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Effect of Emotional Labour on Emotional Exhaustion of Tellers in Two Sri Lankan Banks

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Abstract

Area of the Study

As service sector is extremely growing extremely and the employers require their front line employees to display certain types of emotions, this study concentrated on the emotional labour (The emotional demand on service providers) and the effect of emotional labour on emotional exhaustion of tellers in two private banks in Sri Lanka.

Problem of the Study

To examine the effect of emotional labour on emotional exhaustion of tellers of two banks in Sri Lanka and further, finding ways of enacting emotional labour leading to different consequences.

Method of the Study

Forty-four tellers of two private Sri Lankan banks were tested quantitatively using a questionnaire comprised of 40 questions out of which 30 tested emotional labour (surface acting and deep acting) and 10 questions were used to test the variable of emotional exhaustion. The data collected were analyzed through correlational and regression analysis to test the hypothesis developed at the beginning.

Findings of the Study

The main finding was that emotional labour affects emotional exhaustion showing a negative relationship. In addition, it was revealed that both surface and deep acting were related negatively with emotional exhaustion. Most of these findings were found to be opposite to the previous scholarly evidenc.e.

Conclusion of the Study

Performance of emotional labour is healthy for the tellers since they are experiencing less emotional exhaustion when their performance of emotional labour is increased. When the surface acting and deep acting are considered separately then it can be concluded that performance of deep acting is more beneficial than enacting surface acting due to the reason that deep acting has a greater positive impact on emotional exhaustion than the surface acting.

Key words: Emotional Labour, Emotional Exhaustion, Surface Acting, Deep Acting

Introduction

Within the growing service sector the banking, finance and leasing and insurance sector have expanded their branch network around the country (Central Bank of Sri Lanka, 2011). As indicated by the Central Bank of Sri Lanka (2011) the banking, insurance and real estate sub sector has grown by 7.9% in 2011. Therefore, it is obvious that a severe competition can be seen in the Sri Lankan banking and finance sector, which has ultimately influenced them to search of novel and distinct tactics to successfully survive and win the industry. Increasing competition among the service organizations has pushed them to consider about the quality of the service they provide to the customers. According to Chu (2002), the interaction between

the service provider and the customer is the core of a service experience that influences customers' perceptions of service quality. Emotions of the employees of especially the sectors as banking, tourism, and health care, in which the interaction with the customers is at utmost importance, are expected by the businesses to be properly managed (Celik, et al., 2010).

Emotional Labour

A significant concept is related to emotions, which is highly applicable to the present competitive economy, especially the service sector: "Emotional Labour". Emotional labour, by contrast, is Arlie Russell Hochschild's (originator of the concept) term to the process of emotion management which people do in public world of work (Wharton, 2009). She defined emotional labor as "the management of feeling to create a publicly observable facial and bodily display; emotional labour is sold for a wage and therefore has exchange value" (Hochschild, 1983, p.7).

According to Hochschild (1983) when an organization seeks to create demand for a service and then deliver it, it uses the smile and the soft questioning voice in which the worker is asked to feel sympathy, trust, and good will. On the other hand, when the organization seeks to collect money for what it has sold, worker may be asked to use a grimace and the raised voice of command in which the worker is asked to feel distrust and sometimes-positive bad will. The variety of emotional tasks could be well understood by the statements in the book of *The Managed Heart: Commercialization of Human Feelings*.

"The project of the flight attendant is to enhance the customer's status, to heighten his or her importance....she is encouraged to think of passengers as guests or as children" (Hochschild, 1983, p.139, p.141).

"In contrast, the final stages of bill collecting typically deflate the customer's status,...Conversations with bill collectors are notorious for such status deflation, which is why they often provoke hostility" (Hochschild, 1983, p.139).

Knowing that there are two extremes of emotional labour, the present study gave the consideration and the emphasis on the positive emotional labour approach. Even though emotional labour is a construct, which evolved through many years still a number of unresolved issues regarding the definition, measurement and dimensions of the concept appeared in its literature. Chu (2002) pointed out that researchers have used different approaches to understand the nature and dimensionality of emotional labour. This study considers that emotional labour is a two-dimensional construct: Surface Acting and Deep Acting (e.g., Brotheridge and Lee, 2003; Celik, et al., 2010; Chu, 2002; Grandey, 2000).

Emotional Labour as a two-dimensional construct

Surface Acting is identified as showing the emotions which are not felt, but are required by the business, and suppressing or altering the emotions truly felt (Brotheridge and Grandey,

2002; Brotheridge and Lee, 2003, Hochschild, 1983). Rafaeli and Sutton (1987) termed surface acting as “faking-in-bad-faith” (p.32) in which the employee conforms to the display rules using only external demonstrations such as tone and intonation of voice, facial expressions and gestures to keep the job but not to help the customer or the organization.

Brotheridge and Grandey (2002) defined deep acting as the process of controlling internal thoughts and feelings to meet the mandated display rules. Deep Acting can be performed in two ways: passive deep acting and active deep acting. In passive deep acting, a worker spontaneously experiences, without any deliberate effort, the appropriate feelings during role performance (Hochschild, 1983). In active deep acting (Hochschild, 1983) a conscious attempt is made to alter or change one’s feelings to match what is required by making indirect use of a trained imagination. “Faking-in-good-faith” was the term deep acting received by Rafaeli and Sutton (1987) since it seems authentic to the audience (p.32). As the intention is to genuinely, provide a better service to the customer instead of having any emotional dissonance inside the emotional worker it is considered as faking but with a good faith.

