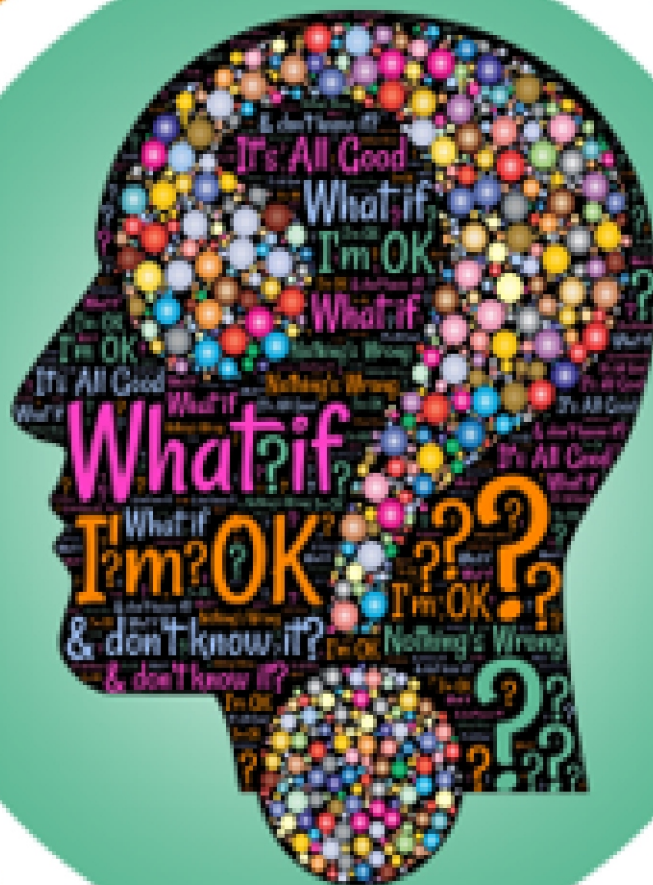


2021

NIGERIAN JOURNAL OF SOCIAL PSYCHOLOGY



Online ISSN: 2682-6151
Print ISSN: 2682-6143
Volume 4, Issue 1
2021

Published by

Nigerian Association of Social Psychologists
www.nigerianjsp.com

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SOCIAL
PSYCHOLOGY

Emotional Labour and Job Involvement as Predictors of Psychological Wellbeing of Hospitality Workers

Anike, Raphael U.

Department of Psychology

Enugu State University of Science and Technology, Enugu

anikeugwu@yahoo.com

Abstract

The study examined emotional labour and job involvement as predictors of psychological wellbeing among hospitality workers. A total of one hundred and eighty seven (187) hotel workers were sampled for the study. The respondents include workers drawn from five (5) Nigerian hotels located in Lagos State namely: Four Point Hotel, Global Hotel, The Crown Hotel, Le Brigadier Hotel, and NICON Hotel. Among the participants sixty two (62) were males and one hundred and twenty five (125) females. One hundred and twenty three (123) participants are between the range of 20- 50 years ($M=28.57$, $SD=3.41$). The researcher employed a cross-sectional survey design because more than one sample was drawn from the population at one time. A multiple linear regression analysis was used to analyze the data. Three sets of instrument: Psychological Well-being, Scale Emotional Labour Scale and Job Involvement Scale were used. The result of the study showed that among the dimensions of emotional labour, deep acting showed significant positive prediction of psychological well-being ($\beta=.25$, $p<.01$). Genuine acting among the dimension of emotional labour showed significant positive prediction of psychological well-being ($\beta=.26$, $p<.01$). Emotional labour showed significant positive prediction of psychological well-being ($\beta=.02$, $p<.05$). Job involvement showed significant positive prediction of psychological well-being ($\beta=.14$, $p<.05$). The findings were discussed in relation to literature reviewed and suggestions made.

Keywords: *Emotional wellbeing, emotional labour, hospitality, human services, job involvement*

Introduction

The literature on psychological wellbeing has progressed rapidly since the construct over five decades ago. As recent surveys show psychologists and other social scientist have taken huge steps in their understanding of the factors influencing psychological wellbeing of workers in their different place of work.

Psychological well-being refers to how people evaluate their lives. According to Diener (2006), these evaluations may be in the form of cognitions or in the form of affection. The cognitive part is information based on appraisal of one's life that is when a person gives conscious evaluative judgments about one's satisfaction with life as a whole. The affective part is a hedonic evaluation guided by emotions and feelings such as frequency with which people experience pleasant/unpleasant moods in reaction to their lives. The assumption behind this is that most people evaluate their life as either good or bad, so they are normally able to offer judgments. Further, people invariably experience moods and emotions, which have a positive effect or a negative effect. Thus, people have a level of subjective well-being even if they do not often consciously think about it, and the psychological system offers virtually a constant evaluation of what is happening to the person.

