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The Effect of Emotional Labour on Workers' Job Satisfaction in Nigerian Money Deposit Banks

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Abstract:

This study examined the association between emotional labour and job satisfaction of workers in the 18 money deposit banks operating in Rivers State of Nigeria. Cross sectional survey research was utilized. The study was conducted as a census because $n < 500$. The results obtained from the use of Spearman Rank Order Correlational Coefficient showed that surface acting and deep acting had a significant positive association with workers job satisfaction. The study concluded by noting that emotional labour helps in building stronger employee-client relationship and increases workers job satisfaction. This had theoretical and practical implications for researchers and management practitioners. It recommends staffing process in organizations ensure a fit between candidates' emotional display and organizational prescribed display norms.

Keywords: Surface acting, deep acting, emotional labour, job satisfaction

1. Introduction

People spend a major part of their lives working in organizations. It is important for them to be satisfied with their work because it is believed that a satisfied employee will be committed and loyal to the firm (Clark, 1997; Yang and Chang, 2008; Spector 1997). Job Satisfaction is defined as an individual's total evaluation of his work, supervision, pay and security which brings about pleasurable feelings (Schneider and Snyder, 1975). Workers with low levels of job satisfaction exhibit lack of interest in the organization, are demotivated, frustrated with low productivity, high rate of absenteeism and employee turnover, have inter-role conflict, job avoidance and other undesirable traits (Porter and Lawler; Vangel, 2011; Albattat and Som, 2013; Hom and Kinicky, 2017)

To achieve sustained competitive edge in any industry, management practitioners continuously develop policies to elicit high levels of job satisfaction in employees because it leads to increased loyalty, reduction in employee turnover, absenteeism, good mental health, employee and organizational effectiveness, improved quality of work, among others, (Aziri, 2011; Spector 1997; Schneider and Snyder, 1975;). The importance attached to job satisfaction has made researchers to examine individual and organizational factors that could bring about employees' pleasurable state of satisfaction such as good working environment, organizational culture, life satisfaction, personality, job characteristics, work values, job rewards, Psychological well-being, among others (Razik and Maulabakhsh 2015; Belias et al, 2014; Judge and Watanabe, 1993; Judge, Bono and Locke, 2000; Kalleberg, 1977; Wright and Cropanzano).

In contributing to the plethora of literature on Job Satisfaction, this study examined the effect of emotional labour (EL) on workers job satisfaction. Emotional labour is the ability of employees to manage their feelings in the workplace. Emotional Labour has two components – surface acting and deep acting (Hochschild 1983). There are contrasting views about how these affects workers job satisfaction. Some researchers (Hochschild 1983; Bayram, Aytac and Dursun 2012; Jeung, Kim and Chang, 2018; Psilopaagiotti et al, 2012; Sohn et al, 2018; Gulsen and Ozmen, 2020; Jeung, Pugliesi 1999; Kim and Chang, 2018) posit emotional labour has a detrimental effect on employees' job satisfaction and leads to job stress, employee burnout, exhaustion, low levels of job satisfaction, and so on - while others (Rafique et al, 2017; Ashforth and Humphrey 1993; Grandey, 2000; Denfiedorff, Grandey and Dahling, 2011) believe it is beneficial. This study is carried out to test the veracity of these claims in the Nigerian Banking Industry. The conceptual framework below is drawn to give focus to the study.

Figure 1: Conceptual Framework of Emotional Labour and Job Satisfaction

2. Emotional Labour

The term emotional labour was first coined by Hochschild (1983:7) and is defined as 'the management of feelings to create a publicly observable facial and bodily display for a wage'. Hochschild describes two forms of Emotional Labour - Surface Acting and Deep Acting, which expresses the display rules employees' exhibit in emotional labour.

EL is required in occupations where there is direct interface with customers/clients and employees are required to school their emotions while interacting with external stakeholders (Castro et al 2006). Morris and Feldman (1996:987) also defined emotional labour as 'the effort, planning and control needed to express organizationally desired emotion during interpersonal transactions'.

Ashforth and Humphrey (1993:90) defined EL as 'the act of displaying appropriate emotions, with the goal to engage in a form of impression management for the organization'.

