

The Labyrinthine Relationship Between Emotional Labour and Employee Performance: A Case Study of Rivers State Money Deposit Banks

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Abstract: The study examined the relationship between emotional labour and employee performance of Money Deposit Banks in Rivers State. The study's objective was to empirically investigate how emotional labour relates with employee performance of Money Deposit Banks in Rivers State in terms of quality service delivery, goal accomplishment and timely customer service. The study utilized the cross-sectional exploratory survey research design. The study population consisted of three hundred and sixty-four (364) employees from the headquarters of the twenty-two (22) deposit money banks in Rivers State. The researcher considered the population not too much to handle and employed a census sampling technique. As such, the study's sample size The main instrument for collecting primary data was structured questionnaire. Three hundred and sixty-four (364) copies of the questionnaire were distributed to the target sample elements. However, the researcher was able to retrieve 320 copies of the distributed questionnaire. The hypotheses were tested using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (ρ) correlation was used to analyze the relationship between independent and dependent variables at $P < 0.05$ (two-tailed test). The study revealed that: i) emotional labour has a strong positive correlation with quality service delivery of Money Deposit Banks in Rivers State; ii) emotional labour has a strong positive correlation with goal accomplishment of Money Deposit Banks in Rivers State, and iii) emotional labour has a strong positive correlation with timely customer service of Money Deposit Banks in Rivers State. The study concluded that emotional labor affects employees' performance, such as surface acting, deep acting, and emotional deviance. Among others, the study recommended that employees working in service organizations such as Deposit Money Banks should adopt the right emotional labour behavior to render timely quality service to customers.

Keywords: Emotional Labour, Employee Performance, Quality Service Delivery, Goal Accomplishment, Timely Customer Service.

Background of Study

The service sector accounts for about half of rich countries' gross domestic product (GDP), but this tendency also transfers to developing countries (Gereffi & Wyman, 2014). Service industry workers are frequently in direct or indirect contact with their clients. Therefore, employees are constantly pressured to learn, train, and use learned emotions while dealing with consumers since their emotions, gestures, and postures are highly important when they contact clients (Salmi & Kinnunen, 2015). Managing feelings and body language is extremely important in the banking sector. Therefore, the importance of emotions in the service sector cannot be disputed, especially when staff use them to communicate with consumers (Cascio, 2018). Additionally, managers and employees at banks, like Deposit Money Banks and others, must have complete control over their emotions to project appropriate for their workplace.

The control of one's emotions to adhere to professional or organizational norms is known as emotional labor (Diefendorff *et al.*, 2017). Regardless of their feelings, a banker must ensure that their facial expression, gestures, mannerisms with customers, etc., project a positive mood. They can do this through deep acting or surface acting, both of which are tedious and difficult for them to master and are frequently seen as punishment. For example, no customer or client is prepared to confront an irate customer service representative, employee, or management in the bank because that day might be the last time they do business with that bank. The phrase "emotional labor" is used when regular interactions between an employee and a consumer occur. It is a collaborative method that strengthens emotional expression for improved employee performance. However, depending on the dimensions employed, the results of emotional work might sometimes be detrimental (Gabriel *et al.*, 2015). It is difficult to create false emotions or change core sensations by reliving happy memories. Most banking employees in Port Harcourt have felt this way, despite wanting to convey their actual emotions at any given time. Even at times, some people have engaged in emotional deviance. It has been determined and

acknowledged that emotional work contributes significantly to organizational life. According to research on emotional labor, banking is one of the most well-known professions that calls for a wide spectrum of emotions (Fredrickson, 2016). For more emphasis on emotional labour, this study decides to look at diverse angles such as surface acting, deep acting, and emotional deviance.

