

Emotional Labour and Corporate Vitality of The Nigerian Hospitality Sector in Yenagoa, Bayelsa State

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ABSTRACT

This paper examined the relationship between emotional labour and corporate vitality of the Nigerian hospitality sector in Yenagoa, Bayelsa State. The researcher adopted a correlational survey design as it measures the link between two variables. A sample size of one hundred and fifty (150) participants were drawn from a population of two hundred and forty (240) with the aid of the Taro Yamane formula. The simple random sampling technique was used and a questionnaire was designed carefully to elicit data. The Pearson Product Moment Correlation Coefficient was adopted to test the hypotheses with the aid of the Statistical Package for Social Sciences (SPSS) version 28. The results showed a weak significant relationship between surface-level behaviour and corporate vitality. It was revealed that deep-level and genuine behavior have a strong and positive relationship with corporate vitality. The researcher concludes that there is a relationship between emotional labour and corporate vitality. However, it recommends that the management of hotels should create a work culture that promote positive emotional values, safety and feelings that will lead to improve customer service in such a way that surface-level behavior does not affect the worker and managers should serve as role models by displaying genuine behavior in their interactions with employees and customers.

Keywords: *Emotional Labour, Corporate Vitality, Surface-Level Behavior, Deep-Level Behavior, Genuine Behavior, Hospitality Sector*

1. INTRODUCTION

Innovative strategies for differentiating the provision of top notch services is needed in response to the rising profile of the hospitality sector in emerging nations like Nigeria. The hotel sector strives, among other sectors, to provide excellent customer services. The importance of people as the industry's most valuable asset is highlighted by the fact that meeting client needs has become impossible in the absence of a high-quality staff. The need for more active and quality customer-driven services means that most hotels are open around

the clock, including on holidays. However, the demanding schedules may be tasking on personnel as they patiently serve visitors and deal with the pleasant challenges of providing delightful services to consumers.

Not only do hotel workers get to meet all sorts of interesting individuals, but they are also required to respond professionally and politely when visitors react negatively, even in unexpected ways. These behavioural setbacks from clients might lead to psycho-emotional problems that can lead to emotional labour. The understanding of emotional labour is important is a key to a workers success. There is need for employees to know and be aware of their personal emotions. Emotional labour appears to be highly essential in workplace because of its psychological impact on the worker, which cannot be adequately explained by mere physical and intellectual prowess. To truly care for a guest, services provided must meet both mental, physical and emotional needs of the customers. The awareness of emotional labour is a critical job requirement of staff in all works of life and the hospitality service industry is not exceptional, where employees are expected to maintain a friendly and positive disposition during their interactions with customers (Chandrachud & Gokhale, 2019; Chu et al, 2012).

Several years ago, managers of both public and private organisations relied on the intellectual or intelligent quotient (IQ) of a worker, yet more problems infiltrated into the work system. These problems persisted because the psychological aspect of the organization was overlooked. Ideally, one of such critical psychological components is emotional labour. Since its 1979 introduction by Hochschild, this notion has attracted interest of several academics and professionals in the Corporate world. Particularly in the service sector, where good customer relations and services are of the utmost importance and this idea today is been recognized as the ultimate for corporate success. Hochschild (1983) argues that emotional labour is a means of controlling one's emotions that manifests itself in a very apparent way at the job in order to improve one's interactions with customers. What this implies is that to fit in with society and follow the norms, individuals act in a controlled manner that conveys the right feelings. Emotional labour is most commonly used in service industries, where clients and providers engage in one-on-one interactions. Emotional labour is crucial to a company's success in customer service, yet employees sometimes have to pay the price for their emotional defects. In order to keep the peace at work, the employees bury or cover their true feelings. Consequently, to save the organisation, competent management should recognise such instances and compensate employees who experience such emotional defects. Employee turnover or discord in the workplace can be prevented by doing this. When individuals show their emotions, it may have both good and bad consequences, as pointed out by Humphrey et al. (2015). Emotions are the feelings one has in response to people, events or anything. The importance of effective communication both verbal and non-verbal communication was further emphasised, since emotional labour may involve workplace relations. Poor labour and management relations might lead to emotional labour and workers may express themselves emotionally in a way that Might be inappropriate.

