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EMOTIONAL LABOUR EXPERIENCED BY SUPPORT STAFF IN A SOUTH AFRICAN CONTEXT

by

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ABSTRACT

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Introduction

It cannot be denied that employees bring their emotions to work, especially since emotions form a core part of individuals and cannot be separated from them and is thus part of organisational life. Emotions may influence an individual's judgement, assessment and understanding of work events, and may therefore add to the complexity of work behaviour.

The act of managing emotions and the emotional expressions at work for the purpose of compensation and consistency with the 'display rules' of an organisation is known as emotional labour. Emotional labour thus encompasses the management of feelings in an attempt to portray acceptable facial and bodily display to the public.

Organisations have implicit and explicit emotional display rules that employees should abide, regardless of the employees' felt emotions. Emotional labour is conducted by employees in an attempt to adapt, control or manage emotions viewed as inappropriate in the work environment. As such, emotional labour is associated with emotional regulation strategies, deep, surface or genuine acting.



The concept of emotional labour has been developed and established within the services industry, for example, with flight attendants and teachers. This study aimed to explore how applicable the concept of emotional labour is within internal organisational services, namely, support staff in support departments across various South African industries.

Research purpose

The purpose of the study was to explore and describe the emotional labour strategies experienced and applied by support staff. The objectives are:

- to explore the level of emotional labour performed by support staff
- to describe to what extent difference in the levels of emotional labour occur across different support functions, and demographic groups
- to describe the relationship that exists between emotional labour and intention to quit and job satisfaction.

Research design, approach and method

A cross-sectional survey design was used in this study. A non-probability sample was selected by means of availability and snowball sampling methods. The emotional labour scale, intention to quit and job satisfaction survey was administered to 269 individuals employed in support departments in paper-based and electronic format. The Statistical Package for the Social Sciences (SPSS) version 23 was used to conduct descriptive and correlational statistics on the data.

Main findings

The results of this study showed that support staff do perform emotional labour, with the use of all four emotional labour strategies, namely, hiding feeling, faking emotions, deep acting and genuine acting. Based on the sample used for this study, there was no statistical significant differences between gender, race and educational groups in terms of the emotional labour strategy used. There was, however, a weak, negative relationship between job satisfaction and surface acting, which was measured through hiding feelings and faking emotions.



Even though the study was restricted by many methodological limitations, which are discussed in the last chapter of the dissertation, the study did provide some insight into the emotional labour levels and strategies performed by the support staff in the sample within a South African context.

Key words: Emotional labour, emotions, surface acting, deep acting, genuine acting, support staff



DECLARATION REGARDING PLAGIARISM

I, Anel Pienaar, declare that Emotional Labour Experienced by Support Staff in a South African Context is my own, independent work both in content and execution. All the resources I used in this study are cited and referred to in the list of references. Apart from the normal guidance from my supervisor, I have received no assistance, except as stated in the acknowledgements.

I declare that the content of this thesis has never been used before for any other qualification at any higher education institution.

Anel Pienaar

Anel

Signature

15 September 2019

Date



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CHAPTER 1: INTRODUCTION TO THE STUDY

1.1 INTRODUCTION

Emotional labour over the last three decades has sparked numerous lines of research by various researchers resulting in more than 10 000 published articles mentioning or discussing the concept (Grandey, Diefendorff, & Rupp, 2013). The concept of emotional labour refers to employees managing their emotions and facial expressions within the organisational context to the benefit of the organisation, in exchange for compensation (Hochschild, 1983; O'Brien & Linehan, 2014). Emotional labour is thus emotion work that is focused on the effectiveness of the behaviour of an employee who is paid for this labour (Mishra, 2006).

Despite the growth in attention and research, a need for further research in the South African context still exists, especially since staff are increasingly expected to be warm, understanding and tolerant towards customers and co-workers (Oaff, 2004). This study aims to augment the concept of emotional labour with research and information, especially concerning support staff in support departments across various South African industries.

The goal of this chapter is to introduce the topic and research study by discussing relevant literature and research. The chapter also provides the background to the research, the problem statement, purpose statement, research objectives, academic value and contribution, delimitations, and definitions of key terms used throughout the document. The chapter concludes with an overview of the remaining chapters in the study.

1.2 BACKGROUND

An organisation is viewed as a rational environment with no emotion and no unexpected mood changes, unlike the individuals that work for it. "Individuals bring all of themselves to work including their traits, moods and emotions" (Jonker & Van der Merwe, 2013, p. 1), which undoubtedly has an impact on organisations, especially since emotions can get in the



way of sound judgement (Bhave & Glomb, 2009). Emotions can therefore complicate work life, since individuals' lives both inside and outside of work are infused with emotions that intertwine with their judgment, assessment and understanding of daily events (Fox & Spector, 2002).

Individuals are continuously attempting to manage and change their emotions according to a situation, job function or role with the intention of adapting and portraying acceptable behaviour. This adjustment of emotions has been termed emotional regulation (Hwa & Amin, 2016; Putnam & Mumby, 1993), which is defined by Gross (1998, p. 275) as "the process by which individuals influence the emotions they have, when they have them, and how they experience and express these emotions". Emotional regulation therefore falls within the field of emotional labour and, as a result, is theoretically very similar to it. Emotional regulation strategies are used within the workplace and link to the emotional labour that individuals employ across various occupations in various industries (Cote & Miners, 2016).

Emotional labour was originally conceptualised by American sociologist Arlie Hochschild (1983, p. 7) almost 34 years ago, who defined it as "the induction or suppression of feeling in order to sustain an outward appearance that produces in others a sense of being cared for in a convivial, safe place". In simple terms, emotional labour entails the controlling and managing of emotions in an attempt to display a publicly acceptable verbal and non-verbal language at work. Emotional labour is therefore especially important when it comes to adapting, controlling or managing those emotions viewed as inappropriate for work or not conforming to the organisation's display rules.

Gray (2010) expanded on Hochschild's (1983) definition of emotional labour by characterising it as the process whereby employees control their emotions to meet the role-based expectations within the organisation. Lee and Ok (2014) support Gray's explanation of the term and expand it by stating that organisations set emotional display rules for employees. Organisations achieve these rules by setting standards with regard to the positive emotions employees are expected to express and display, as well as the negative emotions employees are required to suppress during interactions with customers, regardless of their naturally felt emotions.



Hsieh and Guy (2009, p. 42) conclude that “even though emotional labour takes on slightly different meaning across research, there is a consensus that emotional labour is the effort made by employees to conform to organisational norms and expectations for appropriate emotional display”. Emotional labour is therefore a vital aspect of functioning at work (Mróz & Kaleta, 2016) and clearly indicates how employees make a conscientious effort not to allow their personal problems to intrude in their work-related role (Yilmaz, Altinkurt, Güner, & Sen, 2015).

Employees are expected to feign emotions that are contrary to their inner feelings (Putnam & Mumby, 1993). They thus affect facial and bodily displays that are intended to be interpreted favourably (Guy, Newman, & Mastracci, 2014). This process of controlling emotions as part of an individual’s work role for a wage is termed emotional labour (Holman, Martínez-Iñigo, & Totterdell, 2008). How these emotions are displayed at work affects certain organisational goals such as client comforting, customer satisfaction and customer loyalty (Sharma & Levy, 2003). In order to meet these and various other goals, employees are required to display emotions that support and are in line with the goals of the organisation (Van Maanen & Kunda, 1989), even though they might not truly feel these emotions (Hoffmann, 2016; Morris & Feldman, 1996). Hochschild (1983) uses the term “feeling rules” for the norms pertaining to the specific feelings that are required to be displayed in particular situations.

It is not always possible to predict how the regulation of emotions impacts employees’ physical and psychological health, especially since individuals differ in their reactions to emotions and the extent to which emotional labour is experienced. Emotional labour encompasses potential negative and positive outcomes not only for the individual, but for the organisation as well (Rayner & Espinoza, 2016). Employees who experience positive consequences of emotional labour are more satisfied in their job and are usually also more committed to their organisation, which in return decreases employee turnover, adding value to organisational services and in return improving profit and workplace functionality (Cossette & Hess, 2012; McConachie, McKenzie, Morris, & Walley, 2014). Negative consequences of emotional labour, on the other hand, have the opposite outcomes for the organisation and employees, which can include burnout and a decrease in job satisfaction



(Pandey & Singh, 2016). Gaining insight and understanding into emotional labour within an organisation and how employees experience it will hold positive outcomes for organisations.

Research (see Nylander, Lindberg, & Bruhn, 2011; Pandey & Singh, 2016) focuses on two emotional labour strategies that were originally proposed by Hochschild (1983), namely, surface acting and deep acting. Surface acting can be described as the superficial expression of emotions that are faked, while truly experienced emotions remain concealed (Lee et al., 2016). In contrast to this, deep acting can be described as the “inner emotional state”, which is the regulating of feelings in order to truly experience the desired emotions (Pandey & Singh, 2016). An additional emotional labour strategy, namely, genuine acting/naturally felt emotions, was proposed by Ashforth and Humphrey (1993) and added to the work of Hochschild (1983). Genuine acting is the honestly felt emotions that are used, which are not actively changed by surface or deep acting.

Ample literature on emotional labour focuses on roles that are based on healthcare professions, client-orientated services and school related roles (Liang, Tang, Wang, Lin, & Yu, 2016; Maxwell & Riley, 2017; Pandey & Singh, 2016; Sawbridge & Hewison, 2013). Recent research is more focused on roles that require and expect an interaction with external individuals more than with individuals appointed within the same organisation. The opposite was noted when organisational scholarship articles older than seven years were researched, in which there was more information available on emotional labour within certain organisational support roles (see Bilal, 2011; Rayner & Espinoza, 2016; Santos, Mustafa, & Gwi, 2015) and single organisations (Bhave & Glomb, 2009).

Research traditionally associated emotional labour with female orientated work-related roles, especially the natural role of a caring mother (Gray, 2010). However, more recent research regarding emotional labour has shifted to a preoccupation with professions rather than gender-orientated roles. Frequently, too, emotional labour was associated with lower status workers, who often perform it for the advantage of higher status workers (Hoffmann, 2016), and indeed, most research is conducted on lower status workers. The association of emotional labour with emotional care that is viewed as a completely normal activity has resulted in the devaluing of emotional labour in culture, economic terms and gender (Gray, 2009).



Emotional labour is therefore linked to jobs involving interaction between people. It is noted as being emotionally taxing (Pandey & Singh, 2016) since it requires the “regulation of both feelings and expressions” for the benefit of the organisation’s goals (Grandey, 2000, p. 97). When emotions are managed in social settings it is for personal reasons, but when managed as part of one’s job for a wage it is known as emotional labour (Grandey, Chi, & Diamond, 2013; Hochschild, 1983).

Since emotions are, and will always be part of employees and what they bring to work, it is of the utmost importance for organisations to have acceptable and realistic expectations of employees and their emotions. Since previous research has addressed emotional labour as a necessary skill, it is important to understand why it can become effort intensive and result in poor physical and psychological health for employees (Naqvi, 2013). Researching emotional labour within an organisation is important since it can contribute positively and negatively to the well-being of employees and the long-term growth of an organisation.

Research has clearly proved that support staff engage in emotional labour (Rutner, Williams, Campbell, & Riemenschneider, 2015), since the nature of their jobs requires them to suppress or display certain emotions in line with the prescribed display rules of the organisation. Literature has also provided empirical evidence concerning emotional labour and the service industry (see Chu & Murrmann, 2006; Gray, 2009; Kim, 2008; Lam & Chen, 2012). Roles in the service industry, such as flight attendants (Brotheridge & Taylor, 2006), nurses (Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016; Naring, Briët, & Brouwers, 2006) and teachers (Lee et al., 2016) have been researched extensively with results replicating and giving greater validity to the findings about emotional labour in the various service roles.

Both the concepts of emotional labour and the presence of emotional labour in certain support-orientated roles have been investigated, for example, in human resources (O’Brien & Linehan, 2014; Santos, Mustafa, & Gwi, 2015) and information technology and information systems roles (Rutner et al., 2015). However, a gap still exists for research to link emotional labour to a wider spectrum of support-orientated roles, for example finance and



administration, and supply chain management. This study focused specifically on the emotional labour levels of support staff in a South African context.

1.3 PROBLEM STATEMENT

Despite extensive research on emotional labour, the focus has seldom been on the emotional labour experienced by support staff in organisations. Emotional labour research is mostly focused on frontline staff who are responsible for service delivery to clients outside of the organisation (Clayton, Donovan, & Merchant, 2015; Mróz & Kaleta, 2016), but rarely on service delivery to internal clients in support departments (Rutner et al., 2015; Santos et al., 2015).

Emotional labour is experienced and required by many occupations, not only by those in the service sector, which has led to the general label “person-related-jobs” for occupations that require face-to-face or voice-to-voice contact with others (Zapf, 2002). A diversity of work-related roles therefore involves emotional labour as organisations expect employees to fulfil various role by means of providing assistance and a service, either external or internal, for the benefit of the organisation (Fleming et al., 2014).

For this study, support departments included departments or sections within organisations that do not directly provide a service to the company’s external clients, but rather an internal service to the company. Previous studies found that support staff in various support departments engage in emotional labour when faced with co-workers (for example, O’Brien and Linehan’s (2014), as well as Santos, Mustafa and Gwi’s (2015) findings in their research of human resource professionals, and Rutner and Riemenschneider’s (2015) findings in their research of information technology professionals), although this is not acknowledged as fully as in the case of client-orientated roles.

Departments with support staff included finance and administration, human resources, information technology and supply chain management. From an organisational theory point of view, there are certain values within an organisation (whether latent or overt) that dictate how the organisation operates and how employees are expected to behave (Van Dijk & Brown, 2006). The proposition on which the current study is based, is thus that professions



that provide support to an organisation and who deal with internal staff on a daily basis are similar to professions dealing with external clients, who therefore must maintain appearances (Grandey, 2000). Support departments are therefore required and expected to regulate their emotions in working with “internal clients” as much as service-orientated staff have to do with external clients (Bhrammanachote, 2016; Mustafa, Santos, & Chern, 2016).

With support staff as the frontline in providing assistance to co-workers, it is crucial for them to be equipped to adapt their emotions according to the situation (McAllister et al., 2014). They therefore have a unique and valuable role to play (Geltner & Shelton, 1991) since providing support enables operational staff to focus more narrowly on their profit-related tasks.

The current research explored whether employees in support departments experience emotional labour while interacting with their colleagues and, if so, to what extent. The research also explored whether a relationship exists between the emotional labour strategies and intention to quit (ITQ) as well as job satisfaction.

Although research has been conducted internationally on staff in support service roles (Evans, et al., 2017; Shani, Uriely, Reichel, & Ginsburg, 2014), there is less research related to support staff specifically compared to emotional labour research for external client-orientated roles. Furthermore, emotional labour of support staff has not been studied extensively within South African organisations.

1.4 PURPOSE STATEMENT

The purpose of the study was to explore and describe the predominantly emotional labour strategies used by support staff across various support departments within the South African context. The study also aims to explore if there is a link between the emotional labour experienced by support staff and their intention to quit, as well as between the emotional labour experienced and their job satisfaction level.



1.5 RESEARCH OBJECTIVES

The study will aim to achieve the following objectives:

- To conceptualise emotional labour within support departments by support staff through a literature review.
- To determine through an empirical investigation:
 1. to what extent emotional labour is experienced by support staff
 2. to what extent a difference is noticeable between the levels of emotional labour experienced across different types of support functions
 3. what regulation strategies support staff use
 4. whether demographic and biographic groups differ in their levels of emotional labour
 5. whether there is a relationship between the emotional labour experienced by support staff and a) their intention to quit and b) their levels of job satisfaction.

1.6 DELIMITATIONS

The study had two delimitations. Firstly, the research was limited to support staff employed in support departments and did not include staff appointed (for example, as administrators or personal secretaries) within client-orientated departments as support for the service staff. Secondly, circumstances external to the work of the respondent, as well as those in the work environment itself, could have enhanced or diminished the strain of emotional labour experienced at work. These factors were not included in the current study. The study was purely exploratory and descriptive, and did not propose to test models of causality that may explain the complexity of emotional labour for support staff. Therefore, although the study is of limited scope, it falls within the scope prescribed for a mini-dissertation.

1.7 LIST OF DEFINITION FOR KEY TERMS

Emotional labour: “The induction or suppression of feeling in order to sustain an outward appearance that produces in others a sense of being cared for in a convivial, safe place” (Hochschild, 1983, p. 7).

Emotions: The term used often to describe feelings, but also the bodily reactions and fluctuations triggered by external stimuli (Vaa, 2001).

Support staff/personnel: Employees who support the organisation's internal operational system(s) in order for the organisation to continue operation.

Surface acting: The process of modifying and controlling emotional expressions to display emotions that are not felt, but are rather required by the organisation (Brotheridge & Grandey, 2002).

Deep acting: "The process of controlling internal thoughts and feelings to meet the mandate display rules" (Brotheridge & Grandey, 2002, p. 22).

Genuine acting: The unprompted and honest experiences and display of expected emotions (Ashforth & Humphrey, 1993).

1.8 CHAPTER DIVISION

Chapter 1 introduces the research study, followed by the literature review in Chapter 2, the research methodology in Chapter 3, the presentation of the results in Chapter 4, and the discussion of the results, implications and recommendations in Chapter 5.



CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Research on emotions in organisations is of increasing value as owners and employers are more aware that emotion “lay at the core of the workplace interactions” (Santos et al., 2015, p. 67) and contribute to the life of organisations. Emotion is thus a resource to be harnessed and not a by-product of the organisation’s life (Bolton, 2010). As part of the research on emotions in the workplace, there is a focus on emotional labour.

Emotional labour has emerged as one of the key means into gaining an understanding of how emotions are experienced and portrayed at work and their effect on employees’ well-being (Hochschild, 1983; Mayer & Salovey, 1995), especially among individuals in support-orientated roles (Good & Cooper, 2016; Ikeler, 2016). This literature review aims to conceptualise emotional labour specifically as it is applied in support departments in organisations. Various databases including JStor, PsychInfo, EbscoHost and Google Scholar were used to find recent literature pertaining to the topic.

Previous studies focused mainly on the service sector, which includes the interaction between customers, co-workers and the public (Hwa & Amin, 2016). This literature review will argue that support staff within organisations can be viewed as related to the service sector, especially since they offer a service to the rest of the organisation. Therefore, the presence and effect of emotional labour for support staff will be explained with reference to the service sector. However, the first part of the chapter will focus on the emotional labour process, emotion regulation styles, effects of surface acting and deep acting, factors that influence emotional labour, and the consequences of emotional labour.

2.2 THE EMOTIONAL LABOUR PROCESS

Emotional labour suggests that emotions are manageable and can be controlled by the individual. The term emotional labour represents the unique characteristics of the labour process formed by the core function, namely, *emotion work* (Bolton, 2010). To conduct

emotional labour process, Holman, et al. (2008) suggested a series of components, which can be mapped out as shown in Figure 2.1.

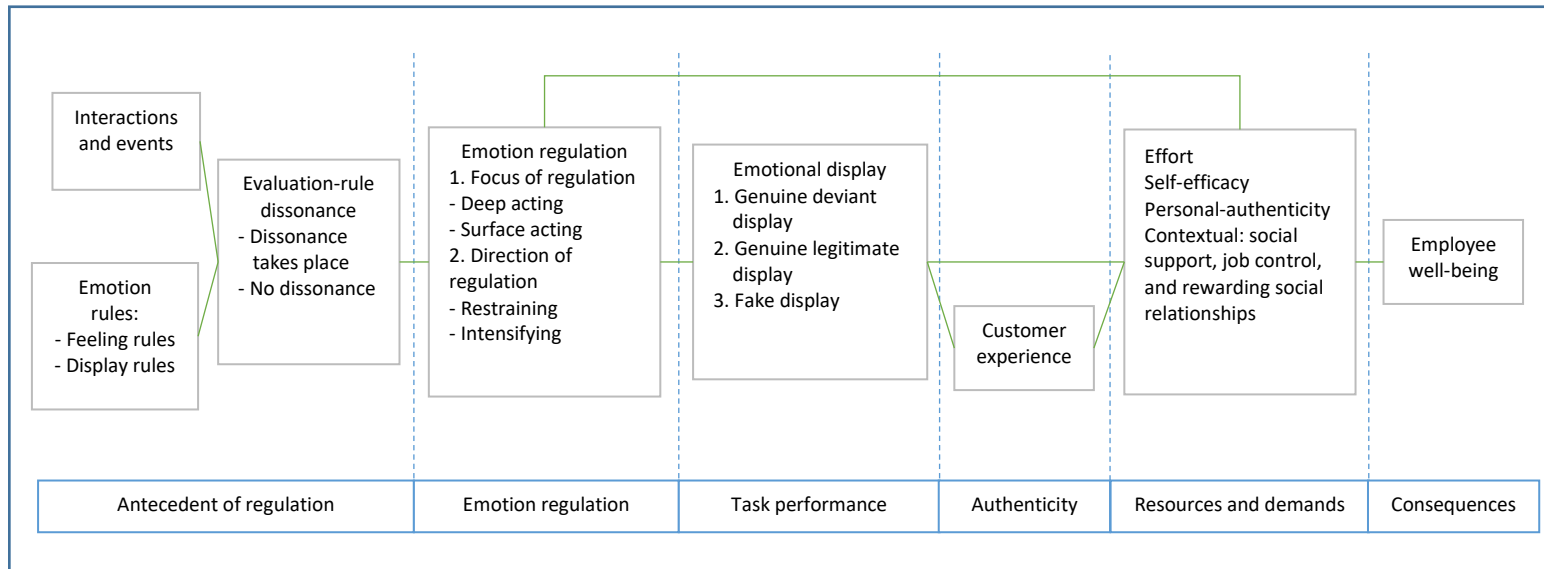


Figure 2.1. Emotional labour model and its outcome

(Adapted from Holman, Martínez-Iñigo & Totterdell, 2008, p. 302).

The adapted emotional labour process from Holman, et al. (2008) is underpinned by the understanding that social interactions and events at work between clients and co-workers induce a variety of emotions that are either negative or positive (Dormann & Zapf, 2004). Individuals structure these interactions and events by using two types of emotion rules, namely, display rules and feeling rules. Display rules oversee the form and degree of emotional expression (Ekman, 1973), while feeling rules oversee the form and degree of emotional feeling. With some exceptions, emotion rules can either be restraining or intensifying. Across organisations and professions, emotion rules tend to promote intensifying behaviour with regard to positive emotions (for example, employees are prompted to display happiness, kindness and enthusiasm) and restrain behaviours with regard to negative emotions (e.g. when employees are urged not to display anger or hostility) (Brotheridge & Grandey, 2002; Holman et al., 2008). However, for some professions, employees are also not allowed to show positive emotions (e.g. debt collectors and police officers should not express enthusiasm) (Bakker & Heuven, 2006).

In situations where employees feel emotions that differ from the required display emotion prescribed by the emotion rules, emotional dissonance emerges. Emotional dissonance is



the discrepancy between felt and prescribed emotions, as well as felt and displayed emotions. Zerbe (2000) argues that there are two types of emotional dissonance: firstly, emotional-rule dissonance, which occurs before emotion regulation when felt emotion is not in line with emotion rules, and secondly, emotion-display dissonance that occurs after emotional regulation, when felt emotion and expressed emotion are not similar and employees' express emotions that are not sincerely felt.