In examining the above definitions Grandey (2000) believe Hochschild conceptualization of EL is dramatized through surface acting and deep acting, which requires effort and is detrimental to employees leading to burnout and job stress. In Grandey's view, Ashforth and Humphrey see EL as an observable behaviour and not acting out of feelings. That surface and deep acting are effortless if sincerely expressed and leads to task effectiveness. In Morris and Feldman definition the social environment determines emotional display.

Notwithstanding the different perspectives and outcomes, a major similarity in the above definitions is individuals' ability to regulate emotions at work. These definitions points to the fact that organizations that requires interactions with external stakeholders - especially in-service oriented firms - need employees to portray emotions that would assist the organization to achieve its objectives. The term 'customers are always right' makes workers suppress their real emotions and act in the way that their organization demands. According to Grandey (2000:95) Emotional Labour 'involves enhancing, faking or suppressing emotions to modify the emotional expression'. When expressed emotions is not in conformity with felt emotions, there is usually a negative effect on employees, especially when emotions are being faked for wages (Hochschild, 1983). This led Grandey (2000:97) to define EL 'as the process of regulating both feelings and expressions for the organizational goals'. Gosserand and Diefendorff (2005) is of the same view as they also defined Emotional Labour as a process whereby employees regulate their emotional display in order to achieve work goals.

A key factor in emotional labour is the requirement by organizations for employees to display organizational appropriate emotions termed 'display rules' irrespective of their true emotional states (Diefendorff and Richard, 2003; Grandey, 2000; Ashforth and Humphrey, 1993; Hochschild, 1983). Diefendorff and Croyle (2008:310) defined display rules 'as cognitive representations of social conventions about the emotions that should be displayed in particular situations.' Diefendorff, Grandey and Dahling (2011:170) sees display rules as 'the expressive expectations placed on employees as part of the occupational or organizational context'. Display rules leads to greater emotional regulation by employees because they require more effort in managing their emotions since they cannot convey their actual feelings in the organization (Diefendorff et al 2011). When employees' real emotional states conform to organizational display rules, there will be no emotional dissonance. However, when employees' emotional states do not conform to organizational display rules, they will have to regulate their emotions by adopting surface acting or deep acting emotional strategies (Ashforth and Humphrey, 1993; Grandey, 2003; Hochschild, 1983; Diefendorff et al, 2011).

Surface acting and deep acting are emotional regulation strategies used by employees when display rules are mandatory in organizations (Hochschild, 1983; Gross, 1998; Ashforth and Humphrey, 1993; Grandey, 2000; Haver, Akerjordet and Furunes, 2013; Liu, Liu and Geng, 2013; Diefendorff et al, 2011). Grandey (2000) believe both surface acting and deep acting produce positive or negative results which enables researchers to explain negative or positive outcomes, that can be explained by theoretical models such as emotional regulation theory. Morris and Feldman (1996) argue that most studies on emotional labour focused more on the negative effects on employee physical and psychological health, that there is need to consider the positive benefits of EL taking into consideration the multidimensional conceptualization of Emotional labour and the increasing need for regulated emotional displays in organizations.

2.1. Surface Acting

In surface acting, 'the body, not the soul, is the main tool of trade' (Hochschild, 1983:37). Employees are required to manage their observable expressions. Surface acting is 'acting in bad faith' (Rafaeli and Sutton, 1987:32), and causes

role conflict because there is a clash between what employees actually feel and the emotions they are expected to display. Rafaeli and Sutton (1987) believe it may make workers unproductive because they put up a façade when they are being watched but resort to their original expressions when unsupervised.

Gross (1998) sees surface acting as response focused emotions, whereby individuals deliberately suppress their emotions and fake the required emotions for that interaction, which may have negative effects on employees' physical wellbeing, resulting in emotional dissonance. Grandey (2003) posit emotional dissonance occurs in employees when they engage in surface acting because suppressed feelings are usually at odds with displayed emotions.

2.2. Deep Acting

Deep Acting is 'real feelings that has been self-induced' (Hochschild, 1983:35). When employees engage in deep acting, they modify their feelings to be in consonance with organizational prescribed display rules (Grandey, 2003). Rafaeli and Sutton (1987:32) described deep acting as 'acting in good faith'. They believe it may reduce stress by helping workers cope with intense emotions.

