

## Factors Affecting Emotional Labour among Nursing Officers

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### Abstract

The purpose of this study is to extend the understanding on antecedents of emotional labour. Along with the initial identification of the fact that some nurses in government hospitals in Sri Lanka do not display emotional labour, the relationship between Type-A/B personality, work hours, work values, educational level and the three dimensions of emotional labour (surface acting, deep acting and expressions of naturally felt emotions) were tested using data collected from 134 nursing officers of few government hospitals in Sri Lanka. The results illustrate that Type-A personality and work hours are positively related with surface acting and Type-B personality and work values are negatively related with surface acting. Type-A personality is negatively related with deep acting and work hours are negatively related with both deep acting and expressions of naturally felt emotions. Moreover, Type-B personality and work values are positively related with deep acting and expressions of naturally felt emotions. Implications are to enhance the quality of nurse-patient relationships. Further it was identified that hospitals should consider the work hours and personality of the nurses.

**Keywords.** Education Level, Emotional Labour, Personality, Work Hours, Work Values

### 1. Background

The entire world is proceeding towards a service centred economy (Shek, Chung, & Leung, 2015). Along with the rapid growth, service sector organizations face heavy competition as almost all service organizations are concerned about providing a better return to their shareholders and about enhancing their market share.

Walsh and Bartikowski (2013) recognized service providing employees “as the face of the service firm” (p. 1213), as it is the service providers who are capable of influencing the customers’ level of satisfaction and could create repeat and loyal customers to the service organization. “Presentation of emotions” during service interactions has become a key component of the work performed by employees where such emotions are being specified, regulated and expected by service organizations (Morris & Feldman, 1996). In other words, service encounter employees are required to express the expected emotions in the presence of customers or clients.

The concept emotional labour was first introduced by Hochschild (1983). Over the past three decades, many researchers have given a considerable amount of interest to study

about emotional labour (Hur, Moon, & Han, 2014). Kim and Han (2009) stated that when favourable emotional expressions are frequently displayed, an employee would be able to gather positive job experiences and feel more confident in developing strong human relations. This confidence makes employees feel empowered (Pugliesi, 1999). This is the bright side of emotional labour. On the other hand, there is a probability for an organization to lose their best employees as emotional labour is related to employee turnover intentions (Walsh & Bartikowski, 2013). It has been found that the way in which employees prefer to follow the display rules of an organization, says a lot about whether such effort would lead to stress or satisfaction (Seery & Corrigan, 2009). Therefore, our research that aims for extending knowledge on the factors and circumstances that could influence an employee's way of performing emotional labour is in fact important.

This study is based on exploring emotional labour among nursing professionals. Nurses' role of emotional labour is about "making patients feel safe, comfortable and at home" (Gray, 2010, p. 351). Mastracci and Hsieh (2016) defined emotional labour of nursing as efforts taken to convey or express emotions of care. Nurses have to deal with patients of whose lives are at risk, helpless and vulnerable. In such instance, nurses' care is of utmost importance for patients. A medical officer who had served the Department of Health for a considerable amount of years mentioned that, normally nurses are very hard-working individuals who strive to carry out their duties towards the patients under their care, in a very thorough and careful manner (Atukorale, 2008).

Even though, displaying expected emotional expressions is important, in reality such expectancies are not always met. At times nurses may deviate from their emotional role. For example, a Sri Lankan sociologist shares his experience of being hospitalized in a public hospital in Sri Lanka by revealing that the nurse in charge of the ward was not empathetic and that the Nightingale characteristics were absent (Herath, 2013). Furthermore, it has been revealed that the major reasons for the criticisms formed against nurses in public sector are that they are either insensitive or rude (Koelmeyer, 2017). Thus, this leads us to question why some nurses in government hospitals in Sri Lanka do not display emotional labour, despite emotional labour is a key part of their occupation?

Hochschild (1983) stated, as little has been discovered, in reality emotional labour stands as "shadow labour", hidden and undiscovered. Three decades later, with the contribution of numerous scholars, emotional labour has been able to crawl out through the shadows, but is currently held up at crossroads (Grandey & Gabriel, 2015). Therefore, it was identified that research in the field of emotional labour is essential to bring in more insight.

## **2. Literature Review**

### **2.1 Emotional Labour**

The term emotional labour was first introduced by the American sociologist Hochschild (1983). She defined emotional labour as, "the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value" (p. 7). Hochschild (1983) stated that, in various occupations that require emotional labour, interactions takes place in the form of face-to-face interactions, voice-to-

voice interactions or by both ways and the service provider should create an emotional state in the mind of the client, customer or the patient.

Ashforth and Humphrey (1993) termed emotional labour as displaying the expected or applicable emotions. Further, they considered emotional labour as a “double-edged sword” (p. 107) since emotional labour is capable of either enhancing or damaging organizational performance. Morris and Feldman (1996) defined emotional labour as the effort, planning, and control which is necessary to display the desired emotions in service encounters. Although different perspectives have been taken in defining emotional labour, all the definitions provide a common understanding that emotional labour is about regulating emotions in order to comply with organizational expectations. For this study, we select Grandey’s (2000) understanding of emotional labour, where emotional labour is a means to achieve desired organizational outcomes through regulation of feelings and expressions.

## ***2.2 Dimensions of Emotional Labour***

There is no agreed upon consensus with regard to the aspects or the dimensions of emotional labour. Initially, Hochschild (1983) categorized emotional labour based on the “acting” (based on how emotional labour is performed) as surface and deep acting. Surface acting is about changing expressions but not feelings (Grandey, 2000). For example, a nurse treats a patient in a caring and empathetic manner but interiorly, she is not really feeling the expression of care. Deep acting is the private experience of the emotion itself (Erickson & Ritter, 2001) where the actor or the service provider actually feels the display emotions or attempts to experience it in reality. For an example in order to feel happy a service provider could think of a wedding. Surface acting supports an individual to comply with display rules, but going beyond simply complying with display rules, deep acting generates authentic emotional displays (Allen, Pugh, Grandey, & Groth, 2010). Further, surface acting is found to be associated with a number of adverse repercussions or “undesired states”, whereas deep acting brings about favourable outcomes or “desirable states” to employees as well as to organizations.

