

# Examining the Effect of Emotional Labour on Job Burnout, the Moderating Role of Workload: A Qualitative Study

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## ABSTRACT

The effects of emotional labour on job burnout have been established by researchers with mostly focusing on the health sector. The study qualitatively examined the relationship between surface and deep emotional labour on job burnout among workers in the banking sector. The study used a qualitative method to explore these three subject by going through the Teschseight processes of qualitative data analysis. Data was collected from selected employees form nine GCB bank branches in Kumasi, Ghana. Data was analyzed using rigorous qualitative procedures to arrive the following findings; respondents have deep understanding of the subjects under consideration, respondent experienced burnouts when they employ more surface emotional tactics and less burnouts when they employ deep emotional labour tactics. Workload influenced the relationship between both surface or deep emotional labour and burnout. The study recommends the reduction in the use of surface emotional tactics as it leads to burnout among employees, the task should be assigned proportionately with the enabling environment for task performance created by employers to limit burnout among employee.

**KEYWORDS:** Emotional Labour, Job Burnout, Workload and Qualitative Analysis

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## 1. INTRODUCTION

Customers are the main reasons for the establishment of many businesses around the globe as they are the determinant of the organizational success (Abubakar and Rosmain, 2014). With increasing competition in the Ghanaian service industry, many organizations are devising means to win and maintain customers. Building and maintaining a long-lasting relationship with the customer is the way of deriving customers' life value (Han et al., 2018a). Customer service skills keep changing to meet the complex behaviour of the customer. To achieve the demand of customers, employees who have direct interface with the customers must feel empathy and sympathy for customers anytime demands or expectation of customers are not met (Othman et al., 2013).

Achieving customer satisfaction calls for customer service officers to manage their emotions in a way to be acceptable to different groups of customers that they have a daily encounter with. A single customer service skill or emotional expression cannot meet the anger or the smiles of emotionally charged customer (Hirata, 2019). Every situation calls for the different tactic of emotional labour. Apart from managing various emotions of customers, customer service officers also play between the emotions of management and other employees since they remain the link between the company and the outside world (Vakulenko et al., 2019).

Emotional labour has been a key player in achieving customer satisfaction since the officer has to determine when to apply surface or deep emotional labour.

Manipulation of one's emotion comes with challenges since customer officers have to act when the need arises (Han et al., 2018a). The excessive use of emotional labour skills which are driven by the desire to satisfy customers need can lead to job burnout which put customer service officers under excessive stress (Han et al., 2018a). The relationship between emotional labour which demands customer service offices to manage their emotions to suit the job and job burnout has been established by many studies. Burnout resulting from the use of surface or deep emotional labour practices is rare in the banking services with a workload which determines tasks assigned to workers impacting on the interplay of the two forms of emotional labour and burnout.

### 1.1. Theoretical Background

The theory of emotional labour was propounded by Arlie Hochschild in her Book the Managed heart. In 1983. Emotional labour is said to be the process of managing feeling and expression to meet the demand for work (Charalambous et al., 2017). The study of emotions of employees has become a key subject at many service industries around the globe, as workers must have the ability to respond to customers and managers of different characters of expressions and feelings as their moods swing between happiness and sadness depending on the situation at hand (Kim and Sorhaindo, 2020). The key duties of employees request of them to manipulate their emotions in two main categories, namely surface or deep emotions (Admi et al., 2018). Many employees are expected to juggle their emotions between these two emotional states (surface

and deep emotion) to arrive at the satisfaction of both customers and managers (Takeuchi, 2013).

The complexity of customers and employers demand is pushing employees toward the use of surface emotions which required of them to act following an organized script instead of expressing deep emotions which are their real feelings. The desire of employees to massage their feelings and expression to the satisfy occupational demand is putting them at risk of burnout (Msiska et al., 2014).