Gross (1998) sees deep acting as antecedent focused emotions, whereby individuals reevaluate the need for the required emotional display and consciously strive to change their emotions based on a deeper understanding of the importance of the right responses. This helps to reduce negative emotions and leads to positive outcomes in the organization. Ashforth and Humphrey (1993) posit greater effort is required in deep acting because employees consciously try to experience the thoughts, images and memories to express the required emotions. The aim is to change an employees' perception of a situation by modifying inner feelings (Haver et al, 2013). Deep acting is a more positive and authentic expression of emotions and results in positive work outcomes (Liu, et al 2013)

2.3. Job Satisfaction

Job satisfaction is a concept that has been widely researched in the management literature. Locke, (1976:1304) defined it as 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. It is an individuals' positive attitude or emotional disposition regarding work or aspects of work such as the job itself, coworkers, supervisor, company policies, working environments (Locke, 1969). Job satisfaction describes how people feel about their job and different aspects of their job. It describes the degree to which workers like or dislike their jobs (Spector, 1997). Locke identified the facets of job satisfaction as work, pay, working conditions, promotions, supervision, co-workers, organizational policy and management

There are contrasting views on how to measure job satisfaction. Some scholars believe it is best to look at overall job satisfaction (Wanous et al., 1997); while others believe the different aspects of job satisfaction should be considered (Weiss et al 1967; Spector, 1985; Martins and Proenca, 2012). This view is more in line with the definitions of job satisfaction as given by Locke and others. Hirschfeld (2000) is of the view that measuring the different facets of employee job satisfaction provides a better understanding of the degree of satisfaction workers have about the different aspects of their job.

In this vein, different scales have been used in measuring employees' job satisfaction like the Job Descriptive Index (Smith et al., 1969), the Minnesota Satisfaction Questionnaire MSQ (Weiss et al,1967) Job Satisfaction Survey (Spector, 1985), among a host of others. This study used the MSQ because it has been widely validated by other studies (Martins and Proenca, 2012; Weiss et al1967; Pennington and Riley, 1991; Guion, 1978; Bolton, 1986; Bodur, 2002). Researchers believe the MSQ is well developed and compares favourably to other types of job satisfaction questionnaire. It gives a detailed analysis of the different facets of job satisfaction, which is unparalleled to other instruments of its ilk (Guion, 1978; Bolton, 1986).

Hai (2017) in his research of audit firms in Vietnam, reports that the factors affecting employees' job satisfaction were pay policy, interpersonal relationship with supervisor, training opportunities, promotion, nature of the job itself and performance evaluation. Martins and Proenca, (2012) in their investigation of psychometric properties of MSQ using Portuguese Healthcare workers as their population, found factors affecting job satisfaction were job enrichment and supervisor/empowerment satisfaction. Pennington and Riley (1991) in their survey of TESOL's members' level of job satisfaction using the MSQ in US found employees' overall job satisfaction was moderate. Other factors that workers found highly satisfying in their study were the prevalence of moral values in the organization, creativity and autonomy in performing their jobs, feelings of achievement, responsibility and task variety. Employees were least satisfied with opportunities for advancement, compensation and organizational policies and practices. This is similar to Bodur's (2001) findings that the job satisfaction of health center staff in Turkey was low because of poor working conditions and salary.

3. Relationship between Emotional Labour and Job Satisfaction

There has been contrasting views about the effect of emotional labour on workers job satisfaction. Researchers have found positive and negative effects of surface acting and deep acting to employees' overall satisfaction in organizations, just like Grandey (2000) reported.