Ashforth and Humphrey (1993) introduced a third means for emotional labour as expression of naturally felt emotions. They stated that a nurse who senses kindness and empathy towards an injured child, does not actually need to “act”. Further, when naturally felt emotions are expressed, there is no actual difference between what is really felt and what is being expressed. However, even after Ashforth and Humphrey identified a third means of emotional labour in 1993, only few studies have contributed to expand the knowledge on expression of naturally felt emotions (e.g., Cheung & Tang, 2010; Diefendorff, Croyle, & Gosserand, 2005; Newnham, 2017).

Differing from what Hochschild (1983) and Ashforth and Humphrey (1993) identified as dimensions of emotional labour, Morris and Feldman (1996) identified four other different dimensions of emotional labour as: frequency of emotional display, attentiveness to required display rules, variety of emotions required to be expressed, and emotional dissonance. However, Brotheridge and Grandey (2002) categorized emotional labour as job-focused emotional labour and employee-focused emotional labour. Pulgliesi (1999) took another different view in studying about the dimensions of emotional labour by identifying two main dimensions; self-focused emotional labour and other-focused emotional labour.

However, for this study we consider surface acting, deep acting and expression of naturally felt emotions as the dimensions of emotional labour. The next section of this literature review further narrows down to study in depth about the antecedents of emotional labour.

### **2.3 Antecedents of Emotional Labour**

Emotional labour is influenced by various factors. These factors can be categorized as person and job-related antecedents.

Researchers have studied about the relationship between gender and emotional labour and have figured out that gender differences do impact emotional labour (Erickson & Ritter; 2001; Grandey, 2000; Yang & Guy, 2015). Research reveals that majority of service contact occupations are performed by women (Grandey, 2000; Hochschild, 1983) since women are better at managing emotions resulting better performance (Grandey, 2000). In Hoshchild's (1983) study, flight attendants who were women were expected to shape their inner feelings to express cheerfulness and friendliness, while bill collectors who were men, were expected to express anger or emotional detachment to be more effective. Therefore, gender seems to have some sort of an impact on service encounters, depending on the type of the service occupation.

Emotional intelligence is another personal characteristic that could impact emotional labour. Mayer and Salovey (as cited in Santos, Mustafa, & Gwi, 2015) defined emotional intelligence as the ability to use emotional information in an accurate and efficient manner. The decision of, which emotional labour dimension to use depends on the extent to which the service provider is emotionally intelligent (Feldman, Barrett, & Gross as cited in Karim & Weisz, 2010). Santos et al. (2015) found an inverse relationship between emotional intelligence and surface acting, whereas no relationship was found with deep acting. In contrast, Karim and Weisz (2010) found that emotionally intelligent employees would display deep acting since they have the ability to understand the needs of the service receivers and to be empathetic towards service receiver's circumstances.

Age is a person-related antecedent of emotional labour. Cheung and Tang (2010) found that older employees use a greater amount of deep acting at workplaces since they are likely to utilize more of their cognitive ability in deciding on how to comply with display rules. Also, they are interested and motivated in actually trying to experience positive emotions and to avoid experiencing negative emotions within their remaining lifetime (Dahling & Perez, 2010). Given this positive relationship between chronological age and deep acting, it was identified that older employees are better followers of display rules than younger employees (Hur et al., 2014). Further, with the rising trend "ageing workforce population", this finding provides a greater level of understanding for organizations about their older employees. Cheung and Tang (2010) further revealed that older workers are more likely to use naturally felt emotions as well, but no significant correlation was found between age and surface acting.

Further, based on big five personality traits, Diefendorff et al. (2005) found that those who possess lower levels of extraversion, agreeableness, and conscientiousness and those who possess neuroticism are more likely to perform surface acting.

Display rules is a job-related antecedent of emotional labour. Organizations expect employees to express the right emotions in service interactions. It is display rules that shape employees emotional expressions and ultimately support to achieve organizational ends (Diefendorff, Erickson, Grandey, & Dahling, 2011). Display rules can be categorized as positive (positive emotions) and negative (negative emotion) and positive display rules must be expressed whereas negative display emotions are required to be suppressed (Diefendorff et al., 2005). Further, positive display rules were found to be positively related with deep acting and negative display rules were negatively related with surface acting.

#### **2.4 Emotional Labour and Nursing**

Among the scholars who have contributed for the field of emotional labour, some have focused on studying about healthcare professionals' role of emotional labour (Mann, 2005). Hochschild (1983) revealed that registered nurses, therapists, dental hygienists, therapy assistants and other related personnel are compelled to perform a higher level of emotional labour. Among these healthcare related professions, nursing is recognized as an occupation that requires a higher amount of emotional labour to be performed (Bolton, 2001). Also, nurses are viewed as 'emotional jugglers' as they are highly required to change, manage and express emotions according to the emotional requirement of healthcare settings (Bolton, 2001).

When nurses engage in patient care, they must follow an all-inclusive approach or a holistic approach to patient care, by meeting the psychological, social and spiritual needs in order to form closer relationships and a continuous delivery of nursing care (McQueen, 2004). Although at times nurses may feel disgusted, irritated or aggressive, those negative emotions are required to be controlled and suppressed (McQueen, 2004). This suppression could be more challenging when patients would become aggressive, hostile or uncooperative (de Castro, 2004, as cited in Mann, 2005). Nurses not only work with patients, they have to work with the patients' families as well (Seery & Corrigan, 2009). Therefore, with the wider range of display rules to be addressed, the nursing profession is undoubtedly challenging.

#### **2.5 Breaking Character**

Although, nurses are expected to display emotional labour, at times they may deviate from their desired organizational role. This results in tarnishing the nurse-patient relationship, where the patient does not get the desired care and empathy from the nurse. Grandey (2003) recognized this deviation of desired emotional displays as breaking character. Further, those who perform deep acting are less likely to break character. Surface acting is an endeavour to overcome breaking character; for an example by merely faking a smile (Grandey, 2003). Yet, suppressed negative feelings can be unknowingly conveyed through "micro-expressions" (Ekman et al. as cited in Grandey, 2003). Therefore, there is always a probability for the occurrence of such deviance from their expected role.