Burnout defines the state of biopsychosocial exhaustion caused by the excessive feeling of stunned (Roney and Aciri, 2018). It usually happened as the result of a person being emotionally shattered and unable to live up to expectation (Ozturk et al., 2015). Burnout creates a gap between expected output and actual output as employees suffering from stresses hardly meet the demand of their job (Chang, 2019). Though not given much attention by employers, factors leading to burnout do not occur solely at workplaces, but burnout has huge impacts on productivity (Merkouris et al., 2004).

Emotional labour and workload are major influential factors of burnouts (Han et al., 2018a). Many studies have created a solid link between these three factors (Back et al., 2020). The demand of today's working environment is influencing employees to play on customers feeling and by so doing creating the fake state of affairs than real situations on the ground (Lee and Ji, 2018a). Though emotional labour harms burnout, customer service officers cannot operate without managing surface and deep emotions (Zaghini et al., 2019). There should be some balance on how to play between deep and surface emotions to reduce the situations leading to burnout (Ulufer, 2019). Workload which determines the kind and amount of task given to employees have an impact on the relationship between emotional labour and burnout.

## 2. Conceptual Framework

The conceptual framework defines the symbolic representation of the relationship between emotional labour and burnout with workload moderating the relationship. The conceptual framework focused on two types of emotional labour (surface and deep emotional labour) and their impacts on job burnout. Surface emotional labour is referred to as showing the emotions that are not felt or real, it further required the subduing or varying the true emotions to suit a situation truly (Modekurti-mahato et al., 2014).

Deep acting emotional labour, demands regulation of the felt emotions, in this case, the employees demonstrate to some extent their true emotions and limit acting. It also includes showing compassion and empathy with customers. It reduces or eliminates displaying of fake behaviours like superficial role making, unlike surface emotional labour (Truta, 2014a). Over dependent on surface emotional labour can lead to Emotional Deviance which defined showing feelings without backing it with actions. Emotional manipulation has resulted in automatic emotional regulations with employees mastering expression of unrealistic emotional feeling to satisfy the customer (Løkkeberg et al., 2019).

The workload on the other hand influences how a worker regulates his or her emotions, in many cases, the volume of

activities or tasks assigned workers determine how they perform their tasks (Bayram and Aytac, 2012a). Customer service job is static as it varies depending on the ability of the organization to meet customers' expectation (Han et al., 2018a).

Increase in the unsatisfied customer will lead to an increase in workload. In contrast, meeting customers' expectation normally reduce the workload of customers' service (Ríos-Risquez and García-Izquierdo, 2016). Regarding the conceptual framework, increase or decrease workload and the nature of activities task assigned work will direct the relationship between surface emotional labour and burnout (Amponsah-Tawiah and Mensah, 2016). Literature has established that increase workload is likely to negatively affect the relationship between surface emotional labour and burnout as the opposite will occur when the workload reduces (Jung et al., 2020).

## Diagrammatic Representation of Study Variables

The diagram below indicate the entire research concept, it demonstrate the relationship between surface emotional labour and burnout, it also shows the relationship between deep emotional labour and burnout, with workload influencing both relationship.

Though most studies have shown surface emotional labour to have positive relationship with burnout while deep emotional labour to have negative relationship with emotional labour, the involvement of workload can influence such strength in the same direction or in reverse (Truta, 2014b). In the banking sector, evidences have shown that staff who employ surface emotional labour tactic were prone to burnout which demonstrate through fatigue, stress, missing of targets and desire to stay away from jobs, nonetheless staff who were deep emotional labour oriented have less symptoms of burnout as there were very effective and meet performance targets (Hermanson et al., 2020).