The interactions and events that cause emotional dissonance, as well as the emotion rules of the organisation, are the main cause of the emotion-rule dissonance. When dissonance takes place, employees decide which emotion regulation strategy to employ. Emotion regulation strategies enable employees to regulate their emotions when they experience emotion-rule dissonance (Gross, 1998).

The emotional regulation process focuses on regulation strategies used with the intention of changing the emotional display or the feelings behind it. This can be hypothesised as having two dimensions. The first dimension focuses on the two regulation strategies, namely, deep acting and surface acting. Deep acting encompasses the altering of emotions by modifying the situations or perceptions of situations in order to adjust emotions accordingly (Grandey, 2000). Deep acting, therefore achieves a genuine display of emotions. Surface acting, on the other hand, encompasses altering of not the emotions per se but of emotional display. This focuses on the modification and adjustment of responses to a situation to ensure that they comply with display rules and is accompanied by emotional-rule dissonance (Holman et al., 2008). Both deep and surface acting are described in more detail in section 2.3.

The second dimension of emotion regulation is more concerned with the direction of emotional change. This refers to whether the strategies intensify or restrain the felt emotion (Matsumoto, Yoo, Hirayama & Petrova, 2005). Intensifying emotion refers to attempts to express or enhance the feeling, while restraining emotion refers to attempts to inhibit or dampen feelings (Diefendorff & Greguras, 2009). Combining the two dimensions allows employees to use deep acting for restraining or intensifying emotion, while surface acting can be used to restrain or inhibit emotional display. Table 2.1 gives an overview of the direction and focus of emotional regulation.



Table 2.1: Emotion regulation strategy (Holman, et al., 2008, p. 303)

Direction of regulation	Focus of regulation	
	Deep acting	Surface acting
Intensifying	Express or amplify emotional feeling	Express or amplify emotional display
Restraining	Inhibit, dampen or neutralise emotional feeling	Inhibit, dampen or neutralise emotional display

Emotional regulation strategies can cause an employee to show either fake or *genuine deviant* emotions towards clients and co-workers. Emotional regulation is an essential aspect of task performance, and if focused on the appropriate expression of emotions can have an impact on the attitude and behaviour of the client as well as the co-worker (Holman et al., 2008). The individual experiences the emotions displayed as either genuine or false.

Emotional displays are specified by examining whether emotional dissonance takes place along four pathways (Holman et al., 2008). The first display is one in which no emotion-rule dissonance occurs. No emotional regulation is necessary since the behaviour exhibited takes place spontaneously. Therefore, a true expression of emotion takes place since it conforms to the emotion rules of the organisation.

With the second display, emotional dissonance transpires, however, with no effort to regulate the behaviour as the emotion displayed is genuine. There is, however, the likelihood that the behaviour associated with the genuine display of emotion may be labelled as abnormal.

With the third type of display, emotional-rule dissonance occurs. The behaviour is regulated successfully with the use of deep acting, causing honest, genuine emotional behaviour.

Lastly, the fourth display type relies on surface acting for emotional regulation when emotional-rule dissonance occurs. This acting produces an emotion display that is false.

It should be noted that both deep and surface acting may be ineffective in conforming employee behaviour to the organisational norms. Unsuccessful surface acting therefore may result in masked emotions showing because it is too difficult for employees to mask the emotions completely (Ekman & Friesman, 2003). For example, ineffective surface acting

may lead to aberrant behaviour when negative job attitudes show, and customers interpret it as not showing an interest in answering customers' questions (Holman et al., 2008; Reyers, 2011).

The process of emotional labour continues with the customer's reaction to the emotions displayed by the employee. This is where the employee is required to use resources such as self-efficiency and personal authenticity in order to respond to the customer's reaction. Authenticity is probably one of the most important concepts in emotional labour, since it requires employees to ensure that clients feel a sense of authenticity, even though the emotions employees might be expressing are not genuinely felt. A sense of self-authenticity, which is measured by the extent to which employees experience emotional behaviour as genuine or fake, is a major life goal and an important forecaster of employee well-being (Hochschild, 1983; Holman et al., 2008; Sheldon et al., 1997). When emotions are truly experienced, the authenticity is more positive and the emotional labour experienced has a positive impact on the employee.

From a job-demands-resources point of view, individuals make every effort to attain, protect and foster resources, namely, energy, self-belief and social relationship reward that are viewed as valuable (Hobfoll, 1998). Resources are observed as valuable when they are practical in attaining goals, decreasing demand, and prompt individual growth and well-being (Frese & Zapf, 1994; Holman et al., 2008). These resources are viewed as both individual (e.g. individual genuineness) and contextual (e.g. job control) (Hobfoll, 1998). Demands (e.g. capacity and relational conflict) viewed as requirements and threats to the resources need to be dealt with to ensure that goals are achieved, and minimal resources lost (Holman et al., 2008). To obtain resources and cope with demands, effort should be spent on regulating emotional behaviour.

The process ends with the impact that emotional labour has on the well-being of employees. The consequences for the individuals as well as the organisation are described in detail in section 2.5.



2.3 EMOTION REGULATION STYLES

The primary meaning of emotion in the 19th century was feeling (Parrott, 2007), but the most widely held current definition defines emotions as adaptive responses to the demands of the environment (Ekman, 1992; Elfenbein, 2007; Smith & Ellsworth, 1985). Emotional labour is therefore the process of regulating and handling these emotions at work to ensure that they meet the organisation's goals, which normally entail the display of only socially desirable and positive emotions (Brotheridge & Lee, 2003).

Emotional regulation, as described thus far, therefore refers to “the process by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions” (Gross, 1998, p. 275). Emotional labour is viewed as emotional regulation, especially since Hochschild (1983) presented the term emotional labour to assist in describing the management of emotions and how organisations use it as a tool.

In literature focused on emotional labour, the emphasis is mainly on two emotional regulation strategies, namely *deep acting* and *surface acting* (Cossette & Hess, 2015; Hochschild, 1983; Lee et al., 2016). Surface acting describes situations where honestly felt emotions differ from those that are required to be displayed (Shani et al., 2014). It is defined as “putting on a mask” (Pandey & Singh, 2016). Deep acting, on the other hand, is defined as the process during which the employee attempts to “become” the role he or she is required to play (Pandey & Singh, 2016).

“Deep acting and surface acting are under the employees’ active control, in that employees make specific efforts to comply with organisational display rules” (Cossette & Hess, 2015, p. 73). Individuals are expected to express their natural felt emotions at times, but still have to take note of, and monitor them closely to ensure that they comply with the organisation’s emotional display rules (Diefendorff, Croyle, & Gosserand, 2005).

Deep acting, also known as deep-level acting, is described as the depiction of mandatory emotions through the modification of one’s own inner feeling to sincerely experience the required emotions (Hochschild, 1983). It refers to the effort by employees to manage both



truly experienced emotions and expressed emotions in an attempt to match those real emotions with displayed emotions. This is done to achieve consistency between the emotions experienced internally by the individual and those expressed to others (Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016).

Deep acting is the attempt by employees to *become* the role they are required to fulfil (Zapf, Vogt, Seifert, Mertini, & Isic, 1999). This is achieved by means of engaging in reappraisal or self-talk, which has been referred to as a type of *good faith* emotional labour. Cossette and Hess (2015) refer to deep acting as an *antecedent-focused strategy* that intends to alter an employee's viewpoint of a situation. The change in perception is accomplished through perspective taking, e.g. reappraising situations by means of adopting another individual's point of view. The antecedent-focused strategy therefore refers to the altering of emotions before the individual has completely generated those emotions (Lee et al., 2016).

Deep acting truly takes place when employees undertake to alter their felt emotions sincerely to match those required by the organisation (Hochschild, 1983; Pandey & Singh, 2016). Cossette and Hess (2015) also note that deep acting may ensue on a more uninterrupted basis than surface acting. It is therefore considered as an extension of true emotions by means of aligning actual emotions to the situation (Grandey, 2015).

Surface acting, on the other hand entails controlling one's appearance and/or behaviour to exhibit the emotions that situations require, without changing one's true feelings. Surface acting therefore involves two components, namely, concealing or suppressing true experienced feelings and consequently displaying false emotions (Cossette & Hess, 2015; Lee & Brotheridge, 2011; Maxwell & Riley, 2017). Hiding genuine emotions refers to disguising the felt emotions that do not meet the organisational demands, while faking emotions refers to the display of emotions that meet those demands and expectations (Cheng, Bartram, Karimi, & Leggat, 2013).

Surface acting, therefore, only occurs when the observable aspects (e.g. behaviour and facial expressions) of the unsuitable emotions are modified (Cossette & Hess, 2015). Emotion suppression is another term used to refer to surface acting, since it takes place by means of suppressing expressions or by falsifying positive effects that are not truly



experienced (Grandey, 2000). In simple terms, surface acting involves putting on a mask to display fake emotions rather than those emotions experienced (Grandey, 2003; Pandey & Singh, 2016).

Visible aspects of emotions are managed when surface acting takes place. For instance, tone of voice, facial expressions and hand gestures are managed while the inner feelings of the individual are not changed (Song & Liu, 2010). Surface acting is commonly used in situations when individuals do not have sufficient time to control emotions with an antecedent-focused strategy such as reappraisal (Cossette & Hess, 2015).

Surface acting, unlike deep acting, uses a response-focused regulation strategy that entails the modification of emotional behaviour, including facial expressions and/or gestures after the emotion has been produced (Lee et al., 2016). Response-focused emotion regulation consists of various strategies, with suppression as the most common (Peters, Overall, & Jamieson, 2014). Suppression describes the attempt by individuals to change their physiological and/or behavioural aspects of the emotion.

Genuine acting, the third strategy, is described as the involuntary guideline strategy by employees (Martínez-Iñigo et al., 2007). When employees use genuine acting, which is described as their “naturally felt emotions”, they always need to ensure that their expressions are consistent with the emotional display rules and expectations of the organisation (Diefendorff & Gosserand, 2003).

According to Cossette and Hess (2012) as well as Martínez-Iñigo et al. (2007), all three strategies are “independent constructs”. Thus, it is possible for employees to use a single strategy or even all three strategies, depending on the situation. It is also possible for employees not to use any strategy (Cossette & Hess, 2015).

What deep acting and surface acting have in common is that they both allow individuals to express required emotions. They differ in that deep acting allows the shaping of inner feelings, while surface acting is concerned with the shaping of facial expressions (Grandey, 2003).



2.4 THE EFFECTS OF SURFACE ACTING AND DEEP ACTING

Hochschild (1983) suggested in the early theory of emotional labour, that both surface and deep acting have only detrimental effects on employees' well-being. More recently, Walsh and Bartikowski (2013) assert that both the regulation strategies have negative and positive effects.

The negative effects of surface acting are inauthenticity, frustration and emotional exhaustion (Grandey et al., 2012). Surface acting is consistently negatively related to employee health, attitudes, job satisfaction, performance and well-being (Hülshager & Schewe, 2011). Surface acting has also been found to be positively associated with employee damaging relational behaviours toward organisations and colleagues (Deng, Walter, Lam, & Zhao, 2016), providing evidence of possible employee sabotage to clients. Surface actors thus generate negative emotions through their tendency to detach themselves from other individuals (clients and co-workers), ultimately leading the individual to become cynical about their job (Kim, 2008). The possible positive effect of surface acting is a feeling of achievement.

Deep acting has similar negative effects, such as frustration and emotional exhaustion, while the positive effects are a sense of authenticity and the feeling of achievement. Deep acting tends to bring feelings into greater alignment with expressions, thus minimising emotional dissonance (Grandey, 2003) and enhancing feelings of authenticity (Judge, Woolf, & Hurst, 2009).

Deep acting involves demanding efforts, which leads to negative emotional consequences such as burnout (Hochschild, 1983; Shani et al., 2014). However, Grandey (2003, p. 93) suggests that "the payoffs of deep acting – reduced emotional dissonance and positive reactions from customers – may restore an employee's emotional resources in a way that surface acting cannot". Deep actors tend to place themselves in the shoes of other individuals (clients and co-workers) and are therefore unlikely to become cynical and more likely to gain a real feeling of achievement and specialised efficacy.



Research on the consequences of the different effects of surface and deep acting focus on employee well-being, job satisfaction and the tendency to quit. The relationship of each consequence against surface and deep acting differs and demographics as well as underlying variables, such as job stressors, according to research, could impact findings (Goolsby, 1992; Walsh & Bartikowski, 2013).

Empirical research has established that employee well-being is positively associated with deep acting but negatively associated with surface acting (Brotheridge & Lee, 2003; Uy, Lin, & Ilies, 2016). Predictably, then, the dark side of employee well-being, emotional exhaustion caused by disguising negative emotions, is positively correlated with surface acting but not with deep acting (Lam & Chen, 2012; Tepeci & Pala, 2016).

Job satisfaction shows a negative association with surface acting but not with deep acting (Totterdell & Holman, 2003; Walsh & Bartikowski, 2013) due to the emotional dissonance and because suppressing negative feelings is found to be more damaging than inducing positive ones (Erickson & Ritter, 2001; Lee & Chelladurai, 2017). Deep acting and genuine acting tend to enhance job satisfaction, due to the decrease in emotional dissonance or feelings of inauthenticity associated with the process (Lee & Chelladurai, 2017).

Early studies on the intention to quit reported a negative or insignificant effect of deep acting on it (Chau, Dahling, Levy, & Diefendorff, 2009; Goodwin, Groth, & Frenkel, 2011). However, research by Walsh and Bartikowski (2013) found a direct positive effect between both surface and deep acting and employees' intention to quit. Viewing surface acting as a job stressor allows for better insight into job performance and the reasoning behind service workers' intention to quit (Goolsby, 1992). Surface acting has a stronger link with the intention to quit than deep acting, ascribed to the difference between the immediacy of the effects of surface acting compared with the cumulative effect of deep acting (Walsh & Bartikowski, 2013).

This direct effect that Walsh and Bartikowski's (2013) research found did not exist among female employees, which confirmed the perception that managing and deploying emotions is more draining for males than for females. Research also shows differences in the consequences of deep and surface acting, indicating the importance of acknowledging



employees' demographics and that employees from different companies exercise emotional labour differently. Emotional labour is also never exercised consistently, and therefore testing the same sample a few years apart will produce different outcomes and effects.

2.5 FACTORS THAT INFLUENCE EMOTIONAL LABOUR

Shani, Uriely, Reichel and Ginsburg (2014) identified four related factors of emotional labour strategies. Gaining a better understanding of them can assist organisations to design a working environment that is supportive and positively encourages employees to resort to deep acting rather than surface acting. The four factors that influence the type of emotional labour strategy employees decide to use are "(1) the manager-employee relationship, (2) the job's physical demands, (3) the quality of emotional labour training, and (4) the frequency, duration and repetition of guest-employee encounters" (Shani et al., 2014, p. 153).

The manager-employee relationship is a critical component in promoting positive emotional labour. When employees feel that employers are insensitive to their personal needs, they tend to perform surface acting rather than deep acting. The second factor, the physical demands of the job, can often lead to exhaustion and fatigue, discouraging employees from performing deep acting. The training in emotional labour is a third factor, as employees and the organisation should be aware of emotional labour and how it should be treated and contained. The frequency, duration and repetition of employee-to-customer encounters is the fourth important component in the emotional labour process.

2.6 THE EFFECT OF EMOTIONAL LABOUR

Emotional labour is experienced differently by different occupational groups (Naring, Briet, & Boucher, 2006). This can be attributed to differing levels of interaction and whether the interaction is internally or externally orientated (Santos et al., 2015). Previous studies on emotional labour focused on service sector employees in their dealings with outsiders (see Lee & Brotheridge, 2011; Vermaak, Görgens-Ekermans, & Nieuwenhuize, 2017). This research is internally oriented instead, focusing on support departments whose service staff



are involved in 'customer service interactions' with other employees in the same organisation.

Employees control their emotions for various motives, but, as argued by Ashforth and Humphrey (1993) and Cossette (2014), those that do internalise their emotion display rules are more inclined to use deep acting rather than surface acting and are more likely to display felt emotions naturally. Employees with internalised display rules are more likely to portray emotions as set out by the organisation's display rules. The opposite is true of employees who are unlikely to internalise display rules (Cossette & Hess, 2015).

Traditionally, emotional labour has been viewed as a source of negative psychological consequences for employees. One identified by Wharton's (1999) early research involved the interference with the employee's capacity to balance not only the requirements of the self, but also the work-related demands. With the early realisation of emotional labour's consequences, various consequences have been identified and noted by various researchers (Avers, King, Nesthus, & Banks, 2009), including the following (Bilal, 2011; Morris & Feldman, 1996; Pugliesli, 1999):

- Organisational role stress
- Work-family conflict
- Emotional outbursts (fear, jealousy, anger, pity, etc.)
- Fatigue
- Less job satisfaction
- Weakened self-esteem
- Burnout
- Increased distress

These consequences can result in negative outcomes experienced by the employees, such as substance abuse (Hochschild, 1983), general illness, and the manifestation of bodily symptoms (Schaubroeck & Jones, 2000). These negative outcomes may be created by factors including but not limited to the shortage of resources when required to execute effortful acting, the incapacity to counterbalance self and work role demands, and the discomfort experienced with emotional dissonance (Grandey, 2003; Wharton, 1999).



Negative consequences of emotional labour exist when employees lose control over their emotions, thwarting the organisation's attempts to regulate them through emotional display rules. Multiple studies have indicated a significant relationship between emotional labour and emotional exhaustion or burnout (Brothering & Lee, 2003; Grandey, 2003). The balance between the requirements of the self and the demands of the work-related role also plays a significant role when it comes to burnout. If a balance cannot be found between the two, the risk of burnout increases (Hochschild, 1983; Wharton, 1999).

Burnout is defined as a "state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding, where the key features lie in the attribution of fatigue and exhaustion to specific domains of spheres in the person's life" (Santos et al., 2015, p. 70). The consequences of emotional labour can also be extended to emotive dissonance (Wharton, 1999), which is a disjuncture between different aspects of an individual. Employees, for example, might feel compelled to display a certain emotion when interacting with co-workers, while in reality they might be experiencing a completely different emotion. Such a dissonance can ultimately result in a disjuncture between personal roles and work-related roles (Ashforth & Humphrey, 1993).

Previous studies have indicated that a positive relationship between emotional labour and psychological consequences results in high job satisfaction and a reduction in stress levels (Zapf, 2002). Some professions also view the ability to mask their true emotions as a required skill. Thus, being able to use surface and or deep acting has become important.

If an employee balances those requirements, emotional labour provides the opportunity for positive outcomes to be achieved (Zapf, 2002). This positive side of emotional labour can be achieved by employees in independent professions that allow them to control their own intensity, application of emotional labour (Grandey, Foo, Groth, & Goodwin, 2012; Rayner & Espinoza, 2016), provide emotional support (Shuler & Sypher, 2000), and align naturally felt emotions and display rules (Wharton & Erickson, 1995).

Variations occur in the impact of emotional labour on employees. Possible explanations for this variation can be ascribed to the characteristic differences between individuals (for example, demographics and personality) and environmental facts (for example,



organisational culture and the stress related to the role) (Shani et al., 2014; Sohn & Lee, 2012). The most dominant contribution to the effect of emotional labour is emotional strategy.

Hochschild (1983) suggested that both deep and surface acting emotional strategies can be damaging to employee well-being and job satisfaction and can cause emotional exhaustion. Brotheridge and Lee (2003) stated that employee wellbeing has a positive link with deep acting but a negative link with surface acting, which was supported by Uy, Lin and Ilies (2016). Surface acting has a positive link with disguising negative emotions, while deep acting has a positive link with expressing positive emotions (Tepeci & Pala, 2016).

The positive effect of deep acting can be ascribed to individuals' attempts to place themselves in someone else's shoes and therefore being less likely to experience sarcasm (Shani et al., 2014). Another positive aspect of deep acting arising from everyday situations is that individuals feel more satisfied because deep acting buffers them against negative moods while simultaneously giving them a sense of accomplishment and authenticity (Brotheridge & Lee, 2003) and a sense of achievement and professional worth (Judge, Woolf, & Hurst, 2009; Kim, 2008). Deep acting affects employees negatively in the long term, since it can result in a sense of alienation from an individual's own feelings, which in turn contributes to job dissatisfaction. This is in contrast to surface acting, where individuals tend to distance themselves from their customers and co-workers and therefore unconsciously treat them as objects rather than human beings (Kim, 2008).

The regulation and consequences of emotional labour are therefore dynamic, especially since the use of emotional labour in these various processes differs between individuals and within individuals (Judge et al., 2009). This gives a clear indication that organisations need to be aware of emotional labour and assist employees as far as possible to avoid its negative consequences.

2.7 EMOTIONAL LABOUR AND THE ROLE OF SUPPORT STAFF

Support staff, just like service staff, are expected to display certain emotional reactions as expected by colleagues and/or supervisors (O'Brien & Linehan, 2014). These reactions and



emotional expressions sometimes contradict the individual's own true feelings. Thus, given the nature of support staffs' work and the expectations to provide colleagues and the organisation with support in daily operations, it would appear reasonable to assume that the management of emotional expression and emotions form part of their work. For example, in Hochschild's (1993) research, personnel managers are observed as engaging in emotional labour by not only understanding what various expressions mean for workers from different characters, and biography and rank within the organisation, but also to know when to take offence without too much counter-offence.

With emotional labour primarily conceptualised as the management of emotions and used as a tool by organisations (Hochschild, 1983), it could be argued that emotional labour does not apply to support staff. This also could be a contributing factor to how little literature exists that is focused on emotional labour of support staff. It could also be ascribed to the fact that the literature on emotional labour mainly discusses the service role of service staff, which differs from the service role provided by support staff. Support staff do not deal with external customers (although, with some exceptions in certain roles, for example, human resources when conducting recruitment) but rather internal customers, referred to as colleagues and other internal organisational constituents (O'Brien & Linehan, 2014).

The contrary has also been argued, stating that emotional labour is also performed in a response to implied norms and expectation of role holder behaviour (Ashforth & Humphry, 1995). Emotional labour can therefore be considered as an aspect of support staffs' work, for example, in Hiillos (2004), research that highlighted human resource practitioners' central responsibility as that of dealing with emotion.

In summary, it can therefore be concluded that the presence or absence of emotional labour in support staffs' roles has not been researched extensively to determine if emotions are controlled by the staff, and to what extent, in order to fulfil job requirements. It can and was therefore assumed for the purpose of this research, that, based on the expectations of support staff in their role, emotional labour is exercised by these individuals at work.



2.8 CONCLUSION

Emotional labour is a complex concept, since it is described as a double-edged sword (Ashforth & Humphrey, 1993). On the one hand, it can facilitate task performance, which in return will lead to career fulfilment. On the other hand, emotional labour can also weaken performance by grooming expectations of superior services that cannot be achieved or met.

The various emotional labour strategies of emotional labour indicate that emotional labour is not visible or obvious and therefore not valued in economic terms. It therefore often goes unnoticed and ends up negatively affecting employees at work, which in turn affects the organisation's outcomes and attainment of goals. It is important to be mindful that emotional labour is learnt and accumulates with work experience (Gray, 2010), which explains why employees experience emotional labour differently. The purpose of this study is to examine various organisational support departments in order to research emotional labour within and between various support departments and their staff.