In addition, literature offers different definitions of emotional labour. However, all of these definitions agree that emotional labour is defined by employees' deliberate efforts to hide their true feelings in order to fit in with the expectations of their employer and customers (Glomb & Tews, 2014). Three distinct forms of emotional labour have been identified in the literature: surface-level deep-level, and genuine behaviour. Therefore, surface acting is pretending to show the right emotions to guests in order to make them happy. An example is smiling at a customer when it is not real or feeling compassion for a guest when it is really genuine. Secondly, when staff or workers make an effort to recall happy memories they had and feel good about themselves so that they may convey positive feelings to customers, this is an

example of deep-level behaviour. However, there is absolutely no need to fake it when it comes to being genuine. Workers who are able to convey their true feelings to customers are those who adhere to the standards set values by the company (Amissah et al., 2022).

A number of research (Chun et al., 2020; Amissah et al., 2022) have found a correlation between emotional labour and corporate performance. The term "corporate vitality" is often used to describe a company that is doing well (Bishwas, 2015). The level of financial, intellectual, and creative growth within an organisation is a good indicator of its vitality (Gabriel et al., 2021). A company is considered to have corporate vitality if it has maintained its viability and stability over time by consistently satisfying the performance expectations of its customers, employees, stakeholders, and relevant communities (Adim and Poi, 2021). As a result, corporate vitality was defined (Akpotu & Dickson, 2018) as the force that a company possesses in its assets, skills, and capacities that allow it to thrive in a competitive market and even outperform its rivals. In this paper the authors defined corporate vitality as the energy and strength that enable an organisation to overcome difficulties and make good use of resources to accomplish corporate objectives. According to Tsaor and Tang (2013), workers in the hospitality sector serve as intermediaries between the company and its consumers and are seen as a way for businesses to stand out from the competition. Given this context, this research investigated emotional labour and corporate vitality in the Nigerian hospitality sector in Yenagoa, Bayelsa State.

2. Literature Review

2.1 Theoretical framework

Every research is founded on theories that supports the bases of the researchers' argument. This juxtaposition is in line with the ontological and epistemological propositions. To this effect, two theories suit the researcher's intent.

1. Affective Events Theory (1996)

Researching the causes and effects of emotional states on the job might be facilitated by applying Affective Events Theory (AET). An individual's emotional reaction can be triggered by their surroundings and the events occurring within it, according to this notion. The purpose of the AET was to provide an explanation for how employees' emotional and critical reactions are impacted by their work settings. The Affective Trait Theory (ATT) proposes that certain aspects of the workplace are more likely to produce particular feelings (affective responses), which in turn influence how people think about and act while on the job (Weiss & Cropanzano, 1996). The extent to which an incident has an impact, however, is conditional on one's dispositions and mood. Some people may be more easily rattled and respond negatively to setbacks, while others may be able to keep calm and carry on with self-assurance. That is to say, one's emotional reactions to events at work could vary according to one's personality attributes and the nature of their work environment.

The Affective Trait Theory (ATT) states that just as one event can trigger an emotional reaction, it can also set in motion a chain reaction of future emotional events. Emotions typically disrupt one's mental processes and are described as emotional, passing, and strong (George, 1996). Thus, things might happen at work that are "affective shocks" to the current system (Weiss & Cropanzano, 1996), necessitating further analysis and response. A person's attitude towards their work may be impacted by the cumulative effect of their emotional reactions (Weiss & Cropanzano, 1996). "The management of feeling to create a publicly