The performance of employees in an organization is highly valued because they are the best asset the company can claim to have. Employees in an organization are required to meet specified objectives in their work. A worker's talent, effort, and opportunity all contribute to or affect how well they accomplish their job (Griffin *et al.*, 2018). An employee who is performing well can be identified using specific markers. The provision of high-quality services is one of the markers of employee performance. In this research, "quality service delivery" refers to the timely provision of an organization's standard and customers' acceptable services to intended consumers/clients. Employers and supervisors have long paid special attention to ensuring employees deliver jobs that satisfy organizational standards and also please clients, regardless of the organization, be it a manufacturing firm, production company, hotel industry, or even the financial sector. Employees at banks in Nigeria and Rivers State particularly (banks such as Deposit Money Banks), in particular, feel pressured to spend quality time resolving customer difficulties, therefore this appears to have changed. They rush through customer service and occasionally forget to fulfill a customer's request (s). As a result, customers no longer appreciate the friendly environment that prevailed less than ten years ago. As the issue of emotional labor is addressed in the workplace, such as a Deposit Money Bank, poor service delivery becomes a thing of the past.

Employees at banks, particularly Deposit Money Banks and some others, are one group of people who frequently set realistic goals. According to Wealth (2018), a goal is an end result that can be seen and measured and has one or more objectives that must be accomplished in a set amount of time. The process of mobilizing personnel to achieve shared organizational objectives and purposes is known as goal accomplishment. Sometimes the goals are put forward to them, and other times they decide on the goals on their own. An organization's goals primarily depend on its human resource's effort (Hilliard & Msaseni, 2015). Therefore, it is in the best interest of bank workers to unite and work together to ensure that the company's objectives are met. But lately, a fall in this has become the tendency. Employees at various banks, like Deposit Money Bank, have demonstrated a lack of commitment to meeting the institutions' partially-committed goals (David, 2018). This further suggests that this approach's previous level of effort and passion has diminished. When failure is noted, they blame one another rather than looking for a solution. Hopefully, addressing emotional labor in the workforce will be the only way to resolve this.

Customers of banks (such as Deposit Money Bank and others) in Nigeria, specifically Rivers State, have started to notice strange squandering of their valuable ample time. Customers have to wait longer in the banking hall before receiving service. Even though customer support personnel fluctuate in mood, customers are having trouble getting through to them. Customers are constantly looking for new services that might enable them to accomplish more in less time. The current recession's mounting pressures have made them less tolerant of businesses that waste their time, such as keeping them on hold for excessive time or providing subpar service. (David, 2018). This has become a concern because it is progressively causing the banks' market share to decline due to a decline in their customer base.

Statement of the Problem

The research results of Igbojekwe (2017) in a study conducted to examine the impacts of emotional labor on employees' job performance in hotels in South East, Nigeria, demonstrate poor service quality, emotional discontent from customers, poor job dedication, and poor job satisfaction. This can be because the emotional labor involved has not been adequately addressed. Given our regional focus, management in banks like Deposit Money Banks may have been lax in addressing the problem of emotional labor among their staff. As a result, employees have lost sight of their ongoing responsibility to manage their emotions so that clients always see their pleasant faces rather than their angry or depressed ones. This is a challenge that requires attention.

Another concern that brought this study is that some personnel of deposit money banks and other institutions no longer feel the need to entirely conceal their unhappy expressions from customers in the banking hall; some even act emotionally out of control in front of them, disregarding the repercussions. This has a detrimental impact on their performance since they are now routinely providing subpar services to consumers, failing to meet daily, weekly, monthly, and annual targets, wasting customers' time needlessly, and using time inefficiently.

There is lack of empirical data on the relationship between emotional labour and employee performance in Money Deposit Banks in Rivers State (Xiaohan, 2020; Sehrish, 2016; Ahmed *et al.*, 2019; Rajak *et al.*, 2021). However, none of these studies were carried out in Money Deposit Banks or Rivers State. It therefore implies that the study of emotional labour and employee performance in Money Deposit Banks has not received adequate research attention. Therefore, this knowledge gap needs to be filled.

Fig. 1.1: Conceptual linkage between Emotional Labour and Employee Performance



Source: Desk Research, 2023.

Aim and Objectives of the Study

The study examined the relationship between emotional labour and employee performance in Money Deposit Banks in Rivers State. Specifically, the study sought to:

1. Determine the relationship between emotional labour and quality service delivery of Money Deposit Banks in Rivers State.
2. Ascertain the relationship between emotional labour and goal accomplishment of Money Deposit Banks in Rivers State.
3. Investigate the relationship between emotional labour and timely customer service of Money Deposit Banks in Rivers State.