Psilopanagioti et al (2012) studied the effect emotional labour had on physicians' job satisfaction in hospitals in Greece and reported negative correlation between surface acting and job satisfaction. Sohn et al (2018) in their research of hospitals in Korea found that surface acting leads to greater levels of job stress and depression in workers. This is similar with Bayram et al (2012) results, whereby employees in the service sector in Turkey reported job stress and exhaustion as a result of surface acting. In their study of employees working in customer service roles in United States, Judge, Woolf, and Hurst (2009) found that Surface Acting led to increased emotional exhaustion and decreased job satisfaction while deep acting had no effect on job satisfaction. Liu et al, (2013) examined the effect of surface and deep acting on employees'

creativity in the catering industry in China and reported that surface acting decreased employees' creativity and extra-role performance; while deep acting increased workers creativity and extra-role performance. Yang and Chang (2008) in their study of nursing staff in teaching hospitals in Taiwan found that surface acting had no significant effect on workers job satisfaction but deep acting increases job satisfaction of the nurses. Chou, Hecker and Martin (2012), also examined Emotional Labour of nurses in a teaching hospital in Taiwan and reported that surface acting had a negative relationship with nurses' job satisfaction and deep acting had a positive relationship with nurses' job satisfaction.

Gulsen and Ozmen (2020) found deep acting to be negatively correlated with job satisfaction of nurses in Turkey hospitals. In a similar vein, Jeung et al (2018) and Pugliesi, (1999) found emotional labour leads to job stress and low levels of job satisfaction. Ogunsola and Jan (2020) found Surface Acting and Deep Acting had a demoralizing effect on teachers' organizational commitment in Malaysia.

In contrast to these findings, Rafique et al (2017) opined that surface acting is not harmful to employees and found deep acting to be positively correlated with employees' job satisfaction. In a similar vein Wharton (1993) in his research of bank employees and hospital workers using Hochschild (1983) classification of jobs involving emotional labour, found emotional labour to be positively related to workers' job satisfaction. In her survey of administrative assistants in a large Midwestern University, Grandey (2003) reports that deep acting has a positive effect on employees' job satisfaction. According to her, a likely cause of this is because deep acting reduces emotional dissonance in workers. She reports that surface acting led to burnout and job stress because of emotional exhaustion on the part of workers, who couldn't cope with the suppression of their real feelings. Diefendorff et al (2011) in their study of nurses working in hospitals in Midwestern United States found surface acting and deep acting had a significant positive effect on employees' job satisfaction. A likely cause of this finding according to them is because employees see display rules as a shared group norm so are motivated by regulating their emotions to conform to the expected emotional display required by the management of the hospitals. They also believe that the job of nurses requires good management of intense emotions when compared to other service fields like retail or fast food, hence their findings were not surprising as it contradicts most researches.

Pandey and Singh (2016) reported a slightly different view from Diefendorff et al (2011). In their study of emotional regulation strategies of female health workers in India, they found that surface acting leads to higher levels of job satisfaction and deep acting leads to lower levels of job satisfaction of nurses. They believe this finding is in line with the detachment and engagement approach of the medical profession. Such workers need to be detached and objective (surface acting) rather than engaged and subjective (deep acting). Hence surface acting makes healthcare workers more effective in their jobs while deep acting acts as a drain to their emotions and leads to burnout.

Torland (2011) found deep acting had a significant positive relationship to job satisfaction and surface acting had no effect on job satisfaction. This is not surprising because they examined Tour Leaders and their emotions towards their work in Australia. They report that because workers are passionate about their work, it makes them to identify internally with the demands of the job (deep acting).

We infer from these relationships that

- H0₁: There is no significant relationship between surface acting and employees' job satisfaction
- H0₂: There is no significant relationship between deep acting and employees' job satisfaction

4. Methodology

This investigation is designed as a cross-sectional design. The survey is considered suitable in addressing all specified cases of interest within the particular period of time in line with the focus of the research or investigation. The population is framed from 221 permanent staff (supervisory and junior level) of the 18 deposit money banks with national license and operational in Rivers State, Nigeria as listed on the commercial banks directory of the Central Bank of Nigeria (CBN). Considering the size of the population (where $n < 500$), the study was conducted as a census. Data is generated using the structured questionnaire. The scale used in measuring emotional labour was adapted from the work of Castro et al (2006). Job satisfaction scale was adapted from the Minnesota Satisfaction Questionnaire (1977). Instrumentation adapts from the operational definitions and measurements offered in previous studies on the variables and a scaling of items on the 5-point Likert type scale ranked as follows: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree and 5 = strongly agree. Reliability test were carried out using the Cronbach alpha reliability with all instruments observed to have scores exceeding the 0.70 benchmark emphasized by Nunnally (Sekaran, 2003). The Spearman Rank Order Correlation Coefficient was calculated using Statistical Package for Social Sciences (SPSS) to establish the relationship between emotional labour and job satisfaction.

