

EFFECT OF EMOTIONAL LABOUR STRATEGY ON JOB STRESS OF SECURITY OPERATIVES IN KWARA STATE, NIGERIA

Oguntifa, Felix Ogunshola¹

Adeyemi, Emmanuel Adewale²

Abogunrin, Abioudun Peter³

Daramola, O. Tope²

Abstract

This study investigates the effect of emotional labour strategy on employee job stress among security operatives of Nigeria Security and Civil Defence Corps (NSCDC), with particular reference to the Kwara State Command. Primary data were collected from randomly selected sample of 265 officers, drawn from a total population of 1241. The instrument of data collection was structured questionnaire, with items designed on a 5-point Likert scale. The hypotheses formulated in line with the research questions were tested using multiple regression analysis, with the aid of SPSS. Findings revealed that deep acting emotional labour strategy leads to a lower level of associated job stress among NSCDC operatives. Thus, it was concluded security officers using surface acting often use fake, vague or artificial emotions during service delivery which leads to higher emotional dissonance and consequently higher level of stress. The study recommends that policy makers in security agencies, and those who set emotional display standards, need to pay close attention to display rules being set as this definitely have significant impact on the level of job stress experienced by employees and consequently affect employee job attitude.

Keywords: Deep acting; Surface acting; Job stress; Emotional labour strategy

Introduction

Emotional labour has continued to receive wide attention from service organizations such as Banks, aviation companies, Tourism companies and security agencies. Also scholars in the field of business administration, human resources management, organizational behavior and organizational psychology have given more attention to the concept because of its attendant benefits to organizations (Grandey & Gabriel, 2015). Obviously, performing emotional labour by security agencies is a key success factor for good security service delivery, however, a number of studies have

¹ **Nigeria Security and Civil Defence Corps (NSCDC) Kwara State Command.**
felixoguntifa@gmail.com

² **Department of Business Administration, Faculty of Management Sciences, University of Ilorin, PMB 1515, Ilorin, Nigeria.** awadex4queen@gmail.com : daramolat@yahoo.com

³ **Department of Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Ilorin, Ilorin, Nigeria.** abogunrin.ap@unilorin.edu.ng

concluded that emotional labour as required by organizations can also negatively affect the employee's physical and mental wellbeing (Hulsheger & Shewe, 2011). The reason for this is that though good emotional labour performance can be beneficial, organizational factors, job factors and individual factors also affect the outcome of emotional labour and if not well orchestrated, may lead to negative consequences.

The practical use of emotional labour among security officers covers every aspect of their job. It helps to model the expression and behaviour of security officers to a pre-set standard to ensure a more efficient, effective and kinder security officers. Therefore security operatives make use of emotional labour in the process of investigation, interrogation, intelligence information gathering, and arresting of suspects and during search and rescue operations.

Security operatives will also need to be good emotional labour actors as they may need to change emotions frequently to display appropriate emotions depending on the situation confronting them to achieve operational success. Increase in crime rate in Nigeria means an increase in the emotional job demand of security operatives with the implication that security operatives perform emotional labour at long duration, high frequency and at high intensity a situation which can make the process to become labourious and consequently lead to job stress, strain, fatigue and frustration among security agents (VanGelderin, 2013).

Job stress among security operatives is manifested by high rate of psychological disorders (especially among operatives who have served in highly volatile regions of the country) litigations, public complaints about indiscipline among security officers, civilian brutality and high handedness, high rate of human right abuses and backlash from local and international human right agencies. Invariably, studies on emotional labour have shown that job stress may also arise because strategies of emotion regulation requires the employees to mask, hide or suppress originally felt emotions and display only emotions that are stipulated by the organization this therefore causes emotional dissonance a widely acknowledged catalyst for negative consequences such as fatigue, strain, exhaustion and job stress in emotional labour performance.