Research Hypotheses

Based on the above objectives, the researcher formulated the below research hypotheses:

- Ho₁: Emotional labour has no significant correlation with quality service delivery of Money Deposit Banks in Rivers State.
Ho₂: Emotional labour has no significant correlation with goal accomplishment of Money Deposit Banks in Rivers State.
Ho₃: Emotional labour has no significant correlation with timely customer service of Money Deposit Banks in Rivers State.

Theoretical Framework

The study is anchored on James Williams' (1890) Functionalism Theory (the Philosophy of the Mind. James Williams developed the theory in 1980. The theory states:

A theory about the nature of mental states is called functionalism. According to functionalism, mental states can be distinguished by their actions rather than their underlying components. It focuses on examining how the mind responds to its surroundings to be adaptive. Particularly, the analogy between minds and computers was the first inspiration for functionalism. However, that is merely an example. The theory assumes that:

- i. Mental processes and behaviors of living organisms help them adapt to their environments.
- ii. Mental states (beliefs, desires, being in pain, etc.) are constituted solely by their functional role, which means, their causal relations with other mental states, sensory inputs and behavioral outputs.

This hypothesis implies that people's emotional states, such as those of deposit money bank personnel and others, aid in their ability to adjust successfully to their work environment. An employee would need to act deeply by changing whatever negative emotion he or she has and forcibly recalling instances that would generate happiness to fit into their work environment because customers and clients are not ready to come and stare at a frowning face. Using the second premise as a foundation, we may say that an employee can surface act by displaying the necessary emotions, regardless of how they feel at the time. This is due to the common misconception that a person's actions and facial expressions accurately reflect their current mental state.

The Functionalism Theory of Philosophy of the Mind was chosen as the theoretical basis for this study because it explains and predicts how one might generate a state of mind and outward emotional expression suitable for a work setting.

Concept of Emotional Labour

Hochschild (1983) was the one who created the phrase "emotional labor." She described it as emotional labor, controlling one's emotions to conform to professional or organizational norms. She described emotional labor as controlling emotion to produce an

outwardly visible physical and facial manifestation. Since emotional labor is exchanged for money, it has worth (Hochschild, 1983). This concept makes it clear that service providers must control or manage their emotions and communicate those emotions for business purposes. These outwardly expressed feelings have monetary worth and can be converted into salaries, earnings, or tips. According to Chu (2017), emotional labor is the control over one's behavior to exhibit the right emotions. To follow social norms, a person may arouse or suppress a particular emotion. Emotional labor is a term that is not just used in the workplace. It meddles in all facets of existence.

Hochschild defines emotional labor as having three characteristics: 1) face-to-face or voice-to-voice contact with the public is necessary; 2) the employee must elicit an emotional response from the client or customer; and 3) the employer is given some control over the employees' emotional behavior through training and supervision (Hochschild, 1983). The dramaturgical viewpoint made popular by Oginni (2011) was the source of Hochschild's perspective on emotional labor. According to the dramaturgical perspective on behavior in firms, client encounters serve as the stage for the display of employees' impression management abilities. The efforts made by employees to control their emotions in accordance with their organizational roles are viewed as performances on the organizational stage. The employee's job performance and contribution to achieving organizational goals rely heavily on their ability to control emotions. As described by Ashforth and Humphrey (2017), emotional work is the act of expressing the proper emotion. Their definition is different from Hochschild's (1983) since it emphasizes the behavior rather than the presumptive emotions that underlie it.

The act of controlling one's emotions to adhere to organizational standards is known as emotional work. Employees serving as the company's first point of contact with clients is essential to many service-related professions. Researchers have been working hard to comprehend the emotional labor process. According to some (Grandey & Gabriel, 2015), emotional work consists of three parts: emotional requirement, emotional regulation, and emotional performance. The integrative purpose of the emotional requirements often entails displaying positive displays and hiding negative ones. In some professions, these emotional requirements may also entail neutral or negative displays (Schutz & Lee, 2014). Emotional regulation refers to the effort expended by employees to comply with the socio-emotional demands of the job. However, emotional labour can manifest in diverse ways such as surface acting, deep acting, and emotional deviance.