Psychological wellbeing refers to the state of being comfortable, healthy or happy in an organization (Ryff & Singer, 1996). Ryff attempted to combine different conceptions of wellbeing from the ancient Greek to the modern psychological, such as Maslow's conception of self-actualization; Roger's view of the fully functioning person; Jung's formulation of individuation; Allport's conception of maturity and others (Ryff & Singer, 1996).

Job involvement can be defined as “the merging of a person's ego identity with his or her job” (Nazir & Javid, 2013). It, thus, concerns the degree to which employees take their identity from their job. This definition follows that of Gurin, Veroff, and Feld, who spoke of the extent to which individuals seek some expression and actualization of the self in their work, and that of Lodahl and Kejner who defined job involvement in terms of the degree to which people are identified psychologically with their work and the importance of work in the individual's self-image (Nazir & Javid, 2013). According to Chughtai, (2008) job involvement as been approached from two dimensions. The first dimension conceptualises it as an individual difference variable. Job involvement occurs when the possession of certain needs, value or personal characteristics predisposes individual to become more or less involved in their jobs. The second dimension relates job involvement to a response to specific work situation characteristics. In other words, certain types of jobs or characteristics of the work situation influences the degree to which an individual becomes involved in his/her job.

In addition, individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words for highly involved individuals performing well on the job is important for their self esteem (Chughtai, 2008).

It should be noted that the construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Chughtai, 2008). Blau & Boal submit that it is possible for example to be very involved in a specific job but not be committed to the organization or vice versa (Chughtai, 2008).

The second psychological risk factor which is emotional labour was a term coined in 1983 by Hochschild to refer to the performance of various forms of work emotion in the context of paid employment. Satyanarayana and Shanker (2012) submitted that occupations can generally be classified on the basis of their demand for physical, mental, and emotional labour. The extent and nature of the emotional labour performed by employees may depend on the norms that exist for emotional expression and suppression in a particular occupation. Guy & Newman added that the worker must perform the work in order to complete the job; it is a type of Labour (Satyanarayana & Shanker, 2012).

Ang et al. (2010) points out that emotions and their expression are in fact, controlled and managed in organizations by a wide range of formal and informal means (known as display rules), ensuring that certain emotions are expressed while others are suppressed. This is

particularly true in service work setting in which employees are expected to conform to these expectations about emotional display even when they conflict with inner feeling. When this conflict results in individuals suppressing genuine emotion or expressing fake emotion, the work or effort involved in doing so is termed “emotional labour”.

Emotional labour is a form of emotional regulation wherein workers are expected to display certain emotions as part of their job, and to promote organizational goals (Satyanarayana & Shanker, 2012). Emotional labour has been regarded as a type of impression management, because it is a deliberate attempt by the individual to direct his or her behaviour toward others in order to foster both certain social perceptions of him or her and a certain interpersonal climate (Satyanarayana & Shanker, 2012). They are four dimensions of emotional labour which are: surface acting, deep acting, genuine acting and emotive dissonance. Researchers have identified deep acting and surface acting as the two most commonly used emotional Labour strategies for coping with display rule requirements. Surface acting is where employees present emotions on their face without actually feeling them. It involves putting on a mask so that their emotions and expressions match the requirements of their organization. While deep acting requires employees to consciously modify their inner feelings to match the emotions and expressions that their organization requires of them. Genuine acting involves genuine experiences and expression of expected emotions without exerting effort or trying to fake any emotions. In other words, it involves a situation where the employees spontaneously experience and express real felt emotions. Emotive dissonance reflects a gap between real felt emotions and expressed emotions. In other word, the felt emotions are not consistent with the expressed emotions.

Statement of the Problem

The financial value of service employees’ emotional labour (EL) for the service industry in general and for hospitality firms in particular is unanimously accepted. Displays of positive emotions have been found to be associated with desired organizational objectives such as customer delight, return intent, and positive word-of-mouth. Yet, these highly-desired outcomes are strongly related to the customer’s perceptions of the employees’ emotional authenticity. As noted by Grandey et al. (2005), “when service providers do not seem sincere in their expressions it is less likely to create a positive impression in the customer; instead, a false smile may seem manipulative and the employee’s impression management attempt fails” (p. 52). In other words, positive customer service outcomes appear to be associated with deep or genuine acting, while negative outcomes are often associated with surface acting. Special consideration has also been directed in the literature to the possible consequences of EL on the wellbeing of employees. In this regard, EL has been traditionally viewed as a source of negative psychological outcomes such as low job satisfaction, job stress, emotional exhaustion, depression, and self-alienation. Nevertheless, some researchers have revealed positive consequences on the wellbeing of employees as a result of performing EL. Results of previous studies indicate a positive relationship between EL and psychological outcomes, such as high job satisfaction and reduced stress

Purpose of the Study

Having reviewed the problems, the research is curious to study as follows:

To examine whether surface acting dimension of emotional labour will significantly predict psychological wellbeing of hospitality workers.

