi, 2010). The author further opined that recently, in contrast to a long-established set of mental and physical demands, employees are commonly served with job goals about the emotional elements of employment. Emotionally draining and difficult jobs in the form of emotional labor are more service-related and people-related (Maslach & Jackson, 1984).

Emotional labour in the literature has been measured using different measures. However, most authors (e.g., Robbins & Judge, 2013; Iplik *et al.*, 2014; Jin & Guy, 2009; Ogut *et al.*, 2013; Igbojekwe, 2017; Pandey & Singh, 2016; Kaur & Luxmi, 2014) and researchers mostly used surface acting and deep acting as measures of emotional labour, because they are regarded as valid measures (Brotheridge & Lee, 2003). Therefore, this study will consider surface acting and deep acting as measures of emotional labour.

Surface Acting

Employees hide their sentiments and avoid emotional reactions in response to display guidelines, which is known as surface acting (Robbins & Judge, 2013). Surface-level entails putting on a mask to portray or fabricate emotions rather than displaying genuine feelings (Grandey, 2003). A person who engages in surface acting oversees the visible or surface elements of emotions, namely expressions. Employees' sentiments are not modified, but manufactured, in this type of emotional labor (Song & Liu, 2010). A worker who smiles at a customer even though he doesn't feel like it is an example of surface acting (Robbins & Judge, 2013). Another example of an employee surface acting is a nurse portraying concern through sympathy.

Surface acting is using verbal and nonverbal signals such as facial expression, mannerisms, and voice tone to elicit feelings that aren't truly felt (Kaur & Malodia, 2017). When an employee displays an emotion that is not the actual emotion, such an employee is said to be performing surface acting (Lazanyi, 2010). The author further opined that such a type of emotional labour often leads to one's feeling of being fake and may impair an employee's job satisfaction.

Deep Acting

Deep acting entails an employee's endeavor to match privately felt emotions with normative standards to make the outward manifestation of emotion following the organization's requirements (Igbojekwe, 2017). In each given scenario, a deep actor changes his emotions to conform to organizational standards. Employees who have implemented the deep acting strategy to conform with any demands that their organization may impose on them regarding their emotional expressions will reduce the risk of a conundrum of emotions felt and emotions anticipated by substituting their unsuitable feelings with those acceptable to the company (Lazanyi, n.d). Deep acting, according to Kaur and Luxmi (2014), relates to two separate emotional acts. The first technique involves displaying your genuine feelings, but the second method involves allowing prior emotional experiences to inspire true emotion that you would not have felt otherwise. Deep acting can lead to good status and greater job satisfaction since it does not entail significant degrees of cognitive dissonance (Ara, 2018).

Review of Related Empirical Studies

Different studies have been conducted in the interest of this study; however, this study is different from previous studies in some ways. Jin and Guy (2009) investigated how emotion affects the job satisfaction of employees. The authors concluded that emotional labour positively impacts employee job satisfaction. The impacts of emotional labour on job satisfaction were investigated by Iplik et al., (2014). Surface-level acting, and deep-level acting were employed as measures for work satisfaction in the research. The writers concluded that emotional labour improves workers' job happiness. An increase in emotional labour will lead to an increase in job satisfaction. This study will include stress management as a moderating variable, therefore, different from the study of Jin and Guy (2009) and Iplik *et al.*, (2014).

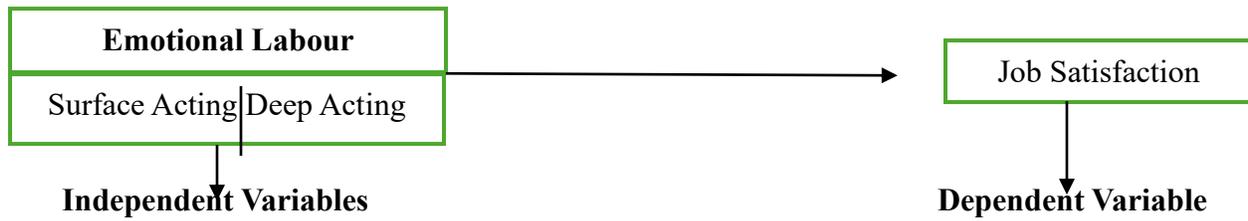
Celik and Topsakal (2016) examined whether surface acting and deep acting directly influence the satisfaction of employees studying hotels. The study further used correlation analysis to examine the relationship between these three variables. The study concluded that surface acting and deep acting are positively linked to job satisfaction. The shortcoming of this study is that the study used correlation analysis to test the hypotheses of the study. This is very inadequate. A more appropriate technique like regression or structural equation modeling should have been used by the study.

Kaur and Malodia (2017) examined the effect of emotional labour on job satisfaction. Findings from their research revealed the presence of a significant association between emotional labour and job satisfaction.