Figure 1

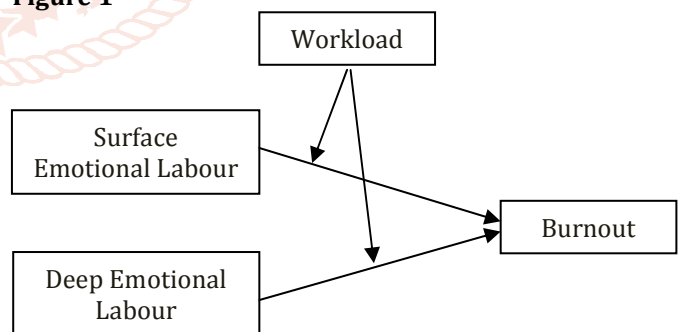


Figure 1 Conceptual Framework

## 3. Methods and procedures

A qualitative approach using an exploratory and descriptive design was adopted and used to investigate the relationship between surface emotional labour and job burnout, deep emotional labour and job burnout and how the workload will impact the relationship between surface emotional labour and job burnout in the banking sector. In-depth, structured interviews were conducted at the participants' offices by the researcher through a telephone conversation. This was necessitated due to pandemic prevention. To ensure that participants were prepared emotionally and physically, they were briefed three days ahead for the day of the interview.

Since all the participants were highly educated, the interviews were conducted in English.

### 3.1. Study Population

The population of the study comprised all banks of GCB bank in Kumasi. All staff who have been working in the branches for the past six years and hold managerial and supporting staff positions were included in the research population. The targeted participant was the one who mostly had contact to customers for not less than three days in a week.

The perspective of the researcher was to explore from the bankers their views on the relation between the two sets of emotional labour on job burnout within the banking sector and also delve deeper to understand how workload influence the relationship between surface emotional labour and job burnout. Management of the branches was first contacted to provide the researcher with staff after they were briefed. Total of 32 staff were provided, the 32 staff were asked to share their view on the question "what is your understanding of emotional labour" based on the answer provided 17 were selected for the study. To enhance data quality heterogeneous method was adopted in the collection of qualitative data.

### 3.2. Recruitment and Inclusion Criteria

Participants were recruited through their superiors in their branches. The researcher presented a proposal to the managers of the branches who helped in selecting the first 32 staff for through which the researcher selected 17 staff. The maximum of three and a minimum of two staff were selected from a branch proportionate to the total number of working staff in a branch. Staff selected were to be working for GCB bank for more than six years in their various branches, holding a managerial position, have at least contact to customers for not less than three days in a week and provided solid answers to the question "what's your understanding of emotional labour" they also show the willingness to participate in the study.

### 3.3. Research Settings

The study was carried out in Kumasi the capital of the Ashanti region of Ghana. Kumasi is located in the middle of the country and is the second most populated city in Ghana. The dwellers are mostly the native Ashanti people though the city is cosmopolitan. The city holds the palace of the Ashanti kingdom, a sports stadium, two universities, regional hospital and other.

There a lot of commercial activities ranging from banking, tourism, manufacturing, and other. There are several banks in Kumasi, GCB has 24 branches and staff strength of not less than 400 employees. Participants were drawn from most of the branches from strategic points of the city, few branches of GCB banks with less number of customers and staff were left out of the study..

### 3.4. Ethical Considerations

The proposal for the study was submitted to the banking management consultant for scrutiny. Scientific trustworthiness and reflexivity was maintained through self-discipline from plagiarism as well as by citation and a reference any sources used. Full details of data need and selected methodology was submitted to the reviewers to

enable the researcher to limit unethical responses. Moreover, the integrity of the respondents, their institutions and fundamental ethical and justice principle consulted (Khanyile, Duma, Fakude, Mbombo, Daniels, & Sabone, 2006; Brink, 2006). Confidentiality of participants was maintained as they were interviewed on the phone without the knowledge of others. Personal issues were avoided during the interviews; none of the personal identifiers was recorded or documented. Audiotapes and transcripts were locked up in a safe place. All recordings and transcripts will be discarded after publication, and they will not be revealed to anyone before or after publication

### 3.5. Data Collection

Data were collected from September 20<sup>th</sup> to September 31<sup>st</sup> 2020 through telephone calls using the in-depth interview. The use of the telephone was to limit the risk of contracting the covid-19 virus. The interview was conducted in English language, and it took a maximum of 47 minutes. The interviews were contacted on phone while the participant were in office alone, all interviews were audio recorded with the permission of the participants. To avoid disturbances door were locked before the interview and other workers informed not to go in there. All interviews were recorded, interviews were stopped anytime there were network failure and continue after the network was restored. The researcher seeks permission anytime she restarts recording. All recording was labelled without using the participant personal identifiers.