Given the foregoing, this study investigates the effect of emotional labour strategies of deep acting and surface acting on employee job stress among security operatives of Nigeria Security and Civil Defence Corps (NSCDC), Kwara State Command. Since extant literature shown that there are relatively few studies have been conducted on this very essential constructs in the context Nigeria working environment, this study is therefore significant and empirically contribute to the body existing literature.

Statement of Problem

Increase in the rate of crime and criminalities such as kidnappings, ethnic and religious militias, terrorism, armed robbery, herdsman and farmer crises, vandalization of critical national assets and infrastructures has increased the emotional labour demand of the security operatives job. The consequence being loss of emotional control, poor emotional management, human rights abuse, petitions against security agencies and litigations. Invariably, results of empirical studies conducted on emotional labour have not been consistent on the relative effect of emotional labour strategies across individuals and organizations (Sanchez, Tudella & Sella, 2018; Igbojekwe,

2017; Boucher, 2016). The consequences of having emotionally exhausted and dissatisfied security officers will be manifested by disastrous outcomes such as fatalities and injuries to security officers, loss of properties and human right abuse. Therefore this study on the effect of emotional labour strategies on job stress of security officers deserves serious attention.

Emotional dissonance in emotional labour performance has been argued to mainly account for job stress, strain, fatigue and other negative consequence of emotional labour. Reducing emotional dissonance by using appropriate emotional labour strategy will lead to reduction in negative consequence of emotional labour and ensure better security of lives and properties, investigations, interrogations, arrests and prosecution of criminals. Furthermore, security operatives are exposed to a lot of emotionally charged interactions; their job is stressful and dangerous and can lead to death, serious injuries and a host of other adverse outcomes (VanGelderin, 2013).

The study will examine the possible role of emotional labour in mitigating these negative outcomes. Finally, the success of emotional labour depends on its adequacy and timely use as each emotional labour strategies yields better results when applied to unique situations. Their misapplications to other situations may be counterproductive, laborious and lead to negative outcomes.

Research objectives

The purpose of this study was to examine the effect of emotional labour strategy on job stress among NSCDC operatives in Kwara State, Nigeria. However, the specific objectives of the study are to:

- i) determine the effect of using deep acting for long duration on job stress among NSCDC operatives in Kwara State, Nigeria; and,
- ii) examine the effect of using surface acting for long duration on job stress among NSCDC operatives in Kwara State, Nigeria.

Literature Review

Emotional Labour

Though there have been as many definitions of emotional labour as there are scholars and authors on emotional labour, there is no consensus definition of the concept. However, the generality of authors and researchers views emotional labour as the management of feelings and emotional expressions according to organisation's specifics (Igbojekwe, 2017; Boucher, 2016; Zapf & Holz, 2006; Diefendorff, Croyle, & Gosserand, 2005; Hochschild, 1983). However, two emotional labour strategies were popularized in extant literature. This include

Deep Acting

This is used when an employee attempts to align privately felt emotions with normative expectation so as to bring the outward expression of emotions in line with theirs as required by the organization. Thus, employees re-appraised the situation, modifies their feelings to match required display in order to appear authentic to the client or customer. An individual practicing deep acting does not just display the appropriate emotions but actually internalizes the specified emotion. Deep acting takes place when an employee's feelings does not match the situation; they then

remedy the situation by using their training on emotional labour or past work experience to work up an appropriate emotion. Therefore, it often refers to as the process of modifying internal affect to make it consistent with the outward expressions demanded of the job role (Igbojekwe, 2017; Mesmer-Magnus, Dechurch & Wax, 2012; Spencer & Rupp, 2009). The study therefore proposed that:

Ho1: *Using deep acting for long duration has no significant effect on job stress among NSCDC operatives in Kwara State, Nigeria.*

Surface Acting

Surface acting occurs when employees show appropriate emotions in order to meet organization's emotional expectations even though their true feelings remain unchanged and inconsistent with their displayed feelings. Thus, it is regarded as act of simulating emotions that are not actually felt by changing their outward appearances (i.e. facial expression, gestures, or voice tone) when exhibiting required emotions (Boucher, 2016; Bhowick & Mulla, 2016; Spencer & Rupp, 2009; Karatepe & Aleshinloye, 2009). The study therefore proposed that:

Ho2: *Using surface acting for long duration has no significant effect on job stress among NSCDC operatives in Kwara State, Nigeria.*

Conceptual Model

As depicted in figure 1, the relationship between the dependent and independent variables for the study is conceptualized by input-process-output parameters.