To verify whether emotive dissonance dimension of emotional labour will significantly predict psychological wellbeing of hospitality workers.

To investigate whether genuine acting dimension of emotional labour will significantly predict psychological wellbeing of hospitality workers.

To find out whether deep acting dimension of emotional labour will significantly predict psychological wellbeing of hospitality workers.

To determine whether emotional labour will significantly predict psychological wellbeing of hospitality workers.

Also to examine whether job involvement will significantly predict psychological wellbeing of hospitality workers.

Theoretical Background

This study is anchored on the theory of equity sensitivity (Huseman, Hartfield, & Miles, 1987) which is a refinement of the original equity theory (Adams, 1963, 1965). This theory posits that individuals can be categorized into three groups; equity sensitivity, benevolent and entitled. Equity sensitivity refers to be in a state of equity with regards to the outcome they receive for the amount of inputs they expend when compared to someone doing similar work. The original propositions of equity theory apply to this group. If an equity sensitive's ration of outcomes to inputs is out of balance with their referent other, the subject will be motivated to be things to get their ratio back to balance. Equity sensitivity proposes two other groups; benevolent and entitled. Benevolent are more tolerant of situation in which they being under-rewarded, they are assumed to be less likely to respond (at least overtly) when they are placed in an under-rewarded situation. Entitled are posited to experience less dissonance when they are over-rewarded and more dissatisfaction when under-rewarded. As such, they are assumed to be more likely than the other groups to respond overtly to an over-rewarded situation. For instance, the level of rewards of an individual determines the person's job involvement. If an individual is under-rewarded in an organization, this will affect the person's job involvement while if the individual is over-rewarded in an organization will increase the person's job involvement. Although previous equity theory research (Adams, 1965) has concluded that under-rewarded subjects/ employees generally respond in a manner that is consistent with classic equity theory, it is not easy to predict which option they will select to bring their equity ratio in balance (Greenberg, 1990).this lack of specificity regarding what responses individuals experiencing inequity are likely to have is a series shortcoming of the original equity theory (Furby, 1986). As such, the original equity theory eventually feel out favour (Miner, 1984; Greenberg, 1987, 1990) due in part to this inability to predict exactly how individuals would respond to an under-rewarded situations (e.g lower their inputs, attempt to raise their outcomes, cognitively justifying the situation, decide to leave the organization). This lack of specificity

and predictive ability of equity theory makes it much less useful to practitioners such as managers, organizational psychologists and human resource professionals who would greatly benefit if they could accurately predict the reactions that their employees would have to different inequitable situations. Interest in job involvement, job commitment, organizational justice and equity has experienced resurgence over the past decade. Some initial studies have been done to attempt to validate significant differences between benevolent, equity sensitive and entitled. For example, Houseman et al., (1985) examined job involvement as a dependent variable in the context of equity sensitivity. They found that in response to an under-rewarded situation, entitled reports significantly lower level of involvement than equity sensitive or benevolent. Conversely, benevolent report significantly higher levels of involvement than the other two groups.

A study was conducted by Akintayo (2012) investigated the impact of occupational stress on psychological well-being and workers behaviour in manufacturing industries in south-west in Nigeria using a total number of 435 participants. The finding of the study revealed that occupational work stress is a significant predictor of psychological well-being of workers.

Liao and Lee (2000) conducted a study to examine the relationship between big five personality traits and job involvement. A total of 272 Taiwanese plastics industry employees were used as participants. The result revealed that neuroticism relates negatively to employees job involvement, whereas extroversion, openness, agreeableness and conscientiousness relate positively to it. Chu (2002) in his study investigated on the effects of emotional labour on employee work outcomes. Using a sample of 285 hotel employees, the study found that both deep acting and surface acting led to positive work outcomes, but genuine acting leads to negative outcomes. Bakker and Hevven (2006) conducted a study on the correlation between emotional labour and in role performance with burnout as the intervening variable among nurses and police officers. The participants used in this study comprised of 108 nurses and 101 police officers. The finding of the study revealed that emotional dissonance; one of the dimensions of emotional labour is negatively related to in-role performance through its relationship with burnout.

Mann and Cowburn (2005) conducted a study which was aimed aiding to the understanding of the complex relationship between components of emotional labour and stress within the mental health nursing sector. Thirty-five mental health nurses completed questionnaires relating to a total of 122 nurse–patient interactions. Data were collected in relation to: (1) the duration and intensity of the interaction; (2) the variety of emotions expressed; (3) the degree of surface or deep acting the nurse performed; and (4) the perceived level of stress the interaction involved. Nurses also completed Daily Stress Indicators. Results suggest that: (1) emotional labour is positively correlated with both ‘interaction stress’ and daily stress levels; (2) the deeper the intensity of interactions and the more variety of emotions experienced, the more emotional labour was reported; and (3) surface acting was a more important predictor of emotional labour than deep acting.