CHAPTER 3: RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

A research design is a “master plan that specifies the methods and procedures for collecting and analysing the needed information” (Zikmund, Babin, Carr, & Griffin, 2010, p. 66). It is a plan that provides the study with an outline of the actions for the research to achieve the objectives as stated in Chapter 1.

This chapter addresses the sampling techniques, data collection and analysis methods applied, as well as the validity and reliability of the surveys used in this study. Mention of the research ethics followed and applied throughout this research study concludes the chapter.

3.2 RESEARCH PARADIGM/PHILOSOPHY

Henn, Weinstein and Foard (2009) describe a research paradigm as a collection of assumptions and beliefs about what should be studied and how. Saunders and Lewis (2012, p. 104) described a research paradigm as the “overall term that relates to the development of knowledge and the nature of that knowledge in relation to the research work”. Paradigms are therefore concerned with the methodology, epistemology and ontology of the research and in broad terms can be referred to as worldview (Creswell, 2009).

Researchers’ worldviews are informed by their norms, which are founded on their elements of knowledge, experience and preferences that, in combination, influence the philosophy to be utilised by researchers. Creswell (2009) identified four worldviews, namely, post-positivism, pragmatism, advocacy and constructivism (Table 3.1).



Table 3.1: Four world views

Worldviews	Meaning
Post-positivism	“scientific method that involves systematic observation and description of phenomena contextualised within theory” (Olckers, 2011, p. 112)
Pragmatism	“research philosophy which argues that the most important determinants of the research philosophy adopted are the research question(s) and objectives” (Saunders & Lewis, 2012, p. 107)
Advocacy/Participatory	“philosophical theory linked to a political plan” (Pedrozo, 2013, p. 18)
Constructivism	An “approach to qualitative research and it is claimed that individuals try to understand the world where they work and live”. (Pedrozo, 2013, p. 18)

This study focused on researching whether support staff experience emotional labour at work, as well as whether a difference exists between the various support departments and the level of emotional labour experienced. The study also aimed to investigate whether a relationship exists between emotional labour strategies, job satisfaction and the intention to quit by support staff.

Due to the quantitative nature of this research, the post-positivism philosophy was applied to this study to investigate emotional labour, job satisfaction and the intention of support staff to quit. This approach was also used due to the fact that “human intellectual mechanisms are defective and life’s phenomena are basically inflexible” (Olckers, 2011, p. 112), thus noting that researchers can by no means fully apprehend the “true” reality. Post-positivism also required and allowed the researcher to be observed as objective, neutral and distant, since the researcher was independent from the study and limited to only interpreting the data collected. This approach allowed for the capturing of the unbiased truth that occurred “out there” in the world since knowledge was based on the data obtained from the surveys distributed. This allowed for a deductive approach since only the facts provided were concentrated on.



3.3 DESCRIPTION OF INQUIRY STRATEGY AND BROAD RESEARCH DESIGN

Kothari (2004) describes a research design as the theoretical structure within which research is conducted, since it establishes the proposal for gathering, measuring and examining data. Table 3.2 depicts an overview of the research design categories, which are discussed below.

Table 3.2: Research design and categories

Method	Self-administered survey
Research type	Descriptive Empirical
Data type	Primary data Quantitative data
Time frame	Cross-sectional

The primary inquiry strategy used was a survey design that was self-administered and collected data at a specific point in time (cross-sectional) from the respondents. Participation in the study was voluntary and the survey design allowed for the questionnaire to be completed online or manually, which allowed for the collection of quantitative data.

Data collection by means of a survey was decided on, due to the success that researchers have had when investigating relationships between constructs and in producing models of those identified relationships (Saunders, Lewis, & Thornhill, 2009). The survey method thus allowed for a decrease in researcher bias, an increase in respondents' privacy, and for data to be easily standardised (Babbie & Mouton, 2001). Furthermore, the survey method had also been applied in several other studies, which researched the same constructs as those in this study (see Cheng, Bartram, Karimi, & Leggat, 2013; Furnell, 2008; Mitchell, 2015).

The survey distributed collected numerical data on nine dimensions, which were measured by 46 items, and consisted of questions related to the revised Emotional Labour Scale (ELS), intention to quit scale, job satisfaction scale, and genuinely acting, all drafted within a single questionnaire. The survey was thus empirical since the numerical data collected was



analysed through mathematical procedures, with an emphasis on statistical analysis, which involved the scrutinising of every data sample from the items in the study. This was done to understand underlying patterns and trends that might exist from the data obtained, classifying the study as descriptive research. This study used primary data since data was collected from a sample that has never been used prior to this study.

3.4 SAMPLING

The initial unit of analysis for this study was support staff employed in support departments within a single municipal entity; however, after five months of collecting data, less than 70 responses were obtained. The unit of analysis was thus changed to include support staff employed in the support departments of other South African organisations. Two separate non-probability sampling techniques were therefore used for the study, the first being availability sampling and the second snowball sampling. Snowball sampling was only used after the first technique, availability sampling, failed to obtain sufficient responses within the municipal entity.

Availability sampling allowed for the gathering of data from the first subset of the sample and due to the voluntarily participatory nature of the study (Babbie & Mouton, 2001). Based on the research objectives, availability sampling was decided on as it was the most practical method for gathering data, given the fact that permission was obtained from a municipal entity to distribute the survey within the organisation. All support staff in the various support departments, namely, human resources, information technology, finance and administration, supply chain, communications and scientific (laboratory) services sections were approached and asked to participate by completing either an online or paper-based questionnaire, depending on their preference.

The second sampling technique, snowball sampling, was used to increase the sample size. The sampling technique entailed obtaining additional participants with the assistance of the initial participants, by asking the support staff in the municipality to direct the researcher to known colleagues or friends working in support departments in other South African organisations.



The sample size was determined according to best practice sampling principles, since an appropriate sample size is of importance in a study to ensure validity and reliability. A large sample size is known for greater reliability, reducing the risk of random sampling errors and allowing researchers to have more confidence in the sample mean since it is closer to the population mean (Zikmund et al., 2010). A critical sample size of 200 has been proposed by Garver and Mentzer (1999), providing guidance and a rule of thumb that a sample size of 200 and above provides sufficient results in statistical power for data analysis. Such a sample size can therefore be considered the minimal advisable size and that any improvement on the reliability from increasing the sample size is minimal. However, according to Tabachnick and Fidell (2013), a sample size of 300 is considered appropriate for analysis. Thus, from the two arguments, it was concluded that a sample size of 200 to 300 responses would be appropriate and a sample size of 250 was expected.

3.5 DATA COLLECTION

Data collection for this research started on receipt of ethical clearance from the University of Pretoria. With permission from one of the developers, Brotheridge, the revised emotional labour scale (Brotheridge & Lee, 2003) was used to measure the support staff's deep acting, intensity, frequency, duration, and surface acting. Surface acting is divided into faking emotions and hidings feelings in the scale. The scale, however, does not measure genuine acting and thus self-drafted genuine acting questions were used in addition.

The genuine acting questions were drafted in line with Chu and Murrmann's (2006) 19-item hospitality emotional labour scale and Cukur's (2009) teacher emotional labour scale. Both these scales were studied and the questions measuring genuine acting were adapted accordingly to state the relevant terminology, which included changing sentences that were phrased with a focus on customers to be focused on colleagues. These questions afterwards obtained approval from a subject matter expert before being included in the survey.

An additional two scales, Arnold and Feldman's (1982) scale of intention to leave (quit) and Hellgren, Sjöberg and Sverke's (1997) questionnaire of job satisfaction were also included in the study's survey. Arnold and Feldman's scale measured the support staff's overall



intention to leave and Hellgren, Sjöberg and Sverke's questionnaire measured the support staff's overall satisfaction with their jobs.

The process commenced with approaching the municipal entity to obtain commitment and approval to conduct the research project within the organisation. Once commitment was obtained from the municipal entity, the information technology department at the entity was approached to assist in distributing the questionnaire electronically where possible, as well as to ensure that the system allowed for the distribution of an electronic questionnaire link through emails. A paper-based questionnaire was also distributed, where individuals preferred to complete a paper-based questionnaire or where an email address was not available for the individual.

The support staff within the municipal entity's support departments, namely, human resources, information technology, finance and administration, supply chain, communications and scientific (laboratory) services sections, were approached individually and in groups, with the permission of management, to discuss the research survey. During the discussion, individuals were informed about the content of the survey, the intention of the survey, the duration of the survey, the fact that participation was voluntary, and they were assured of their anonymity.

The individuals were also approached a second time, to discuss the snowball sampling technique to obtain additional responses in the study. After support was obtained from the prospective respondents, paper-based questionnaires were made available and the link containing access to the questionnaire was forwarded to the support staff within the organisation to enable them to answer the questionnaire online and to forward it to colleagues. This allowed for the data to be stored electronically, along with a copy on a laptop to serve as a backup. Data was also password locked and protected to ensure confidentiality and privacy. Results obtained from the paper-based questionnaires were captured by hand on the system and combined with the data extracted from the electronic system.

Both the questionnaire link and paper-based questionnaires contained a consent section, demographic information section, organisation-related section, and the full questionnaire



that consisted of the revised ELS, intention to quit questions, employee job satisfaction questions, and genuine acting questions. The demographic section contained nominal variables, such as race, gender, home language and support department. The ELS, intention to quit, employee satisfaction, and genuine acting questions contained ordinal variables, since the answers were rated on a five-point Likert-type scale and thus contained numerical values. All these variables and dimensions were measured and utilised to ensure that the data analysed truly described the data obtained.

The ELS developed by Brotheridge and Lee (2003) has been validated in two separate studies. Firstly, in a study at a university in Canada using the undergraduate and postgraduate business class students and, secondly, using full-time employees extending from service/sales workers to office workers, labourers, human service professionals and managers or professionals. This was a benefit of using Brotheridge and Lee's scale, especially since the scale had been used not only in Canada where it was developed (Brotheridge & Lee, 2003), but also in South Africa where the ELS was reproduced and distributed to two branches of a leading South African telecommunication company (De Villiers, 2015; Furnell, 2008).

The shortened intention to quit scale by Arnold and Feldman (1982) was used to measure participants' intention to leave the organisation and consisted of four items that were rated on a five-point Likert-type scale. Robyn and Du Preez (2013) applied the scale in their research at six higher education institutions in South Africa, which benefitted the study, since it noted the scale as being applicable and usable on the South African population.

Hellgren, Sjöberg and Sverke's (1997) overall job satisfaction questions were also included in the questionnaire to assess whether the support staff's intention to quit and job satisfaction had any correlation, as well as if they could be linked to the type of emotional labour used. The job satisfaction statements were rated on a five-point Likert-type scale, which allowed for easy integration into the questionnaire and with the other questions. Other researchers, for example, Masia and Pienaar (2010), as well as Pienaar, Sieberhagen and Mostert (2007), made use of these questions in their research, which provided the researcher with confidence that the questions can be applied on a South African sample.



The questions pertaining to participants' intention to quit and job satisfaction were included in the questionnaire and related to the ELS results. This was done to determine if the type of emotional labour strategies applied by the support staff had any relationship to participants' intention to quit and their job satisfaction.

The following has been noted and listed as the advantages of using questionnaires when obtaining data for research (Denscombe, 2003):

- Questionnaires are more economical, especially when distributed electronically, since this allows for the collection of data without any costs such as material, printing and time
- Questionnaires are easier to organise
- Questionnaires present individuals with identical questions, thus allowing no scope for variation
- Questionnaires encourage pre-coded answers
- Questionnaires rely on written responses supplied directly by the participants' answers.

Disadvantages of questionnaires have also been noted by researchers and were taken into consideration during the research process (Cargan, 2007):

- Self-administered questionnaire surveys are limited to the responses provided by participants and can result in incomplete information obtained
- Self-reported information raises concerns with regard to the trustworthiness of the respondent's answers and validity. For example, limited knowledge may lead to misunderstanding or lack true in-depth knowledge, as well as reluctance to truthfully answer questions
- Self-administered questionnaire surveys may result in a lower per capita yield of information than interviews.

3.5.1 MEASUREMENT VALIDITY

Validity is defined as the "extent to which the instrument measures what it is supposed to measure" (Maree, 2010, p. 216). The different validities can be noted as:

- face validity
- criterion validity



- construct validity
- content validity.

Face validity, with regard to the scales, took place when the scales were researched, and it was noted as relevant and applicable to the study from a face value point of view. Since the scales have been distributed and used in South Africa, the face and construct validity have taken place and it can be viewed as standardised for the South African context (Arnold & Feldman, 1982; De Villiers, 2015; Furnell, 2008). The ELS has been observed by De Villiers and Furnell as satisfactory, through the distribution of the scale, which has indicated that the criterion and content validity, as well as the internal consistency (Cronbach's alpha, α) of the sub-scales, were satisfactory and ranged from 0.74 to 0.83.

The intention to quit scale has been used multiple times within the South African industry and has in more recent years been validated again by Oehley and Theron (2010) to ensure validity. Oehley and Theron, in their research on "The development and evaluation of a partial talent management competency model", reported an alpha coefficient of 0.85, which confirmed the validity of the scale and deemed it satisfactory to be used in the current study. The final set of questions added to the questionnaire, namely, the overall job satisfaction questions by Hellegren, Sjöberg and Sverke (1997), has reported an internal consistency and reliability that has been confirmed in the South African context with a Cronbach alpha value of 0.86 (Brayfield & Rothe, 1951).

Construct validity of the ELS took place during the development stage and was established through means of the convergent and discriminant validity of the sample tested (Brotheridge & Lee, 2003). Discriminant validity was proved by the low correlation between scales that had none too little connection with the subscales of the ELS, while convergent validity was proved through the correlation with scales that had an association with the subscales.

3.5.2 MEASUREMENT RELIABILITY

Maree (2010) defined reliability as the level to which the measuring instrument can be repeated and will be noted as consistent. Saunders et al. (2009) supported this statement



but described it in more detail, stating that reliability is the extent to which the study would show similar observations if it was conducted by another researcher for the same purpose.

A scale's reliability therefore indicates how free the scale is from random error (Maree, 2010). Maree refers to two indicators of scale reliability commonly used, which should be noted and taken into consideration, namely:

- test-retest reliability (temporal stability)
- internal consistency.

Test-retest reliability of a scale is measured when the identical scale is conducted on the same sample group on two separate occasions, and the correlation between the scores obtained then calculated. Internal reliability, also known as internal consistency, is used for the standardisation of an instrument. It therefore refers to the fact that when several items measure a specific construct, a high degree of similarity must be visible between them, which then indicates an internal consistency of the instrument used (Maree, 2010). The study did not allow for test-retest reliability due to the fact that the survey was completed anonymously in an attempt to obtain honest responses from all respondents.

Cronbach's alpha was used as a statistical measurement to assess whether internal consistency with regard to the multi-item scales used for gathering research exists. The nine dimensions of the scales, namely, surface acting (divided into faking emotions and hiding feelings in the revised ELS), deep acting, variety, intensity, frequency, job satisfaction, intention to quit, in the study and the items measuring each dimension were tested for reliability once the data was collected. The minimum level that is commonly accepted for Cronbach's alpha, although sceptically, is a coefficient of 0.70.

Table 3.3 presents the framework of the measuring instrument; emotional labour, intention to quit and job satisfaction, as provided in the literature across studies.



Table 3.3: Reliability indicators of scales in literature

Scale	Study title	Sample	Dimension	Reliability
Emotional Labour	“Exploring the relationship between burnout, emotional labour and emotional intelligence: A study on call centre representatives” (Furnell, 2008)	Supervisors, team leaders and call centre consultants from the customer call centre division of two branch offices of a South African telecommunication company located in the Western Cape	Frequency	$\alpha = 0.74$
			Intensity	$\alpha = 0.56$
			Variety	$\alpha = 0.75$
			Deep Acting	$\alpha = 0.74$
			Surface Acting	$\alpha = 0.66$
Revised Emotional Labour	“Emotional labor and employee engagement within a paediatric hospital” (Mitchell, 2015)	Midwest paediatric hospital’s chaplains, child life specialists, psychologists, social workers, nurses and physicians	Frequency	$\alpha = 0.70$
			Intensity	$\alpha = 0.68$
			Variety	$\alpha = 0.91$
			Deep Acting	$\alpha = 0.83$
			Faking Emotions (Surface acting)	$\alpha = 0.86$
			Hiding Feelings (Surface acting)	$\alpha = 0.87$
Emotional Labour	“Shift work, emotional labour and psychological well-being of nursing staff” (Vermaak, Görgens-Ekermans, & Nieuwenhuize, 2017)	Nursing staff employed in four South African long-term care institutions	Frequency	$\alpha = 0.65$
			Intensity	$\alpha = 0.56$
			Variety	$\alpha = 0.64$
			Deep Acting	$\alpha = 0.64$
			Surface Acting	$\alpha = 0.43$
Emotional Labour	“Salient predictors of intention to quit among sales employees within the South African financial services industry” (Van der Merwe, 2016)	Sales employees working in the financial industry in South Africa	Deep Acting	$\alpha = 0.97$
			Surface Acting	$\alpha = 0.86$
Revised Emotional Labour	“The role of team climate in the management of emotional labour: Implications for nurse retention” (Cheng et al., 2013)	Registered nurses employed at a large metropolitan public health service in Victoria, Australia	Frequency	$\alpha = 0.68$
			Intensity	$\alpha = 0.76$
			Variety	$\alpha = 0.82$
			Deep Acting	$\alpha = 0.75$
			Faking Emotions (Surface acting)	$\alpha = 0.86$



			Hiding Feelings (Surface acting)	$\alpha = 0.72$
Intention to Quit	“Intention to quit amongst Generation Y academics in higher education” (Robyn & Du Preez, 2013)	Generation Y academics between the ages of 20 and 30 years at six higher education institutions in South Africa	N/A	$\alpha = 0.90$
Intention to Quit	“The development and evaluation of a partial talent management structural model” (Oehley & Theron, 2010)	Employees enrolled in a large South African telecommunication’s three-year leadership development programme	N/A	$\alpha = 0.85$
Intention to Quit	“The development and evaluation of a partial talent management competency model” (Oehley & Theron, 2010)	Leadership candidates within a large telecommunications organisation	N/A	$\alpha = 0.85$
Job Satisfaction	“A two-dimensional approach to job insecurity: consequences for employee attitudes and well-being” (Hellgren, Sverke, & Isaksson, 1999)	Large Swedish retail chain’s headquarters undergoing organisational restructuring	N/A	$\alpha = 0.88$
Job Satisfaction	“Unravelling safety compliance in the mining industry: Examining the role of work stress, job insecurity, satisfaction and commitment as antecedents” (Masia & Pienaar, 2011)	Employees employed in ranks of miner to production manager in a mining organisation in South Africa	N/A	$\alpha = 0.75$
Job Satisfaction	“Investigating turnover intentions by role overload, job satisfaction and social support moderation” (Pienaar, Sieberhagen, & Mostert, 2007)	Individuals on Paterson grading E-band to C-upper band within a South African mining company	N/A	$\alpha = 0.80$



The indicated reliability of the measuring instruments across research findings provides the study with evidence that the scales were reliable internationally as well as nationally. The measuring instruments were thus considered reliable and applied to the sample within the study.

3.6 DATA ANALYSIS

Data analysis is described by Saunders et al. (2009) as the ability to not only breakdown information, but also to explain the component parts of the information and any relationship noted between them. The importance of explaining the statistical procedure, especially in quantitative research, is of utmost importance since the interpretation of the data rests on it (Maree, 2010).

For the purpose of this study, the research data were analysed with the use of parametric and non-parametric techniques. Research data collected in this study was analysed and interpreted to address the following objectives of the study:

1. Assess the reliability of the scales on the sample in the study with the use of Cronbach's alpha by testing the internal consistency of each scale applied in the study.
2. Analyse the genuine acting scale by making use of the principal component analysis to test the loading of the items in the scale on a single construct.
3. Determine whether emotional labour is experienced by the support staff included in this study and to what extent. This is shown with descriptive statistics.
4. Explore if there is a difference in the levels of emotional labour experienced between different types of support functions and to what extent. This will be tested by comparing the emotional labour levels between different support function groups (for example, human resources, finance and administration, information technology, communications, marketing, commercial business, and supply chain management) identified in this study. This was determined by conducting a Kruskal-Wallis test and testing if a statistically significant difference is noted between the various support function groups.
5. Assess if there is a difference in the regulation strategies support staff use, by making use of repeated measures ANOVA (analysis of variance).



6. Explore if there is a difference in the levels of emotional labour experienced between demographic and biographic groups. An independent sample t-test was used to compare gender groups, and the Kruskal-Wallis test was used to compare different ethnicity, education level, and home language groups.
7. Explore if there is a relationship between the emotional labour experienced and support staff's intention to quit and levels of job satisfaction. This was determined by conducting a Pearson correlation.

All data collected and stored were analysed with the use of statistical software (SPSS Statistics 25, IBM, US). Data analysis were preceded by data cleaning and screening to ensure that data entered by hand (manually) was without capturing errors and that data analysed was obtained from only support staff, the target sample for this study.

3.6.1 CRONBACH'S ALPHA

Cronbach's alpha coefficient is a commonly used indicator to test internal consistency, which refers to the related closeness of a set of items as a single group. The formula for Cronbach's alpha (α), for conceptual purposes, is as follows:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

where N is the number of items, \bar{c} is the average inter-item covariance among the items and \bar{v} is the average variance. Ideally, Cronbach's alpha should be above 0.7, which will indicate that the items are measuring the same construct. For scales, a Cronbach alpha reliability coefficient of $\alpha \geq 0.7$ is suggested to be of high reliability (Gelisli & Beisenbayeva, 2016).

With Cronbach's alpha being a statistical tool and therefore sensitive in terms of the number of items in a scale or dimension (Pallant, 2010), it is not uncommon to see a low Cronbach alpha value with a small scale. With small scales, referred to as scales consisting of fewer than ten items, it is recommended that the mean inter-item correlation of the scale is reported on additionally. An inter-item correlation of 0.2 to 0.4 is observed and suggested as an optimal range for small scales (Briggs & Cheek, 1986).



The dimensions in the emotional labour scale and the scales measuring intention to quit, job satisfaction and genuine acting all contained less than ten questions measuring each dimension and scale. For the purpose of this study, the Cronbach alpha value and mean inter-item correlation of the various scales and dimensions utilised were tested on the sample of the study to ensure good internal consistency before interpretation. The various scales' (ELS, intention to quit and job satisfaction) Cronbach alpha and mean inter-item correlation are discussed respectively in section 4.6.

3.6.2 FACTOR ANALYSIS

Factor analysis is a data reduction technique of “statistically identifying a reduced number of factors from a large number of measured variables” (Zikmund et al., 2010, p. 593). This type of analysis allows researchers to concentrate on factors rather than items in the study. Since the items in the study were adopted from existing surveys and had been applied in South Africa, the researcher aimed to confirm whether the genuine acting items from the two adopted scales were applicable to this study and measured a single dimension. Principal Component Analysis (PCA) was therefore conducted for this reason on the sample in the study.