### 3.6. Data Analysis

Interviews were transcribed verbatim and data cleaned. Tesch's eight steps of thematic data analysis were engaged for real data analysis (Tesch, 1992). Brink, (2006, 2). To avoid prejudices, researcher abstains from being predisposed by her preconceived ideas about the subject throughout the data analysis processes. Bracketing and flexibility were used to limit the potential personal influence on the interpretation of data. Transcripts were read carefully to avoid any ideas trumpeted by respondents. Transcripts were review, and standout ideas from the participants were identified. Topics were stated at the right side of the margin of the transcript. The column was designed on the flip sheet and allocated to each participant identified topics were matched to the participants. Topics were grouped according to similarities; some responses falls into multiple topics. Topics were coded with abbreviations and aligned into categories and sub-categories. The researcher, by using the research guide outline themes and sub-themes. The researcher employed co-coder who she shared ideas with to arrive at the proper categorization of themes and sub-themes

### 3.7. Trustworthiness (change effected)

Four strategies to ensure trustworthiness were employed to ensure that academic rigour and credibility of findings were maintained in relation to the interplay between emotional labour burnout and workload (Krefting, 1991). Truth value was applied throughout data collection to limit the biasness of the researchers and the participants, since the recording of the indepth interviews were done at the offices of the respondents. Participants focusing on the subject was checked to ensure that the study findings were credible and acceptable.



Transferability of the study is possible when fellow researchers focus on the three key subject of the study namely, emotional labour, burnout and workload, again the same methodology and similar setting is used.

Dependability of the processes of the study was sustained by co-checking, co-coding, memo-writing, and the immersion of the researcher in the data analysis process. Co-checking and co-coding was established by the independent co-coder. Neutrality was enhanced, limiting other influences on the

study and focusing on the subject (Holloway & Wheeler, 2010; Krefting, 1991; Polit & Beck, 2011).

### 3.8. Rigour (change effected)

Field notes which is additional information and observations gathered during the interview was generated during the interviews at the banking hall, the processes was used to support empirical data obtained. According to Polit and Beck (2011), field notes, are used as it captures the experiences of the participants. It enriches the finding of the study and helps to achieve rigour.

## 4. Background Characteristics of Respondents

From the table1. The researchers engaged 17 respondent in the study. Majority of respondents are female (10) all of them are in the age group of 25 to 50, they all work in GBC branches in Kumasi, mostly in the department of customer service, loan and investment with experiences ranging from 7 to 25 years.

**Table 1: Background of Respondents**

Participants	Sex	age	Branch	years 'of experience	Department
1	Male	43	C	8	Customer service
2	Male	33	A	6	Teller
3	Male	44	D	7	Loan and investment
4	Female	36	B	8	Customer service
5	Female	28	E	7	Customer service
6	Male	33	I	9	Supervisory
7	Male	47	F	22	Loan and investment
8	Female	32	C	11	Customer services
9	Female	38	E	7	Customer service
10	Female	45	A	25	Loan and investment
11	Female	33	D	14	Customer service
12	Female	25	A	6	Teller
13	Female	32	B	8	Teller
14	Female	36	G	9	Loan and investment
15	Male	41	A	17	Supervisor
16	Male	44	H	21	Loan and investment
17	Female	28	A	7	Teller

The below shows the themes and subject themes that emerged from the analysis of data. These theme and sub-themes are the focal points of the discussion, in all there are three themes with seven sub-themes.