Zulkarnain & Kharissa (2013) conducted a research to find out the relations between psychological well-being (autonomy, environmental mastery, positive relation with others,

purpose in life, self-acceptance and personal growth) and turnover intention of hotel employees. The subjects were 212 hotel employees in Medan, Indonesia. Data were collected using turnover intention scale and psychological well-being scale. The result showed negative correlations between psychological well-being and turnover intentions towards hotel employees.

Hulsheger & Sehe (2011) conducted a research of the look of emotional labour (emotion rule dissonance, surface acting and deep acting) with well-being and performance outcomes. The meta-analysis is based on 494 individual correlations drawn from a final sample of 95 independent studies. Results revealed substantial relationships of emotion rule dissonance and surface acting with indicators of impaired well-being. A meta-analytic regression analysis provides information on the unique contribution of emotion rule dissonance, surface acting, deep acting in statistically predicting well-being and performance outcomes.

Hypotheses

1. Surface acting dimension of emotional labour will not significantly predict psychological well-being among hospitality workers.
2. Emotive dissonance dimension of emotional labour will not significantly predict psychological well-being among hospitality workers.
3. Genuine acting dimension of emotional labour will not significantly predict psychological well-being among hospitality workers.
4. Deep acting dimension of emotional labour will not significantly predict psychological well-being among hospitality workers.
5. Emotional labour will not significantly predict psychological well-being among hospitality workers.
6. Job involvement will not significantly predict psychological well-being among hospitality workers.

METHOD

Participants

A total of one hundred and eighty seven (187) hotel workers participated in the study. The respondents include workers drawn from five (5) Nigerian hotels located in Lagos State. The hotels include: Four Point Hotel, Global Hotel, The Crown Hotel, Le Brigadier Hotel, and Nicon Hotel. The workers were drawn as follows: Four Point Hotel Thirty Five (35) participants, Global Hotel Thirty Five (35) participants, The Crown Hotel Forty (40) participants, Le Brigadier Hotel Thirty Five (35) participants and Nicon Hotel Forty Two (42) participants. Among the participants (hotel workers) Sixty two (62) are male while One hundred and twenty five (125) are female. One hundred and twenty three (123) participants are between the range of 20-29 years, forty two (42) participants are between the range of 30-39 years, twelve (12)

participants are between the range of 40-49 years and ten (10) participants are between the range of 50-above. Fifteen (15) participants have primary school certificate, forty one (41) participants have secondary school certificate, twenty four (24) participants have NCE/Grade11 certificate, twenty nine (29) participants have OND/HND certificate, and seventy eight (78) participants have higher degree certificate. Work experiences, one hundred and Twenty two (122) participants have worked for less than 4years, forty (40) participants have worked for in between 4-8 years, and twenty five (25) participants have worked for 9-above. Present department, twenty eight (28) participants front desk department, twenty (20) participant housekeeping department, Twenty five (25) participants food and beverages department, twenty nine (29) participants cooking department, and eighty five (85) participants sales and client service department. Numbers of customers attended, forty five (45) less than fifteen (15) participants, seventy six (76) 15-40 participants, forty three (43) 41-70 participants, and twenty one (21) 71 and above participants comprising of hospitality workers in Lagos State. The participants were within the ages of 20-50 years ($M=28.57, SD=3.41$).

Instrument

There are three sets of instrument used in gathering information on this study. Psychological wellbeing scale, emotional labour scale and job involvement scale.

Psychological Wellbeing Scale

Psychological wellbeing instrument, was developed by Ryff (1995) is an eighteen (18) item instrument designed to measure how workers evaluate their lives in an organization. A response of (1) strongly disagree, (2) moderately disagree, (3) slightly disagree, (4) slightly agree, (5) moderately agree, and (6) strongly agree, was used indicate agreement or disagreement with each item. A sample item is “ I tend to be influenced by people with strong opinions. Psychological wellbeing item ranging from 1,4,8,15,16,17, and 18.have revised scoring format while item number 2,3,5,6,7,9,10,11,12,13, and 14 have direct scoring format. A pilot study was conducted by the researcher. Using 50 hotel workers from five (5) hotels in Owerri Imo state namely: ten (10) participants from Cradle Hotel, ten (10) participants from Executive Garden Hotel, ten (10) participants from Rockview Hotel, ten (10) participants from Summer Suit Hotel and ten(10) participants from Legend Hotel to make the scale usable in Nigeria context. She obtained an alpha reliability of .71. A composite score of psychological wellbeing was obtained by summing up the response of the respondents to all the items. Higher scores represent higher wellbeing of workers and vice versa.