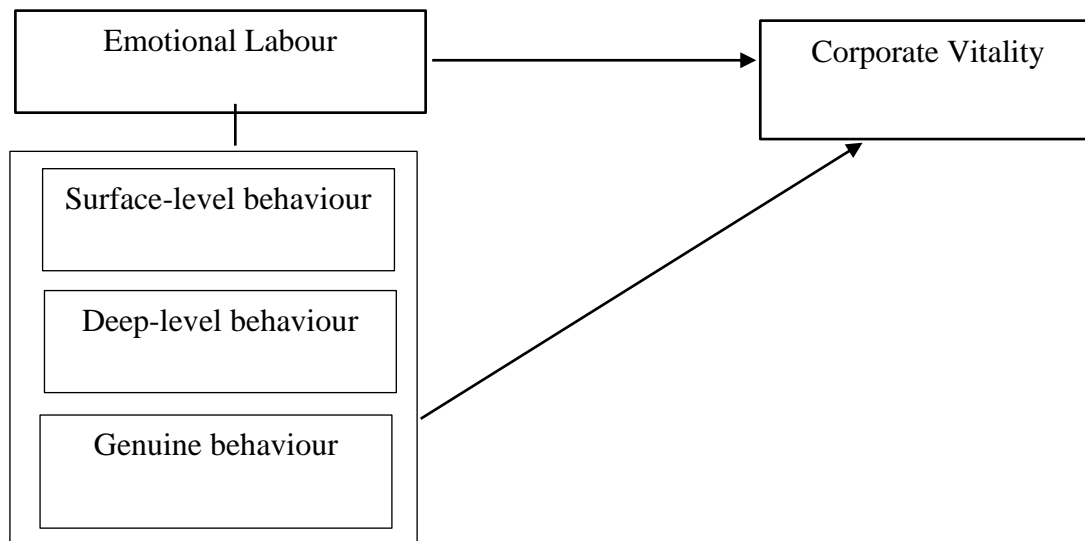
observable facial and bodily display; according to her, emotional labour is sold for a wage and therefore has exchange value" (Hochschild, 1983, p. 7). Emotional labour was also defined by Hochschild. Employees engage in emotional labour when they are required to smile and be kind to consumers regardless of their own feelings. In his analysis, Hochschild distinguished between "surface" and "deep" action, drawing parallels between the two. It is possible to conceptualise some norms and acts under any circumstance, and the amount of this varies, according to Hochschild (1983). Thus, according to Hochschild, there may be a connection between action and the way emotions are conveyed. When a person acts out specific emotions without genuinely expressing or trying to experience them is known as surface-level behaviour. That is, he controls his emotions and views himself as a performer and not a real behaviour (Hochschild, 1983). But deep-level behaviour occurs when the actor willfully adapts his emotions to his part and shows genuine emotion. Deep-level behaviour is challenging but have a long-term benefit (Hochschild, 1983). Hochschild thinks that employees may experience job stress and burnout if they attempt to deal with tough clients while maintaining a positive attitude and identifying too closely with their profession.

2.2. Emotional Labour

The first person to propose the concept of emotional labour was Hochschild (1983), who studied service industry employees including flight attendants. The regulation of emotions for the purpose of creating an outwardly visible display of body and face is known as emotional labour (Hochschild, 1983). Basically, it's about making sure that other people can read your emotions and read your body language so that they can change how they feel. Emotional labour is defined (Ashforth & Humphrey, 1993) as managing one's emotions so as to show the anticipated emotions of one's organisation through one's body language. Similarly, Diefendorff and Richard (2013) agreed that it is required of employees, but they did not account for organisational expectations. Emotional labour is the process of handling one's emotions while working. Since all of the above definitions are Centred on emotional regulation, there is obvious connectivity between them.

Emotional labour has pros and cons (Ashforth & Humphrey, 1993). One positive aspect is that it can help people get work done by controlling their relationships and avoiding conflicts with others. On the other side, it has the potential to hinder performance by setting unrealistic expectations of excellent service. As a result, there are both good and bad outcomes associated with emotional labour, the latter of which primarily impacts the mental health of workers.