**Table 2: Themes and Sub-Themes Emerging From Data Analysis.**

Themes	Sub-Themes
1. Knowledge And Understanding Of Key Terms.	1.1 understanding emotional labour 1.2 understanding burnout 1.3 understanding workload
2. Relationship Between Emotional Labour And Job Burnout	2.1 relationship between surface emotional labour and job burnout 2.2 relationship between deep emotional labour and job burnout
3. Influence Of Workload Relationship Between Emotional Labour And Job Burnout	3.1 influence of workload on surface emotional labour and job burnout relationship 3.2 workload on deep emotional labour and workload relationship

### 4.1. Findings of the Study

The findings of the study are based on the three developed thematic areas. The findings were further segmented into sub-themes to show responses of individual participants. The following are the themes (i) knowledge and understanding of key terms (emotional labour, burnout and workload) (ii) Relationship between emotional labour and burnout (iii) Relationship between emotional labour and burnout

#### Theme One: Knowledge And Understanding Of Key Terms.

The researcher explores the knowledge of respondents about the three significant subjects in the study, namely

emotional labour, job burnout and workload. Respondents demonstrated their views about this key term. Though many of them could not give specific responses, their answers show they have fair to a deep understanding of the subjects.

#### Sub-Theme One of One: Tell Me Your Understanding of Emotional Labour

Respondents gave no specific answer to emotional labour. However, they know about the two types of emotional labour and indicated workshop was organized for about how to manage their emotions when dealing with customers and coworkers.

*I heard of emotional labour during my tertiary education.....its about how we control our feelings when we*

are angry or at the presence of customers. Another participant claimed ..... Emotional labour means controlling our emotions before both customers and other workers..... we were thought to smile even when we are not happy, that's emotional labour. Another participant said,..... Two kinds of emotional labour exist, surface and deep emotional labour..... I think we use surface emotional labour; we always laugh even when we are not happy..... we fake sympathy to make customers happy. Participants have a fair knowledge about the subject and have experienced it.

### Sub-Theme Two of One: How Will You Describe Burnout

Participants have different views about job burnout. Some were very simple about the term as they state it means tiredness or lack of desire to work.

*Participant, burnout means tiredness of work... When you do not have personal space for yourself you will burnout. Another participant: to burnout happens if I do not have the desire to work..... Sometimes the feeling to quit your job calls burnout. Another participant: when you carry problems from work to the house, and you cannot sleep at night..... Is burnout.* Demonstrated their understanding of the term by illustrating examples.

Sub-theme three of one: workload.

Participants have a clear and deep understanding of workload. They were able to give the straight and precise meaning of workload.

*Workload measures the amount of work given to a worker or group of workers at a specific period, a response of a participant. Another participant, workload details the volume of job one has on daily bases. Another participant. .... Everyone knows what workload is, and we use this term everyday..... Today I have less workload* Participants use workload as the daily term; they use it in all context to indicate their volume of work.

### Theme Two: Relationship between Emotional Labour and Burnout

The researcher examined how participant relates their tiredness and unwillingness to come to work to the emotional labour the experience. The participant claimed emotional labour influences them to get burnout depending on the type of emotional labour the situation at hand demands. They established that surface emotional labour most influence burnout, while deep emotional does not usually influence burnout, but are quick to say that their job demand the adhere to surface emotional labour in many events.

### Sub-Theme One Of Two: Relationship Between Surface Emotional Labour And Burnout.

Do you think you were feeling to quit your job or tiredness is as results of you faking emotions at the banking hall?