Thus, breaking character would move nurses away from displaying their expected job role and might as well impact on organizational outcomes. Therefore, in our opinion breaking character seems to be an important area to investigate. No empirical evidence has been

reviewed to identify how breaking character takes place among nurses, given the presence of the impact of various antecedents of emotional labour.

### 3. Methodology

#### 3.1 Research Philosophy and Strategy

This study is carried out in a positivistic stance as the positivistic way of thinking assumes that the existence of the social world is external and therefore the link between cause and effect (universal laws) can be applied in common grounds (Saunders, Lewis, & Thornhill, 2009). Therefore, an attempt was taken to gather and analyze the relevant social understandings through quantitative means. Following the survey strategy, a questionnaire was used to collect data during the period from August to October, 2017.

#### 3.2 Research Hypotheses and Model

In terms of analysing the relationship between personality type and emotional labour, we strive to focus on identifying how Type A/B personality could impact on emotional labour. Friedman and Rosenman (1959, as cited in Spence, Helmreich, & Pred, 1987) stated that Type-A behaviour pattern is bound with five main characteristics namely; “ambitiousness, competitiveness, time urgency, impatience, and aggressiveness” (p. 522). Along with these characteristics Type-A persons would require to display surface acting to comply with display rules. The use of deep acting and naturally felt emotions, on the other hand, would be much difficult if the service provider is always trying to speed up tasks or if the service provider is very hostile. Type-B persons are much relaxed and patient (Billing & Steverson, 2013). Therefore, Type-B persons might prefer to be relaxed by expressing their genuine emotions rather than by putting an effort to pretend emotional expressions. Thus, the following hypothesis is proposed:

*Hypothesis 1: (a) Type-A personality positively relates with surface acting and Type-B personality negatively relates with surface acting, (b) Type-A personality negatively relates with deep acting and Type-B positively with deep acting, and (c) Type-A personality negatively relates with naturally felt emotions and Type-B positively relates with naturally felt emotions acting.*

The next objective of the study strives for identifying the relationship between education level and emotional labour. Highly educated employees tend to use the best possible way in order to successfully complete emotionally demanding tasks (Xanthopoulou, Bakker, & Fischbach as cited in Innanen, Tolvanen, & Salmela-Aro, 2014). Therefore, an educated person might select to perform emotional labour through deep acting or natural expressions as they might need to go beyond mere compliance of display rules. Based on this argument, we proposed the following hypothesis:

*Hypothesis 2: Educational level influences (a) surface acting such that nurses with G. C. E. Advanced Level will display more surface acting than nurses with Diploma or Degree, (b) deep acting such that nurses with Degree and Diploma will display more deep acting than nurses with G. C. E. Advanced Level and, (c) influences expressions*

*of naturally felt emotions such that nurses with Degree and Diploma will display more natural emotions than nurses with G. C. E. Advanced Level.*

Work hours might impact on how an individual performs emotional labour. As increased amounts of work hours creates fatigue and tiredness among nursing officers, they might need to hide their true appearance during service interactions through the means of surface acting (Li, Gao, Shen, & Liu, 2014). When nurses have long work hours, genuine emotions and the use of deep acting to display emotional labour towards patients might become relatively difficult and they might use the surface acting to express desired expressions. Thus, it is hypothesised:

*Hypothesis 3: Work hours influence (a) surface acting such that nurses who work for relatively more hours will display more surface acting than nurses who work for relatively less amounts of hours, (b) deep acting such that nurses who work for relatively more hours will display less deep acting than nurses who work for relatively less amounts of hours and, (c) expressions of naturally felt emotions such that nurses who work for relatively more hours will display less natural expressions than nurses who work for relatively less amounts of hours.*

Work values are about the generalized beliefs and perceptions of individual employees with regard to what is really important for them in their work lives (Kuron, Lyons, Schweitzer, & Ng, 2015). An individual who values the work attributes to a higher extent would be less likely to perform surface acting. A higher amount of work values would motivate an individual to make an effort to actually feel the required emotions (deep acting) in order to comply with the expected emotions or the individual might simply display his or her naturally felt emotions. Thus, the following hypothesis is proposed.

*Hypothesis 4: Work values (a) negatively relate to surface acting, (b) positively relate to deep acting and (c) positively relate to expression of naturally felt emotions.*

Type A/B personality and education level are considered as person-related antecedents while work hours and work values are considered as job-related antecedents of emotional labour. Based on the above proposed relationships, the conceptual research model is shown in Figure 1.