Principal component analysis is described as a dimensionality-reduction method that processes large data sets into smaller component sets or factors (Pallant, 2010). For the purpose of this research, this method was decided on since the questions were self-drafted and based on existing genuine acting questions from Chu and Murrmann (2006) and Cukur's (2009) questionnaire. The PCA thus enabled the researcher to ensure that all items within the dimension measured a single component as intended.

Principal component analysis was applied to the genuine acting questions only, since the questions were developed specifically for this study and not part of the original validated emotional labour scale. The following assumptions, as mentioned by Pallant (2010), had to be met to ensure that the data could be analysed using the PCA method.

- The sample size should be a minimum of 150 and each variable should have a minimum of five cases.



- Some correlation of $r = 0.3$ or greater should be shown by the correlation matrix.
- At a value of $\rho < 0.05$, Barlett's test of sphericity should be statistically significant.
- The Kaiser-Meyer-Olkin value must be 0.6 or greater.
- Relationships between variables should be linear.
- With factor analysis sensitive to outliers, the data should not contain any outliers. Any outliers observed should therefore either be removed or recoded to a less extreme value.

Each assumption mentioned is discussed in section 4.5 respectively along with the data inspected to ensure compliance.

3.6.3 DESCRIPTIVE STATISTICS

Saunders et al. (2009) refer to descriptive statistics as the means of describing the study's basic feature numerically. Descriptive statistics therefore are used to describe data in a manner that is understandable to all individuals. For the purposes of this study, the following statistics were performed and interpreted.

- Frequency distribution, which is "the amount of times each possible response to a question was recorded by the respondents" (Hair, Wolfinbarger, Ortinau, & Bush, 2010, 160)
- Mean, which is the arithmetic averages of scores within the items and/or dimensions of the scales being analysed (Field, 2009)
- Standard deviation, which is the "standard deviation as the average distance of the distribution values from the mean" (Hair et al., 2010, p. 264). In simpler terms, the standard deviation describes the spread of the data and the extent to which it lies away from the mean (Saunders et al., 2009)
- Skewness, which describes the data's symmetry around the mean intending to determine the fall of the variables in terms of the distribution (Field, 2009). For a normal distribution, the values on either side of the centre should be equal as well as the mean, mode and median should be equal (Malhotra, 2007)
- Kurtosis, which describes the relative height (peakedness) of the distribution when compared to a normal distribution (Field, 2009). A normal distribution kurtosis is equal

to zero, while a positive kurtosis indicates a peak that is more than normal, and a negative kurtosis indicates a flatter peak than normal (Malhotra, 2007).

3.6.4 THE KRUSKAL-WALLIS TEST

The Kruskal-Wallis test, the non-parametric alternative to a one-way ANOVA, was used in this study to research and compare the variance of different groups. The test allows researchers to compare results on continuous/ordinal variables for multiple groups, for example, comparing the means of the sample in terms of the different emotional labour strategies and support functions.

This non-parametric alternative was used, due to the distribution of the data. According to the assumption of normal distribution for ANOVA, it is common to not obtain normally distributed data; however, the test is tolerant of violation with large enough sample sizes. Pallant (2010) mentions that sample sizes of 30 or more should not cause any major problems. In this study, however, the sample sizes for some of the categories were less than 30. The distribution of the data was checked for the following four research questions, 4.7.2, 4.7.4.2, 4.7.4.3, and 4.7.4.4, before the Kruskal-Wallis test was applied.

The distribution of the data for the four research questions for the test of normality for Kolmogorov-Smirnov Sig value, revealed some of the groups were significant with a value of less than 0.05. This suggested a violation of the assumption of normality, which is common. Following the test of normality, a visual inspection of the respective histograms, normal Q-Q plots and box plots were conducted and showed that some of the dependent variables in each question did not have an approximate normal distribution. The decision was thus taken to apply the Kruskal-Wallis test on the data in the research question after it was noted that the assumption of normal distribution was not adhered to.

The non-parametric technique is known for fewer assumptions; however, it still has assumptions that must be met. The following assumptions therefore must be complied with for the Kruskal-Wallis test (Pallant, 2010; Sundberg, 2016):

- Dependent variable should be measured at an ordinal, ratio or continuous level



- Independent variables should comprise of two or more categorical groups that are independent
- Data collected should be from a random sample from the population
- No relationship should exist between the observations in each group or between the groups themselves. Subjects can therefore not be in more than one group, influence subjects in any other group, or one group influence another group.

The assumptions mentioned are discussed in section 4.7 under the respective questions that made use of the Kruskal-Wallis test for interpretation. In an instance where any assumption was violated, the corrective action steps are mentioned and discussed.

3.6.5 REPEATED MEASURES ANOVA

The repeated measures ANOVA (one-way repeated measures ANOVA) was used in this study to investigate respondents' answers and determine if one of the emotional labour strategies was predominantly utilised by the support staff in the sample. Although the repeated measures ANOVA is used to compare repeated measures' results, it is also used to test for difference in scales where the same respondents provided data across the various scales measured.

Repeated measures ANOVA was applied to the data in the study after all assumptions as stated by Pallant (2010) were considered and adhered to for the research question. The assumptions include:

- ensuring dependent variables are measured at an interval or ratio level
- ensuring scores obtained are from a random sample of the population
- ensuring independence of observations.

The assumptions mentioned were taken into consideration and are discussed in detail in section 4.7.3 before data analysis was conducted.



3.6.6 INDEPENDENT SAMPLE T-TEST

The independent sample t-test was used in this study to test for differences between two groups of independent variables. The test “compares the mean scores for two different groups of subjects” (Pallant, 2010, p. 232).

As with the repeated measure for ANOVA, the independent sample t-test also has assumptions that need to be adhered to. The assumptions are as follows:

- Ensuring dependent variables are measured at an interval or ratio level
- Ensuring scores obtained are from a random sample of the population
- Ensuring independence of observations
- Ensuring homogeneity of variance and that data is normally distributed.

Each assumption mentioned is discussed in section 4.7.4.1 concerning the data analysed. In the instance where any assumption was violated, the corrective action steps are mentioned and discussed.

3.6.7 CORRELATION ANALYSIS

Pearson product-moment correlation coefficient was used to explore the relationship, including the strength and direction, between variables (Pallant, 2010). For this study, the Pearson correlation method was used to analyse and explore the presence of a relationship including the direction of the relationship between the emotional labour strategies experienced and intention to quit, as well as job satisfaction.

To apply the method in the study, the following assumptions had to be met:

- The scale of measurement should have been interval or ratio
- The score on both variables should be related pairs and from the same subject
- Observations from the data had to be independent from one another
- Scores had to be normally distributed
- A roughly linear relationship should exist between variables
- Variability in scores for variables should be similar.



The assumptions mentioned are discussed with reference to the data analysed and interpreted in section 4.7.5.

3.7 ASSESSING AND DEMONSTRATING THE QUALITY AND RIGOUR OF THE PROPOSED RESEARCH DESIGN

Survey research is known for having possible bias error that can occur and influence results obtained from a study. A potential bias that this kind of research might face is one of response bias, especially since the ELS, intention to quit, job satisfaction and genuine acting questions are self-report questionnaires. Response bias is described as the effort of a respondent to answer questions in a manner that is considered socially satisfactory (Saunders et al., 2009). In an attempt to overcome this issue, the participants were ensured of their anonymity to provide them with the assurance that their right to privacy was maintained and that they could answer the questions truthfully without the fear of victimisation.

The validity and reliability of the measurements were also an important consideration, especially since scale reliability and validity can influence the quality and rigour of a study. Section 3.5.1 and 3.5.2 discuss the validity and reliability of the measurement scales.

3.8 RESEARCH ETHICS

Research ethics provide researchers with guidelines to ensure the responsible conduct of research. In addition, it also informs and supervises researchers to ensure ethical standards. Research ethics therefore begins and ends with the researcher and thus thorough reflecting on all potential ethical considerations are required.

Ethical considerations are thus of utmost importance in any research process and should be taken into consideration throughout the entire process of the research. Vilaythong, Lindner and Nosek (2010, p. 497) viewed the most essential principle in research as “do unto others as you would have them do unto you”, since ethical considerations involve the

entire research process from the individuals involved, the data collected, up to the final writing of the results.

The University of Pretoria's Code of Ethics for Research (n.d.) clearly states that researchers should be trained competently in the research method that will be utilised during the research process. Participation in the study should also always be voluntary and based on informed consent obtained from the participant prior to starting with the survey. Confidentiality and anonymity of each participant should be ensured and maintained as well as the reassurance/security that participation will not result in any psychological, emotional or physical harm. The entire data analysis procedure should always be recorded and interpreted with integrity and accuracy based on what was recorded.

The ethical considerations pertaining to this research will be discussed in terms of the approval obtained from the ethical committee as well as from Brotheridge and Lee to use their ELS, and other research principles the study was subject to.

3.8.1 APPROVAL AND COPYRIGHT

Brotheridge's approval was obtained in July 2017 prior to ethical clearance approval, to ensure that the ELS revised by the researcher could be used for this study. Along with the approval, the research principle of copyright was respected. The intellectual property of the survey was respected, by not copying or adapting questions in any way without the permission of the author. With approval obtained from Brotheridge, ethical clearance was sought and obtained from the University of Pretoria. Once the formal letter of ethical clearance was received, the process of obtaining ethical clearance from the organisation commenced. Ethical approval for this research was obtained from the municipal entity's top management in writing as well as from all individuals that completed the questionnaire distributed, by means of an informed consent form.

3.8.2 VOLUNTARY PARTICIPATION

Since freedom of choice is associated with any participation, it is clear why participants have the decision to participate or not and to withdraw at any given time if they so wish to



(Whiteley, 2001). Participation in this study therefore was voluntary and all participants were informed about their rights pertaining to confidentiality, to stop at any given time, or not to participate at all by means of the informed consent form that had to be signed prior to commencement with the questionnaire. The informed consent form clearly stated, “You may choose not to participate and you may also stop participating at any time without any negative consequences”. Participants were thus aware of their rights and participated freely of their own choice in the study.

3.8.3 INCENTIVES TO PARTICIPANTS

No participant was offered an incentive to partake in this study. This was done to ensure that all participation was voluntary, that no individual felt pressured to participate and that the questionnaire was completed by relevant individuals and not by irrelevant individuals only for the incentive.

3.8.4 INFORMED CONSENT

Informed consent was obtained from individuals to ensure that the study complied with all ethical requirements. All participants were requested to give consent before being able to access the online questionnaire or completing the paper-based questionnaire. The electronic-based questionnaire provided each participant with a web-page requesting informed consent, which was obtained by the participants ticking the box termed “I give consent” and the paper-based questionnaire required participants to sign the form. By ticking the box or signing the form, the participants indicated that they have read, understood and agreed to take part in the study and clearly understood what the information will be used for. An example of the informed consent form used online as well as on the paper-based form is attached as Appendix B (p. 112).

3.8.5 CONFIDENTIALITY AND ANONYMITY

Guarding the participants’ identity, right of privacy and confidentiality pertaining to answers are of utmost importance (Babbie & Mouton, 2001), especially when it comes to obtaining true and honest answers to the questions asked in research. The participants’ privacy was



thus of critical importance to the researcher. The informed consent form signed by the participants was drafted in such a manner as to ensure and provide participants with the assurance that they will remain anonymous, that all information obtained will be kept confidential and that no biographical information asked could personally connect a specific individual to a specific questionnaire answered.

3.8.6 DATA SECURITY

Data obtained from the questionnaire was stored electronically on an online database, as well as downloaded onto regular devices and archived electronically for security and to serve as a back-up. All files downloaded were password protected to ensure that the information obtained was kept confidential and the privacy of the participants maintained.

3.8.7 NO HARM OR DISCOMFORT

The questionnaires held no harm or discomfort to any individual that participated in the research survey. Since the questionnaires were completed online and paper-based, participants were able to complete it in the comfort of their own personal space and were provided with adequate time and privacy. This allowed the participants to complete the questionnaire as and when they saw fit and felt they had time, especially since the questionnaire had no time constraints.

3.8.8 RESEARCHER'S OBJECTIVITY AND INTEGRITY

All findings of this study were based on the data obtained from the participants and interpreted accordingly to ensure truthful interpretation. The researcher also acted with integrity and objectivity throughout the duration of the study to ensure the researcher did not influence any information obtained and that all findings were solely based on the outcome from the participants.



3.9 CONCLUSION

This chapter focused on the methods that were utilised in this study to provide insight into the methods and processes that were considered and used. The criteria of the sample, the measuring instruments, research questions, data collection techniques and data analysis procedures applied were discussed.

CHAPTER 4: ANALYSIS OF SURVEY DATA

4.1 INTRODUCTION

Chapter 4 addresses the survey's findings with a focus on discussing and interpreting the survey data in terms of the research objectives, as outlined in Chapter 3. In addition to addressing the findings, the chapter starts with an overview of the data collection, response rate and discussion of the data cleaning process, as well as descriptive statistics of the respondents.

4.2 DATA COLLECTION AND RESPONSE RATE

The study was targeted at employees who are employed in support departments at organisations within South Africa. The survey was distributed with the use of both an online and paper-based questionnaire, using the convenient and snowball sampling method. The paper-based questionnaire (Appendix A contains an example of a few emotional labour questions, due to the confidentiality of the ELS questions) was drafted electronically using Qualtrics and was identical to the paper-based format to ensure uniformity and allow for ease of data integration. Both methods of data collection allowed for an optimal response rate without having to obtain permission from various organisations, which could have been time-consuming, and allowed for a broader perspective to be obtained, since multiple organisations and industries participated.

Firstly, an Excel file was downloaded from Qualtrics containing all the online responses and stored electronically along with a backup file on a second device. Secondly, the 36 completed paper-based questionnaires received were evaluated to ensure relevance before being capturing on the extracted excel file. Lastly, data cleaning commenced on a single file that contained all the data from both the paper-based and electronic questionnaires, to allow for a single file containing all cleaned-up data. A total sample of 269 questionnaires was returned, which exceeded the expected sample size of 250. However, after data cleaning, only 222 responses were noted as usable, which is explained in detail in section 4.3, and used for data interpretation (Figure 4.1).

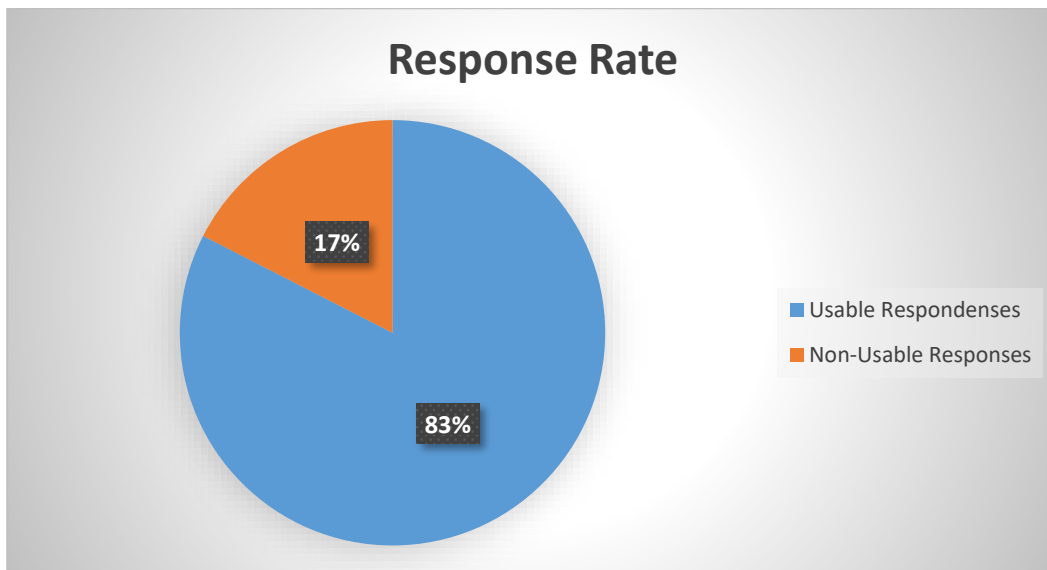


Figure 4.1. Response rate of the survey

4.3 DATA CLEANING

Data cleaning, also referred to as data cleansing or scrubbing, is described as the “process of detecting, diagnosing, and editing faulty data” (van den Broeck, Cunningham, Eeckels, & Herbst, 2005, p. 966) with a focus on improving data quality. Data cleaning is thus conducted by means of identifying and excluding data with mistakes and discrepancies or correcting mistakes, both with the intention of minimising a potential influence on the actual results. For the purpose of this study, data identified as not relevant or with mistakes were excluded from interpretation.

Data cleaning commenced firstly on the manual questionnaires received and secondly on the electronic file extracted from Qualtrics. All manual questionnaires were screened before being captured on the same excel document of the electronic survey information, firstly for completeness and secondly for relevance. Each questionnaire was paged through to review the industry in comparison to the division/department. The comparison between industry and division/department ensured that the respondent is working within a support department of the organisation and not a core function. After the review, it was noted that all manual questionnaires were completed, and all respondents were employed within a support department.

The Excel file containing both the electronic and paper-based questionnaires' information was reviewed. Rows and columns were produced and those containing no data pertaining to the research questions were removed. After the removal of the irrelevant data fields, the file was uploaded into the SPSS program and labels as well as values were assigned accordingly. A frequency table was generated on all the variables within the dataset to ensure that all values were assigned with a descriptive, as well as to screen the number of text entries into the survey. From the screening, it was noted that the data in the table was extended unnecessarily, due to the difference in capital letters and spelling on answers from the questions that allowed for text entry. The data entries were therefore retyped to obtain uniformity and allow for more comprehensive tables and ease of interpretation.

The next step in data cleaning entailed removing all questionnaires that contained no answers as well as the questionnaires that only contained demographic information, resulting in 22 responses being excluded. This was followed by comparing the information between the industry field and division/department field of each response to ensure that each respondent was employed within a support department of the industry, since this was the requirement to participate in the study. From this review, an additional 19 questionnaires were excluded based on the findings that the type of industry selected compared to the division/department was observed as a core function of the industry and not a support function. For example, two of the respondents indicated their industry as sales including their department as sales, which clearly depicts that the individual falls within the core function of the organisation and not in a support department. This comparison of the data aimed to ensure that only responses from support staff were taken into consideration for interpretation of this study. This also assisted in ensuring that the targeted samples' information was not compromised.

The frequency table of the data from the question, "Please indicate how long a typical interaction with an employee takes on a daily basis: ____minutes", was reviewed to obtain insight into the interaction level of the respondents with colleagues. Data identified and excluded from interpretation were answers that stated N/A, 0 minutes, 1 minute, and had a response of 480 minutes or longer. The decision to exclude the answers; N/A, 0 and 1 minute was based on the fact that support staff have some level of interaction with

colleagues that requires the utilisation of emotional labour strategies; however, these answers displayed limited levels of interaction with colleagues and that raised a concern. The concern centred around the question of whether the response of those respondents could be compared to a respondent that has average interactions of, for example, 30 minutes, and if they would use emotional labour strategies in equal ways. Since the interaction level was viewed as limited and the use of emotional labour strategies requires a bit more interaction for measurement purposes, the responses were excluded from this study. A single response in the sample indicated a duration of 480 minutes as their average duration of a typical interaction with colleagues, which equated to a full working day. The respondent's department/division was inspected next to determine if the response could be ascribed due to the department the individual is placed in. However, after inspection, the respondent's department/division was noted as finance and administration. This raised the question of whether the respondent correctly understood the question and the decision was taken to exclude the survey from interpretation. An additional six surveys in full were therefore excluded from this study based on the question of interaction duration.

4.4 SAMPLE DESCRIPTION

The sample's descriptive statics were obtained by analysing and summarising the frequency data of the respondents in the sample.

Table 4.1: Gender of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• Male	77	34.7	34.7
• Female	145	65.3	100.0

Respondents were predominantly female and accounted for 65.3% of the sample (Table 4.1).



Table 4.2: Age of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• 19-25	20	9.0	9.0
• 26-35	44	19.8	28.8
• 36-45	71	32.0	60.8
• 46-55	49	22.1	82.9
• 56-65	36	16.2	99.1
• 66 or older	2	0.9	100.0

Table 4.2 presents the age demographic of the sample. The majority of the responses (32.0%) fell into the age group of 36–45 years of age and a total of 99.1% were aged between 19 and 65 years. This indicated that most of the respondents are of a working age population; however, it is not abnormal for individuals over 65 to still be employed and actively working. The age group population of the respondents was thus distributed across all working age populations, which provided the study with information from respondents at various stages of their life and with different years of experience.

Table 4.3: Ethnicity origin of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• African	56	25.2	25.2
• Mixed-race	15	6.8	32.0
• Indian	18	8.1	40.1
• White	133	59.9	100.0

Respondents were predominately from the white ethnic group, accounting for 59.9% of the sample represented in this study. The Mixed-race group was the smallest and only accounted for 6.8% of the sample, as presented in Table 4.3.

Table 4.4: Home language of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• Sotho	10	4.5	4.5
• Ndebele	7	3.2	7.7
• Zulu	12	5.4	13.1
• English	62	27.9	41.0
• Afrikaans	105	47.3	88.3



• Venda	2	0.9	89.2
• Xhosa	4	1.8	91.0
• Swazi	1	0.5	91.4
• Tsonga	2	0.9	92.3
• Tswana	7	3.2	95.5
• Other: German	1	0.5	95.9
• Sepedi	9	4.1	100.0

From the home language groups in the sample (Table 4.4), it was observed that the majority of the respondents were Afrikaans (47.3%) and English (27.9%) speaking. It is important to note that the survey was only drafted in English, therefore all respondents completed the surveys in English, although a diverse representation of South Africa's languages was noted in the sample. This concern regarding the language of the survey is noted in the limitations section of this study.

Table 4.5: Educational level of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• Grade 10 or lower	1	0.5	0.5
• Grade 11	3	1.4	1.8
• Grade 12/Matric	57	25.7	27.5
• Diploma	68	30.6	58.1
• 3-year degree	29	13.1	71.2
• Honours degree	44	19.8	91.0
• Master's degree	19	8.6	99.5
• Doctoral degree	1	0.5	100

Table 4.5 presented the educational level of the sample and it was observed that the majority (30.6%) of the sample had a Diploma, indicating that the majority of the sample had a higher educational background. The smallest educational level group was the Grade 10 or lower (0.5%) and Doctoral degree group (0.5%), which accounted for 1% of the sample.



Table 4.6: Division/Department (support function) of sample

	Frequency	Percentage (rounded)	Cumulative percentage
• Human Resources	49	22.1	22.1
• Supply Chain	20	9.0	31.1
• Information Technology	7	3.2	34.2
• Finance and Administration	72	32.4	66.7
• Scientific Services	22	9.9	91.0
• Commercial Business	10	4.5	81.1
• Marketing	22	9.9	91.0
• Corporate Social Investment	6	2.7	93.7
• Call Centre	1	0.5	94.1
• Client Services	2	0.9	95.0
• Company Secretariat	1	0.5	95.5
• Fleet	1	0.5	95.9
• Legal	7	3.5	99.1
• SHEQ (Safety, Health, Environmental, and Quality)	1	0.5	99.5
• Warehouse	1	0.5	100.0

Concerning the division or department (i.e. support functions) of the respondents, the information was used to verify that all respondents were employed within a support department. Fifteen different support functions were identified in this study, with many of the respondents employed in the human resources, and finance and administration departments. These two divisions (human resources, and finance and administration) combined equated to 54.5% of the sample size (Table 4.6). The 15 divisions/departments identified were spread across 30 different industries (Appendix C, Table 1: Cross-tabulation of the industry and division/department, p. 114), indicating that a broad perspective was obtained from various support staff in various industries.