5. Data Results

This section of the study presents the result on the data analysis. While a total of 221 questionnaire copies were initially distributed. Only 217 copies were successfully retrieved and after error assessments, considered as suitable and admissible in the analysis.

5.1. Univariate Distribution

Dimensions	Indicators	N	Mean	Std. Deviation
Surface Acting	I act like nothing bothers me, even when a customer makes me mad or upset	217	3.4516	1.03132
	I have to act the way people think a person in my job should act	217	3.2581	1.12124
	I want our customers to think I am always able to handle things	217	3.5484	.93230
	At work I have to seem concerned, even when I don't feel like it	217	3.0507	1.17938
	I want our customers to think I am always calm	217	3.4747	1.01405
Deep Acting	I have to interact with customers in a nice way	217	3.3825	1.14110
	I make an effort to be interested in our customers concerns	217	3.5853	.86247
	I work hard to keep myself in a positive mood at work	217	2.6452	1.43965
	To make suggestions, I make sure I say it in a nice way	217	3.2949	1.07394
	Valid N (listwise)	217		

Table 1: Distribution for Dimensions of Emotional Labour
Source: Research Data, 2020

The table 1 illustrates the distributions and central tendency for the dimensions and manifest properties on emotional labour. Evidence demonstrates substantial levels of affirmation to the manifestation of the variables. Results point to the position of respondents as supporting and identifying with the stated properties.

	N	Mean	Std. Deviation
I am able to keep busy all the time at work	217	2.0461	1.03086
I have the chance to work alone on the job	217	2.1521	1.00917
I have the chance to do different things periodically	217	2.0968	.90002
I am satisfied I am 'somebody' in my community	217	2.6452	1.43965
I am satisfied with the way my supervisor handles his/her workers	217	3.2949	1.07394
I am satisfied with the competence of my supervisor in making decisions	217	3.4516	1.03132
I am able to do things that don't go against my conscience	217	3.2581	1.12124
My job provides for steady employment	217	3.5484	.93230
I have the chance to do things for other people	217	3.0507	1.17938
I have the chance to tell people what to do	217	3.1659	1.08018
I am able to use my abilities/skills in my job	217	3.4747	1.01405
I am satisfied with the way the company policies are put into practice	217	3.3825	1.14110
I am satisfied with my pay and amount of work I do	217	3.5853	.86247
I am satisfied with my chances of advancement on this job	217	2.6452	1.43965
I have the freedom to use my own judgment	217	3.2949	1.07394
I have the freedom to try my own methods of doing the job	217	3.1659	1.08018
I am satisfied with the way my coworkers get along with each other	217	3.4101	1.02852
I am satisfied with our working conditions	217	2.8664	1.18463
I am satisfied with the praise I get for doing a good job	217	3.4516	1.03132
I feel a sense of accomplishment when I do my job very well	217	3.2581	1.12124
Valid N (listwise)	217		

Table 2: Distribution for Properties of Job Satisfaction
Source: Research Data, 2020

The table 2 demonstrates the distribution for the properties of job satisfaction. The results for the distribution also show evident support for the properties as characterizing the experiences of workers within the organizations of interest. The outcome therefore presents the properties of job satisfaction as affirmed and as attributes which can be considered as defining the workers within the banks.

		Surface Acting	Deep Acting	Job Satisfaction
N	Valid	217	217	217
	Missing	0	0	0
Mean		3.3567	3.2270	3.0622
Std. Deviation		.79894	.78102	.69401
Skewness		-1.472	-1.196	-1.171
Std. Error of Skewness		.165	.165	.165
Kurtosis		1.279	.812	.836
Std. Error of Kurtosis		.329	.329	.329

Table 3: Summary Distribution for the Variables

Source: Research Data, 2020

The summary distribution for the descriptive statistics on the variables is presented on table 3 above. The tests demonstrate the evidence and substantiality of the variables within the context of interest. All three are observed to central tendencies which affirm to their manifestations and as such can be considered as characterizing the units of the study.