Emotional Labour Scale

Emotional labour scale was developed by Chu (2002) is an twenty (20) item instrument designed to measure emotional performance of workers or to determine workers expression towards the work. The items were constructed using five point scale that includes: (1) never, (2) rarely, (3) sometimes, (4) most of the time, and (5) always. A sample of the item is “I fake the emotions I show when dealing with customers. Emotional labour scale items are all direct scoring format. A pilot study was carried out by the researcher using fifty (50) hotels in Owerri, Imo state to make the scale unable in Nigeria context. Which are ten (10) participants from

Cradle Hotel, ten (10) participants from Executive Garden Hotel, ten (10) participants from Summer Suit Hotel, ten (10) participants from Rockview Hotel, and ten (10) participants from Legend Hotel. She obtained an alpha reliability of .68. A composite score of emotional labour will be obtained by summing up the responses of the respondents of all the items. Higher scores represent higher the expressions of the workers and vice versa.

Job Involvement Scale

Job involvement scale, which was developed Lodahi and Keyner (1965) to measure the attitude of employees holds about his/her job. The 20-item is designed to measure what the authors described as the “extent to which a person’s work performance affects his/her self-esteem”. It is a Likert format scale with four (4) response options such as (1) strongly agrees, (2) agree, (3) disagree, and (4) strongly disagree. A sample from item include: the major satisfaction in my life comes from my job. Job involvement items ranging from 10,13,14,16,17,18, and 19 are revised scoring format while number 1,2,3,4,5,6,7,9,11,12,15, and 20 are direct scoring format. Lodahi and Keyner (1965) obtained Spearman-Brown internal reliability coefficients of .72 and .80 for females and males respectively. The coefficient of test-retest reliability obtained in an interval of 72 days is .90. Concurrent validity was obtained by correlating job involvement with the scales of job descriptive index (Smith et al., 1969).

Procedure

A total of two hundred (200) copies of the questionnaire containing the three instruments namely: psychological well-being, emotional labour, and job involvement were distributed to the hotel workers. The three instruments were administered simultaneously by the researcher to the participants during their working hours, with the permission of the manager in charge and the participants were encouraged to fill the questionnaire during their leisure time. Every available employee on rest was given a copy of the questionnaire. After the exercise the questionnaires were collected by the researcher by going round the departments collecting the already filled copies. Out of two hundred (200) copies that was distributed, one hundred and ninety four (194) was returned of which seven (7) copies were discarded because they were not properly filled.

Design/Statistics

The researcher employed a cross-sectional survey design because more than one sample was drawn from the population at one time. A multiple linear regression analysis was used to analyze the data.

Results

Table 1: Summary of descriptive statistics on emotional labour, job involvement and psychological well being

Variables	Mean	Std.D	N
Surface Acting	22.64	5.32	187
Emotive Dissonance	6.49	2.77	187
Genuine Acting	19.29	4.184	187
Deeping Acting	18.50	3.85	187
Emotional Labour	66.74	9.78	187
Job Involvement	48.56	5.75	187
Psychological Well-Being	75.03	12.60	187

Table 1 showed the mean, standard deviation a number of participants for the variable used in the study. Emotional labour and its dimension, job involvement and psychological well being (descriptive statistics)

Table 2: Inter correlation of the dimensions of emotional labour, job involvement and psychological well-being.

	Psychological Well Being	Surface Acting	Emotive Dissonance	Genuine Acting	Deep Acting	Emotional Labour	Job Involvement
Psychological Well Being	1						
Surface Acting	-.13	1					
Emotive Dissonance	-.03	.35**	1				
Genuine Acting	.43**	-.11	-.21**	1			
Deep Acting	.40**	.08	.17*	.50**	1		
Emotional Labour	.23**	.57**	.42**	.40**	.66**	1	
Job Involvement	.24**	.12	.17*	-.25**	-.08	.05	1

** P<.01, *P<.05The correlation table reveal that the prediction, emotional labour have significant with psychological well being (r=.23, p<.01).

Among the dimensions of emotional labour, genuine acting and deep acting have significant correlation with psychological well being (r=.43, p<.01) and (r=.40, p<.01) respectively of the second prediction variable, job involvement also have significant correlation with psychological well being (r=.24, p<.01). There were significant correlation between surface acting and emotive dissonance (r=.35, p<.01), emotive dissonance and genuine acting (r=-.21, p<.01), deep acting and genuine acting (r=.50, p<.01), job involvement and emotive dissonance (r=.17, p<.05), and genuine acting and job involvement (r=.25, p<.01). There were significant correlation between emotional labour and it dimension surface acting (r=.57, p<.01), emotive dissonance (r=.42, p<.01), genuine acting (r=.40, p<.01), and deep acting (r=.66, p<.01). the sample data thus meet the assumption for regression.