Concept of Employee Performance

Understanding and controlling performance within a shared framework of set goals, standards, and competency criteria is a way to improve results from the entire organization, teams, or individuals within it (Armstrong, 2016). Performance is the total outcome of the organization's work processes and activities (Santos & Brito, 2012). It consists of the actual output or results as compared to its anticipated outputs and concerns how successfully an organization converts inputs into outputs (Liptons, 2017). Performance, according to Liptons (2017), is the capacity of the firm to succeed. There isn't much agreement on its definition, which hinders research and comprehension of the idea of performance (Santos & Brito, 2012). The method for measuring it has drawn even more scholarly attention as the argument over what constitutes organizational performance continues (Liptons, 2017).

Employee performance is a crucial component of the workplace in every organization, institution, corporation, etc. It can assist them (the organization, institution, corporation, etc.) in developing and utilizing their human resource potential. It results in excellent service delivery, high levels of performance, productivity, and interaction, all of which have an impact on every aspect of the company. Institutions and businesses must develop policies to promote employee performance. The ability, effort, and opportunity of an employee all contribute to or have an effect on how well they accomplish their work. However, measurements can be made using the outcomes or findings obtained (Griffin *et al.*, 2018).

Performance, as stated by Huang *et al.* (2014), relates to the traits of a person's productivity at work. It typically entails calculating the individual output level, such as sales or production, or evaluating the amount of achievement in comparison to the organization's expectations (Ilgen & Pulakos, 2016). According to Jena and Pradhan (2014), a person or group of people's "performance" is whatever they do or the goods or services they generate or give. Performance is a result that a person can obtain while carrying out their obligations. Then, the corporation or supervisor analyzed each of the outcomes. This is a review of an employee's work performance from their employer or supervisor. With Lawler & Worley (2016), it is different since they claim that performance is an outcome or effect of action across time. Task performance is a record of the outcomes from the operation of a certain job or activity over a certain period of time.

Employee performance is the outcome of the efforts taken to accomplish objectives in accordance with predetermined standards. All mental processes that cannot be seen typically engage in this activity or action. Problem-solving, judgment, program planning, and reasoning are all included in this (Mone & London, 2013). When reviewing an employee's overall performance, the performance outcome and work processes, such as assessing how the individual completes the task and the results obtained from that second process, are typically included (Ilgen & Pulakos, 2018). For an organization to succeed and gain a competitive edge, its personnel must perform at a high level (McCook, 2017).

In order to do this, we define employee performance as the effectiveness, quality, and efficiency with which an employee completes his or her duties. Therefore, in a deposit money bank like Deposit Money Bank, employee performance is conceptualized as the level of service delivery quality, the scope of objective completion, and time saved by customers during service delivery. Customers of banks are considerably more interested in receiving exceptional service in the shortest amount of time. Therefore, it means that if a bank employee, such as one from Deposit Money Bank, can do this service for a client, it will be noted as good work. Additionally, the study further measures employee performance using quality service delivery, goal accomplishment, and timely customer service.

Quality Service Delivery: Due to the fact that services are intangible, consumed at the moment of production, and frequently include contact with clients, it can be challenging to define quality in service firms (Okemwa, 2016). It is more challenging to standardize many service interactions since they are unique. Due to the interpersonal nature of customer service, it is important to take into account both the service provider's and the client's perceptions of quality when establishing standards and measuring performance (Agus, 2016). Measurements of performance and quality controls must be implemented so as not to obstruct the delivery of services (Aquilano & Chase, 2016). Since a quality management system provides a planned and logical approach to controlling quality by systematically structuring how operations should be carried out, many quality experts support its implementation (Agus, 2016). Some of these entail International Organization for Standardization (ISO) Certification and Total Quality Management (TQM).