5.2. Hypotheses Testing

			Surface Acting	Deep Acting	Satisfaction
Spearman's rho	Surface Acting	Correlation Coefficient	1.000	.532**	.797**
		Sig. (2-tailed)	.	.000	.000
		N	217	217	217
	Deep Acting	Correlation Coefficient	.532**	1.000	.753**
		Sig. (2-tailed)	.000	.	.000
		N	217	217	217
	Satisfaction	Correlation Coefficient	.797**	.753**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	217	217	217

Table 4: Test for Hypotheses

Source: Research Data, 2020

The table 4 above presents the result for the test on the hypotheses of the study. The evidence demonstrates a significant level of correlation in both instances where surface acting is observed to influence satisfaction at a rho = 0.797 and a Pv = 0.000; and deep acting is observed to influence satisfaction at a rho = 0.753 and a Pv = 0.000. Both instances of the tests show significant and positive correlations between the variables, thus the null hypotheses are rejected. The results are thus stated:

- Surface acting significantly influences workers job satisfaction in deposit money banks in Rivers State, Nigeria
- Deep acting significantly contributes towards workers job satisfaction in deposit money banks in Rivers State, Nigeria

Figure 2: Scatter Diagram for the Relationship between Emotional Labour and Job Satisfaction

The scatter diagram of Figure 2 above illustrates the interaction between emotional labour and job satisfaction. The distribution goes to show a very strong and positive level of correlation between both variables where $R^2 = 0.904$ suggesting a 90% change expressed in job satisfaction can be accounted for by emotional labour.

6. Discussion

The facts generated identify emotional labour as playing a significant role in the outcome of job satisfaction. The evidence shows that both dimensions – surface and deep acting, have significant and positive relationships with job satisfaction. This corroborates previous researchers (Wharton, 1993; Diefendorf et al, 2011; Torland, 2011; Pandey and Singh, 2016; Henderson 2001) that found surface acting as having a positive relationship with employees' job satisfaction since detachment is needed in performing their jobs. It makes employees more effective and rational in decision making. According to Pandey and Singh (2016), the lower the level of emotional connectivity, the higher the job satisfaction of workers. It is important to understand that emotional labour fundamentally reflects an intelligent approach towards handling clients and managing relationships. Our findings show that both dimensions of emotional labour - surface and deep acting are primarily focused on smoothening relationships and ensuring cooperation and mutual understanding between parties. This to a large extent is important for the organization as well as the wellbeing of the employee as well. This result is not surprising because there is hyper-competition in Nigerian Banking Industry in the areas of emerging technology; a more technological savvy customers with little loyalty, high turnover and high service expectations (Debetaz, 2021). Management ensure employees are adequately trained and developed to meet the requirements of a 21st century organization. This is necessary because of digitalized banking operations, convenience banking from personal devices, online banking, among a host of strategies that has greatly reduced the interface between bank workers and their customers. To be relevant at work, employees ensure they display the appropriate organizational desired behaviour to attract and keep their customers. People are the heart of a successful firm because they help organizations retain their competitive edge and leverage on their core competencies.

The outcome of this research reiterates Pugliesi (1999) observations that while emotional labour in some situations could be a stressor, in other circumstances it could serve as the tool through which workers are able to effectively manage their clients and achieve their goals. The findings also corroborate the evidence provided by Shuler and Sypher (2000) that emotional labour strengthens the relationship between employees and clients. The evidence presented herein therefore align with the position which identifies emotional labour as primarily valuable for client-organization relationship and also as a basis through which employees can manage and effectively address their work issues and thus enhance their satisfaction levels. This supports the assertions by scholars (Ashforth and Humphrey, 1993; Diefendorff et al 2001; Yang and Chang, 2008) that when employees real emotional states conform to organizational display rules, they will be able to regulate their emotions by adopting either surface acting or deep acting emotional strategies, which increases their job satisfaction.