Table 3: Model summary table of emotional labour, job involvement and psychological well being

Model	R	R Square	Adjusted R Square	Standard Error	Change statistics				
					R square Change	F Change	Df1	Df2	Sig
1	.514	.264	.240	10.96	.264	10.76	6	180	.000

A predictor (constant) job involvement, emotional labour (dimensions) the results of the regression analysis as presented in table 3 shows that the predictors, emotional labour and job involvement accounted for 26.4% (R2 change) variance increase in psychological well being which is significant (F change (6, 180)= 10.76,p<.001).

Table 4 Regression coefficient table of emotional labour, job involvement and psychological well-being

Model	Unstandard coefficient		Standard Coefficients	T	Sig
	B	Standard Error	Beta		
1 (constant)	64.030	9.495		6.743	.000
Surface acting	-.300	.225	-.127	-1.333	.184
Emotive dissonance	.186	.363	.041	.512	.610
Genuine acting	.782	.270	.260	2.894	.004
Deep acting	.813	.324	.249	2.510	.013
Emotional labour	.025	.177	.020	.143	.046
Job involvement	.314	.174	.143	2.137	.034S

Dependent variable: psychological well-being. Table 4 (coefficient table) reveal that in the regression equation showed that among the dimension of emotional labour only genuine acting and deep acting were significant predictions of psychological well-being ($\beta = .26$, $P < .01$), and ($\beta = .25$, $p < .01$) respectively. The regression coefficient analysis showed that emotional labour significantly predicted psychological well-being ($\beta = .02$, $P < .05$). Also, the seen the predictor variables, job involvement also showed significant prediction of psychological well-being ($\beta = .14$, $p < .05$).

Discussion

The six hypotheses have been tested in this work, and the result of the analysis in the previous chapter showed that the first hypothesis which stated that “surface acting dimension of emotional labour will not significantly predict psychological wellbeing among hospitality workers” was accepted. The result showed that surface acting did not significantly predict psychological wellbeing among workers. The result of this finding has a positive collaboration with the finding of Husheger and Schewe, (2011) which reported significant negative relationship between surface acting and psychological well being and positive relationship between surface acting and psychological ill being. The result of this finding also has a negative collaboration with the finding of Chu, (2002) which reported a significant positive relationship between surface acting and positive outcomes at work.

When employees keep presenting emotions on their face without actually feeling them, or may be when employees keep faking emotions in the organization, such as employee or employees may reach a particular state of being uncomfortable, unhealthy and unhappy in the organization. The person/employee who always portray fake emotions, know deep within him/herself that those are not his/her really felt emotion and would thus have a feeling of him/her being inauthentic and hypocritical and may tend to lose his/her self-worth or esteem. The persons could be vulnerable to emotional exhaustion, depersonalization, psychological strain and psychosomatic complains which will increase the psychological ill being of the employee.

The second hypothesis which stated that “emotive dissonance dimension of emotional labour will not significantly predict psychological well being among hospitality workers” was also accepted. This implies that emotive dissonance is not a significant predictor of psychological well being among workers. The result of this finding has a positive collaboration with the finding of Hulsheger and Schewe (2011) which reported a significant negative relationship between emotive dissonance and psychological well being and significant positive relationship between emotive dissonance and psychological ill-being.

Similar to cognitive dissonance, emotive dissonance reflect a gap between felt emotions and expressed emotions. For example, an employee who greets a customer in a cheerful and enthusiastic manner but indeed, he or she feels down and unhappy. The inconsistency between expressed emotions (Cheerful and enthusiastic) and felt emotions (demand unhappy) is emotive dissonance. Based on the assumptions that people are being motivated to maintain and enhance their sense of self as being meaningful and authentic, the experience of emotive dissonance may cause an employee to feel fake and hypocritical. And regular occurrence of emotive dissonance may be harmful in terms of the employee psychological wellbeing, personal and work-related maladjustment such as poor self-esteem, depression, cynicism and alienation from work.

The third hypothesis which stated that “Genuine acting dimension of emotional labour will not significantly predict psychological wellbeing among hospitality workers” was rejected. ($\beta = 26, P < .01$). The result showed that genuine acting significantly predicts psychological

wellbeing among workers. The result of this finding has a negative collaboration with the findings of Chu, (2002), who reported a negative relationship genuine acting and psychological wellbeing.

An employee who genuinely experiences and expresses the expected emotion without exerting any effort or trying to fake any emotion or in a situation where the employed spontaneously experience and express real felt and same emotions would feel happy on his own and knowing the reality or truthfulness of what he/she feels. The individual would be considered to be more assertive and thus expresses felt emotions whether good or bad in the workplace. The individual would attain a psychological wellbeing, knowing fully well that he/she doesn't take or show hypocrisy.