Conceptual Framework



Source: Conceptualized by the researcher and was adopted from Amissah et al. (2022)

Fig. 2.1: A conceptual framework showing the relationship between emotional labour and corporate vitality

2.2.3 Dimensions of Emotional Labour

1. Surface-level Behaviour

In surface-level behaviour, sometimes called "acting in bad faith," one pretends to feel something different than what they really feel and manipulates themselves to make other people feel what they want them to feel. Emotional regulation is a way of live in which people adjust their outward displays of emotion in accordance with the norms and expectations placed on them in each given social setting. Workers may feel unhappy if the service's display regulations do not align with their own sentiments. For example, if the rules require employees to alter their visible expressions to hide their actual emotions, they may feel pressured to appear to feel something else (Khetjenkarn & Agmapisarn, 2020).

The mental and physical health of employees can be seriously affected by the prevalence of superficial conduct in many workplaces (Brotheridge & Lee, 2014; Zapf et al., 2017). Khetjenkarn and Agmapisarn (2020) drew on previous research to investigate the psychological and emotional impacts of surface acting. These effects were found to include emotional dissonance, emotional exhaustion, job dissatisfaction, decreased psychological well-being, interpersonal relationships and social support, and role ambiguity and identity strain.

Emotional dissonance occurs when employees' outward displays of emotion do not match their inner states, a phenomenon known as surface-acting. A person experiences emotional dissonance when their actual feelings are at odds with the emotions they are expected to portray (Hochschild, 1983). Stress, bad emotions, and mental pressure can all result from this inconsistency (Brotheridge & Lee, 2014).mental and emotional weariness: spending time on superficial activities might drain employees' emotional energy, leading to emotional fatigue. A diminished ability to control one's emotions, along with feelings of weariness and burnout, constitute emotional tiredness (Zapf, Vogt, Seifert, Mertini & Isic, 2017). The continual effort to suppress or fake emotions can lead to the depletion of emotional energy, leaving employees emotionally drained (Grandey, 2003); surface-level behaviour can also contribute to increased

job dissatisfaction. The incongruence between an employee's true emotions and the required emotional displays can lead to feelings of inauthenticity and a lack of fulfillment in their work (Brotheridge & Lee, 2014). Employees who engage in surface-level behaviour may perceive their work as less meaningful, resulting in lower job satisfaction (Grandey & Gabriel, 2015); decreased psychological well-being: the emotional and psychological effects of surface-level behaviour can have broader implications for employees' overall psychological well-being. Surface-level behaviour has been associated with increased levels of anxiety, depression, and reduced self-esteem (Brotheridge & Lee, 2014). Employees may experience difficulties in reconciling their true emotions with the emotions they are expected to display, resulting in a conflict between personal and professional identities.

2. Deep-level Behaviour

A genuine feeling of the intended emotions, which requires an effort to achieve, leads to a natural or usual show of emotion; this is what is meant by "acting in good faith," another name for deep-level conduct. The individual engages in this procedure when they want their emotions to be clearly evident and in line with the norms of presentation in a particular setting. An example of this would be a service provider who tries to hide their true feelings by pretending to be happy or energetic when they're really bored or exhausted (Khetjenkarn & Agmapisarn, 2020). Another example would be a customer who is unhappy but tries to keep a positive attitude.

Since "trying to feel what should be felt" necessitates the implementation of active emotion regulation procedures (e.g., reappraisal and attention deployment), Kammeyer-Mueller et al. (2015) pointed out that deep-level conduct is technically tasking. Emotional labour is, thus, deep-level behaviour. In theory, tasking behaviours can only be displayed by employees who are both highly motivated and financially stable. While it comes to overall motivation, Gabriel et al. (2020) discovered that workers whose motives are primarily altruistic are more prone to engage in deep-level behaviour while interacting with their coworkers. Having a strong sense of purpose might not always be enough to act in a profound way while engaging with coworkers on any particular day. However, in order to consistently participate in deep-level conduct, an individual must have sufficient psycho-emotional resources.