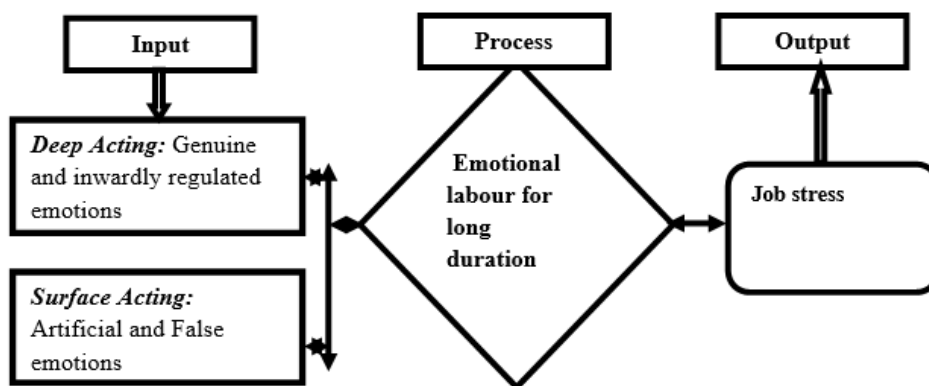


Figure 1: Study Conceptualization

Source: Author's Design, 2021

Methodology

This study employed a survey research design method whereby a structured questionnaire was the instrument used to elicit data from the eligible respondents of the study. The population of the study consists of all the officers of the Nigeria Security and Civil Defence Corps (NSCDC) Kwara State Command; with state headquarter in Ilorin and divisional offices and outposts in the sixteen (16) local governments of Kwara State. The current staff strength of the Command is 2064. However, the population of the study was limited to the 1241 general duty officers and men of NSCDC Kwara State Command who

had spent more than two (2) years in the service. The reason for limiting the population of the study to these officers was because they were by implication more likely to use emotional labour in the course of their duty.

Krejcie and Morgan (1970) sample size determination was used to arrive at two hundred and ninety one (291) officers from the population of 1241 eligible personnel. The sample technique used for the study was stratified random sampling method which ensures that all personnel in eligibility bracket had equal chance of being selected. Primary data were sourced through the use of questionnaire. The questionnaire was adapted from the Maslach Burnout Inventory and the Work Stress Questionnaire (WSQ) as it was designed to measure the variables intended. The adapted questionnaire contained two group of variables that was used to measure (a) Emotional labour (Deep acting and surface acting) and (b) Job stress. Each of the two groups of variables was measured using a five point likert scale ranging from (5) strongly agreed to (1) strongly disagreed.

The effect of emotional labour strategies on job stress was empirically investigated by testing the hypotheses in turn using multiple linear regressions. Thus, the linear relationship between the independent and dependent variables were specified in the model equation.

$$JobStrs = \beta_0 + \beta_i GenEmo + \beta_{iil} RegEmo + \beta_{iia} ArtiEmo + \beta_{iif} FalsEmo + E$$

Where:

JobStrs = Job Stress

Bo = Intersection point

GenEmo = Genuine Emotions

RegEmo = Internally Regulated Emotion

ArtiEmo = Artificial Emotions

FalsEmo = False Emotions

E = Error term

Results and Discussion

The regression results to examine whether or not emotional labour strategies have effect on feeling of accomplishment were presented in table 1-6.