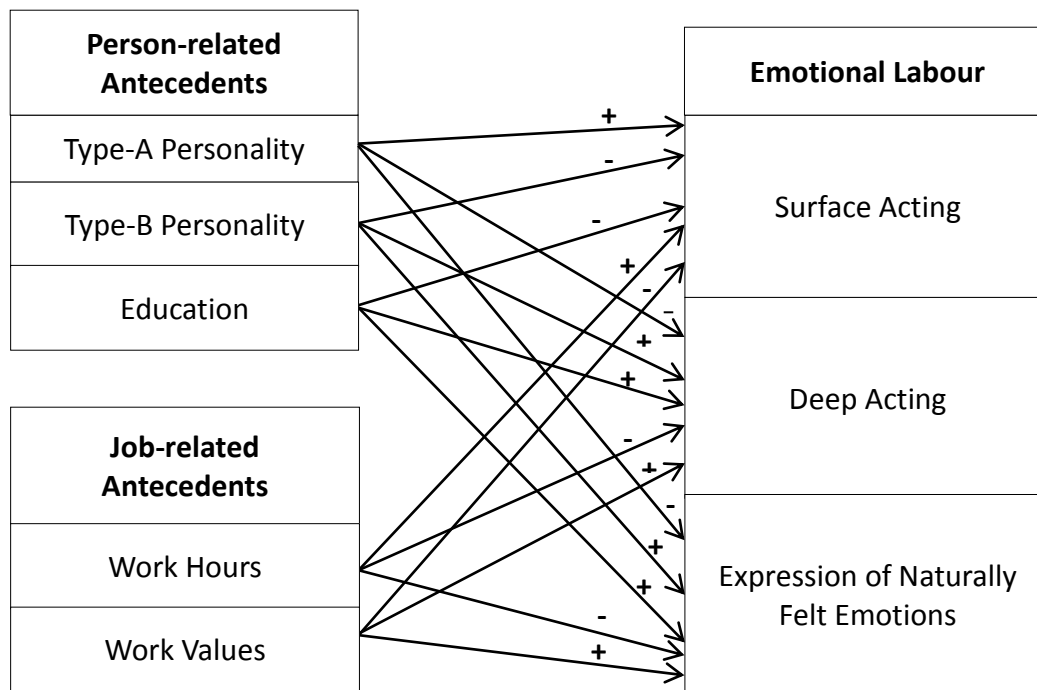


Figure 1. Conceptual Model

### 3.3 Sample of the Study

As the population for data collection, Grade III and Grade II medical nurses in government hospitals of Sri Lanka were considered. When comparing medical and surgical wards, the nurse-patient relationship is considerably higher than the nurse-patient relationship and workload in surgical wards (Al-Kandari & Thomas, 2008). Further, the nurse-patient relationship in medical wards seem to be more challenging and effort taking since “perceived adverse patient outcomes” in medical wards occur at an extent which is significantly greater than in surgical wards.

A self-administered questionnaire was distributed among nursing officers of few government hospitals in Sri Lanka through the means of both paper-based and online survey. Of the 150 hardcopies that were distributed, we recieved 117 (78% response rate). The online survey was shared among 183 along with a 21.3% response rate (39 responses). Considering both modes of the questionnaire, the total response rate was 46.8% (156 responses). After a careful examination 134 responses (40.24% response rate) were found as usable.

### 3.4 Measures

The scales that were considered are as follows:

*Emotional labour.* Surface acting and deep acting are measured from the Emotional Labour Scale developed by Brotheridge and Lee (2003) by using three items each (Cronbach’s  $\alpha = .85$  for surface acting and Cronbach’s  $\alpha = .82$  for deep acting). For example, “resist expressing my true feelings” to measure surface acting and “make an effort to actually feel the emotions that I need to display to others” to measure deep acting. The items range from (1) “never” to (5) “always”. Naturally felt emotions are measured from the three items (e.g., “the emotions I express to customers are genuine”) developed by Kruml and Geddes (2000) which ranges from (1) “strongly agree” to (5) “strongly disagree” with a reliability of Cronbach’s  $\alpha = 0.83$  (Diefendorff et al., 2005).



*Type A/B personality.* Type-A and Type-B personalities are measured with the Spence et al.(1987) adaptation of the Jenkin’s Activity Scale. This scale includes with six items to measure *achievement strivings* (e.g. “How seriously do you take your work?”) and five items to measure *impatience-irritability* (e.g. “do you tend to do most things in a hurry?”). The items are of five-point Likert scale with different anchors. The internal consistency of this scale stands as  $\alpha = 0.70$  (Billing & Steverson, 2013).

*Work values.* Work values were measured using the twenty-four item Work Values Questionnaire developed by Elizur (1996). Items include with fourteen *cognitive* work values (e.g. “meaningful wok”), five *affective* work values (e.g. “co-workers, fellow workers who are pleasant and agreeable” and five *instrumental* work values (e.g. “convenient hours of work”). The items range from (1) “very unimportant” to (5) “very important” and Cronbach’s  $\alpha = 0.84$  (Selmer & Waldstrøm, 2007).

## 4. Data Analysis and Findings

### 4.1 Preliminary Analysis

The majority of the study’s respondents (92.5%) were female. In terms of educational qualifications, 49.3% had nursing diploma holders and 34.3% had nursing degree while the rest of the 16.4% respondent’s highest education level is G. C. E. Advanced Level. Majority of the participants (46.3%) represented the Training Hospital of Peradeniya. With regard to job category, the majority were Grade II nursing officers (47%) while 36.6% of the participant nursing officers were from Grade III category. Also, the scales used to measure the main study variables showed good internal consistency (Cronbach’s  $\alpha > .75$ ).

### 4.2 Correlations

For this study, the bivariate Pearson correlation is used to identify the directions and the strength of the linear relationships that exist between study variables (Table 1). As predicted, Type-A personality is positively related ( $r = .63, p < .01$ ) and Type-B personality is negatively related to surface acting ( $r = -.63, p < .01$ ). When considering the relationship with deep acting, Type-A personality is negatively correlated ( $r = -.55, p < .01$ ) and Type-B is positively correlated ( $r = .55, p < .01$ ). Similarly, Type-A is negatively related ( $r = -.53$ ) and Type-B is positively related ( $r = .53$ ) to expressions of naturally felt emotions at  $p < .01$ . Moreover, there is a perfect negative Pearson correlation coefficient between Type-A and Type-B personality.

Education level ( $r = -.61$ ) is negatively correlated with surface acting ( $p < .01$ ) and is positively correlated with both deep acting ( $r = .54$ ) and expressions of naturally felt emotions ( $r = .59$ ) at  $p < .01$ . Further, there is a positive correlation between work hours and surface acting. This indicates that, increased work hours is associated with increased surface acting. Also, work hours is negatively correlated with deep acting ( $r = -.50, p < .01$ ) and expressions of naturally felt emotions ( $r = -.59, p < .01$ ). Moreover, according to Table 1 there is a negative correlation between work values is and surface acting ( $r = -.65, p < .01$ ). Work values is positively correlated with deep acting ( $r = .68$ ) and expressions of naturally felt emotions ( $r = .72$ ). Age, work experience and marital status seems to be negatively related with surface acting and positively related with both deep acting and expressing naturally felt emotions at  $p < .01$ . However, there is no significant correlation between gender and the dimensions of emotional labour.