3. Genuine Behaviour

In literature, emotional harmony is commonly referred to as genuine behaviour (Chu & Murrman, 2016). Unlike some authors, Mann (1999) contends that emotional labour exists only when an individual fakes or suppresses emotion while excluding genuine display. Other researchers (Diefendorff et al, 2015) considered genuine behaviour to be found in emotional labor in that an individual may have made a conscious effort to ensure that their display of behaviour match the expectations of the organization. The problem with the concept of emotional labour is that it does not allow for genuine or spontaneous emotional experiences. Clearly, a service agent may naturally feel what he or she is estimated to express without having to work up the emotion in the sense that is discussed by Hochschild.

2.3 Corporate Vitality

According to Wyner et al. (2009), a company is considered to be vibrant if its employees are able to channel their enthusiasm and commitment into every part of the business. What this implies is that a dynamic business reveals how well it runs day-to-day operations and how it develops into a creative, goal-oriented, market-focused organisation. According to Akpotu and Dickson (2018), a company's vitality may be described as the force that is present in its

resources, competences, and capabilities, which allow it to thrive in a competitive market. Afema (2014) argues that a company's vitality may be defined as the sum of the momentum around its skills, systems, and capabilities, which in turn guarantee strategic activities to acquire a competitive edge.

According to Palmer (2011), a company's vitality is its ability to stay in business over the long run, which includes all of its functional and operational capacities. Creating strategic options that put them in a position to attain their aims and goals is, at its core, what organisations do. A dynamic company has the ability to reiterate its goals and the skills to guide its actions in the right direction. The capacity of a business to obtain resources necessary for competitiveness was examined with regard to the vitality of the firm (Marvis, 2011). In this paper, the authors defined corporate vitality as the level of health an organisation has to control difficulties and make good use of resources to accomplish corporate objectives.

The Importance and Benefits of Corporate Vitality cannot be overlooked. Corporate vitality enhances employee engagement and productivity: Corporate vitality fosters an environment where employees feel engaged, motivated, and connected to their work. Engaged employees are more likely to go above and beyond, leading to increased productivity and improved organizational performance (Saks, 2016). It improves organizational agility and adaptability. In a rapidly changing business landscape, organizations need to be agile and adaptable to remain competitive. Corporate vitality promotes the development of flexible structures, processes, and systems that enable organizations to respond effectively to changing market conditions and customer needs (Hitt, Ireland & Hoskisson, 2014). A vital organization encourages and supports innovation and creativity. By fostering a culture of experimentation, risk-taking, and learning, organizations can generate new ideas, products, and processes, leading to a competitive advantage (Amabile, 2018). Corporate vitality emphasizes employee well-being and satisfaction. When organizations prioritize the physical, mental, and emotional health of their employees, it leads to higher job satisfaction, reduced turnover, and improved employee retention.

3. Methodology

A research design is the general framework which a researcher uses to answer a research question. (Cooper & Schindler, 2014). This study adopted a correlational survey as it attempts to measure the link between two variables. The study population consisted of all hotels in Yenagoa, Bayelsa State. However, hotels that have a quality assurance units were adopted for this study. Five hotels met this requirement and were selected. A total population of 240 was obtained from the administrative units of the hotels. A sample size of 150 was determined using Taro Yamane formula. The simple random sampling technique was used and a questionnaire was designed carefully and was used to elicit data. The validity of the instrument's content was determined by discussing the items with experts in management research. Reliability was measured with the help of the Cronbach alpha technique. A value of 0.7 (Nunnally, 1998) was the benchmark and all items scored above the value and was accepted. The Pearson Product Moment Correlation coefficient was adopted to test the hypotheses with the help of the SPSS version 28.