Test of Hypothesis One

Re-Ho1: *Using deep acting for long duration has no significant effect on job stress among NSCDC operatives in Kwara State, Nigeria.*

Table 1 : Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.774 ^a	.599	.596		.827

a. Predictors: (Constant), *RegEmo*, *GenEmo*

Source: Researcher's Computation, 2021

The model summary as revealed in table 1 posits that performing deep acting for long duration have significant relationship with job stress among NSCDC operatives. The multiple correlation coefficient (R) value of 0.774 (77.4%)

posits significant and strong relationship between performing deep acting for long duration and job stress among NSCDC operatives, proxied by internally regulated emotion (RegEmo) and genuine emotions (GenEmo).

The R-square value of 0.599 (59.9%) implies that the independent variables of internally regulated emotion (RegEmo) and genuine emotions (GenEmo) have a combine effect of 0.599 (59.9%) on the dependent variable of job stress (JobStrs) among NSCDC operatives. This implies that the cumulative effect of the independent variables of internally regulated emotion (RegEmo) and genuine emotions (GenEmo) combined together is able to explain the dependent variable of job stress (JobStrs) up to 0.599 (59.9%).

The adjusted R^2 value of 0.596 (59.6%) revealed that genuine emotions (GenEmo) and internally regulated emotion (RegEmo) actually contribute to variation in the level of job stress (JobStrs) among NSCDC operatives. This is good enough in determining the goodness of fit for the model (regression equation). Hence, the regression model proved to be very useful for making predictions since the value of R^2 is close to 1.

Table 2: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.643	.237		6.941	.000
1 GenEmo	.723	.039	.731	18.332	.000
RegEmo	.222	.045	.196	4.926	.000

a. Dependent Variable: JobStrs

Source: Researcher's Computation, 2021

The estimated equation of the model is expressed as $JobStrs = \beta_0 + \beta_1 GenEmo + \beta_2 RegEmo + \epsilon$

As revealed in Table 2, job stress (JobStrs) equals 1.643 when all other variables are constant. It would increase by 0.723 and 0.222 respectively when there is a unit increase in genuine emotions (GenEmo) and internally regulated emotion (RegEmo) respectively, while other variables remain constant. The table further revealed that the standardized beta coefficient in respect to genuine emotions (GenEmo) is 0.731 with t-test value of 18.332 at 5% level of significant. This posits that genuine emotions (GenEmo) as a dimension of performing deep acting for long duration is a positive predictor of job stress among NSCDC operatives.

The standardized beta coefficient in respect to internally regulated emotion (RegEmo) was 0.196, with t-test value of 4.926 at 5% level of significant. This implies that internally regulated emotion (RegEmo) as a construct of performing deep acting for long duration is significantly relevant in predicting job stress among NSCDC operatives.

Therefore, the analysis reveals that among the two enabling factors of performing deep acting for long duration, expressing genuine emotions with standardized beta coefficient of 0.731 and t-test value of 18.332, is the most significance construct influencing job stress among the NSCDC operatives. This was distantly followed by internally regulated emotion with standardized beta coefficient of 0.196 and t-test value of 4.926. The summary of the regression analysis

results indicate that the calculated p-values is less than the critical/tabulated p-values of 0.05, and both of the constructs of performing deep acting for long duration positively predict job stress among NSCDC operatives, thus, performing deep acting for long duration significantly influenced job stress among the NSCDC operatives.

Test of Hypothesis Two

Ho2: Using surface acting for long duration has no significant effect on job stress among NSCDC operatives in Kwara State, Nigeria.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.753	.751	.289

a. Predictors: (Constant), FalsEmo, ArtiEmo

Source: Researcher's Computation, 2021

The model summary as revealed in Table 3 depicts that using surface acting for long duration have significant relationship with job stress among NSCDC operatives. The multiple correlation coefficient (R) value of 0.868 (86.8%) posits significant and strong relationship between performing surface acting for long duration and job stress among NSCDC operatives, proxied by artificial emotions (ArtiEmo) and false emotions (FalsEmo).