Table 1  
Correlations

Scale	1	2	3	4	5	6	7	8	9	10	11	12	13	
1. Surface acting	(.788)													
2. Deep acting	-.53**	(.765)												
3. Natural	-.67**	.63**	(.780)											
4. Type-A	.63**	-.55**	-.53**	(.861)										
5. Type-B	-.63**	.55**	.53**	-	(.861)									
6. Work values	-.65**	.68**	.72**	-.60**	.60**	(.944)								
7. Education <sup>a</sup>	-.61**	.54**	.59**	-.44**	.44**	.62**								
8. Work hours <sup>b</sup>	.55**	-.50**	-.59**	.60**	.60**	-.64**	-	.49**						
9. Age <sup>c</sup>	-.43**	.44**	.43**	-.31**	.31**	.347**	.42**	-	.43**					
10. Gender <sup>d</sup>	-.11	.11	.16	-.22**	.22**	.252**	.16	-	.23**	-.04				
11. Income level <sup>e</sup>	-.40**	.53**	.48**	-.21*	.21*	.412**	.51**	-	.34**	.51**	-			
12. Job category <sup>f</sup>	-.50**	.49**	.54**	-.44**	.44**	.545**	.60**	-	.58**	.60**	.12	.60**		
13. Work experience	-.41**	.40**	.44**	-.37**	.37**	.403**	.39**	-	.49**	.73**	.10	.46**	.62**	
14. Marital status <sup>g</sup>	-.48**	.32**	.42**	-.322*	.32**	.359*	.37*	-	.50**	.50**	.05	.39**	.61**	.51**

Note. \* p < .05 (two-tailed). \*\* p < .01 (two-tailed).

<sup>a</sup>Education: G.C.E. Advanced Level = 1, Diploma = 2, Degree = 3.

<sup>b</sup>Work hours: <45 hours = 1, 46 - 50 hours = 2, 51 - 55 hours = 3, 56 - 60 hours = 4, >60 hours = 5.

<sup>c</sup>Age: 18 - 27 years = 1, 28 - 37 years = 2, 38 - 47 years = 3, 48 - 57 years = 4, >57 years = 5.

<sup>d</sup>Gender: Male = 1, Female = 0.

<sup>e</sup>Income Level: Rs.15000 - 35000 = 1, Rs.35000 - 55000 = 2, Rs.55000 - 75000 = 3, More than Rs.75000 = 4.

<sup>f</sup>Job category: Student nurse = 1, Grade III nursing officer = 2, Grade III nursing officer = 3, Other = 4.

<sup>g</sup>Marital status: Single = 1, Married = 2, Divorced/separated/widowed = 3.

### 4.3 Regression Analysis for Hypothesis Testing

Regression analysis is used to predict the dimensions of emotional labour from personality (Type-A and Type-B) and work values. As shown in Table 2, the control variables of the study are included in model 1 and in addition to the control variables Type-A, Type-B and work values are included in model 2.

According to model summary statistics (Table 2), the multiple correlation coefficient ( $R$ ) between control variables and surface acting stands as .573 and has increased up to .764 by including Type-A, Type-B and work values to the model. Since model 2 is a better predictor of surface acting than model 1, the model parameters are analyzed hereon based on the results of model 2. Among the control variables, only marital status has a significant contribution to the model ( $\beta = -.214$ ,  $p < .01$ ). The model results show that there is a positive relationship between Type-A personality and surface acting ( $\beta = .349$ ), negative relationship between Type-B personality and surface acting ( $\beta = -.349$ ) and a negative relationship between work values and surface acting ( $\beta = -.357$ ) at  $p < .01$ . Hereby, *Hypothesis 1(a)* and *Hypothesis 4(a)* are supported.

Based on model 2 results for deep acting, income level seems to have a significant positive relationship with deep acting ( $\beta = .300$ ). With a significant contribution to model 2, Type-A personality is negatively related, Type-B personality is positively related and work values are positively related with deep acting. Hereby, *Hypothesis 1(b)* and *Hypothesis 4(b)* are supported.

Further, there is a positive relationship between work values and expressions of naturally felt emotions. However, the t-test results indicate that the relationship between personality (Type-A and Type-B) and expressions of naturally felt emotions is not significant. Hereby, *Hypothesis 4(c)* is supported, but *Hypothesis 1(c)* is not supported.

### 4.4 Mean Comparisons for Hypothesis Testing

Among the independent variables of this study, education level and work hours stands as categorical variables. Therefore, mean comparisons were used based on post hoc test with Bonferroni correction to test the assumed relationships in Hypothesis 2 and 3.

Based on the results of one-way ANOVA (Table 4), there is a significant effect of educational level on surface acting [ $F(2, 131) = 46.069$ ,  $p = .000$ ]. The post hoc test with Bonferroni correction (Table 3) indicates that, in terms of surface acting the mean scores for G. C. E. Advanced Level (4.14), Diploma (2.84) and Degree (2.36) are significantly different from each other at  $p < .05$ . Surface acting is significantly high among nurses with G. C. E. Advanced Level when compared with nurses with Diploma and Degree. Those who have completed the Degree are having the lowest probability to perform surface acting. Thus, the relationship between educational level and surface acting could be understood as, higher educational levels are associated with significantly lesser surface acting and vice versa. Hereby, *Hypothesis 2(a)* is supported.

The results of one-way ANOVA shows that the effect of educational level on deep acting is significant [ $F(2, 131) = 51.842$ ,  $p = .000$ ]. In terms of deep acting, the mean score for G. C. E.

Advanced Level (2.44) is significantly different from Diploma (4.04) and Degree (4.14) at  $p < .05$ . Therefore, Diploma and Degree indicates higher amounts of deep acting with significantly higher mean values than G. C. E. Advanced Level. If an individuals' highest educational level is G. C. E. Advanced Level, he or she is less likely to perform deep acting than those who have completed Diploma or Degree. On the other hand, those who have completed Diploma or Degree are more likely to perform deep acting during service encounters than those who have completed only G. C. E. Advanced Level. Thus, educational level is positively related with deep acting. Hereby, *Hypothesis 2(b)* is supported.