The fourth hypothesis which stated that "Deep acting dimension of emotional labour will not significantly predict psychological wellbeing among hospitality workers" was also rejected ($\beta = .25, P < .01$). This implies that deep acting among workers is a significant predictor of psychological wellbeing. The result of this finding has a positive collaboration with the findings of Chu, (2002), who reported a positive relationship between deep acting and positive outcomes and also that of (Hulsheger and Schewe, 2011).

An employee who expresses deep acting, that is, when employees use their training and past experience to express or workup appropriate emotion. Such an employee tends to purposely evoke or suppress an emotion. In other words, employees can use their training or past experiences to help conjure up appropriate emotion or response for a given scene. By practicing deep acting, emotions are actively induced, suppressed or shaped. Most employees learn to use deep acting as technique to control aggression in the workplace, therefore making the employee attain a psychological wellbeing. Such an employee can imagine or visualize an appealing scene such in the presence of an appealing one therefore deliberately visualizing a substantial portion of reality in a different way.

The fifth hypothesis which stated that "emotional labour will not significantly predict psychological wellbeing among hospitality workers" was rejected ($\beta = .02, P < .05$). The result has a positive collaboration with finding of Hulsheger and Schewes, (2011) which reported significant positive relationship between emotional labour and psychological wellbeing and a negative relationship between emotional labour and psychological wellbeing.

An employee who can actually manipulate his/her inner feelings or outward behaviour to display the appropriate emotion in response to display rules or occupational norms most of the times do have a high psychological wellbeing. Knowing fully well that there are jobs that demand particular emotional displays and people express certain emotions in certain situations to fit the situation. Take for instance, a receptionist that is always showing smiling faces and cheerful behavior towards customers, this receptionist would attain high psychological wellbeing. Also knowing fully well that you can control your attitude and attitude can make the difference in someone's entire day. Also display of friendships and enthusiasm, for example are thought to increase personal satisfaction and also customers satisfaction and above all psychological wellbeing of the employee.

The sixth hypothesis which stated that “job involvement will not significantly predict psychological wellbeing among hospitality workers” was also rejected ($\beta = .14, P < .05$). The result shows that job involvement is a significant predictor of psychological wellbeing among workers. The result of this finding has a positive collaboration with the finding of Decanifel and Schaan (1990) whose result presented that job involvement has a positive correlation with job satisfaction and organizational commitment (which means the psychological wellbeing of the employee).

When an employee attach much importance to this job i.e. making his job his central life interest, the employee do not just only have a psychological identification with his or her job but also an improvement in the psychological wellbeing of the employee. This is to say that an employee who attaches much interest and high regards to his job, will attain job satisfaction and become committed to his job. Such employee will not experience any psychological wellbeing but prefer psychological wellbeing.

Implications of the findings

Several implications can be made from these recent findings of the present study. These implications will contribute greatly to both the employer and the employee especially with relation to their psychological wellbeing in an organization.

Both the findings of the previous researchers and that of the present researcher has shown that surface acting and emotive dissonance are not significant predictors of psychological wellbeing while genuine acting, deep acting, emotional labour and job involvement are all significant predictors of psychological wellbeing among workers in an organization.

Surface acting is a response-focused form of emotion regulation that is applied when the emotion has already developed. It does not involve e on adjustment of one’s actual feeling, but refers to the management of the emotional expression. Employees who engage in surface acting put on a mask i.e. to say that they adjust the emotional response by suppressing, amplifying to faking emotions. Therefore, an individual who always put on a mask, fake, suppress and falsify his/her emotions in the workplace may suffer emotional-dissonance and can even lead to cognitive dissonance as the case may be and when there is always present the psychological wellbeing of the employee is threatened. Emotive-dissonance on its own is seen when there is a discrepancy between an employee really felt emotions and expressed emotions. Just like surface acting it involves fake emotion display, and also the leading of the employee into attaining psychological wellbeing as opposed to psychological wellbeing. Also surface acting and emotive-dissonance involves an effortless process that can be expected to drain mental resources. By faking, suppression or exaggeration, the subsequent performances are impaired on diverse tasks. Also the individual has problem in mental performance like in complex memory and decision making. The both dimension’s involves constant monitoring of actual and desired emotions and the individual needs, to invest continuous effort to change the emotional expression. This continuous effort drains mental resources and thereby enhances strain and diminishes wellbeing.

Genuine acting on the other hand, predicts psychological wellbeing. An employee who actually, expresses and felt emotions without having to fake it or falsify it do actually feel authentic and genuine. Because people strive toward authenticity and self-emotions, the person's ego depletes and the feels inauthentic and odd which can affect the psychological wellbeing of the individual negatively. But genuine acting increases the genuineness of feeling and authenticity of the feeling therefore increasing the psychological wellbeing of the employee.