The timely provision of the organization's standard and clients' acceptable services to intended clients/customers is how the study defines quality service delivery. This further means providing all consumers with satisfactory service. One illustration of providing high-quality service is the timely and competent management of client complaints so that, going forward, they don't cause any unneeded problems. Another illustration of exceptional service delivery is the prompt opening of a bank account and the establishment of all necessary requirements for it. Putting into practice high-quality customer service requires more than simply a quick finger snap. Delivering quality is a lengthy, extensive, ongoing process that has an impact on departmental procedures across the board. Zack (2016) asserts that it entails: Employing only those who completely comprehend that your company is committed to the highest standards in providing quality services to clients. (ii) Informing each employee of your standards and your success metrics. Each person must be aware that he is responsible for upholding all standards of excellence. (iii) Making quality a necessary component of the position. Employees must comprehend, adhere to, and—most importantly—practice the highest standard of quality service if they want to keep their jobs. Employee evaluation and rewards for meeting customer service objectives round out the process.

Goal Accomplishment: An organization or employee must set inspiring goals, define detailed, quantifiable, attainable, relevant, and time-bound goals, write goals in writing, create an action plan, and follow it through in order to successfully accomplish a goal. An employee is quite likely to achieve their goal if these actions are put in place. A deposit money bank can set a yearly objective to raise its net interest margin, return on equity, or return on investment to a particular level over the course of a year and then follow it up by expanding its market share. The personnel is ultimately responsible for the largest portion of the goal's achievement. How quickly and effectively the staff completes this affects whether or not they are performing.

The process of mobilizing human and other resources for the achievement of group goals and purposes is known as goal accomplishment (David, 2018). In a social system, mobilization happens through the creation and use of power, and goal-completion functions are accomplished through political activity. The effort of an organization's human resources is crucial to the achievement of its goals (Hilliard & Msaseni, 2015). No company can live without the work of its employees, so the management of all organizations must acknowledge that people are the most important component in sustaining their growth and long-term survival. Financial industry personnel are viewed as logical beings with a strong focus on achieving goals. Employees' bottom-line objectives frequently center on profitability. Because training bridged the gap between actual performance and expected performance, management must actively be up and doing workforce training and development programs for sustainable development and ongoing rise in productivity.

Timely Customer Service: According to this study, timely customer service means being able to complete customer requests in the shortest amount of time. History indicates that businesses can obtain a competitive edge that could result in better sales and profits by helping customers save time or more completely enjoy the time they spend doing something (Paul et al., 2009). Take into account the popularity of inventions like fast food outlets, automated teller machines, and several labor-saving devices. Customers are constantly looking for new services that might enable them to accomplish more in less time, and the current recession's mounting pressures have made them less tolerant of businesses that waste their time, such as by keeping them on hold for an excessive amount of time or providing subpar service. (David, 2018). One of the industries where this concept is gaining traction is the financial services sector. Banks and other financial service providers have mastered the art of taking complicated, time-consuming operations and turning them into simple, intuitive digital activities that busy individuals can complete at home or on the road. With only a few taps of your touch-screen, you can now accept bill payments, send money, and even deposit money into your checking account. Customers are no longer required to take an extended lunch break or leave work early in order to stop by the bank; instead, a convenient way to bank is now available in the palm of your hand. Both the bank and the clients save time using this banking method.

Methodology

The study employed the cross-sectional exploratory survey research design. The population of the study consisted of three hundred and sixty-four (364) employees from the headquarters of the twenty-two (22) deposit money banks in Rivers State. The researcher considered the population not too much to handle, and so employed the census sampling technique. As such, the sample size of the study became three hundred and sixty-four (364) employees from 22 Money Deposit Banks in Rivers state.

The study made use of a structured questionnaire as the main instrument for the collection of primary data. The instrument was titled “Emotional Labour and Employee Performance Index (ELEPI). The questionnaire design was prepared in four (4) point rating scale format likert with the following response options: Very Great Extent (VGE) = 4, Great Extent (GE) = 3, Moderate Extent (ME) = 2, and Low Extent (LE) = 1. The questionnaire was structured by the researcher with a letter of introduction describing the purpose of the questionnaire. The instrument was face and content validated by the researcher’s supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach’s alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the reliability of the instrument. The least Cronbach’s alpha level obtained was 0.78, which indicated a highly reliable coefficient. Based on Nunnaly’s (1978) criterion of 0.70, a reliability coefficient above 0.70 was considered to indicate good or reliable instruments.