*Participant: yes..... We are human sometimes our conscience fights us ..... I know what I told customers sometimes was to make them happy but not real..... I feel sad for customers though I laugh. Another participant, hmmm..... when problems are not solved on time then I have lie to customers..... when I think about some deliberate lies have to tell, then I do not wish to come to work..... I am becoming a deceiver. .... I fell customers are no longer trust us. Another*

*participant..... I experience burnout regularly when I was a frontline staff, listening customers and instead of telling them the truth, I say what will make them happy..... I feel sad coming to work. Another participant: we are just acting..... all we do is to act and not to be real.....we all have to speak and shown body languages we were trained to..... my faith is against this.*

Participants demonstrated a positive association between surface emotional labour and burnout. Respondents' responses show that they are using surface emotional labour or acting to make customers happy while that was not the actual situation, and these actions are leading to burnout. Respondent gave this summation: *We have burnout due to how our jobs are designed, it is the difficulty for a worker who deals with customers, to achieve targets without acting..... we have to lie to keep our work, customers will be very angry if they know all the situation. Many of us feel exhausted, headache and tiredness due to such situations.*

Sub-theme two of two: the relationship between deep emotional labour and burnout

Respondents were asked if they can associate burnout with deep emotional labour. The following responses were gathered.

*Respondent: I am so relaxed anytime customers are provided with real situation..... this is mostly done when we met customers' target. Respondent: we have no guilt anytime we present customers with the real situation..... though some customers understand any situation, some few have the patience to wait, so it is difficult to use deep emotional labour though that is will reduce burnout. Respondent: when you tell the truth to customers it boost your confidence....deep emotional labour reduces the risk of tiredness, and the feelings of quitting one's job..... before we use deep emotional labour, it means target was achieved.*

Workers are much happy using deep emotional labour as it has a negative association with burnout. Indicating deep emotional labour reduces burnout of workers in the banking sector.

*Respondent: we may like to use deep emotional labour..... it does not lead us to being exhausted at our duties..... deep emotional labour allow us it use our individual feelings, it allow us to express ourselves..... we have nothing to hide from customers.*

Third theme: Influence of workload relationship between emotional labour and burnout.

Workload determines the nature and volume of work an employee is to perform within a specific period. Respondent has a deep understanding of their work schedules as their jobs are continuous.

*Respondent: I have a deep understanding of my job and I no the volume I have to do daily, our work hardly changes unless we have new challenges which hardly come.*

### Sub-Theme One Of Three: Influence Of Workload On Surface Emotional Labour And Burnout Relationship.

Respondents agreed that the workload influences the relationship between surface emotional labour and burnout.

They stated that depending on the volume and challenges they face on daily bases. They said when workload increases, they have to adopt surface emotional labour tactics, and that made them more exhausted.

Respondent: *hmmmm ..... When we have more work to do (increase in customers complaints)..... we have no option than to keep acting to them. This increase our tiredness.....you may feel like quitting your job. Respondent: it is not about the number of customers or volume of work..... Sometimes the problems just difficult resolve..... it make us tell more lies and fake our emotions..... such situations make us too tired, our work becomes like punishment on such days.*

Workload modifies the relationship between emotional labour and job burnout, as increase workload will impact the relationship between surface emotional labour and job burnout by increasing job burnout and verse versa.

### **Sub-Theme Two of Three: Influence of Workload on Relationship between Deep Emotional Labour and Workload.**

Summary of respondents' responses concluded that workload could have positive and negative association on the relationship depending on the nature of the workload. Respondent: *the volume of a task and how difficult the task is to determine whether even if I use deep emotional labour tactics, it will still result in job burnout.* Respondent: *though using deep emotional labour hardly resulted in job burnout..... When workload increase, it can lead to job burnout.*

Respondent made this claim: *workload is not fixed, there can be routine duties, new duties and challenging tasks. ....each of these has different effects on the relationship between deep emotional labour and job burnout.*

The effects of workload on the relationship between deep emotional and job burnout are not directional. The volume of work and the nature of the task determine how the relationship between deep emotional labour and job burnout goes.

## **5. Discussion**

Emotional labour has diverse effects on employees' performance in the banking sector (Abubakar and Rosmain, 2014). To achieve organizational goals and success, firms have to combine surface acting and deep emotional labour to arrive at the need desires (Othman et al., 2013). The study examined emotional labour concerning job burnout. The discussion of the findings is based on the three themes established from the data analysis.