Table 2.  
Step-wise Regression Analysis

Variable	Surface Acting				Deep Acting				Expressions of Emotions		Naturally felt	
	Model 1		Model 2		Model 1		Model 2		Model 1		Model 2	
	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>	$\beta$	<i>t</i>
<i>Control variables</i>												
Age	-.129	-1.130	-.115	-1.272	.176	1.572	.169	1.867	.086	.775	.087	.963
Gender	-.085	-1.130	.048	.781	.122	1.657	-.008	-.130	.136	1.856	.007	.117
Income level	-.138	-1.464	-.103	-1.344	.353	3.819**	.300	3.911**	.243	2.635*	.167	2.175*
Job category	-.174	-1.521	.071	.746	.172	1.529	-.065	-.681	.220	1.973	-.010	-.102
Work experience	-.011	-.099	.053	.584	-.002	-.016	-.060	-.662	.050	.453	-.002	-.019
Marital status	-.243	-2.573*	-.214	-2.846**	-.020	-.220	-.046	-.620	.116	1.260	.093	1.251
<i>Independent variables</i>												
Type-A			.349	4.669**			-.249	-3.338**			-.138	-1.850
Type-B			-.349	-4.669**			.249	3.338**			.138	1.850
Work Values			-.357	-4.397**			.423	5.220**			.506	6.250**
<i>Model Summary Statistics</i>												
R	.573		.764		.597		.766		.603		.766	
R <sup>2</sup>	.328		.584		.356		.587		.363		.587	
Adjusted R <sup>2</sup>	.297		.558		.326		.560		.333		.561	
$\Delta R^2$	.328		.256		.356		.231		.363		.224	
$\Delta F$	10.351		38.460		11.698		34.872		12.068		33.994	
Sig. $\Delta F$	.000		.000		.000		.000		.000		.000	

Note. \*p < .05. \*\*p < .01

According to the results of one-way ANOVA, there is a significant effect of educational level on expressions of naturally felt emotions [ $F(2, 131) = 51.973, p = .000$ ]. In terms of expressing naturally felt emotions, the mean score for G. C. E. Advanced Level (2.24) is significantly different from Diploma and Degree (3.92 and 4.09) at  $p < .05$  level. Those who have obtained G. C. E. Advanced Level as their highest educational achievement are less likely to express naturally felt emotions when compared with those who have completed Diploma or Degree and vice versa. However, there is no significant difference between those who have completed Diploma and Degree for expressing naturally felt emotions. Therefore, once an individual's highest educational achievement progresses from G. C. E. Advance Level to Diploma or Degree, such progression is positively associated with expressions of naturally felt emotions. Hence, *Hypothesis 2(c)* is supported.

Table 3.

Post Hoc Test (Bonferroni Correction) for Educational Level

Education level	Mean Value				Mean difference		
	SA	DA	Natural		SA	DA	Natural
A/L	4.14	2.44	2.24	A/L – Diploma	1.298*	-1.571*	-1.682*
				A/L – Degree	1.774*	-1.698*	-1.845*
Diploma	2.84	4.01	3.92	Diploma - A/L	-1.298*	1.571*	1.682*
				Diploma - Degree	.476*	-.128	-.163
Degree	2.36	4.14	4.09	Degree - A/L	-1.774*	1.698*	1.845*
				Degree - Diploma	-.476*	.128	.163

Note. A/L = G. C. E. Advanced Level\*. The mean difference is significant at the 0.05 level. SA = Surface Acting. DA = Deep Acting.

Next, the relationship between work hours and the dimensions of emotional labour is evaluated. Table 4 shows that there is a significant relationship between work hours and the three dimensions of emotional labour at  $p = .000$ . Table 5 indicates that, an individual who works for more than 51 hours per week (with mean values of 3.45, 3.85 and 3.43) would use significantly higher amounts of surface acting, when compared with an individual who works for less than 50 hours per week (with mean values of 2.29 and 2.67) and vice versa. In other words, the amount of work hours positively relates with surface acting. Hence, *Hypothesis 3(a)* is supported.

Table 4.

One-way ANOVA for Educational Level and Work Hours

Variable		Educational Level			Work Hours		
		df	F	Sig.	df	F	Sig.
Surface Acting	Between Groups	2	46.069	.000	4	18.388	.000
	Within Groups	131			129		
Deep Acting	Between Groups	2	51.842	.000	4	14.803	.000
	Within Groups	131			129		
Natural	Between Groups	2	65.973	.000	4	24.361	.000
	Within Groups	131			129		

In terms of deep acting, those who work for less than 45 hours (mean = 4.37) perform more deep acting than those who work for more than 51 hours at  $p < .05$  level (with mean values of 3.58, 2.82 and 3.80), but are not significantly different from those who work for 46 - 50 hours (mean = 3.94). Further, those who work for 46 - 50 hours perform more deep acting than those who work for 56 - 60 hours (mean = 2.82), but is not significantly different from any other category of work hours. Deep acting is significantly less among those who work for 51 - 55 hours per week (mean = 3.58), when compared with those who work for less than 45 hours (mean = 4.37), but is not significantly different from any other category of work hours. Therefore, although the magnitude of the relationship between work hours and deep acting vary between the categories of work hours, the direction of the relationship is the same. Higher amounts of work hours are capable of reducing ones' tendency to perform emotional labour through deep acting and vice versa. In other words, the amount of work hours negatively relates with deep acting. Hereby, *Hypothesis 3(b)* is supported.

Table 5.