Ogut *et al.*, (2013) examined the relationship between emotional labour and job satisfaction. Similarly, to the study of Kaur and Malodia (2017), Ogut *et al.*, (2013), the authors found out that emotional labour is negatively related to the job satisfaction of employees. However, this study is different from the study of Kaur and Malodia (2017) and Ogu *et al.*, (2013), as this study will include a moderating variable in the model of the study.

Kaur and Luxmi (2014) examined the direct relationship between emotional labour and job satisfaction among nurses. The study examined the relationship between surface acting and deep acting on job satisfaction. The authors concluded that emotional labour is negatively related to job satisfaction. The studies concluded that surface acting predicts job satisfaction more than deep acting. So also, Lazanyi (2010) found a negative relationship between emotional labour and job satisfaction, as the study examined the relationship between emotional labour and job satisfaction of employees in healthcare settings. The study revealed that surface acting and deep acting exert the highest negative influence on job satisfaction of employees. This study is different from the study of Kaur and Luxmi (2014) and Lazanyi (2010) as stress management will be included as a moderating variable in this study. Kaur and Luxmi (2014) and Lazanyi (2010) only studied the direct relationship between emotional labour and job satisfaction.

Research Model



Based on a review of the literature and the affective event theory, the following alternate hypotheses were formulated for testing:

H₁: Deep acting has a significant effect on the job satisfaction of employees in commercial banks in Lagos State.

H₂: Surface acting has a significant effect on the job satisfaction of employees in commercial banks in Lagos State.

3.0 Methodology

The study used a cross-sectional research methodology since it was thought to be the most suited for this topic because longitudinal surveys take longer to complete than cross-sectional surveys (Kothari & Garg, 2014). The population of the study constitutes staff of some selected commercial banks in the Lagos metropolis. A total of 10 commercial banks were randomly sampled for this study. Hence, the population of the study is 211, the study used the census survey method, as the population is considered by the researcher not to be too wide to be covered. A census is the study of everyone in a population. That is, all the members of bank staff in sampled commercial banks in Nigeria formed the sample size of this study. The primary source of data was used for the study. This means that data was collected using a questionnaire.

A total of 191 copies of the questionnaire were retrieved from respondents, however, only 172 copies of questionnaires were qualified for further analysis, after replacing missing values of mean substitution (Tabachnick & Fidell, 2013) and the deletion of cases that constitutes outliers using Mahalanobis distance (D^2) as advised by Hair, Black, Babin, and Anderson (2014) since this study is concerned with multivariate analysis. The 172 copies of the questionnaire used for final analysis constitute 82% of the total sample size of this study and are considered suitable for further analysis (Tabachnick & Fidell, 2013).

The study utilized Partial Least Square Structural Equation Modelling (PLS-SEM) to analyze the effect of the exogenous variables of this study on the endogenous variable of the present study using Smart PLS2. The data collected underwent testing for construct reliability and validity. The data were bootstrapped 5,000 times to test the hypotheses of the study. The effect size of each exogenous variable was ascertained using f^2 statistics (Garson, 2016). Also, the predictive relevance of the model of this study was established using Stone-Gleisser Q^2 value. The Q^2 criterion is an indicator of the predictive relevance of a model (Hair *et al.*, 2014).

Measures

Job Satisfaction

The work satisfaction scale created by Macdonald and MacIntyre was used to assess employee satisfaction (1997). Though, the items will be adapted to suit this study. The authors developed 10 items to be used in measuring job satisfaction.

Emotional Labour

Emotional Labour in this study was measured using two-dimensional variables, surface-level acting, and deep-level acting. These two variables were measured independently and their effect on employee job satisfaction was also actualized independently. To measure these dimensions of emotional labour (i.e., surface-level acting and deep-level acting), items were adapted developed from a previous study. Items developed by Naring, Canisius, and Brouwers (2011) to measure surface acting and deep acting were used by this study. Eight items in total were developed by the authors to measure surface level acting and deep level acting. Five items were used to measure surface-level acting, while three items were used to measure deep-level acting.

4.0 Data Analysis and Presentation

Table 1

Construct Reliability and Validity

Construct	Items	Loadings	AVE	CR
Surface Acting	SA1	0.50	0.56	0.71
	SA3	0.95		
Deep Acting	DA1	0.83	0.65	0.85
	DA2	0.78		
	DA3	0.81		
Job Satisfaction	JS1	0.89	0.61	0.82
	JS2	0.84		
	JS3	0.57		

In Table 1, all latent constructs have items that all met the minimum requirements for item loadings, AVE and CR. According to Hair et al., (2014), the minimum requirements for item loadings could be ≥ 0.4 , provided AVE is ≥ 0.5 . Thus, for the study, 0.4 was used as the minimum threshold for item loadings. In Table 4.6, all items loaded above 0.4. The minimum threshold for AVE is ≥ 0.5 . The threshold for AVE is achieved in this study, as all latent constructs have AVE ≥ 0.5 . Finally, CR should be 0.7 minimum. In Table 1, all latent constructs have CR above 0.7. However, to meet the minimum requirements for item loadings, AVE and CR, some items were deleted. The items deleted are SA2, SA4, SA5, JS4, JS5, JS6, JS7, JS8, JS9, and JS10. These items deleted were deleted due to measurement issues.