The R-square value of 0.753 (75.3%) signifies that the independent variables of artificial emotions (ArtiEmo) and false emotions (FalsEmo) have a combine effect of 0.753 (75.3%) on the dependent variable of job stress (JobStrs) among NSCDC operatives. This implies that the cumulative effect of the independent variables of artificial emotions (ArtiEmo) and false emotions (FalsEmo) combined together is able to explain the dependent variable of job stress (JobStrs) up to 0.753 (75.3%). The adjusted R^2 value of 0.751 (75.1%) revealed that artificial emotions (ArtiEmo) and false emotions (FalsEmo) actually contribute to variation in the level of job stress (JobStrs) among NSCDC operatives. This is good enough in determining the goodness of fit for the model (regression equation). Hence, the regression model proved to be very useful for making predictions since the value of R^2 is close to 1.

Table 4: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.973	.109		27.377	.000
1 ArtiEmo	.149	.027	.186	5.475	.000
FalsEmo	.282	.012	.776	22.817	.000

a. Dependent Variable: JobStrs

The estimated equation of the model is expressed as $\text{JobStrs} = \beta_0 + \beta_i \text{ArtiEmo} + \beta_{ii} \text{FalsEmo} + \epsilon$. As revealed in Table 4, job stress (JobStrs) equals 2.973 when all other variables are constant. It would increase by 0.149 and 0.282 respectively when there is a unit increase in false emotions (FalsEmo) and artificial emotions (ArtiEmo) respectively, while other variables remain constant. The Table 4 further revealed that the standardized beta coefficient in respect to artificial emotions (ArtiEmo) is 0.186 with t-test value of 5.475 at 5% level of significant. This posits that artificial emotions (ArtiEmo) as a dimension of performing surface acting for long duration is a positive predictor of job stress among NSCDC operatives.

The standardized beta coefficient in respect to false emotions (FalsEmo) was 0.776, with t-test value of 22.817 at 5% level of significant. This implies that false emotions (FalsEmo) as a construct of performing surface acting for long duration is significantly relevant in predicting job stress among NSCDC operatives. Therefore, the analysis reveals that among the two enabling factors of performing surface acting for long duration; expressing false emotions with standardized beta coefficient of 0.776 and t-test value of 22.817, contribute mostly to job stress among the NSCDC operatives. This was followed by artificial emotions (ArtiEmo) with standardized value of 0.186 and t-test value of 5.475. The summary of the regression analysis results indicate that the calculated p-values is less than the critical/tabulated p-values of 0.05, and both of the constructs of performing surface acting for long duration positively predict job stress among NSCDC operatives, thus, performing surface acting for long duration significantly influenced job stress among the NSCDC operatives.

Conclusion

Studies on emotional labour have shown that though it may bring success to an organization, it can also become labourious, negatively affecting employees' physical and mental wellbeing as well as the organization's efficiency and effectiveness. Thus, this study empirically investigated the effect of deep acting and surface acting, two of emotional labour strategies on employee job stress, an important aspect of employee physical and mental wellbeing. Findings indicate that deep acting emotional labour strategy leads to a lower level of associated job stress among security officers. This implies that using genuine and internally regulated emotions, a situation which minimizes emotional dissonance, relates to security officers displaying more feeling of less fake, vague or insincere emotions.

Furthermore, the study concludes that surface acting leads to a significantly higher level of job stress when compared to deep acting strategy. Thus, security officers using surface acting often use fake, vague or artificial emotions during service delivery which leads to higher emotional dissonance and consequently higher level of stress in the course of their duty delivery.

Recommendations

The study recommends that policy makers in security agencies, and those who set emotional display standards, need to pay close attention to display rules being set as this definitely have significant impact on the level of job stress experienced by employees and consequently affect employee job attitude.

The study further recommends that emphasis should be placed on employees using genuine emotions and internally regulated emotions which are components of deep acting strategy, as this research has shown that it leads to a lower level of job stress among employees when compared to surface acting. Conversely, surface acting tends to produce better result among female employees, therefore, the study recommends the adaptation of surface acting to the recently formed Female Corps Squad of the NSCDC.

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