Table 4.7: Gender and ethnicity count

Gender	African	Mixed-race	Indian	White	Total
Male	24	7	5	41	77
Female	32	8	13	92	145
Total	56	15	18	133	222

The majority of responses were received from white females, 41.4% of the sample, and white males, 18.5% of the total respondents (Table 4.7).

4.5 FACTOR ANALYSIS

As mentioned in Chapter 3, the principal component analysis (PCA) was conducted on the genuine acting items within the study to confirm whether the items in this dimension were applicable to the current study and if a single dimension was measured. Before the data was interpreted concerning the number of dimensions, it was inspected to ensure adherence to the assumptions as mentioned in section 3.6.2.

All assumptions were met by the data, since the sample size was greater than 150, the correlation matrix table showed more than 50% correlation of $r = 0.3$ and greater, Barlett's test of sphericity at a value of $p < 0.05$ was statistically significant with $p = 0.000$ and Kaiser-Meyer-Olkin of Sampling Adequacy (KMO) value was 0.739, which was above 0.6 as suggested by Pallant (2010). The linearity relationship was checked with the use of a 'spot check' between genuine acting and faking emotions since the two emotional labour strategies are complete opposites. From the Normal P-P plot of regression standardised residual, it was observed that the relationship between the two variables were linear. The last assumption of outliers was investigated, and it was noted that the data contained five outliers. The five outliers were inspected, and no capturing error was observed. However, since factor analysis is sensitive to outliers, the decision was taken to remove the outliers and only test the factor analysis. The last assumption was thus no longer violated, and the factor analysis method was conducted once again on the data.

With the method repeated, excluding the outliers, the data was once again analysed, firstly assessing for suitability by means of analysing Barlett's test of sphericity and the KMO measure of sampling adequacy. From Table 4.8, the data is observed as conforming to the requirements deeming factor analysis appropriate. The correlation coefficients (Table 4.9) were also inspected and correlation coefficient of above 0.3 were observed, deeming factor



analysis appropriate. The maximum likelihood method with an orthogonal rotation was used for the PCA as suggested by Pallant (2010).

Table 4.8: Barlett’s test of sphericity and KMO results for genuine acting

Dimension	KMO	Test of sphericity (Sig.)
Genuine acting	0.702	0.00

Table 4.9: Correlation coefficient for genuine acting questions

		Correlation matrix				
		Q17: Express emotions that match what I truly feel	Q18: Actually express the emotions that I need to show to do my job well	Q19: Express the same feelings to others that I feel inside	Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	Q21: Honestly express what I am feeling when I hear good news about others
Correlation	Q17: Express emotions that match what I truly feel	1.000	.334	.366	.323	.372
	Q18: Actually express the emotions that I need to show to do my job well	.334	1.000	.229	.096	.354
	Q19: Express the same feelings to others that I feel inside	.366	.229	1.000	.356	.168
	Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	.323	.096	.356	1.000	.160
	Q21: Honestly express what I am feeling when I hear good news about others	.372	.354	.168	.160	1.000

The component matrix, Table 4.10, was scanned to establish how many components were retained (SPSS uses the Kaiser criterion, which retains all components with an eigenvalue above 1 as a default). From Table 4.10, two components were suggested by the method. However, upon further inspection, it was observed that all five items had a strong positive item load (above 0.4) on component one, which was not observed in component two. This suggested a single factor solution, which supported the self-drafted question by validating that the items measured the same component, namely, genuine acting.



Table 4.10: Component matrix for genuine acting questions

Component matrix^a		
	Component	
	1	2
Q17: Express emotions that match what I truly feel	.771	
Q19: Express the same feelings to others that I feel inside	.654	.419
Q21: Honestly express what I am feeling when I hear good news about others	.630	-.479
Q18: Actually express the emotions that I need to show to do my job well	.612	-.513
Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	.572	.606
Extraction method: Principal component analysis.		
a. 2 components extracted.		

4.6 SCALE RELIABILITY

4.6.1 SCALE INTERNAL CONSISTENCY

Scale internal consistency for this study was determined with the use of Cronbach's alpha coefficient and the mean inter-item correlation in instances where the Cronbach alpha was below 0.7. The results of the scale internal consistency for each scale and dimension used in the survey are discussed below respectively.

4.6.1.1 *Emotional Labour Scale*

According to de Villiers (2015) and Furnell (2008), the emotional labour scale of Brotheridge and Lee has a good internal consistency in South Africa, with a reported Cronbach alpha coefficient that ranges from 0.74 to 0.83, depending on the sample. With this sample, the complete emotional labour scale consisted of 33 questions and obtained a Cronbach alpha value of $\alpha = 0.929$. This suggests a very good internal consistency for the scale.

The six dimensions measured in the study obtained the following Cronbach alpha coefficients and inter-item correlation respectively, as shown in Table 4.11.



Table 4.11: Dimension Cronbach alpha and inter-item correlation

Dimension	Number of items	Cronbach alpha (α)	Inter-item correlation			
			Mean	Minimum	Maximum	Range
Frequency	3	0.823	0.608	0.580	0.651	0.071
Intensity	2	0.547	0.377	0.377	0.377	0.000
Variety	4	0.826	0.548	0.417	0.715	0.298
Deep acting	9	0.891	0.477	0.281	0.873	0.591
Hiding feelings	8	0.915	0.575	0.351	0.784	0.433
Faking emotions	7	0.872	0.492	0.288	0.829	0.542

Five of the six dimensions had a Cronbach alpha value of greater than 0.7, suggesting a good internal consistency. The dimension intensity had a Cronbach alpha below 0.7, which could be ascribed to the fact that only two items in the survey measured the dimension. Thus, for this dimension, the mean inter-item correlation was investigated and noted as 0.377. According to Briggs and Cheek (1986), for an optimal mean inter-item correlation the value should range from 0.2 to 0.4, which was met. With the Cronbach alpha of the complete revised emotional labour scale above 0.7 and the dimensions meeting the criteria as discussed, no scale items or dimensions were removed from the study.

4.6.1.2 Intention to Quit

According to Oehley and Theron's (2010) research, Arnold and Feldman's shortened intention to quit scale reported an alpha coefficient of $\alpha = 0.85$, deeming it satisfactory. The scale consisted of four items on this sample and returned a Cronbach alpha of $\alpha = 0.918$, suggesting a very good internal consistency reliability. The scale was thus deemed satisfactory for the sample in the study.

4.6.1.3 Job Satisfaction Questionnaire

Hellgren, Sjöberg, and Sverke's (1997) job satisfaction questions have good internal consistency in the South African context, with a reported Cronbach alpha coefficient of $\alpha = 0.86$. The job satisfaction questionnaire contained four items, with a Cronbach alpha coefficient of $\alpha = 0.915$ in this study, suggesting a very good internal consistency for the scale with the sample.



4.6.1.4 Genuine Acting Questions

The self-drafted genuine acting questions were based on Chu and Murrmann (2006) and Cukur's (2009) existing questions that contained genuine acting dimensions. Chu and Murrmann's emotive dissonance dimension, within the scale hospitality emotional labour, reported a Cronbach alpha of $\alpha = 0.88$. Cukur's dimension natural emotion, which measured genuine acting, reported an internal consistency reliability of $\alpha = 0.72$. Both the scales therefore had an acceptable range, which suggested good internal consistency.

In this study, the five items had a Cronbach alpha of $\alpha = 0.701$ and a mean inter-item correlation of 0.323 (Table 4.12). With the Cronbach alpha slightly above 0.7 and the mean inter-item correlation between 0.2 and 0.5, the inter-item correlation (Table 4.13) was investigated to ensure for an optimal correlation, especially since the dimension is measured with less than 10 items. For a few of the items, an inter-item correlation of below 0.2 was observed resulting in Table 4.14 to be inspected.

Table 4.12: Mean inter-item correlation summary statistics

Summary item statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-item correlations	.323	.159	.423	.264	2.662	.007	5

Table 4.13: Mean inter-item correlation matrix for genuine acting

Inter-item correlation matrix					
	Q17: Express emotions that match what I truly feel	Q18: Actually express the emotions that I need to show to do my job well	Q19: Express the same feelings to others that I feel inside	Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	Q21: Honestly express what I am feeling when I hear good news about others
Q17: Express emotions that match what I truly feel	1.000	.361	.385	.342	.396
Q18: Actually express the emotions that I need to show to do my job well	.361	1.000	.291	.159	.423



Q19: Express the same feelings to others that I feel inside	.385	.291	1.000	.394	.248
Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	.342	.159	.394	1.000	.229
Q21: Honestly express what I am feeling when I hear good news about others	.396	.423	.248	.229	1.000

Table 4.14, item-total statistics, refers to the five items tested and contains a column “Cronbach’s alpha if item deleted” that indicates the final alpha value to be obtained with each item removed. The impact of removing any of the items will not result in a higher alpha value than the overall alpha value of $\alpha = 0.701$, and thus the decision was taken to not exclude or remove any of the items from the study. All five questions were therefore kept as is for interpretation in the study.

Table 4.14: Genuine acting questions’ item-total statistics

Item-total statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q17: Express emotions that match what I truly feel	13.48	6.966	.541	.295	.616
Q18: Actually express the emotions that I need to show to do my job well	13.15	7.470	.425	.242	.665
Q19: Express the same feelings to others that I feel inside	13.86	7.059	.479	.250	.642
Q20: Genuinely express the emotions that I am feeling when others ask rude questions constantly	13.98	7.149	.396	.204	.681
Q21: Honestly express what I am feeling when I hear good news about others	12.78	7.672	.457	.255	.653



4.7 RESULTS OF ANALYSIS RELATED TO THE RESEARCH QUESTIONS

The following research objectives were set out in this study, to explore and describe:

- to what extent emotional labour is experienced by support staff
- to what extent a difference is noticeable between the levels of emotional labour experienced across different types of support functions
- differences in the regulation strategies support staff use
- whether demographic and biographic groups differ in their levels of emotional labour
- whether there is a relationship between the emotional labour experienced by support staff and a) their intention to quit and b) their levels of job satisfaction.

4.7.1 THE EXTENT TO WHICH EMOTIONAL LABOUR IS EXPERIENCED BY SUPPORT STAFF

The descriptive statistics of the sample were summarised, organised and analysed to provide insight to answer the first sub-question. The following frequency and descriptive statistics (Table 4.15) for each of the emotional labour dimensions were interpreted to determine whether emotional labour is experienced by the support staff in the sample of the study.

Table 4.15: Descriptive statistics for emotional labour strategy dimensions

Dimension	Descriptive statistics			
	Mean statistics	Standard deviation	Skewness statistic	Kurtosis statistic
Deep acting	3.13	0.78	-0.09	-0.18
Faking emotions	2.52	0.84	0.27	-0.12
Hiding feelings	2.99	0.89	0.01	-0.30
Genuine acting	3.36	0.65	0.04	0.34

Evaluation of the standard deviation of the various dimensions indicated measure points above or below the mean with the highest standard deviation being 0.89 and the lowest



0.65. This implied that the average respondent fell in close proximity to the mean, especially since the dimensions were less than one point away from the mean.

Evaluation of the skewness revealed that the dimension deep acting reflected a very small negatively skewed distribution of -0.09, which is approximately symmetric. This negative value indicated that a certain number of responses, although very small, leaned slightly to the right side of the mean (greater than the mean), suggesting that deep acting emotional responses were exercised slightly more toward colleagues in comparison to genuine acting, faking emotions and hiding feelings. For this slight lean, respondents thus had to have rated the items measuring deep acting higher, proposing that the participants in the study tend to display emotions that are actually felt, manipulated and adapted in an attempt to display to colleagues more honest feelings that are truly experienced internally.

The dimensions faking emotions, hiding feelings and genuine acting's skewness revealed a distribution of 0.04 to 0.27 that is described as positive and approximately symmetric. These positive values indicated that a small majority of the responses leaned to the left side of the mean (smaller than the mean), suggesting that some of the respondents exercised less faking of emotions, hiding of feelings and genuine acting towards colleagues in comparison to deep acting. The very small skewness of genuine acting (0.04), compared to faking emotions (0.27) and hiding feelings (0.10), indicated that genuine acting was not commonly exercised by the support staff. Faking emotion's skewness was the largest, which suggested it was more commonly exercised by support staff in comparison to the other three emotional labour strategies.

The kurtosis of all the dimensions was less than one, with a negative value for all dimensions except genuine acting. The kurtosis for all dimensions was close to 0, assuming a normal distribution for the data referred to as mesokurtic, meaning that the data does not contain heavy outliers.

From the information presented, it can be concluded that emotional labour is experienced and exercised by the support staff in the study with faking emotions being exercised slightly more than the other forms. Support staff therefore attempt to suppress and/or display the required emotions at work when interacting with colleagues.



4.7.2 DIFFERENCES OF EMOTIONAL LABOUR LEVELS BETWEEN DIFFERENT SUPPORT FUNCTIONS

In terms of objective two, the following hypothesis can be stated:

Support departments do not differ in terms of the type of emotional labour strategies used.

The Kruskal-Wallis test was used to determine if any differences exist between the emotional labour strategies applied by different support department's staff. However, before Kruskal-Wallis' test was used, the assumptions as discussed in section 3.6.4 were checked against the data to ensure that no assumptions were violated before analyses. With reference to each assumption, the following was observed from the data in the study:

- Dependent variable was measured at an ordinal level
- Independent variables comprised of more than two groups
- Data collected was random
- No relationship existed between groups or observations and respondents were not able to influence any other respondents

With the assumptions met, all groups were looked at a second time, especially the support groups that provided text entry answers, since the Kruskal-Wallis test could not analyse the text entries. Respondents that selected the option "other" and typed their support department name were analysed and the decision was taken to regroup the small support function groups into defined groups, since the smallest group consisted of one respondent and the largest group of 72. The support functions were therefore regrouped into the six groups, with a minimum of 20 responses, from the initial 15 groups, to include all the data for interpretation. The groups were therefore regrouped as follows:

- Human Resources
- Supply chain management (two support functions were combined, namely, supply chain management and warehouse since supply chain management is known for manning stores/warehouses that hold stock for an organisation)
- Finance and administration
- Scientific services



- Communications, marketing and corporate social responsibility (CSR) (the two support functions, namely, communications and marketing, and corporate social responsibility were combined into one single function)
- Corporate services (SHEQ, fleet, legal, company secretariat, client services, call centre, commercial business, and information technology function were combined into this single support function).

With the support functions regrouped, a better comparison was allowed for the different support functions, with all functions clearly defined. Firstly, the regrouped support functions' descriptive statistics, namely, sample size, mean and standard deviation (Table 4.16) for each support function in respect of each emotional labour strategy used was evaluated. This provided insight into how each support function in the sample exercises emotional labour towards colleagues.

The sample size of the support functions varied with the smallest support function (supply chain management) comprising 21 responses and the largest support function (finance and administration) comprising 72 responses. Evaluation of each mean (Table 4.16) displayed a slight difference in response to that of the support functions. The biggest mean difference was observed for two emotional labour strategies, by three support functions, when the means were rounded for ease of interpretation. For genuine acting, scientific services' mean (≈ 4) was slightly higher in comparison to the other support functions (≈ 3), suggesting genuine acting was exercised more frequently by scientific services. For faking emotions, three support functions, namely, supply chain management, finance and administration, and communications, marketing and CSR a mean of less than 3 when rounded was displayed. This indicated that the two support functions exercised the emotional labour strategy, faking emotions, to a less frequent extent when interacting with colleagues in comparison to the remainder of the support functions in the sample. For both the emotional labour strategies deep acting and hiding feelings, no difference was observed across the various support functions. The mean for both these emotional labour strategies across the various support functions rounded equalled to 3, indicating no difference between the support functions and the manner in which they exercise the two specific emotional labour strategies towards colleagues.



Table 4.16: Emotional labour descriptive statistics for each support function

Division_combined		Report			
		Genuine acting	Deep acting	Faking emotions	Hiding feelings
Human Resources	Mean	3.3061	3.1995	2.5918	3.1224
	N	49	49	49	49
	Std. deviation	.73496	.70601	.80654	.82935
Supply Chain Management	Mean	3.3905	2.9259	2.3265	3.1190
	N	21	21	21	21
	Std. deviation	.44035	.69151	1.02035	.98542
Finance and Administration	Mean	3.3639	3.1775	2.4901	2.9531
	N	72	72	72	72
	Std. deviation	.69956	.78604	.84458	.93080
Scientific Services	Mean	3.5273	2.9091	2.5000	2.5341
	N	22	22	22	22
	Std. deviation	.66058	.84941	.81858	.80381
Communications, Marketing & CSR	Mean	3.2786	3.1429	2.4235	2.8750
	N	28	28	28	28
	Std. deviation	.59214	.82255	.78002	.82215
Corporate Services	Mean	3.3933	3.2222	2.7333	3.2042
	N	30	30	30	30
	Std. deviation	.56198	.83352	.80789	.87990
Total	Mean	3.3631	3.1336	2.5225	2.9887
	N	222	222	222	222
	Std. deviation	.64988	.77731	.83708	.89201

Evaluation of the standard deviations of the various emotional labour strategies across the support functions noted a range from 0.44 to 1.02. Dimensions with less than one point away from the mean were noted as close proximity from the mean. A standard deviation of 1.02 for supply chain management in respect of faking emotions was also observed and indicated that the respondents' answers were more spread from the mean and not as concise when compared to the other emotional labour strategies.

Secondly, the Kruskal-Wallis test was applied to the regrouped support functions and the test statistics, Table 4.17, were investigated for a significance level. At a level of $p > 0.05$ no significant difference was observed, and the hypothesis was therefore accepted. This finding of no significant difference supported the findings found in the descriptive statistics Table 4.16 that indicated a slight difference. It was therefore concluded that the support functions in the study do not express and/or experience emotional labour differently.



Table 4.17: Kruskal-Wallis test statistics for emotional labour and support functions

Test statistics^{a,b}				
	Genuine acting	Deep acting	Faking emotions	Hiding feelings
Kruskal-Wallis H	2.433	4.089	5.849	11.045
Df	5	5	5	5
Asymp. Sig.	.787	.537	.321	.050
a. Kruskal Wallis test				
b. Grouping variable: Division combined				

4.7.3 DESCRIPTIONS OF THE EMOTIONAL REGULATION STRATEGIES EMPLOYED BY THE SAMPLE

The repeated measures of ANOVA was used in the study to determine if any emotional labour strategy was indicated as being predominantly used by support staff. The hypothesis tested can be stated as:

Null hypothesis (H_0): There is no difference in the emotional labour strategies employed by the support staff.

The assumptions as discussed in section 3.6.5 were compared to the data to ensure that no assumptions were violated before analysis. With reference to each assumption, the following was observed from the data in the study:

- Although the survey made use of an ordinal scale to measure each statement, the scale data of emotional labour strategy was used for interpretation
- Data collected for the study was from a random sample
- Participants in the study weren't able to influence one another, as the data was collected from various participants across various organisation and no data was collected in a group setting
- The sample size for each dependent category was 222, thus resulting in a large sample size.

The assumptions were therefore met, and the data was analysed. Table 4.18 presents basic descriptive statistics for the emotional labour strategies. On average, genuine acting rated the highest and faking emotions the lowest.



Table 4.18: Repeated ANOVA descriptive statistics

Descriptive statistics			
	Mean	Std. deviation	N
Genuine acting	3.3631	.64988	222
Deep acting	3.1336	.77731	222
Faking emotions	2.5225	.83708	222
Hiding feelings	2.9887	.89201	222

Mauchly's test of sphericity (Table 4.19) for the emotional labour strategies data presented a significant value of 0.00, which is less than 0.05, suggesting a significant difference between the emotional labour strategies applied. The assumption of sphericity was thus violated ($\chi^2(5) = 137.29, \rho = 0.00$) and the degrees of freedom was corrected using Greenhouse-Geisser, since the estimates of sphericity (ϵ) were less than 0.75.

Table 4.19: Mauchly's test of sphericity

Measure: Strategies							
Effect	Mauchly's W	Approx. Chi-Square	df	Sig.	Epsilon ^b		
					Greenhouse-Geisser	Huynh-Feldt	Lower-bound
Emotional labour strategies	.535	137.287	5	.000	.689	.696	.333

Tests the null hypothesis that the error covariance matrix of the orthonormalized transformed dependent variables is proportional to an identity matrix.

a. Design: Intercept
Within subjects design: emotional labour strategies

b. May be used to adjust the degrees of freedom for the averaged tests of significance. Corrected tests are displayed in the Tests of within-subjects effects table.

Using the correction, a significant difference is still observed in Table 4.20, because the ρ value is 0.00, which is less than the normal criterion of 0.05. This rejects the null hypothesis and concludes that there is a significant difference in the emotional labour strategies applied by the support staff in the sample.



Table 4.20: Tests of within subjects effects

Source		Type III Sum of Squares	df	Mean square	F	Sig.	Partial Eta Squared
Emotional labour strategies	Sphericity Assumed	83.865	3	27.955	58.347	.000	.209
	Greenhouse-Geisser	83.865	2.068	40.548	58.347	.000	.209
	Huynh-Feldt	83.865	2.088	40.162	58.347	.000	.209
	Lower-bound	83.865	1.000	83.865	58.347	.000	.209
Error (Emotional labour strategies)	Sphericity Assumed	317.652	663	.479			
	Greenhouse-Geisser	317.652	457.091	.695			
	Huynh-Feldt	317.652	461.478	.688			
	Lower-bound	317.652	221.000	1.437			

Table 4.21 shows that the respondents' ratings of the emotional labour strategies differed significantly for the majority of the emotional labour strategies with $p = 0.00$. However, no significant difference was observed between deep acting and hiding feelings within the sample.

Table 4.21: Pairwise comparisons

Measure: Strategies						
(I) Emotional labour strategies	(J) Emotional labour strategies	Mean Difference (I-J)	Std. Error	Sig. ^b	95% Confidence interval for difference ^b	
					Lower bound	Upper bound
Genuine acting	Deep acting	.229*	.052	.000	.092	.367
	Faking emotions	.841*	.075	.000	.641	1.040
	Hiding feelings	.374*	.081	.000	.158	.590
Deep acting	Genuine acting	-.229*	.052	.000	-.367	-.092
	Faking emotions	.611*	.063	.000	.444	.778
	Hiding feelings	.145	.070	.239	-.042	.331
Faking emotions	Genuine acting	-.841*	.075	.000	-1.040	-.641
	Deep acting	-.611*	.063	.000	-.778	-.444
	Hiding feelings	-.466*	.047	.000	-.591	-.341
Hiding feelings	Genuine acting	-.374*	.081	.000	-.590	-.158
	Deep acting	-.145	.070	.239	-.331	.042
	Faking emotions	.466*	.047	.000	.341	.591

Based on estimated marginal means

*. The mean difference is significant at the .05 level.

b. Adjustment for multiple comparisons: Bonferroni.