Three hundred and sixty-four (364) copies of the questionnaire were distributed to the target sample elements. However, the researcher was able to retrieve 320 copies of the distributed questionnaire. In handling the data analysis, the test of hypotheses was done using Spearman’s Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman’s (rho) correlation was used to analyze the relationship between independent and dependent variables at P < 0.05 (two-tailed test). The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:

n = number of pairs of data

d = difference between the ranking in each set of data.

∑ = Summation.

Decision Rule: The tests of hypotheses will be considered two tailed and is carried out at a 95% confidence interval.

Results/Findings

- HO₁: Emotional labour has no significant correlation with quality service delivery of Money Deposit Banks in Rivers State.
- HO₂: Emotional labour has no significant correlation with the goal accomplishment of Money Deposit Banks in Rivers State.
- HO₃: Emotional labour has no significant correlation with timely customer service of Money Deposit Banks in Rivers State.

Table 1: Correlation between Emotional Labour and Employee Performance

| | | Emotional Labour | Quality Service Delivery | Goal Accomplishment | Timely Customer Service |
|-------------------------|--------------------------|------------------|--------------------------|---------------------|-------------------------|
| Spearman’s rho | Emotional Labour | 1.000 | .775** | .737* | .669** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | N | 320 | 320 | 320 | 320 |
| | Quality Service Delivery | .775** | 1.000 | .775** | .776** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | N | 320 | 320 | 320 | 320 |
| | Goal Accomplishment | .737 | .775** | .024 | .627** |
| | Correlation Coefficient | | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 |
| | N | 320 | 320 | 320 | 320 |
| Timely Customer Service | .669** | .776** | .627** | 1.000 | |
| Correlation Coefficient | | | | | |
| Sig. (2-tailed) | .000 | .000 | .000 | . | |

| | | | | |
|---|-----|-----|-----|-----|
| N | 320 | 320 | 320 | 320 |
|---|-----|-----|-----|-----|

**** Correlation is Significant at the 0.01 level (2-tailed).**

Source: SPSS Output

Column two of the above table shows r value of 0.775 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating emotional labour and quality service delivery. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that emotional labour has no significant correlation with quality service delivery of Money Deposit Banks in Rivers State is rejected. This implies that emotional labour has a strong positive correlation with quality service delivery of Money Deposit Banks in Rivers State.

Column three of the above table shows r value of 0.737 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating emotional labour and goal accomplishment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{02}) which states that emotional labour has no significant correlation with goal accomplishment of Money Deposit Banks in Rivers State is rejected. This implies that emotional labour has a strong positive correlation with goal accomplishment of Money Deposit Banks in Rivers State.

Column four of the above table shows r value of 0.669 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating emotional labour and timely customer service. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that emotional labour has no significant correlation with timely customer service of Money Deposit Banks in Rivers State is rejected. This implies that emotional labour has a strong positive correlation with timely customer service of Money Deposit Banks in Rivers State. These results revealed that the adoption of emotional labour such as surface acting, deep action and emotional deviance in an organization such as a deposit money bank, brings about appreciable employee performance.

Summary of Findings

From the empirical analysis above, the following were found:

1. Emotional labour has a strong positive correlation with quality service delivery of Money Deposit Banks in Rivers State.
2. Emotional labour has a strong positive correlation with goal accomplishment of Money Deposit Banks in Rivers State.
3. Emotional labour has a strong positive correlation with timely customer service of Money Deposit Banks in Rivers State.