### **Theme One: Knowledge And Understanding Of Key Terms.**

Respondents have a fair knowledge about the subjects, namely emotional labour, job burnout and workload. Employees demonstrated practical knowledge about the subjects as they classified it as a daily phenomenon at work. These findings are similar to other findings of other studies that revealed that emotional management is very common in the service sector, every employee who deal with customers may have knowledge about emotional labour or may be practicing both service and deep emotional labour

without sometimes knowing his or her actions are interplay of both surface and deep emotional labour (Han et al., 2018a; Han et al., 2018b; Han et al., 2018a).

This study also acknowledged the views of the respondent about job burnouts and workload. Respondents expressed burnouts to mean getting tired, lack of the desire to work or the feeling of quitting one's job. They agreed such feelings are common after having hectic days at work sometimes. This finding is in support of other studies that expressing job burnout as the feelings to do part ways of one's job or the difficulties of having the edge work (Hirata, 2019).

### **Theme Two: Relationship between Emotional Labour and Burnout**

Relationship between emotional labour and burnout was classified into two specific terms, namely the relationship between surface emotional labour and burnout and the relationship between deep emotional labour and burnout. The study revealed there is positive relationship between surface emotional labour and burnout. Respondents expressed stated that, increase in the use of surface emotional labour tactics leads to exhaustion, feeling of guilty and untrusted. These the respondent claimed reduce their desire to work, their ability to meet targets and create the thought of quitting their jobs. These are all indicators of burnout (Han et al., 2018a). These finding of the effect of surface emotional labour and burnout is similar to findings by (Bayram and Aytac, 2012b) who emphasized how employing surface emotional labour strategies influence burnout in the service sector.

The study also established that the outcome of the relationship between deep emotional labour and burnout is the reverse of the outcome of surface emotional labour and burnout. Deep emotional labour has a negative association with burnout. Increase in using deep emotional labour practices according to respondents lead to reduce of the feel of guilty, boost the desire to work and the feeling stay with their job for years. This finding has been already established by (Lee and Ji, 2018b) That show the negative impacts of continuous adherence to deep emotional labour practices can boost employees output and customer satisfaction (Ríos-Risquez and García-Izquierdo, 2016).

### **Theme Three: Influence of Workload Relationship between Emotional Labour and job Burnout.**

Workload has effects on the relationship between the two types of emotional labour and job burnout (Lee and Ji, 2018b). Respondents stated that the effect of workload on these relationships are not static as it depends on the nature of the task, the volume of a task and the enabling environment created, the study by (White et al., 2019) Uphold this concept. According to respondents, the workload in situations has reduced the negative effects of surface emotional labour on burnout or does the reverse. On the other hand, the workload can equally reduce or increase the positive effects of deep emotional labour on burnout. The workload was found to be a solid determinant on who the relationships plays out. One say the redirection of workload on such relationship depending solely on the nature of task, volume of task and the environment provided for performance (Back et al., 2020).



## 6. Conclusion

The study has explored the relationship between emotional labour and job burnouts in the banking sector. Using a qualitative method, the outcome of the study supported the finding in many previous research works that emphasized the negative effects of surface emotional labour on job burnout. In contrast, deep emotion labour reduces job burnout in employees with workload playing key roles.

## 7. Recommendation

The study revealed how emotional labour, job burnout and workload play out at work on daily bases. Respondents established the desire to use deep emotional labour tactics at work as it helps in the reduction of job burnout but the demand of the job ensured that they mostly use surface emotional labour tactics which are influencing burnout among them.

The study recommended that service firms should reduce over-dependence on the use of surface emotional labour as it is leading to job burnout among employees. Employees must be allowed to express their personal feelings before management and sometimes before customers when conditions are right. Workload should be assigned to employees proportionately with the accompanied enabling environment.

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