Deep acting involves an antecedent-focused form of emotion regulation that affects the perception and processing of emotional cues at the onset of the emotion, that is, before they elicit behavioural, experiential or psychological response tendencies. When engaging in deep acting, employees try to align required and time feelings. To reach this goal, they can direct attention toward pleasurable things or thoughts to stir up the required emotion (attentional deployment), or reappraise the situation to induce the requirement emotion (cognitive change). Consequently, deep acting result in genuine emotional display of the required emotions also deep acting required less cognitive resources than surface acting; therefore, it is seen as an effortful regulatory process that drains mental resources to a lesser extent than surface acting. Surface acting which involves in authentic emotional displays can evoke negative reactions and hinder positive reactions, for instance, anger, disappointment, or disrespect, are stressors that reffect the employees and impair his or her wellbeing. But in contract, amplifying positive emotions through deep acting should result in favourable responses by the interaction partners. As clients or customers perceive authentic emotional displays, they respond favourably and express positive emotions towards the employee. The result is an overall positive, satisfying interaction between employees and clients that is experienced as rewarding and provides the employee with a feeling of efficacy and personal accomplishment.

Emotional labour is also a significant predictor of psychological wellbeing. This explains that while the dimensions of emotional labour (genuicity and deep acting) predicted psychological wellbeing as opposed to surface acting and emotion-dissonance, emotional labour on its own also predicted psychological wellbeing among hospitality workers. Employees expression of emotional labour involves suppression of emotions deemed undesirable wellbeing as introducing emotions that are expected or demanded. An employee who tries to adapt to the organization norms or emotional rules, learns how to be obedience to the rules of the organization. Also it helps the individual i.e. the employee to tolerated work on his/her aggression. This is because employees most times are expected to act friendly and unbeat and to disguise anger and disgust, even towards annoying customers. They also through this project a good image and desired image of the company to the public, and that image will elicit the desired response satisfaction and continued patronage from consumers which will affect the employees psychological wellbeing greatly.

Lastly, job involvement is also a significant predictor of psychological wellbeing among hospitality workers. Job involvement is the degree of importance on employee assigns that job in his or her life. An employee with a high degree of job involvement would place the job at the centre of his/her life's interest. Employees who are involved with their jobs are much more likely to find satisfaction from the job than those who are alienated from their jobs. The

psychological identification with the job ultimately leads to an affective response of a person liking his or her job. This relationship is probably due to the fact that greater job involvement leads to increased chances the job meeting an employee needs and desires. Therefore, when an employee needs and desires are met, he/she finds satisfaction in the job, psychological wellbeing of the employee is thus ensured.

Limitations of the Study

The study was limited to only hotel workers drawn from five different hotels in Lagos state, though workers from other sectors outside the hotel and eatery workers could have helped the study to run a comparative analysis in the research. Also, a handful of only two hundred (200) participants were used in the study. An increase in the sample size would have helped in busting the chances of the statistic to make a more generalized influence. Time duration and unavailability of funds also limited the research scope, where participants from different geographical location and ethnic groups would have added flavour to the research finding.

Suggestions for Further Study

Further researchers are encouraged to increase the sample size will present a more reliable analysis on this kind of study. They should also include participants from other work sector such as banking sector in the study. Again, further researchers are advised or encouraged to conduct an extensive study that will last for a longer period of time in order to ascertain the truthfulness of the hypothesis.

Summary and Conclusion

This research investigated psychosocial risk factor predicting psychological well-being of hospitality workers. Three instruments were used in the study. Six hypotheses were postulated and were tested by the researcher. The first hypotheses which states that surface acting will not significantly predict psychological well-being among hospitality workers was rejected, the result proved negative significant. The second hypotheses which states that deep acting will not significantly predict psychological well-being among hospitality workers was rejected, the result proved positive significant. The third hypotheses which states that emotive dissonance will not significantly predict psychological well-being among hospitality workers was rejected, the result did not proved negative significant. The fourth hypotheses which states that genuine acting will not significantly predict psychological well-being among hospitality workers was rejected, the result proved positive significant. The fifty hypotheses which states that emotional labour will not significantly predict psychological well-being among hospitality workers was rejected, the result proved positive significant. The sixty hypotheses which states that job involvement will not significantly predict psychological well-being among hospitality workers was rejected, the result proved positive significant.

From the result, job involvement and emotional labour are significant factors in psychological well-being. Therefore, management is encouraged to keep their own side of the agreement once the workers are fulfilling their part. Job involvement is the measurement of the attitude a workers holds about his/her job. Therefore, the workers should try and give good attitude

towards their job so they will be able to run the hotel effectively. The hotel management and workers are advised to see everybody as one family to ensure success in the hotel. Again, workers are advised to give their job encouraging performances and also give good expressions towards their customers to avoid misunderstanding.

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