Post Hoc Test (Bonferroni Correction) for Work Hours

Work hours	Mean Value				Mean Difference		
	SA	DA	Natural		SA	DA	Natural
< 45 (a)	2.29	4.37	4.25	a - b	-.381	.433	.266
				a - c	-1.169*	.796*	.642
				a - d	-1.564*	1.555*	1.731*
				a - e	-1.143*	.990*	1.200*
46 - 50 (b)	2.67	3.94	3.98	b - a	.381	-.433	-.266
				b - c	-.788*	.363	.375
				b - d	-1.183*	1.122*	1.465*
				b - e	-.762*	.557	.934*
51 - 55 (c)	3.45	3.58	3.61	c - a	1.169*	-.796*	-.642
				c - b	.788*	-.363	-.375
				c - d	-.395	.759	1.089*
				c - e	.026	.195	.558
56 - 60 (d)	3.85	2.82	2.52	d - a	1.564*	-1.555*	-1.731*
				d - b	1.183*	-1.122*	-1.465*
				d - c	.395	-.759	-1.089*
				d - e	.421	-.564	-.531
> 60 (e)	3.43	3.80	3.05	e - a	1.143*	-.990*	-1.200*
				e - b	.762*	-.557	-.934*
				e - c	-.026	-.195	-.558
				e - d	-.421	.564	.531

Note. \* The mean difference is significant at the 0.05 level. SA = Surface Acting. DA = Deep Acting.

If an individual works for less than 45 hours per week (mean = 4.25) he or she is capable of expressing relatively more genuine emotions, than an individual who works more than 56 hours per week. Conversely, in terms of expressing genuine emotions, there is no significant difference between those who work for less than 45 hours and 46 - 55 hours per week (mean = 3.98). However, those who work for 46 - 55 hours per week express significantly more natural emotions than those who work for more than 56 hours per week (mean values

= 2.52, 3.05). Moreover, working for 51 - 55 hours per week (mean = 3.61) is associated with significantly more expressions of naturally felt emotions than working for 56 - 60 hours per week (mean = 2.52). Therefore, similar to the results discussed under the relationship between work hours and deep acting, the magnitude of the relationship between work hours and expressions of naturally felt emotions vary between the categories of work hours, but the direction of the relationship is always positive. Hereby, *Hypothesis 3(c)* is supported.

## 5. Discussions and Conclusion

### 5.1 Personality (Type-A and Type-B) and Emotional Labour

The effectiveness of the service interaction is highly dependent on how an individual desires to perform emotional labour. There are various reasons that could affect the way that a service provider would display the organizationally expected emotional expressions.

Results suggest that Type-A and Type-B personality stand as a person-related antecedent of emotional labour, in relation to surface acting and deep acting. In order to bring in profound understandings, it is vital to consider the specific characteristics associated with Type-A and Type-B personalities. Watson, Minzenmayer, and Bowler (2006) revealed that on a given situation Type-A persons more often tend to manipulate their emotional expressions to hide their true appearance, because they do not believe or trust that their true appearance is sufficient. When an individuals' true appearance is manipulated during a service interaction, it becomes surface acting. Type-A individuals are impatient (Spence et al., 1987). The impatience of Type-A persons influences them to complete their daily work tasks quickly than Type-B persons (Billing & Steverson, 2013). Hence, Type-A's may not feel that they have enough time to privately experience the emotion that is required to be expressed, but would merely hide their true self through fake expressions. Conversely, as Type-B persons are patient (Billing & Steverson, 2013), they are more likely to make an effort to perform deep acting during service encounters.

However, in determining the performance of naturally felt emotions within service interactions, findings suggest that neither Type-A or Type-B personality has an impact. This finding is in contrary to the proposed hypothesis. This reveals that, whether a person is Type-A or Type-B is not a significant matter to be considered in expressing the emotions which are genuinely felt.

### 5.2 Educational Level and Emotional Labour

As a person-related antecedent of emotional labour, educational level has an impact on all three dimensions of emotional labour. According to the study sample, all those who have achieved G. C. E. Advanced Level as their highest educational level are nursing students. In terms of emotional labour, there is a change in the nature of the nurse-patient relationship once nursing students complete their nursing Diploma and become Grade III nursing officers. This is because, along with the knowledge obtain by completing the Diploma, performance of surface acting decrease while more deep acting and natural expressions become visible during nurse-patient interactions.



One could argue that once nursing students complete the Diploma, the extent of surface acting performed decrease along with the practical training or experience that they receive before they qualify as a Grade III nursing officer. However, the results show that there is no significant relationship between work experience and the dimensions of emotional labour. Therefore, it is educational level that is capable of supporting nursing students to reduce visually pretending emotions while caring for patients and of supporting them to make an effort to truly experience the emotional expressions or to express genuinely felt emotions.

### **5.3 Work Hours and Emotional Labour**

The work hours variable, stands as a job-related antecedent of emotional labour. Past researches have revealed that working for higher amounts of work hours could result with reduced levels of productivity and with more employee errors (Caruso, 2006). An employee who performs emotional labour is more productive if he or she could use deep acting or expressions of naturally felt emotions during service interaction platforms. Although, surface acting is a way of complying with the display rules since it is associated with a number of negative consequences (Walsh & Bartikowski, 2013), increased amounts of work hours could indirectly affect on the quality of the service provided by nurses.

However, Sawbridge and Hewison (2013) stated that performing emotional labour for higher amounts work hours does not have a clear impact on how nursing officers would care or treat for their patients. They revealed this by investigating nursing officers who worked for 12-hour shifts in United Kingdom. This finding is in contrary to the results of the current study as the current findings suggest a significant relationship between work hours and the dimensions of emotional labour. Therefore, this contradiction calls for further investigations.

### **5.4 Work Values and Emotional Labour**

Work values are considered as an important aspect of work, as employee tasks and behaviours are influenced by what they value the most at work (Kuron et al., 2015). Emotional labour is also a way of performing workplace related tasks through the means of regulating behaviours (expressions) during interactions. In line with this fact, the results of this study indicates that work values is a job-related antecedent of emotional labour and is capable of influencing the extent to which the dimensions of emotional labour will be used during service interactions. It is important to understand that since work values are capable of bringing in more authentic and genuine expressions, a greater extent of work values could lead towards a better nurse-patient interaction.