From the profile plots (Figure 4.2) it is noted that genuine acting is the most applied emotional labour strategy by the sample and thus predominantly used. Deep acting is the second most used, with hiding feelings third. Faking emotions was rated as the least applied by the respondents in the sample.

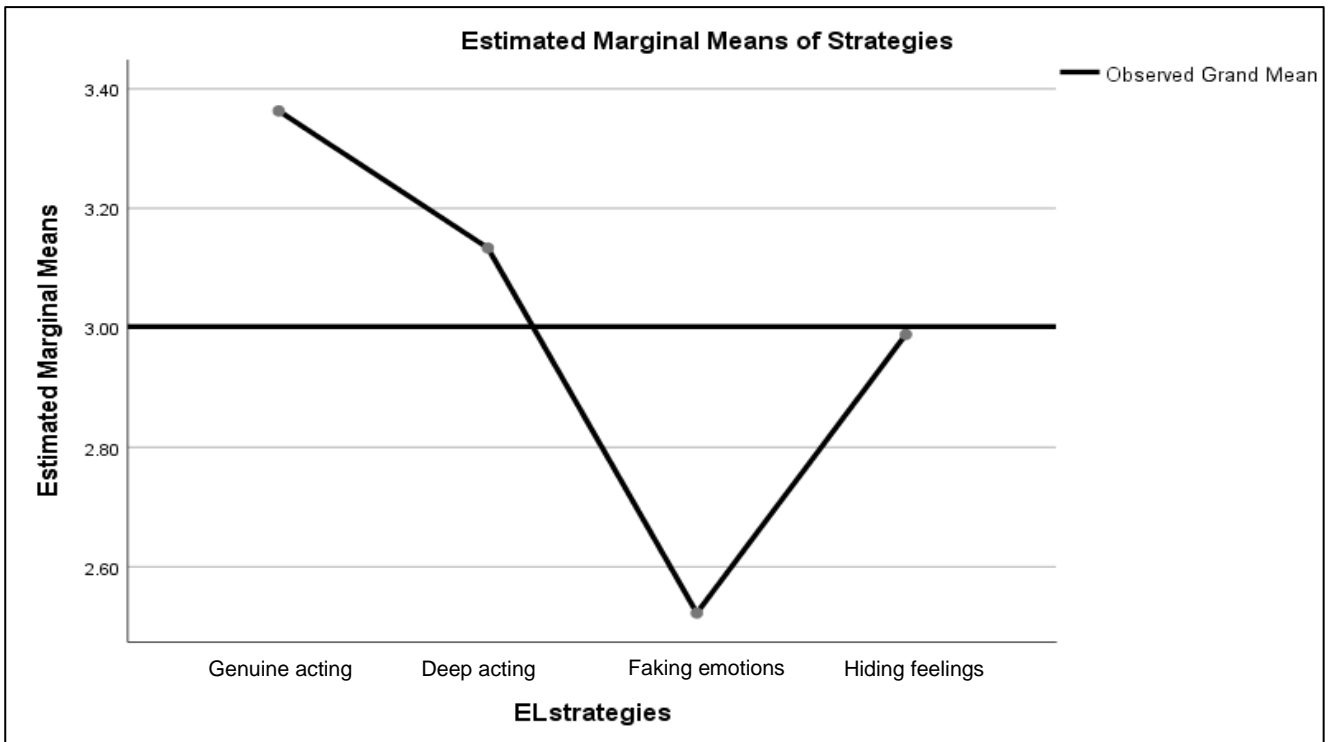


Figure 4.2. Profile plots for each emotional labour strategy applied

It can therefore be concluded that there is a difference in the emotional labour strategies applied by the support staff in the sample. Genuine acting is observed as the most applied emotional labour strategy in comparison to the remaining three. The support staff in the sample therefore tend to rather display honestly felt emotions when interacting with colleagues.

4.7.4 DIFFERENCES IN THE LEVELS OF EMOTIONAL LABOUR BETWEEN DEMOGRAPHIC AND BIOGRAPHIC GROUPS

4.7.4.1 Differences in emotional labour between gender groups

The t-test was conducted to determine whether a significant difference exists between the gender groups, and the different emotional labour strategies employed. The data did not violate any of the assumptions mentioned in section 3.6.5 and the normal distribution of the data was confirmed on visual inspection of the histograms, normal Q-Q plots (Figure 4.3, Figure 4.4, Figure 4.5 and Figure 4.6) and box plots, which showed an approximate normal distribution.

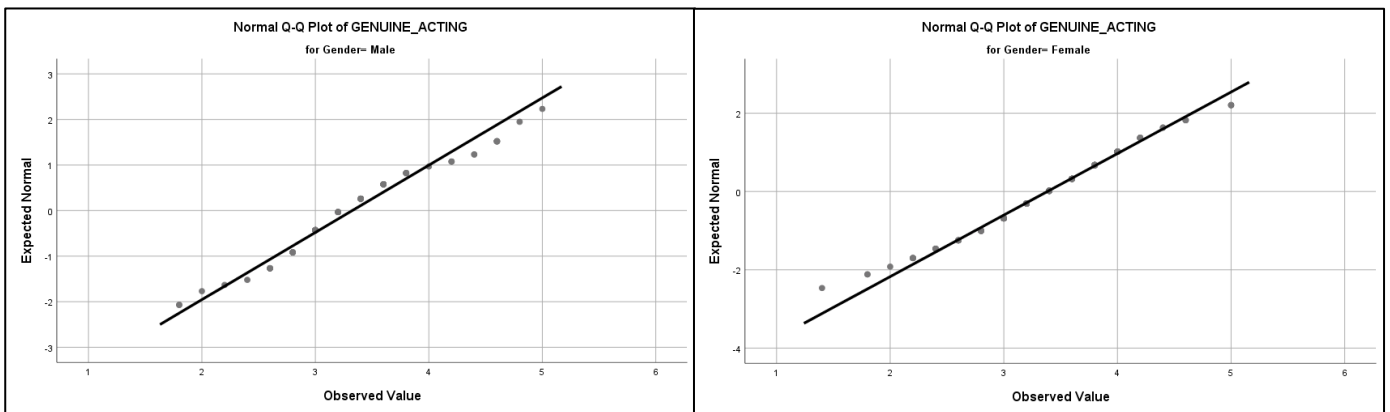


Figure 4.3. Q-Q plot of genuine acting for males and females

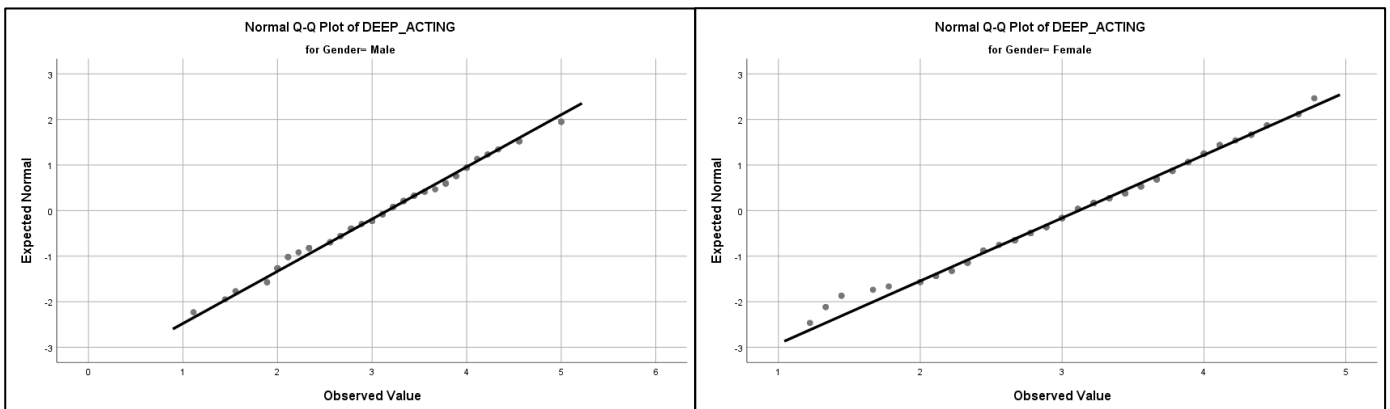


Figure 4.4. Q-Q plot of deep acting for males and females

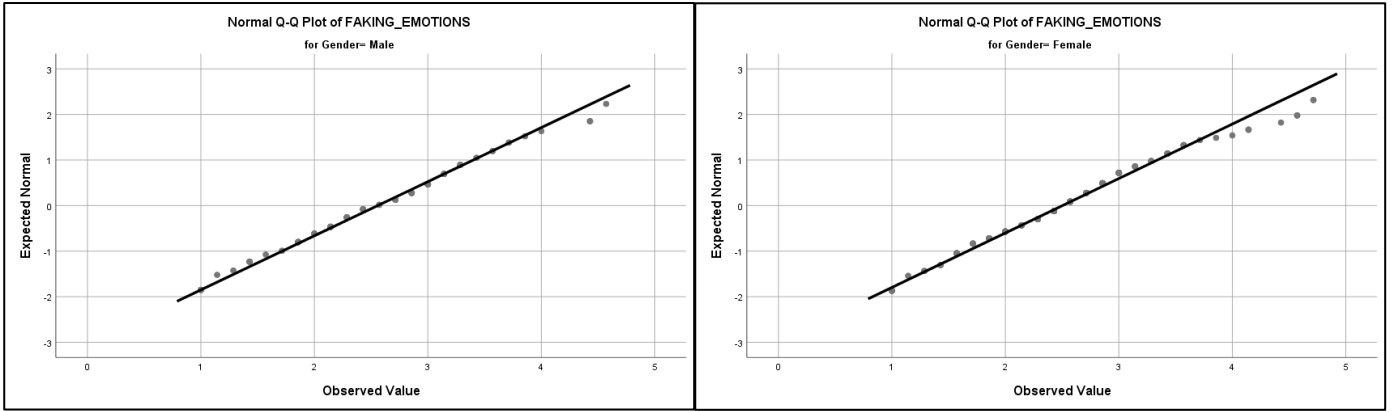


Figure 4.5: Q-Q plot of faking emotions for males and females

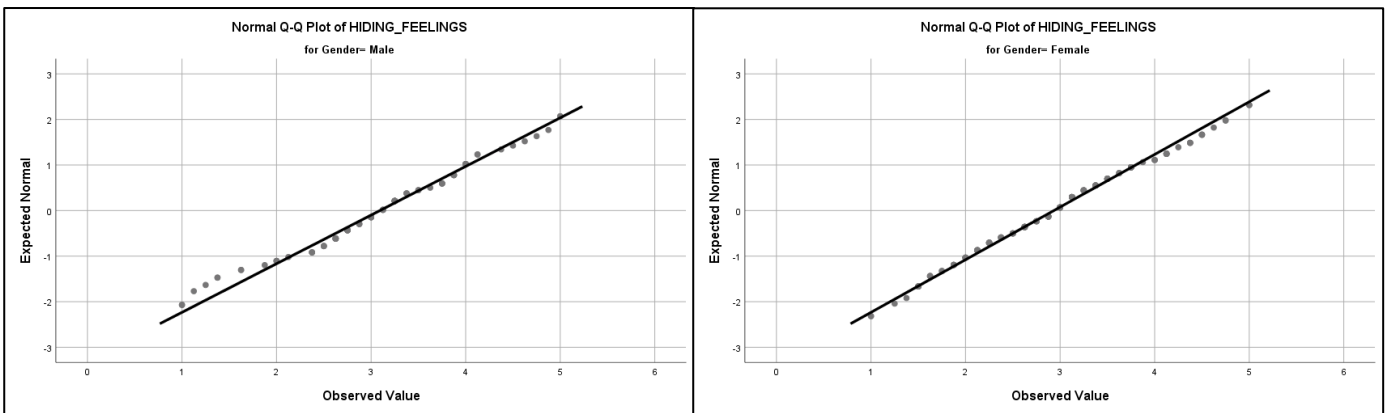


Figure 4.6. Q-Q plot of hiding feelings for males and females

Table 4.22: Group descriptive statistics

	Group statistics				
	Gender	N	Mean	Std. deviation	Std. error mean
Genuine acting	Male	77	3.3247	.67749	.07721
	Female	145	3.3834	.63618	.05283
Deep acting	Male	77	3.1631	.87314	.09950
	Female	145	3.1180	.72403	.06013
Faking emotions	Male	77	2.5584	.84235	.09599
	Female	145	2.5034	.83657	.06947
Hiding feelings	Male	77	3.0925	.93682	.10676
	Female	145	2.9336	.86553	.07188



Table 4.23: Independent sample t-test

		Levene's test for equality of variances		t-test for equality of means					95% Confidence interval of the difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	Lower	Upper
Genuine acting	Equal variances assumed	.267	.606	-.640	220	.523	-.05877	.09176	-.23962	.12207
	Equal variances not assumed			-.628	146.845	.531	-.05877	.09355	-.24366	.12611
Deep acting	Equal variances assumed	3.832	.052	.410	220	.682	.04505	.10981	-.17137	.26147
	Equal variances not assumed			.388	132.324	.699	.04505	.11626	-.18492	.27502
Faking emotions	Equal variances assumed	.226	.635	.465	220	.642	.05499	.11825	-.17805	.28803
	Equal variances not assumed			.464	154.145	.643	.05499	.11850	-.17909	.28908
Hiding feelings	Equal variances assumed	.271	.603	1.265	220	.207	.15891	.12561	-.08864	.40647
	Equal variances not assumed			1.235	144.812	.219	.15891	.12870	-.09547	.41329

The group descriptive statistics (Table 4.22) shows very small differences between males and females for each of the strategies. The t-test results (Table 4.23) show no significant differences, indicating no difference between the gender groups and the emotional labour strategies employed.

4.7.4.2 Differences in the level of emotional labour between different racial groups

Owing to the differing sample sizes, the Kruskal-Wallis test was used to determine if any difference exists between the emotional labour strategies applied by different ethnicity groups. The assumptions for Kruskal-Wallis test, section 3.6.4, were firstly inspected to determine whether any assumption was violated. None of the assumptions was violated.

Evaluation of the descriptive statistics, Table 4.24, allowed for insight into the sample size, mean, standard deviation and median of each group in the study. From the table, it is



observed that the largest sample group in the study was the White group and the smallest was the Mixed-race group.

For the emotional labour strategies genuine acting and deep acting, the mean, median and standard deviation fell in close proximity across the groups. For the two emotional labour strategies, faking emotions and hiding feelings, it was observed that the mean and median across the groups were lower when compared to genuine acting and deep acting. This finding implied that, in general, the various groups scored the emotional labour strategy surface acting (measured by faking emotions and hiding feelings) lower, suggesting that surface acting is not as often used in comparison to the other emotional labour strategies. The standard deviation for faking emotions and hiding feelings for the African group was higher (above one point) in relation to the other groups (below one point). This higher standard deviation suggested that respondents in the sample of the group in general responded to the statements measuring the emotional labour strategy differently, resulting in the answers being spread out over a wider range of values.

Table 4.24: Emotional labour descriptive statistics for each ethnicity group

Ethnicity origin		Report			
		Genuine acting	Deep acting	Faking emotions	Hiding feelings
African	Mean	3.4964	3.2460	2.6301	2.8437
	N	56	56	56	56
	Std. deviation	.73261	.92738	1.12214	1.11224
	Median	3.4000	3.2778	2.5000	2.8125
Mixed-race	Mean	3.3333	2.9111	2.4000	2.9417
	N	15	15	15	15
	Std. deviation	.68313	.80255	.72079	.53005
	Median	3.2000	2.6667	2.2857	3.0000
Indian	Mean	3.2000	3.0062	2.2222	2.6875
	N	18	18	18	18
	Std. deviation	.77611	.81246	.78739	.79550
	Median	3.2000	2.9444	2.0000	2.4375
White	Mean	3.3323	3.1287	2.5317	3.0959
	N	133	133	133	133
	Std. deviation	.58666	.69763	.70324	.81995
	Median	3.2000	3.1111	2.5714	3.1250
Total	Mean	3.3631	3.1336	2.5225	2.9887
	N	222	222	222	222



Std. deviation	.64988	.77731	.83708	.89201
Median	3.4000	3.1111	2.5714	3.0000

As shown in Table 4.25, the test statistics' significance level (Asymp. Sig.) was investigated and at a level of $\rho > 0.05$ no significant difference was observed. It can therefore be stated that the ethnicity groups do not differ in their levels of emotional labour exercised.

Table 4.25: Kruskal-Wallis test's test statistics for emotional labour strategies across ethnicity groups

Test statistics ^{a,b}				
	Genuine acting	Deep acting	Faking emotions	Hiding feelings
Kruskal-Wallis H	3.107	3.263	3.288	5.600
df	3	3	3	3
Asymp. Sig.	.375	.353	.349	.133
a. Kruskal Wallis test				
b. Grouping variable: Ethnicity origin: Please specify your ethnicity				

4.7.4.3 Differences in emotional labour strategies between educational group

Owing to the differences in sample size, and the considerably small sample sizes of some of the education groups (e.g. lower than Grade 12) the educational levels were regrouped, as follows:

- The categorical group, grade 10 or lower, was removed, based on the finding that it only had one respondent and it was not possible to determine the accurate educational level of the respondent
- Grade 11/12 resulting in a total of 60 responses (grade 11 and grade 12 categories were combined)
- Diploma remained unchanged with a response rate of 68
- Three-year degree remained unchanged with a response rate of 29
- Postgraduate degree, resulting in a total of 64 responses (honours, master's and doctoral degree categories were combined to form this single category).

The Kruskal-Wallis test was used to determine if a significant difference exists between respondent educational level and the type of emotional labour strategy experienced. Preceding the analysis, the assumptions, as listed in section 3.6.4, were compared with the categorical data to be analysed. No assumptions were violated since the dependent



variable was measured at an ordinal level, the independent variables comprised of more than two groups, data in the sample was collected at random, and no relationship exists between the respondents. With the assumption requirements met, the test was conducted and no significant difference was observed at a level of $\rho > 0.05$.

From the data in Table 4.26, it was observed that the sample sizes for three of the educational level groups were very close in proximity (grade 11/12, $n = 60$; diploma, $n = 68$; postgraduate, $n = 64$), except for the category 3-year degree ($n = 29$), which was smaller in comparison.

The mean for faking emotions across the various educational levels was smaller when compared to the mean of the other emotional labour strategies. This finding supported the findings in the previous research questions, which also found that faking emotions is not used as commonly. The emotional labour strategy hiding feelings for the educational levels diploma and 3-year degree had a mean slightly smaller in comparison to the other educational levels. A standard deviation of above one point was noted for the educational level, 3-year degree, indicating a wider distribution of the data over a range.

Table 4.26: Emotional labour descriptive statistics for each educational level group

Education Combined		Report			
		Genuine acting	Deep acting	Faking emotions	Hiding feelings
Grade 11/12	Mean	3.3800	3.0852	2.5095	3.0083
	N	60	60	60	60
	Std. deviation	.63106	.89297	.83811	.88354
	Median	3.4000	3.0000	2.5714	3.0625
Diploma	Mean	3.4941	3.2647	2.5252	2.9026
	N	68	68	68	68
	Std. deviation	.65424	.67846	.80678	.84967
	Median	3.4000	3.3333	2.5714	2.7500
3-Year Degree	Mean	3.3862	2.9617	2.4828	2.8664
	N	29	29	29	29
	Std. deviation	.61163	.95732	.91426	1.04579
	Median	3.4000	2.8889	2.2857	3.0000
Postgraduate Degree	Mean	3.2156	3.1337	2.5625	3.1113
	N	64	64	64	64
	Std. deviation	.65155	.65186	.85065	.87942



Median	3.2000	3.1111	2.6429	3.1875
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The test statistics (Table 4.27) of the groups compared were inspected and no significant difference was observed at a level of $p > 0.05$. It is therefore concluded that all groups of educational levels responded to the statement in a similar way, thus suggesting that emotional labour strategies are exercised in similar ways.

Table 4.27: Kruskal-Wallis test's test statistics for emotional labour strategies across the educational level group

Test statistics ^{a,b}				
	Genuine acting	Deep acting	Faking emotions	Hiding feelings
Kruskal-Wallis H	6.932	3.991	.823	4.112
Df	3	3	3	3
Asymp. Sig.	.074	.262	.844	.250
a. Kruskal Wallis test				
b. Grouping variable: Education: What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.				

4.7.4.4 Differences in the emotional labour between different language groups

This research question was also analysed with the use of the Kruskal-Wallis test. The test was used to determine if a significant difference exists between respondents' home language groups and the type of emotional labour strategy exercised. Before commencement of interpretation, the data was compared to the list of assumptions as given in section 3.6.4 to ensure that the data could be analysed using the method. From the list of assumptions discussed, it was noted that the data did not violate any assumption. The data was thus investigated, and various sample sizes were observed ranging from one to 105. Owing to the small sample size for some of the groups (Table 4.28) the data was regrouped into:

- African languages (comprised of Sotho, Ndebele, Zulu, Venda, Xhosa, Swazi, Tsonga, Tswana and Sepedi)
- Afrikaans
- English

The single respondent with the home language of German was excluded from this analysis, since it was not possible to regroup the individual into one of the other language groups.



Table 4.28: Mean ranks for genuine acting, deep acting and faking emotions

Ranks			
	Home language	N	Mean rank
Genuine acting	Sotho	10	112.35
	Ndebele	7	118.00
	Zulu	12	168.75
	English	62	100.89
	Afrikaans	105	110.54
	Venda	2	115.25
	Xhosa	4	183.75
	Swazi	1	220.50
	Tsonga	2	49.00
	Tswana	7	87.43
	German	1	93.00
	Sepedi	9	103.11
	Total	222	
	Deep acting	Sotho	10
Ndebele		7	145.29
Zulu		12	177.63
English		62	107.09
Afrikaans		105	109.50
Venda		2	106.75
Xhosa		4	108.50
Swazi		1	194.50
Tsonga		2	111.00
Tswana		7	82.29
German		1	143.00
Sepedi		9	52.44
Total		222	
Faking emotions		Sotho	10
	Ndebele	7	82.14
	Zulu	12	157.54
	English	62	97.27
	Afrikaans	105	120.21
	Venda	2	114.75
	Xhosa	4	111.63
	Swazi	1	219.00
	Tsonga	2	176.00
	Tswana	7	101.93
	German	1	73.00
	Sepedi	9	34.56



	Total	222	
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With the home language groups regrouped, the descriptive statistics (Table 4.29) for the regrouped groups were inspected. From the data, it was observed that Afrikaans was the largest sample with 105 respondents in the sample and the African language group was the smallest with only 54 respondents in the sample. Faking emotions had the lowest mean and the home language group, African, was noted as having the highest standard deviation of all the home language groups for each emotional labour strategy. This indicated that the respondents in the sample of the African home language group tended to respond slightly differently from one another and not within close proximity, which would have resulted in a clustering of the data. This could be described as due to the composition of the African language group, which consisted of multiple languages as described above. Each African culture has different norms and beliefs, which subconsciously could have an impact on the respondents in the sample when they decide on how to react and interact with colleagues, which directly impacts the emotional labour strategy used.