4 Results and Discussion

4.1 Test of Hypotheses

The correlation coefficient ranges from -1 to 1, where a value of 1 indicates a strong positive correlation, 0 indicates no correlation, and -1 indicates a strong negative correlation.

Hypothesis I

There is no relationship between surface-level behaviour and corporate vitality of the Nigerian hospitality sector in Yenagoa, Bayelsa State.

Table 4.1: Correlation result between Surface-Level Behaviour and Corporate Vitality

		Surface-level Behaviour	Corporate Vitality
Surface-level Behaviour	Pear. Corr.	1	.235**
	Sig.		.000
	N	145	145
Corporate Vitality	Pear. Corr.	.235**	1
	Sig.	.000	
	N	145	145

Source: SPSS Outcome 28.0

Table 4.1 above presents the correlation results between surface-level behaviour and corporate vitality. The Pearson's correlation (r) coefficient quantifies the degree and direction of association between two variables. The relationship between outward conduct and company health is $r=.235^{**}$, according to the Pearson correlation coefficient (r). This indicates a very weak positive correlation between surface-level behaviour and corporate vitality. The p-value associated with the correlation coefficient is .000, which is less than the conventional significance level of .05. This means that the correlation is statistically significant.

Decision: From the result, we therefore reject the null hypothesis that states there is no relationship between surface-level behaviour and corporate vitality and accept the alternate hypothesis. Thus, a positive relationship exists between surface-level behaviour and corporate vitality and this relationship is weak.

Hypothesis II

There is no relationship between deep-level behaviour and corporate vitality of the Nigerian hospitality sector in Yenagoa, Bayelsa State.

Table 4.2: Correlation result between Deep-Level Behaviour and Corporate Vitality

		Deep-level Behaviour	Corporate Vitality
Deep-level Behaviour	Pear. Corr.	1	.857**
	Sig.		.000
	N	145	145
Corporate Vitality	Pear. Corr.	.857**	1

Sig.	.000	
N	145	145

Source: SPSS Outcome 28.0

Table 4.2 above presents the correlation results between deep-level behaviour and corporate vitality. The Pearson's correlation (r) coefficient quantifies the degree and direction of association between two variables. An r-value of .857** indicates a strong relationship between organisational vitality and deep-level behaviour. This indicates a very strong positive correlation between deep-level behaviour and corporate vitality. The p-value associated with the correlation coefficient is .000, which is less than the conventional significance level of .05. This means that the correlation is statistically significant.

Decision: The results support the alternative hypothesis, which argues that deep-level conduct is related to corporate vitality, and reject the null hypothesis, which states that there is no link. Because of this, the Yenagoa, Bayelsa State, Nigerian hotel industry's corporate vitality is positively and strongly correlated with its deep-level conduct.

Hypothesis III

In Yenagoa, Bayelsa State, Nigeria, the hotel industry does not show any correlation between sincere conduct and business viability.

Table 4.3: Correlation result between Genuine Behaviour and Corporate Vitality

		Genuine Behaviour	Corporate Vitality
Genuine Behaviour	Pear. Corr.	1	.821**
	Sig.		.000
	N	145	145
Corporate Vitality	Pear. Corr.	.821**	1
	Sig.	.000	
	N	145	145

Source: SPSS Outcome 28.0

Table 4.3 above presents the correlation results between genuine behaviour and corporate vitality. The Pearson's correlation (r) coefficient quantifies the degree and direction of association between two variables. The association between authentic conduct and corporate vitality is .821**, according to the Pearson correlation coefficient (r). This indicates a very strong positive correlation between genuine behaviour and corporate vitality. The p-value associated with the correlation coefficient is .000, which is less than the conventional significance level of .05. This means that the correlation is statistically significant.