### **5.5 Practical Implications**

The findings of this study provide some practical implications for nursing officers engaged in emotional labour and for other decision makers. It is essential to keep in mind that a moral and ethical way of treating patients and their family members could be considered as a strategically important aspect of the effectiveness and efficiency of the healthcare service provided by a hospital. Although, surface acting is also a way of performing emotional labour, it simply meets the display rules and could easily create emotional conflicts within

those who perform or could even increase the probability for breaking character. Thus, surface acting could become a barrier for effective nurse-patient interactions.

The characteristics of Type-A personality encourage more surface acting, whereas Type-B personality encourages more deep acting. As the initial step to reduce the amount of surface acting being performed by nursing officers with Type-A personality, it is important to ensure that they are aware of the fact that their personality could bring in adversarial effects and consequences into nurse-patient interactions. Further, nursing officers with Type-B personality could be encouraged to support nursing officers with Type-A personality to be more patient during work.

The knowledge obtained by following the Diploma and Degree has supported nurses' way of performing emotional labour. Therefore, decision makers could ensure that the curriculum of the Diploma and Degree is restructured from time to time along with research findings that extend the knowledge about the emotional role of a nursing officer.

A nursing officers' way of performing emotional labour varies in relation to the extent of the work attributes which the nursing officer considers as important. This study measured the work values of the study sample in terms of cognitive, affective and instrumental work values. However, there could be unique work values among nursing officers depending on the nature of the profession. Also, work values are heavily dependent on cultural and social values (Kuron et al., 2015). Therefore, keeping in mind that work values stands as a subjective phenomenon, in practice in order to justify and to understand the root cause of a situation where a nursing officer might deviate from his or her emotional role, it is important to examine about their work values as well.

Surface acting brings about harmful effects to individuals who perform, as well as to the organization which they work for. Therefore, organizations need to take actions to promote deep acting and expressions of naturally felt emotions among their employees. For such purpose, training programmes could be introduced by focusing on emotion regulation skills (Karim & Weisz, 2010). These training programmes are effective than "the learning-by-doing mode and learning-from-senior mode" (Li et al., 2014, p. 705). The training programmes should be designed or planned to create awareness among nursing officers regarding the causes and consequences of emotional labour and thereby hospitals would be capable of providing a supporting hand for the conflicts that may arise during the course of a nurses' emotional role.

### **5.6 Limitations of the Study**

This study consists of few notable limitations. The research design limitation restricts the understandings and interpretations which are obtained through the results, since the cross-sectional nature of the study excludes the conclusions that could arise with cause and effect. A longitudinal research design could be considered to identify the causal inferences between the antecedents and the dimensions of emotional labour.

This study primarily focuses on medical nursing professionals in government hospitals in Sri Lanka. Thus, the study sample used is homogeneous in terms of job type. This brings in limitations in generalising the findings of the study. Since three different job levels are

considered (nursing students, Grade III nursing officers and Grade II nursing officers), the limitation is minimized up to a certain extent. However, whether these findings could be generalised to nursing professionals in private hospitals or healthcare institutions or to others who are engaged in occupations that call for higher amounts of emotional labour is questionable.

Next, the data collection process for this study was fulfilled through a self-administered questionnaire. Therefore, there is a probability for the findings to be biased by social desirability. This might bring about the common method variance bias (Mauno, Ruokolainen, Kinnunen, & Bloom, 2016).

### **5.7 Directions for Future Research**

This study is carried out to widen understandings regarding antecedents of emotional labour in relation to nursing officers. Although, the results of this study are applicable to nursing officers, these results may or may not be applicable to other occupations that mostly call for emotional labour. This is because the results for emotional labour could vary across different types of occupations depending on the level of the relationship, contact and emotional attachment between the parties involved in emotional labour (Seery & Corrigan, 2009). Therefore, further research is needed to identify how the findings of this study could be applicable to other occupations that require performance of emotional labour.

Contrary to the findings of this study, Sawbridge and Hewison (2013) highlighted that there is no clear relationship between work hours and emotional labour by considering shift basis work schedules of nursing officers. Therefore, as an implication for future research, we suggest exploring the impact of shift basis work of nursing officers on the dimensions of emotional labour.

An individual who values various work attributes towards a greater extent is also more committed to their work (Elizur, 1996). Job commitment may also encourage a service provider to perform deep acting and to express naturally felt emotions, rather than surface acting. Future research is needed to identify whether the relationship between work values and the dimensions of emotional labour is moderated through job commitment.

### **5.8 Conclusion**

Service providers should express the right emotions during service interactions. Emotional labour supports to build good relationships in such service interactions and provides with a guarantee for the quality of the service. The quality of the interaction that occurs between a nurse and a patient depends on how the nurse expresses emotions of care. Given the major importance of ensuring a good nurse-patient relationship, a nurse is highly responsible to play the role of emotional labour. However, in reality it is evident that some nurses have neglected the emotional labour aspect of their occupation, which in turn leads to breaking character. Therefore, it is of much importance to identify the reasons that impacts on nurses' display of emotional labour.

The findings of the current study contribute to extend the existing knowledge on the factors and circumstances that could influence a nursing officers' way of performing emotional labour. As person-related factors Type-A and Type-B personality and educational level are

significantly related to emotional labour. However, opposing to the proposed research framework, results suggest that there is no significant relationship between both Type-A and Type-B personality and expressions of naturally felt emotions. As job-related antecedents, work hours and work values are significantly related to the dimensions of emotional labour.

The emotional role of nursing officers, who more frequently engaged in emotional labour, is in fact important to maintain good nurse-patient relationships, to avoid or face conflicting situations that may arise while interacting with patients and to provide an exceptional healthcare service. Therefore, the emotional role of a nursing officer is challenging and effort taking. Decision makers also need to be aware of this challenging emotional role in terms of the causes and the consequences of emotional labour in order to provide with a supporting hand for nursing officers to comply with display rules.

Along with the contribution of scholars, emotional labour has become a concept that is widely being explored and the importance of emotional labour towards organizations has been proved. Accordingly, emotional labour no longer stands as 'shadow labour', but is held up at crossroads (Grandey & Gabriel, 2015). Therefore, we believe that the findings of the current study contribute to strengthen understandings on emotional labour in order to step forward from its crossroads.

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