Table 4.29: Emotional labour descriptive statistics for each home language group

HM Comb		Report			
		Genuine acting	Deep acting	Faking emotions	Hiding feelings
African	Mean	3.5185	3.2263	2.5820	2.7917
	N	54	54	54	54
	Std. deviation	.73461	.93486	1.10964	1.08864
	Median	3.4000	3.2222	2.4286	2.7500
English	Mean	3.2774	3.1022	2.3641	2.9617
	N	62	62	62	62
	Std. deviation	.69316	.78291	.77026	.86620
	Median	3.2000	3.0000	2.2857	3.0000
Afrikaans	Mean	3.3352	3.1016	2.5891	3.0929
	N	105	105	105	105
	Std. deviation	.56806	.68703	.70061	.77250
	Median	3.4000	3.1111	2.7143	3.1250
Total	Mean	3.3638	3.1322	2.5242	2.9825
	N	221	221	221	221
	Std. deviation	.65126	.77879	.83859	.88912
	Median	3.4000	3.1111	2.5714	3.0000



Kruskal-Wallis' test was applied on the data, analysed and interpreted. From Table 4.30, it was observed that the probability value (ρ) is not less than or equal to 0.05 for any emotional labour strategy. No statistically significant difference was observed, and it is concluded that the different home language groups do not differ in terms of the type of emotional labour strategies expressed.

Table 4.30: Kruskal-Wallis test statistics for emotional labour strategies across home language groups

Test statistics^{a,b}				
	Genuine acting	Deep acting	Faking emotions	Hiding feelings
Kruskal-Wallis H	4.450	1.288	4.949	4.636
Df	2	2	2	2
Asymp. Sig.	.108	.525	.084	.098
a. Kruskal Wallis test				
b. Grouping variable: Home language combined				

4.7.5 RELATIONAL ANALYSIS

The Pearson product-moment correlation analysis was used to test and describe the strengths as well as the direction of the relationships between emotional labour strategies used, intention to quit, as well as job satisfaction. A preliminary analysis for correlation, namely, a scatterplot, was performed between each emotional labour strategy and intention to quit, as well as between each emotional labour strategy and job satisfaction, to inspect the nature of the relationship and check for outliers and homoscedasticity.

The scatter plot for each emotional labour strategy and intention to quit (Figure 4.7, Figure 4.8, Figure 4.9 and Figure 4.10) was inspected and no extreme outliers were observed. The shape of the cluster was arranged in vertical lines across the graph between the various emotional labour strategies and intention to quit, suggesting a very low correlation. From the scatterplot, the direction of the relationship could not be determined between the various variables.

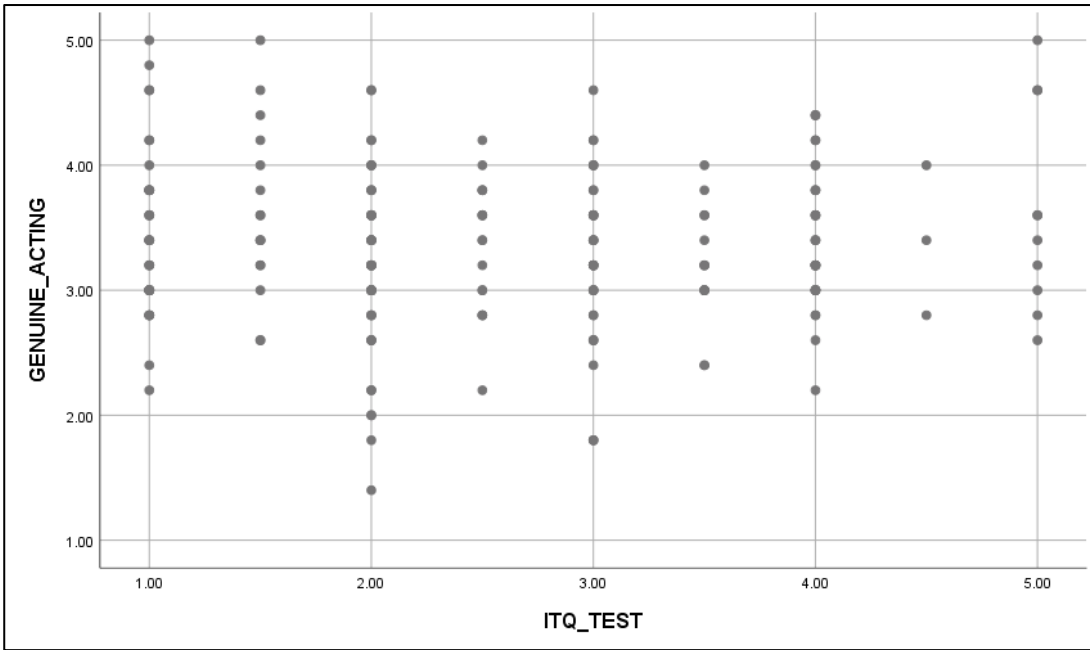


Figure 4.7. Scatter plot for genuine acting and intention to quit

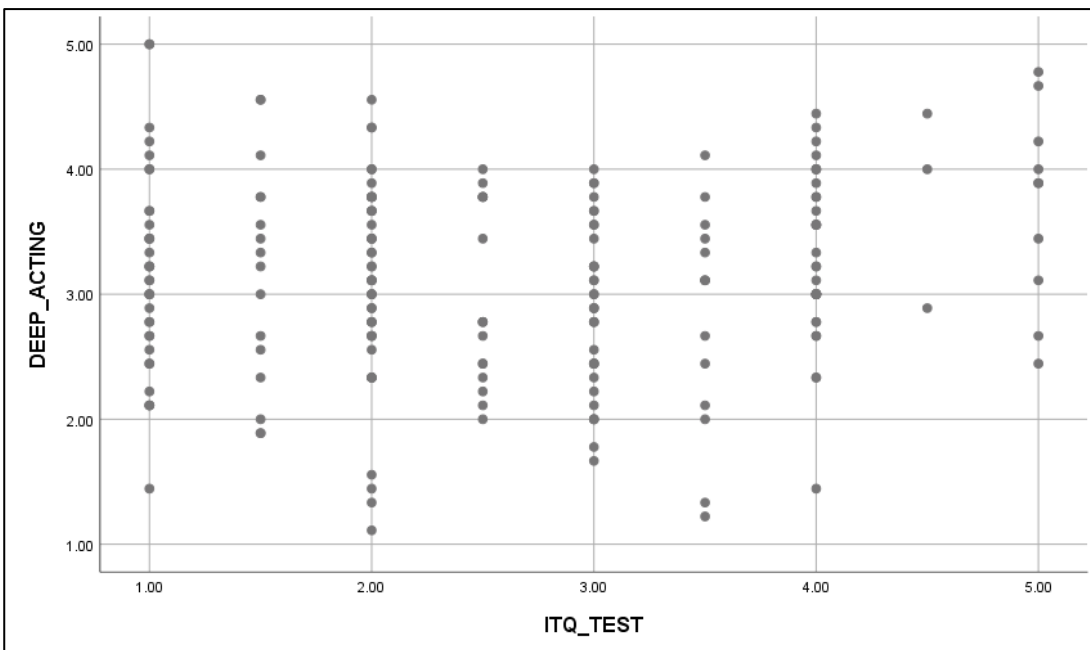


Figure 4.8. Scatter plot for deep acting and intention to quit

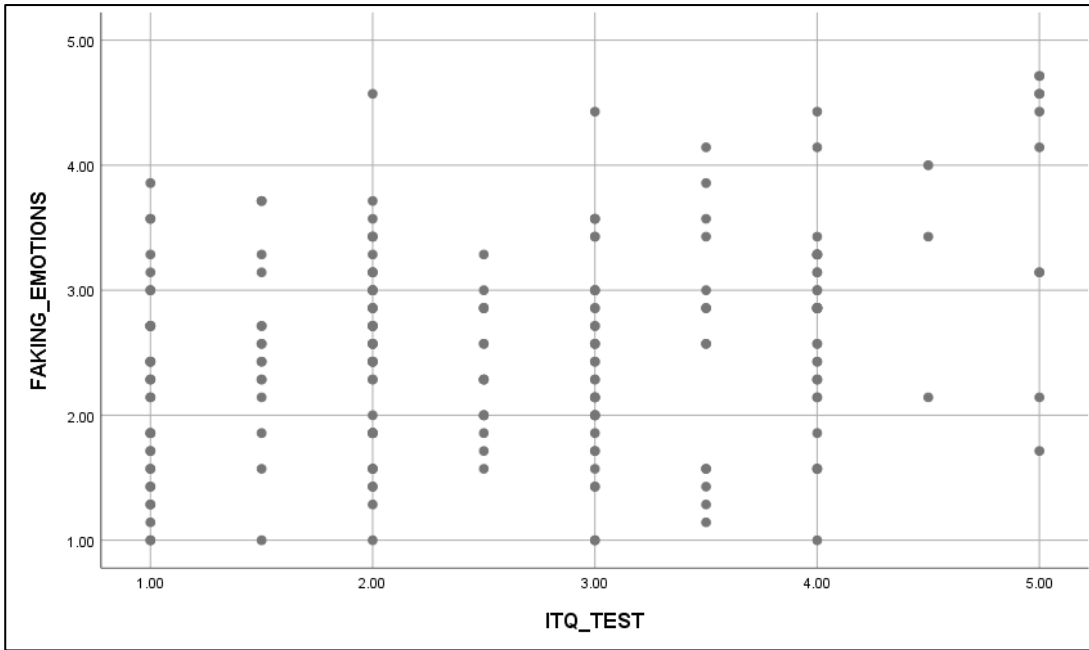


Figure 4.9. Scatter plot for faking emotions and intention to quit

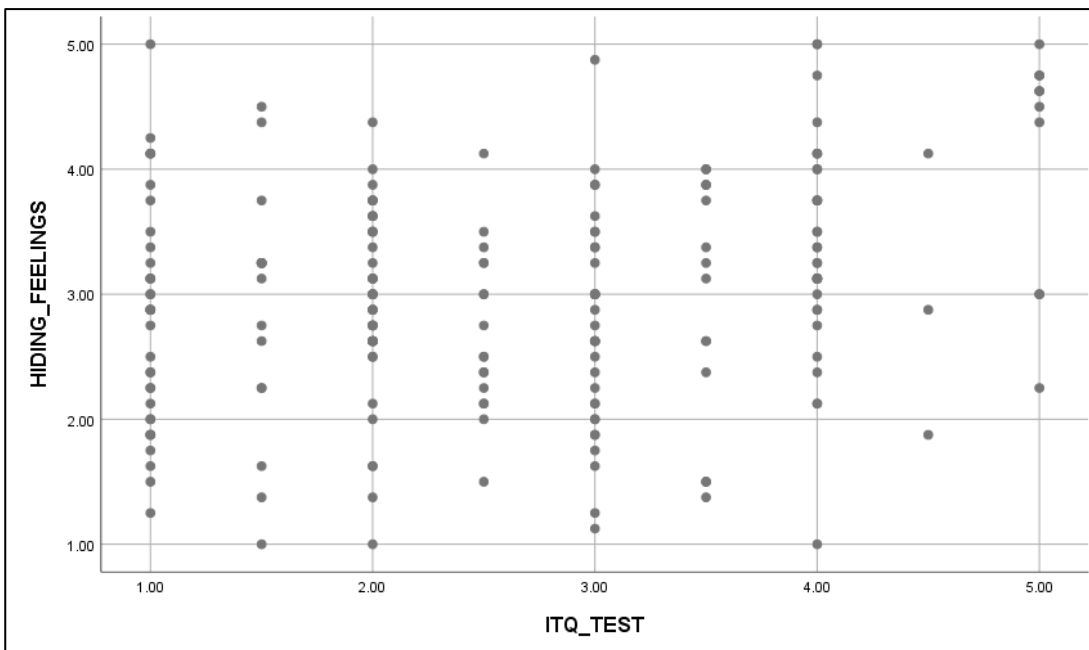


Figure 4.10. Scatter plot for hiding feelings and intention to quit

The scatter plot for each emotional labour strategy and job satisfaction (Figure 4.11, Figure 4.12, Figure 4.13 and Figure 4.14) was inspected and three responses were observed as outliers. The three responses were inspected, and no capturing error was noted; however, the decision was made to exclude the outliers from the analysis between the emotional labour strategies and job satisfaction in order to ensure that the outliers do not influence analyses. The general shape of the clusters was arranged across the table with the majority



of the data leaning to the right of the graph. From inspection of the scatterplot, the relationship could not be determined.

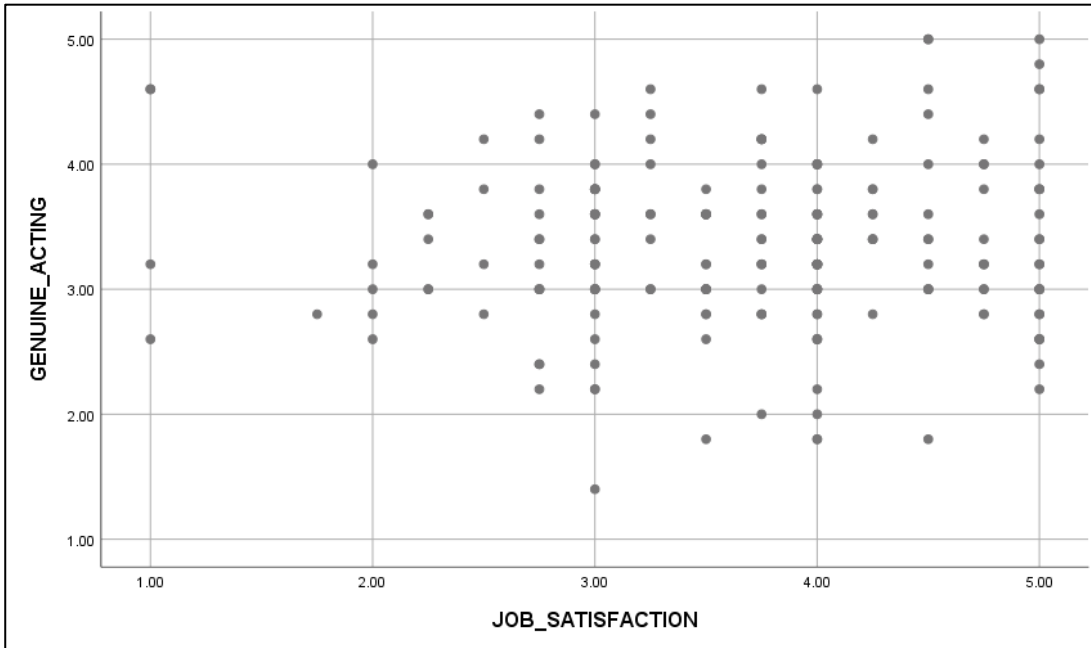


Figure 4.11. Scatter plot for genuine acting and job satisfaction

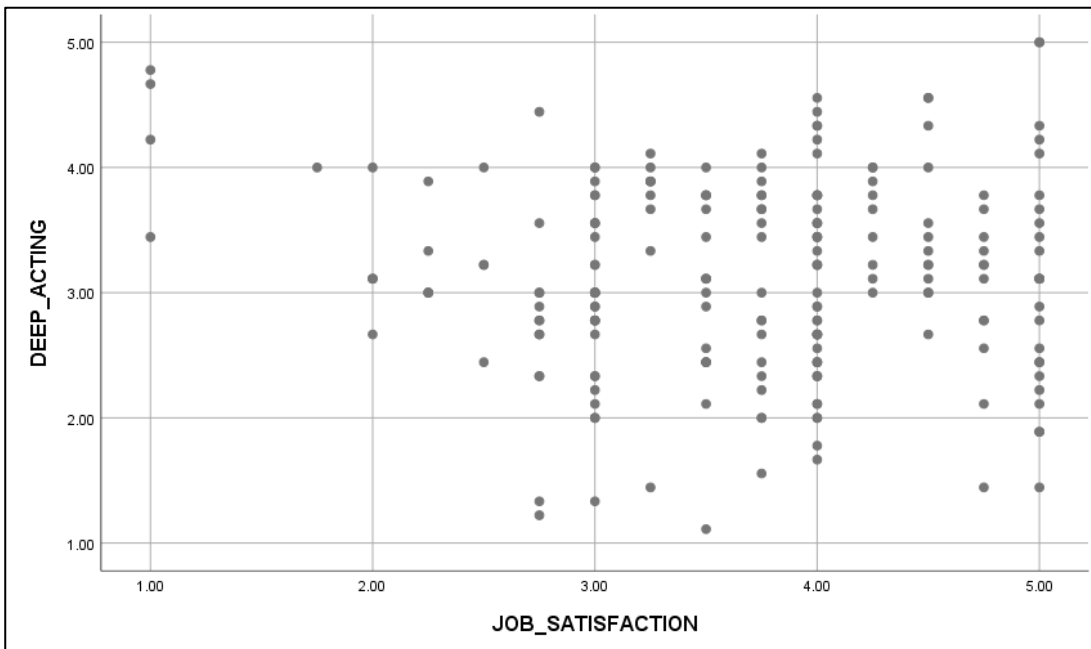


Figure 4.12. Scatter plot for deep acting and job satisfaction

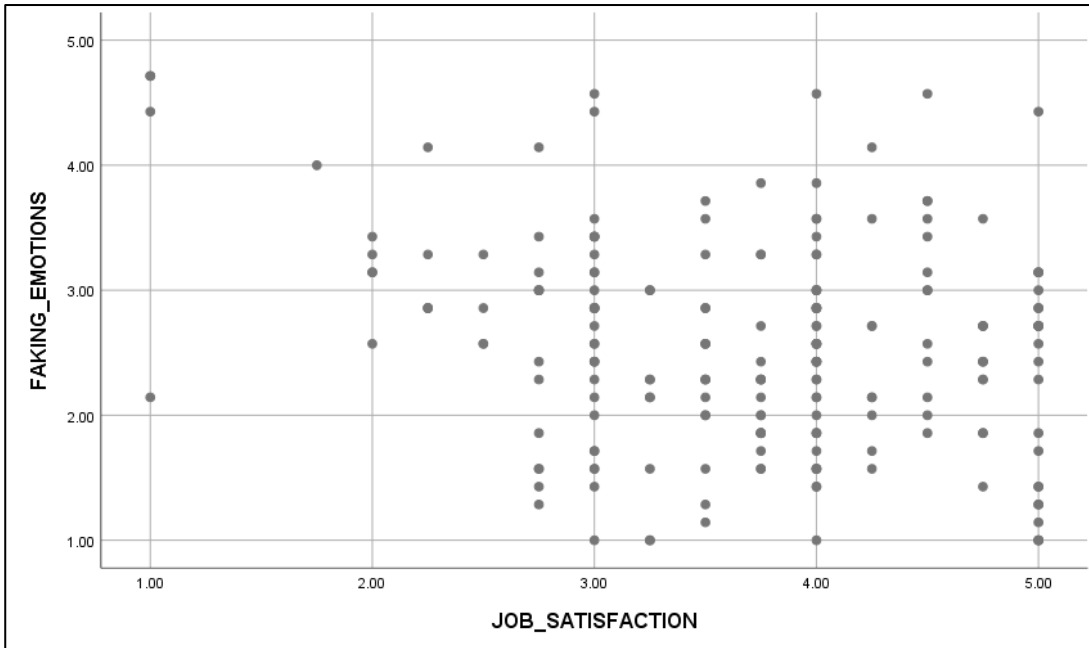


Figure 4.13. Scatter plot for faking emotions and job satisfaction

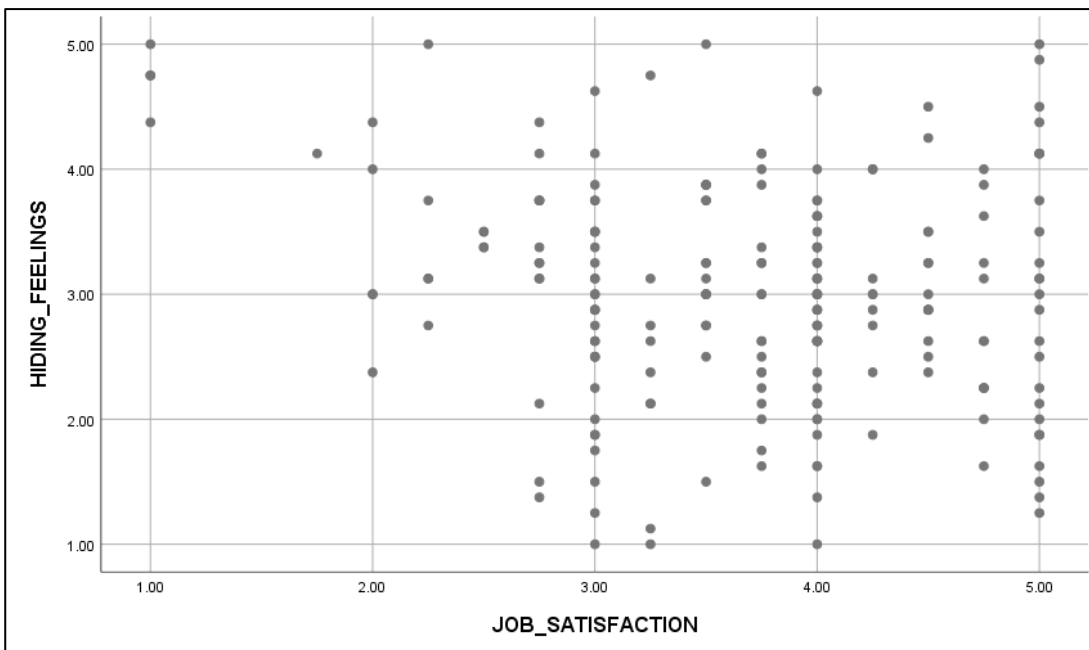


Figure 4.14. Scatter plot for hiding feelings acting and job satisfaction

With the scatterplot analysed and no assumption of linearity and homoscedasticity violated, the Pearson product moment correlation was conducted on the data. For analysis purposes, the research question was divided into two separate hypotheses for each independent variable (intention to quit and job satisfaction) and the data analysed individually.



From the correlation Table 4.31, the Pearson correlation coefficient (r) between intention to quit and the emotional labour strategies, namely, hiding feelings ($r = 0.256$) and faking emotions ($r = 0.285$), were positive with a small linear relationship. Since hiding feelings and faking emotions are a dimension within surface acting, it can be concluded that a small positive correlation exists between support staff's intention to quit and surface acting. Thus, as support staffs' surface acting strategy increases, so does their intention to quit. This conclusion supports the literature findings in Chapter 2, which states that surface acting has an immediate effect on individuals' intention to quit, especially when viewing surface acting as a job stressor. Surface acting is known for disguising negative emotions, which in turn affects employees negatively since it becomes exhausting to pretend on a continuous basis. It is therefore no surprise that a positive relationship was identified between intention to quit and surface acting (including the dimensions of faking emotions and hiding emotions of surface acting).