We found that workers in Rivers State money deposit banks were able to control their emotions even in the face of customers' aggravation because they want to maintain their professionalism. They were calm and showed concern for customers' issues. This is in line with Ashforth and Humphrey (1993) contention that emotional labour help employees' distance themselves psychologically from messy situations in the organization. Employing surface acting and deep acting emotional strategy helped Rivers State bank workers to act nicely to customers and be interested in their satisfaction. They did this by portraying positive emotions at work. This supports Diefendorff et al (2011) assertion that since workers see surface acting and deep acting as shared norms in the organization, they are motivated to display the appropriate emotional response without strain on them. In a similar vein, Morris and Feldman (1996) reiterates that emotional labour is multidimensional and hence beneficial to employees because there is a high demand for regulated emotional expression in organizations (especially in the banking industry).

The results appear to conflict with the position of some researchers (Grandey, 2000; Brotheridge & Grandey, 2002; Psilopanagioti et al, 2012; Sohn et al, 2018; Bayram et al 2012; Judge et al, 2009; Liu et al, 2013), who in the past identified emotional labour as placing a strain on the behaviour of the employees by eliciting emotional exhaustion and lower levels of job satisfaction in workers. This contrast is not surprising because the respondents used were mainly from the health sector. The intensity of display rules indicated that there is a mismatch between their genuinely felt emotions and organizational prescribed emotions thereby causing a dissonance leading to strain and burnout (Hochschild, 1983; Grandley, 2003). From previous researches, being intensely involved with clients in the health sector affects respondents negatively because they buy into the pains of their patients which is quite different from respondents in the banking industry. Zaluski and Studzinska (2018) explained that health care professionals are inundated with high expectations from clients and their family and also from colleagues. This places a huge drain on their emotions because they are expected to act nicely at all times leading to emotional dissonance which is detrimental to their mental health. Morris and Feldman (1996) opined that emotional dissonance is the actual cause of job dissatisfaction rather than emotional labour. Surface Acting and deep acting as emotional regulation strategies were strongly embraced by workers in the money deposit banks in Rivers State and this leads to job satisfaction. The felt emotions by these workers aligned with the organizational display emotional norms, hence they experienced no dissonance and were able to perform their jobs leading to positive job satisfaction.

7. Conclusion

Employees of Rivers State deposit money banks have a high level of job satisfaction by deploying emotional regulation strategy of surface acting and deep acting. It has been affirmed that the emphasis on emotional labour helps to

build stronger employee-client relations, thus reducing conflict situations, driving cooperation and mutual understanding, and therefore improving outcomes of job satisfaction.

7.1. Implications

This study has enriched the literature on emotional labour and employees' job satisfaction and confirms the findings of other studies (Wharton, 1993; Diefendorff et al, 2011; Torland, 2011; Pandey and Singh, 2016; Henderson 2001). Emotional labour positively influences employees' job satisfaction. Workers in Rivers State money deposit banks regulate their emotions to conform with organizational prescribed rules leading to high levels of job satisfaction. It has increased the empirical findings on the relationship between emotional labour and job satisfaction as previous studies were based on ideographic methodology (Hochschild, 1983; Morris and Feldman, 1996). Hence this study has methodological implications for future research on emotional labour and job satisfaction.

The findings of this study have practical implications for management of organizations. Emotional labour strategies should be emphasized and training provided to employees for them to appreciate the necessity of regulating their emotions to match organization's prescribed display rules. This will help in reducing emotional exhaustion, burnout, and other negative traits reported by researchers on the use of emotional labour.

7.2. Recommendations

The positive association between surface acting and deep acting to workers job satisfaction suggests that management of organizations should conscientize employees about the relevance of customers' satisfaction by portraying positive emotions. Workers must be taught the benefits of detachment and objectivity in performing their task. This will ameliorate unnecessary conflicts with clients. Pandey and Singh (2016) suggested that organizations job description should emphasize emotional labour and employees should be selected, inducted and trained based on that.

Organizations that are expressive about their emotional labour requirements during staffing process can get the right caliber of employees whose emotional expression matches the organizational prescribed display rules, thereby creating a fit between employees' emotions and work role requirements. Workers that can regulate their emotions through surface acting and deep acting will enable organizations to have sustained competitive advantage (Morris and Feldman, 1996).

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