Decision: So, we accept the alternative hypothesis and reject the null hypothesis based on the results. The null hypothesis argues that there is no association between real behaviour and corporate vitality of the Nigerian hospitality industry in Yenagoa, Bayelsa State. Yenagoa, Bayelsa State, Nigeria's hotel industry is thriving because to the beneficial correlation between authentic conduct and business vibrancy.

4.2 Discussion

Emotional labour and corporate vitality of the Nigerian hospitality sector in Yenagoa, Bayelsa State was covered in this study. The focus of the investigation was on 3 key dimensions of emotional labour such as; surface-level behavior, deep-level behavior and genuine behavior. The surface-level behavior which refers to the outward expression of emotions that may not truly reflect an individual's internal feelings but are displayed to meet the expectations and requirements of the job or organizational setting. The first hypothesis of the study stated that there is no relationship between surface-level behavior and corporate vitality. The results showed a weak positive relationship between surface-level behaviour and corporate vitality. This finding is in line with (Blankson et al., 2019; Groth et al., 2019; Hamed & Bashir, 2017; Hill et al., 2020). Surface-level behavior is an aspect of emotional labour that people deliberately act to suppress their negative feelings in the interest of the organisation. It has short-term benefits for the organization. Workers who fake their behaviour to conform with customer demand could unconsciously let their emotions displayed at the long-run which may adversely affect the organization.

Furthermore, the correlation between deep-level behaviour and corporate vitality was examined. The findings demonstrated a strong and positive correlation between deep-level behaviour and corporate vitality. This result is in tune with empirical studies (Bratton & Waton, 2018; Grandey & Gabriel, 2015; Chun et al., 2020; Emmanuel et al., 2020). Deep-level behavior is the the authentic emotional expressions and feelings experienced by individuals as they interact with customers, colleagues, and their work environment (Hulsheger et al., 2017; Humphrey et al., 2015; Khetjenkarn & Agmapisarn, 2020). The outcome is a confirmation that deep-level behavior and corporate vitality are connected. That is to say when employees express their emotions and engage with others in a sincere manner, it contributes positively to the organization's overall health and success(Akpotu & Dickson, 2018; Igbojekwe, 2017; Kumar et al., 2012; Larry, 2018; Revfine, 2020). This authenticity in emotional labor likely fosters better employee-customer relationships, higher levels of job satisfaction, and improved teamwork and cooperation, all of which can lead to enhanced corporate vitality(Revfine, 2020; Shania et al, 2014; Shapoval, 2016; Troughton et al., 2016; Xu et al., 2020). The study further examined the relationship between genuine behavior and corporate vitality. The findings indicated a strong and positive relationship between genuine behavior and corporate vitality within the Nigerian hospitality sector(Akpotu & Dickson, 2018). Genuine behavior in emotional labor is the employees' ability to genuinely express emotions that align with their true feelings and personalities during interactions with others. The positive relationship between genuine behavior and corporate vitality implies that when employees are true to themselves and are authentic in their emotional expressions, it contributes significantly to the organization's overall health and success(Visser, 2018; Wang & Xie, 2020; Meng, 2018). Authentic emotional labor likely fosters a positive work environment, better customer experiences, and increased employee engagement, all of which are vital for the organization's long-term success and competitive advantage(Akpotu & Dickson, 2018; Ruhaniah & Dahesihsari, 2019).

5. Conclusion and Recommendations

Emotional labour and corporate vitality formed the basis of this study. Deep-level and genuine behaviour have a significant and positive correlation with corporate vitality but surface-level behaviour has a weak but positive correlation. The authors conclude that emotional labour and corporate vitality are significantly connected. Emotional awareness and well managed emotions can lead to employees job satisfaction which could enhance corporate vitality and organisational productivity. Thus, recommends that the management of hotels should create a work culture that values and promotes positive emotions or feelings that will lead to improve customer service in such a way that surface-level behavior should be discouraged and empower employees to engage in genuine behavior, promote employee well-being, and enhance overall corporate vitality.

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