The correlation between intention to quit and the emotional labour strategies, genuine acting ($r = 0.002$) and deep acting ($r = 0.085$) were also positive. Both the correlations are close to 0, suggesting no correlation was observed between intention to quit and deep acting, or between intention to quit and genuine acting. This finding supported previous research that found an insignificant effect between intention to quit and deep acting. However, Walsh and Bartikowski (2013), in their research, found a direct relationship between deep acting and intention to quit, which was not found with this sample of this study. It is therefore important to note that Walsh and Bartikowski's research did not find the direct effect of these dimensions among female employees. More than 50% of the respondents in the sample in this study were females, which may explain the lack of correlation. However, the test for differences between males and females indicated that no difference exists between the strategies employed.

Table 4.31: Correlation between intention to quit and emotional labour strategies

		Genuine acting	Deep acting	Faking emotions	Hiding feelings
ITQ test	Pearson correlation	.002	.085	.285**	.256**
	Sig. (2-tailed)	.975	.219	.000	.000
	N	211	211	211	211
Correlation is significant at the 0.01 level (2-tailed).**					



The Pearson correlation coefficient between job satisfaction and emotional labour strategies (Table 4.32) showed a positive correlation between job satisfaction and genuine acting ($r = 0.093$) as well as job satisfaction and deep acting ($r = 0.058$). Both the correlations are close to 0, suggesting no correlation was observed between job satisfaction and the two emotional labour strategies.

The correlation between job satisfaction and faking emotions ($r = -0.158$) as well as job satisfaction and hiding feelings ($r = -0.076$) are negative with a small linear relationship. The negative relationship therefore suggests that as support staff's job satisfaction levels increase, their intention to use surface acting strategies (such as hiding feelings and faking emotions) decreases. The opposite is also noted, thus as job satisfaction level decreases, support staff's use of surface acting increases. This supports the literature findings of Walsh and Bartikowski (2013), Chapter 2, in that their research has shown a direct relationship between surface acting and job satisfaction. This relationship can be ascribed to the fact that surface acting entails the suppression of feelings, which is damaging to the individual.

Table 4.32: Correlation between job satisfaction and emotional labour strategies

		Genuine acting	Deep acting	Faking emotions	Hiding feelings
Job satisfaction	Pearson correlation	.093	.058	-.158*	-.076
	Sig. (2-tailed)	.180	.406	.023	.277
	N	207	207	207	207
** . Correlation is significant at the 0.01 level (2-tailed).					
* . Correlation is significant at the 0.05 level (2-tailed).					

4.8 CONCLUSION

This chapter provided the research findings pertaining to the study's objectives. All tests conducted in this study were done to determine whether the stated hypotheses should be accepted or rejected based on the findings of the data obtained from the sample within this study. Chapter 5 focuses on the conclusion and recommendations of the study with regard to all findings as discussed in this chapter.



CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Emotions and thinking are an indispensable part of being human (Muchinsky, 2000) and can therefore not be separated from individuals within their working environment. The process of employees managing their emotions to meet the goals and expectations of their employer in return for compensation (emotional labour) plays an important role in organisations, since it influences employees' performance, which in return influences the success of the organisation.

Earlier chapters in this thesis placed emphasis on the importance of understanding emotional labour along with the effects on and use of the various strategies on employees. The study aimed to:

- investigate whether emotional labour is experienced by support staff within support departments
- investigate if a difference is notable between the levels of emotional labour experienced across different types of support functions
- investigate the predominantly used emotional labour strategy by support staff
- investigate if any differences could be observed between the demographic and biographic groups and how emotional labour is exercised
- investigate if a relationship between emotional labour strategies and intention to quit as well as job satisfaction exists.

This final chapter summarises the findings obtained from this research with the citation of relevant literature. The limitations, as well as the recommendations for future research, conclude this chapter.

5.2 SUMMARY OF FINDINGS

From the literature, it is known that emotional labour is linked to occupations involving working with people or people-related duties. Support staff within organisations are a central



point of contact with other colleagues as their work entails communication and resolving internal issues, linking support staffs' jobs with people-related work. This link between support staff and other colleagues indicates that support staff use emotional labour strategies to perform their daily tasks. Emotional labour is applied to execute functions in line with the organisation's rules and regulations as well as to support and/or ensure that personnel within the organisation execute their tasks in line with the expectations of the organisation.

This study firstly attempted to determine whether emotional labour is exercised by support staff in support departments, especially by the respondents within this study. Secondly, this study attempted to determine to what degree emotional labour is exercised by the support staff in the sample. The findings indicated that emotional labour is indeed exercised by support staff and to a similar degree between staff, however, with a difference in the skewness of the data.

Deep acting was observed with a negative skewness, suggesting that the respondents in the sample scored statements measuring deep acting slightly higher on the five-point scale in comparison with the other three emotional labour strategies evaluated. This finding could be based on two possible facts: firstly, that respondents in this study wanted to show themselves more honest by restraining or intensifying emotional feelings required. Secondly, that individuals in support functions wanted to ensure that colleagues experience the emotional feelings displayed by them as honest when interacting with the support department's personnel. This finding was supported by the research in Santos, Mustafa and Gwi (2015), which stated that functions that entail a large human or people function and act as an internal provider, cause a strong identification within the role. This strong association within the role results in an attempt to feel the emotions expected, which is achieved with the exercise of deep acting.

Results for surface acting (measured using two subscales in the study, namely, faking emotions and hiding feelings) and genuine acting were observed in this study with positive skewness. This skewness, although not significant, suggested that the sample in this study scored statements measuring these categories lower on the five-point scale. Results showed that employees more commonly expressed fake emotions (when exercising surface



acting) towards colleagues, which is supported by the difference observed between fake emotions' skewness and genuine acting. This difference could be ascribed to the respondents attempting to match all required emotional display rules through acting and due to the sense of achievement (positive effect of surface acting) that is experienced when displaying the required emotion. The positive effect could, therefore, most likely explain the reason for the dimension's skewness being slightly stronger when compared to the other dimensions.

This study also explored the potential difference in emotional labour strategies exercised by support staff across gender, ethnicity, support functions, educational levels and home languages. The relationship between emotional labour strategies and job satisfaction, as well as the intention to quit, were investigated. This study further explored if any one of the emotional labour strategies was predominantly applied by the support staff within the sample studied.

Findings from this study revealed the presence of emotional labour strategies used by support staff. However, these appeared to be equally exercised by all respondents based on the very small differences observed. It can therefore be confirmed that for the sample used in this study, support staff do exercise emotional labour strategies towards colleagues, which is supported by the findings of Santos, Mustafa and Gwi (2015). In their study, the researchers found no significant difference between surface acting and deep acting, which suggested that Malaysian human resource personnel (support staff) do not favour a single emotional labour strategy. O'Brien and Linehan (2014) further support the finding of this study, since the research found that emotional labour was critical to behaving professionally. The finding in this study is therefore similar to the findings of the other researchers.

Within the sample for this study, no significant difference was observed between gender, support function, ethnicity, home language and educational level when compared to the type of emotional labour strategy applied. The results suggested that the various gender, support functions, ethnicity, home language and education level groups applied emotional labour strategies in similar ways. Therefore, no differentiation could be made between the different demographic groups in the sample studied. However, it is important to note that the sample



studied did not contain an equal ratio of the different demographic groups and this could have influenced the results.

Results from the study indicated a positive correlation between the intention to quit and hiding feelings and between the intention to quit and faking emotions. Hiding feelings and the intention to quit are both components of surface acting, supporting the finding that surface acting within this study is positively related to the intention to quit. Surface acting is furthermore known for portraying emotions to other individuals in a sarcastic manner with negative emotional consequences, which supports the positive correlation. Literature suggests that surface acting typically results in more negative consequences than any other emotional labour strategy when exercised, strengthening the findings found in this study. The absence of a relationship between deep acting and intention to quit in this study differs from the findings in Walsh and Bartikowski's (2013) research. Their research found a direct relationship between the variables and after refining, noted the relationship in the male group of the sample. Although this study did not find a relationship, it could be ascribed to the fact that the majority of the respondents in the study were female.

Results for this study showed a minor negative correlation between job satisfaction and faking emotions as well as job satisfaction and hiding feelings. This minor finding is supported by Walsh and Bartikowski's (2013) research, indicating, that even though the strength of the relationship differs, similar findings were noted by the researchers in the respective samples. This further supported the finding that there is a correlation between surface acting, measured through faking emotions and hiding feelings, and the intention to quit as stated above. The findings from this study are concurrent with findings from the literature that showed a correlation between surface acting and employee well-being. As surface acting by employees decreases, job satisfaction among employees will increase. Employees experiencing job satisfaction are likely to feel appreciated and satisfied with their roles within the organisation, leading to a decrease in the intent to quit their jobs.

Results from this study also showed that employees in the sample tended to favour genuine acting and deep acting as emotional labour strategies when interacting with colleagues and supervisors. The difference between genuine acting and deep acting was very small, and the strategies rated much higher in comparison to faking emotions and hiding feelings that



are applied to a lesser extent by the respondents. The emotional labour strategy, faking emotions, was observed as the least used strategy, with hiding feelings as the second least.

With genuine acting rated as the predominantly exercised emotional labour, it suggests that the respondents in the sample tend to display honest, truly felt emotions more often in comparison to the other emotional labour strategies. Deep acting, the second highest rated strategy, suggests that respondents within the sample attempt to control their thoughts and feelings and to adjust them accordingly in order to display emotions that come forth as genuine and meet the mandated display rules. These two emotional labour strategies, observed as the most exercised by the support staff in the sample, therefore suggest that support staff attempt and tend to display emotions that are more honest and experienced as genuine by colleagues. Support staff therefore try to feel the emotions required for display rather than to fake or hide emotions.

The difference observed between faking emotions and the other three emotional labour strategies provided more insight into the emotional labour strategy of surface acting. Faking emotions was less observed than hiding feelings and this suggested that support staff within the study sample exercised surface acting slightly different from genuine acting or deep acting. Respondents in this study therefore tended to use the components of surface acting differently, depending on the situation they are confronted with. Although it is generally still considered that emotional labour is exercised using all four strategies, this finding might be indicative that, if researched in more detail, significant differences in how strategies are employed by support staff may be observed.

Emotions remain a sensitive and private matter to people, making it difficult for individuals to truthfully express or rate their emotions towards their employer and colleagues. Even when confidentiality was confirmed, respondents in this study may have acted neutrally towards questions and statements about their emotions, the organisation or their colleagues. Even so, the results from this study suggested that support staff within the sample studied make use of emotional labour strategies, depending on the situation they are confronted with.



Although little differentiation could be observed between the demographics of the sample group studied concerning the emotional labour strategies employed, this study nevertheless allowed for the differences and relationship among correspondents to be described. The study further identified some shortcomings and allowed for recommendations to be made in terms of research opportunities to further engage in.

5.3 ACADEMIC VALUE AND CONTRIBUTION OF THE STUDY

Emotional labour has been explored in multiple contexts focusing on various support and service-related roles, but to a lesser extent in the context of support departments across the various organisations and the staff in those departments. This study therefore expanded our current understanding of emotional labour in the organisational support context, in that it showed that support staff do exercise emotional labour although they are not involved in services rendered to external clients.

5.4 LIMITATIONS OF THIS STUDY

This study had several limitations that need to be considered and were identified, based on the shortcomings of data sets obtained, as well as on some common viewpoints from literature.

- Firstly, although being strongly reliable, self-administrated questionnaires are well known for displaying poor validity when dealing with aspects of social life (Babbie & Mouton, 2001). The self-administrated questionnaire allowed for support staff to complete the survey in their own time and privacy, but it raised a concern as to how respondents might have interpreted the questions, which could have resulted in questions being answered without having a clear understanding. The questionnaire also consisted of close-ended questions, since ratings were based on the five-point Linkert-type scale. The Linkert-type scale raised a concern that respondents might have not chosen “extremes” options on the scale in the attempt to display themselves in a better light, since “extremes” are associated with negative implication even if they are acceptable as answers. This concern of not answering truthfully could be one of



the reasons for a common mean of three across the various emotional labour strategy dimensions.

- Secondly, the sampling methods are a concern. Availability sampling allowed for the selecting of a sample from the population because of its accessibility. This method, however, does not allow for the results obtained from the study to make general statements about the population. Also, the method can result in particular groups being under/over-represented, undermining the ability to make generalised conclusions from the sample to the population studied from the results. Snowball sampling is associated with successful data collection techniques, but also with the possibility of sampling bias (Berg, 1988). This method thus raised the concern of distribution with regard to the initial convenient sample that may have distributed the survey to colleagues and acquaintances whom they like or are alike (for example, colleagues and acquaintances that have the same stance with regards to emotions and their place in an organisation).
- Thirdly, it was noted as a concern that the survey was drafted and completed in English and the language could have influenced the results in terms of the vocabulary used. Although the statements within the survey were drafted with a broad social background for possible respondents to be included in the survey, the possibility still exists that statements could have been misinterpreted and answered incorrectly. This also could have impacted the results obtained.
- Finally, a concern with regard to the respondents and their working environment was noted. Emotions displayed are impacted by organisational cultures and management styles of the organisations. It is important to consider these aspects, since the study was focused on the emotional labour of support staff. Respondents' organisational culture and their manager's management style was not examined and thus it is important to note that respondents' answers could have been influenced by their organisational circumstances and embedded organisational culture. Another concern was with regard to the emotional state of the employee at the time of completing the questionnaire. An individual's emotions while answering questions could also have influenced the answers supplied on the survey.



5.5 RECOMMENDATIONS

It is recommended that more research be performed on emotional labour strategies with a focus on the support staff in the South African context. The focus should further be on a single function or a single organisation within a single industry type. This will allow for a more in-depth study, providing researchers with better insight into the company culture and management style from which data is collected. Factors such as company culture and the management practices employed may influence the responses of respondents consciously as well as subconsciously, as the confidentiality of surveys remains a concern to respondents.

It is further recommended that should research be performed within a single organisation, both support and service level staff be studied. This will allow researchers to draw comparisons between the different staff roles and how each employee exercises emotional labour strategies to achieve the larger goals of the company.

Lastly, with regard to the research, it is recommended that researchers studying this topic employ a mixed method approach combining both quantitative and qualitative method. This will improve knowledge expansion and allow for insight to be obtained concerning the inconsistency in answers provided by the study sample. A mixed method approach will also help to minimise the possibility of misinterpreting questions when asked of the sample group.

For organisations, it is recommended that awareness be created surrounding emotional labour strategies and the consequences of emotional labour and for the organisation's management to provide the staff with assistance in dealing with the consequences. Assistance can be provided to the staff by teaching the staff about the approved norms and standards of the organisation, offering assistance programmes, teaching problem-solving techniques, and refining emotional intelligence by teaching staff techniques on how to handle situations.

It is further recommended that organisations provide the support staff with soft skills training as part of employee induction. Employee induction should thus include a module/section focused on emotional intelligence. The soft skills training should also be done on an ongoing



basis, not only as and when required, but as a refresher course to ensure that staff is equipped with the necessary skills to display emotions as required by the organisation's display rules.

5.6 CONCLUSION

Feelings form the core of human emotions and since humans play a fundamental role in organisations, it is clear that it is important to understand that emotions will play a fundamental role in the functioning of any organisation. Understanding emotional labour is therefore important within organisations, especially since knowledge and insight will allow organisations to better handle emotions as well as provide staff with the necessary support.

Once organisations acknowledge the existence of emotional labour used by support staff, it will allow for awareness to be created surrounding the negative and positive effects of emotional labour strategies on support staff. This will also allow organisations to provide their support staff with soft skills training (with a focus on emotional intelligence) that will equip them to develop their emotional muscles. The development of the emotional muscles, which requires emotional labour to be exercised, will, in turn, allow the support staff to develop their emotional intelligence capabilities. Emotional intelligence capabilities are key to individual and organisational success since it assists in building trust, increasing engagement and equipping staff to focus better by ensuring that decisions and actions are not driven by emotions.

Emotional labour therefore has the power to cripple or strengthen an organisation, depending on how it is managed and exercised. Awareness of emotional labour will allow organisations to assist their employees in dealing with the consequences of emotional labour, which will increase staff morale and reduce staff turnover. Organisations can provide support to the staff by teaching individuals to display rules and problem-solving techniques, offering assistance programmes, and refining emotional intelligence.

The subject matter of emotional labour has received increased attention during recent years, and yet the field still offers many prospects for further research. The complexity of emotional labour often results in multiple dependent and independent variables that need to be taken



into consideration since they may impact the results obtained during the research. Organisations therefore have to investigate emotional labour within their working environment and take note of all variables to ensure that when awareness is created, and assistance offered, it is in line with the needs of the staff and organisation.



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APPENDIX A

- Example of data collection instrument -



Example of the survey sent to the participants

Please complete both sections of the questionnaire as truthfully as possible and answer all questions.

SECTION A: DEMOGRAPHIC INFORMATION

Please answer all the following questions below by ticking the correct box.

1. Age: What is your age in years?

1	2	3	4	5	6	7
18 or younger	19 -25	26 - 35	36 - 45	46 – 55	56 – 65	66 or older

2. Gender: Please specify your gender.

1	2
Male	Female

3. Ethnicity origin (or Race): Please specify your ethnicity.

1	2	3	4
African	Mixed-race	Indian	White

4. Home language: Please specify your home language.

1	2	3	4	5	6
Sotho	Ndebele	Zulu	English	Afrikaans	Venda

7	8	9	10	11
Xhosa	Swazi	Tsonga	Tswana	Other, please specify _____

5. Education: What is the highest degree or level of school you have completed? If currently enrolled, highest degree received.

1	2	3	4
Grade 10 or lower	Grade 11	Grade 12/Matric	Diploma

5	6	7	8
3 Year Degree	Honours Degree	Master's Degree	Doctoral Degree

6. Organisation: Which of the following type of company are you employed in:

1	2	3	4
Sole Proprietorship	Partnership	Private Company	Public Company



5	6	7	8
Personal Liability Company	State Owned Company	Non-Profit Company	Foreign and External Company

7. Industry: Which of the following categories best describe the industry you primarily work in (regardless of your actual position)

1	2	3	4
Agriculture, Forestry, Fishing and Hunting	Utilities	Computer and Electronic Manufacturing	Wholesale

5	6	7	8
Transportation and Warehousing	Software	Broadcasting	Other Information Industry

9	10	11	12
Real Estate, Rental and Leasing	Primary/Secondary Education	Health Care and Social Assistance	Hotel and Food Services

13	14	15	16
Legal Services	Homemaker	Religious	Mining

17	18	19	20
Construction	Other Manufacturing	Retail	Publishing

21	22	23	24
Telecommunication	Information Services and Data Processing	Finance and Insurance	College, University and Adult Education

25	26	27	28
Other Education Industry	Arts, Entertainment, and Recreation	Government and Public Administration	Scientific or Technical Services

29	30	31
Military	Essential Services	Other, please specify _____

8. Division/Department: Which of the following divisions/departments are you currently working in (regardless of your current position)

1	2	3	4
Human Resources	Supply Chain	Information Technology	Finance

5	6	7	8
Scientific Services	Commercial Business	Marketing	CSI



SECTION B: EXAMPLE OF EMOTIONAL LABOUR QUESTIONS (FULL QUESTIONNAIRE IS CONFIDENTIAL)

Please rate how frequently you engage in the following behaviours when interacting with the noted persons (that is, your co-workers and supervisor/line manager as indicated in the corresponding columns) on an average day at work.

1. Express emotions that match what I truly feel.	Never	Rarely	Sometimes	Often	Always
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2. Actually express the emotions that I need to show to do my job well.	Never	Rarely	Sometimes	Often	Always
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3. Express the same feelings to others that I feel inside.	Never	Rarely	Sometimes	Often	Always
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4. Genuinely express the emotions that I am feeling when others ask rude questions constantly.	Never	Rarely	Sometimes	Often	Always
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5. Honestly express what I am feeling when I hear good news about others.	Never	Rarely	Sometimes	Often	Always
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Thank you very much for your time and for participating in this survey!



APPENDIX B
- Informed consent form -



Informed consent for participation in an academic research study

Dept. of Human Resources

EMOTIONAL LABOUR OF SUPPORT STAFF

Research conducted by:

Miss. A. Pienaar (12016919)

Dear Respondent

You are invited to participate in an academic research study conducted by Anel Pienaar, a Masters student from the Department of Human Resources at the University of Pretoria.

The purpose of the study is to gain insight into how support staff within support departments experience emotional labour and to what degree. Emotional labour is defined as the controlling and managing of emotions in an attempt to display a public acceptable language, bodily and facial expression at work that is in line with the display rules of the organisation. The study is therefore focused on obtaining more information on the type of emotional labour utilised by individuals within the organisation.

Please note the following:

- This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 15 minutes of your time
- The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.
- Please contact my supervisor, Dr. S. O'Neil on 012 420 3437 or sumari.oneil@up.ac.za if you have any questions or comments regarding the study.

In research of this nature the study leader may wish to contact respondents to verify the authenticity of data gathered by the researcher. It is understood that any personal contact details that you may provide will be used only for this purpose and will not compromise your anonymity or the confidentiality of your participation.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Participant's signature

Date



APPENDIX C
- SPSS statistics table -

Table 1: Crosstabulation of the industry and division/department

		Industry and Divisions/Department - Crosstabulation															
		Division/Department														Total	
		Human Resources	Supply Chain	Information Technology	Finance and Administration	Scientific Services	Commercial Business	Communications and Marketing	CSI	Call Centre	Client Service	Company Secretarial Governance	Fleet	Legal	SHEQ - Safety, Health, Environment & Quality		Warehouse
Industry	Utilities	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Computer and Electronic Manufacturing	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	3
	Transportation and Warehousing	1	7	0	2	0	0	0	0	0	0	0	0	0	1	0	11
	Software	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
	Other Information Industry	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	3
	Real Estate, Rental and Leasing	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1
	Primary/Secondary Education	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
	Health Care and Social Assistance	1	1	0	0	0	1	2	0	0	0	1	0	2	0	0	8
	Legal Services	3	1	1	5	0	1	1	0	0	0	0	0	0	0	0	12
	Mining	6	0	0	0	0	0	0	2	0	0	0	0	1	0	0	9
	Construction	0	0	0	4	0	0	1	0	0	0	0	0	0	0	0	5
	Other Manufacturing	4	1	0	1	0	2	2	0	0	0	0	0	1	0	0	11
	Retail	2	1	0	7	0	2	3	0	0	0	0	1	0	0	0	16
	Telecommunication	0	0	0	1	0	1	1	0	0	0	0	0	0	0	0	3
	Information Services and Data Processing	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Finance and Insurance	3	1	1	10	1	1	0	0	1	2	0	0	0	0	0	20
	College, University and Adult Education	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	3
	Other Education Industry	0	0	0	1	0	0	2	0	0	0	0	0	0	0	0	3
	Government and Public Administration	6	0	0	5	0	0	1	0	0	0	0	0	1	0	0	13
	Scientific or Technical Services	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
	Essential Services	15	7	2	20	21	0	4	1	0	0	0	0	0	0	0	70
	Hygiene and Pest Control	1	0	0	2	0	0	0	0	0	0	0	0	0	0	0	3
	International Development Organisation	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
	Office Automation	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
	Petroleum and Chemical	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1
	Pharmaceuticals	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
	Printing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
Services	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	
Sport Industry	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	
Trade union	1	0	0	11	0	0	0	0	0	0	0	0	1	0	0	13	
Total	49	20	7	72	22	10	22	6	1	2	1	1	7	1	1	222	