Discussion of Findings

The test of hypotheses one to three showed that emotional labour has a strong positive correlation with employee performance in terms of quality service delivery, goal accomplishment and timely customer service of Money Deposit Banks in Rivers State. This finding is in line with that of Barsky & Nash (2017), who discovered and underlined that the attitudes, demeanor, actions, and expression of bank workers while carrying out their job duties are significant drivers of the caliber of service delivery. Additionally, according to the findings of their respective studies, Bolton (2015) and Zeithaml *et al.* (2016) and Zeithaml *et al.* (2016), the expression of positive emotions by service personnel may enhance the standard of service delivery and ultimately increase customer satisfaction and the likelihood that they will use a particular service. They said that regardless of how a bank employee feels internally when they can get others excited and upbeat, it improves the level of service they provide. This is why management in firms, particularly service organizations like banks, continually encourages their employees to at least surface act if deep acting proves challenging.

Grandey's (2018) research demonstrates the positive correlation between important customer outcomes, such as intention to return, intention to recommend a business outfit to others, and perception of overall service quality. Positive affective displays in service interactions, such as smiling and conveying friendliness, are positively associated with these outcomes.

This result is also consistent with that of Grandey *et al.* (2013), who discovered that deep acting involves altering one's feelings about interaction so that emotional manifestations inevitably match expectations. They stress that rather than merely pretending to feel something they don't, employees actively alter their inner feelings to express the emotion they want to express, or that is demanded by their position. According to the social interaction sequence, Côté & Morgan (2018) discovered that prospective customer service employees increased pleasant feelings during customer service, facilitated service encounters, and encouraged positive social responses from clients. Brotheridge and Lee (2012) also discovered that altering one's inner feelings and igniting those that will bring about a truly happy one is a practical way to brighten both the employee and customer's aura and that a worker

with this true feeling (no feigning it) can easily go about accomplishing both short- and long-term organizational and personal goals in the organization.

From the angle of emotional deviance, Bennett found (2015) discovered that emotional deviance takes the form of theft, sabotage, arriving at work late without permission or putting little effort into work, making fun of others, playing cruel pranks, acting rudely, arguing, and physical aggression, among other behaviors, and targets either the organization or specific employees. Additionally, according to Klotz and Buckley (2013), organizations can control emotional deviance in the workplace by putting in place various policies, strategies, and courses of action. For example, one such course of action is to monitor employees electronically to make sure they aren't wasting valuable work time and effort.

An employee will only waste a lot of time that could have been spent serving customers if they leave their job positions to supervise a fellow employee's work, make fun of the company or fellow employees, dispute, or become physically hostile. Being a deviant employee of a company like a Deposit Money Bank truly implies engaging in unethical activity at work that harms the company, its clients, and other employees. Frivolities and other detrimental organizational behaviors take up productive time. And one way these have an impact on the customers is by using valuable time without justification. As a result of a service agent's absence, tardiness, an argument with management or coworker, etc., the customers now have to wait longer to be attended to. By implementing various rules, tactics, and courses of action, such as electronically monitoring employees to make sure they are not squandering important work time and effort, organizations can control emotional deviance in the workplace (Klotz & Buckley, 2013). By implementing various techniques, such as improving employee and supervisor training, employer-employee relations, communications, and conceptions of organizational fairness, organizations can also make an effort to reduce or eliminate workplace deviance. Additionally, policies that discourage or forbid employees from engaging in particular deviant behaviors can be enacted.

Conclusions

Based on the analysis of the data and discussion of the findings, the study came to the conclusion that emotional labor, such as surface acting, deep acting, and emotional deviance, affects employees' performance. The study came to the further conclusion that individuals who do not exhibit the proper emotional behavior may exhibit poor job performance in terms of providing high-quality services, achieving goals, and providing prompt customer service. In summary, if bank personnel want to enable their job performance unrestrictedly, they should adopt the proper emotional labor.

Recommendations

Based on the findings, the following recommendations were made:

1. Employees working in service organizations such as Deposit Money Banks should endeavor to adopt the right emotional labour behavior in order to render timely quality service to customers.
2. Banks and other organizational management should endeavor to carry out timely orientation and re-orientation of their staff on the importance of surface acting to enable them to achieve quality service delivery.
3. Government should enact laws that make it mandatory for organizations to train and inform their employees about emotional labour.

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