Table 2
Discriminant Validity using Fornell-larcker Criterion

Constructs	1	2	3
1 Deep Acting	0.8		
2 Job Satisfaction	0.55	0.78	
3 Surface Acting	-0.16	-0.21	0.76

Note: The bolded numbers represent the square root of AVE for each latent construct.

The study used the Fornell and Larker (1981) criterion to determine discriminant validity, which says that the square root of AVE must be larger than the correlation with other variables in this research. In Table 2, the square root of AVE is higher than correlations with other correlations in Table 2. Therefore, it can be said that the data passed discriminant validity.

Test of Hypotheses for Direct Relationships

The study first tested the direct relationship between the exogenous variables and the endogenous variables of the study. That is the study tested the direct relationship between surface acting and job satisfaction and deep acting and job satisfaction. The hypotheses were tested using bootstrapping analysis on SMART-PLS2. The cases were bootstrapped 5,000 times.

Table 3
Direct Path Coefficient

Hypotheses	Beta Value	Standard Error	T Stat	P-Value	Decision
H ₁ : DA-JS	0.35	0.066	5.233***	0.00	Supported
H ₂ : SA-JS	-0.08	0.059	1.42	0.15	Not Supported
R Square	44%				

From Table 3, deep acting has a significant positive effect on job satisfaction ($\beta = 0.35$, t-value = 5.233, p-value < 0.01). Thus, the first hypothesis (H₁) that states deep acting has a significant effect on job satisfaction is supported. However, surface acting in this study do not have significant effect on job satisfaction ($\beta = -0.08$ and t-value = 1.42, p-value > 0.1). Thus, hypothesis two (H₂) that states that surface acting has a significant effect on job satisfaction is empirically not supported. R square is 44 percent. This means 44 percent variance in job satisfaction is accounted for by surface acting, deep acting, and stress management. Hence, there exist direct relationships between deep acting and turnover, stress management, and job satisfaction.

Table 4
Effect Size for Direct Relationships

Construct	f^2	Effect Size
Surface Acting	0.02	Small
Deep Acting	0.02	Small

The effect size of each exogenous variable on the endogenous variable is presented in Table 4. Surface acting has a small effect size on job satisfaction. Similarly, deep acting also has a small effect size on job satisfaction.

Table 5
Predictive Relevance of Exogenous Variables

Construct	SSO	SSE	$Q^2 = 1-SSE/SSO$
Job Satisfaction	513.0000	383.7372	0.25

Table 5 presents the result of construct cross-validated redundancy. In Table 5, it is seen that the Q^2 values of job satisfaction are greater than 0. Job satisfaction has Q^2 value of 0.25. This means deep acting and surface acting has medium predictive relevance on job satisfaction.

Discussions of Findings

There is a significant relationship between deep acting and job satisfaction. This means, as levels of deep acting increase, job satisfaction also increases. This finding is consistent with the findings of Jin and Guy (2009), Iplik *et al.*, (2014), and Celik and Topsakal (2016). However, the prior expectation of this study was for deep-acting to have a negative significant effect on job satisfaction. It may be that employees get used to exhibiting deep acting, they may find it easy, they may enjoy doing it, and therefore the reason why deep acting is positively related to job satisfaction.

However, surface acting has a negative significant effect on job satisfaction. As surface acting increases, job satisfaction decreases and vice versa. The more employees engage in surface acting, the more they are dissatisfied with their jobs. Surface acting is very demanding on the part of employees and therefore, may be the reason why it impacts negatively on the job satisfaction of bankers. This finding is consistent with the findings of Kaur and Malodia (2017), Ogut *et al.*, (2013), Kaur and Luxmi (2014) and Lazanyi (2010).

5.0 Summary, Conclusion and Recommendations

Job satisfaction is recognised as an important stimulator of enhanced performance; for banks to have high job satisfaction, bank management should focus on strategies to minimize workplace stress by creating working arrangements that foster stronger relationships between employers and workers, as well as improve employee health. This will reduce absenteeism and increase employee loyalty to the company. They may provide stress management training, as well as time and priority

management workshops, to their employees so that they can battle workplace stress, which leads to higher job satisfaction and performance, as well as a lower likelihood of turnover. A pleased employee brings effects and desired work values, resulting in increased efficiency, productivity, and positive results.

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