Negative consequences of emotional labour

There is a range of negative outcomes of emotional labour for employees and organizations that have been explored in the literature, which may be relating to job attitudes, health and psychological well-being, and job-related behaviours (Torland, 2013). The results showed that surface acting had a negative relationship with job satisfaction showing a negative effect on adventure tour leaders. A research study carried out in a Canadian Downtown Hotel showed that the turnover rate in that organization was noticeably higher at the front desk while having an aggregate labour turnover, which is lower than 20 per cent (Watt, 2007). One front desk agent spoke about how several of her colleagues had left, including one woman for whom bullying by the guests.

“Another one got ... just couldn’t take it... some people can’t take the front desk. It’s just really, really demanding, like people are very, very demanding all of the time. And they expect you to know everything on the spot, right then and there. [...] (p. 54).

Burnout is referred to as the most cited negative consequence of emotional labour (Emmerik, Jawahar and Stone, 2005). Burnout is simply (Grandey, 2000) a stress outcome typically found in employees in the helping industries. Maslach in 1982 (cited in Halbesleben and Buckley, 2004), the pioneer of the concept of burnout who developed a scale (Maslach Burnout Inventory) defined it as “a syndrome consisting of three aspects: emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do ‘people work’ of some kind” (p. 3).

Halbesleben and Buckley (2004) mentioned that depersonalization is also known as cynicism and disengagement in the literature. It often occurs in response to the aforementioned emotional exhaustion and describes a process whereby employees detach from their job and begin to develop uncaring attitudes toward their job, their performance, and those associated (e.g., clients, coworkers, etc.) with the job (Halbesleben and Buckley, 2004). Reduced

personal accomplishment, the second aspect of emotional exhaustion is considered as reduced personal efficacy (Halbesleben and Buckley, 2004) and negative self-evaluation (Maslach and Jackson, 1981). It refers to diminished perceptions of ability on the job; employees perceive that they cannot perform as well at their job as they once could. Given that emotional exhaustion is one of the main variables in this study, this outcome of emotional labour is critically examined in the next section.

Emotional Exhaustion

Emotional exhaustion is widely regarded as the core component of job burnout (Maslach and Jackson, 1981). Specifically emotional exhaustion refers to, Halbesleben and Buckley (2004) a depletion of emotional resources. It is characterized by feelings of tiredness and fatigue, a lack of energy and the depletion of an individual's emotional resources (Moore, 2000). Predictors of Emotional Exhaustion, Personal characteristic:/ Interpersonal aspects of work/Nature of the work:/Personality of Employee: Acker (2011) is explaining emotional exhaustion as a mediating variable rather than an outcome variable of the burnout process. Emotional exhaustion, acts as an indirect influence by transmitting the effect of role stress to result in workers' intentions to quit their job (Acker, 2011). Another study, on call centre employees carried out by Derry, Iverson and Walsh (2002) explained that the daily experience is patently of repetitive, intensive and frequently stressful for those employees which can result in employee "burnout".

Respondents in the study of Derry, Iverson and Walsh (2002) who disliked speaking in scripted way where management was seen as focusing on the throughput of calls, rather than the quality of the service, and where employees felt that management was placing unfair pressure on them to minimize their wrap-up time, there was a greater probability that employees would experience emotional exhaustion. Comments from two respondents clarify the contradictory pressures that the employees faced:

"The emphasis on wrap-time affects me greatly, as at times I feel like I have done an excellent job and have been complimented by the customer for the effort put in, only to be told that my wrap-time is bad. This destroys any job satisfaction for me. There are at least two to three calls per week that require a lot of time and patience for a solution – these customers are often at their wits end . . . I believe in customer service and I dislike being punished for attempting to fulfill the obligation of service to customers" (p. 490).

Emotional Labour and Emotional Exhaustion

Most empirical studies so far analyzed relationships between aspects of emotion work and emotional exhaustion, which is a key component of burnout (Zapf, 2002). A study done on call centre workers revealed that the sample group experienced moderate levels of emotional exhaustion when they enact emotional labour (Lewig and Dollard, 2003). Contradicting to many of the researchers findings, Johnson (2004) pointed out that emotional labour displayed almost no relationship with emotional exhaustion while mentioning that it is not emotional labour itself that results in emotional exhaustion, but other facets of the job, or in this case, how the emotional labour is performed (either by surface or deep acting). Naz and Gul

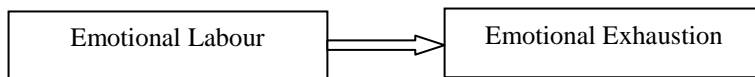
(2011), who performed a research study on nurses and physicians, claimed that there is very little literature available on the negative effects of emotional labour in health care settings, and its impact on performance. Naz and Gul (2011) showed that nurses experienced more emotional labour and emotional exhaustion than physicians do. They concluded that nursing constitutes emotional labour not only because it requires the display of certain, socially desirable feelings but also because it involves the effective management and concealing of the negative ones which results in burnout and emotional exhaustion.

According to the study of Hur, Moon and Jun (2013) it is revealed while proving with their analysis that emotional labour regulations (i.e. surface and deep acting) have different impacts on emotional exhaustion, consistent with previous studies (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002). Research studies proved that emotive effort (deep acting) associates negatively with emotional exhaustion while surface acting demonstrated a positive relationship implying more negative consequences on the emotional labourer (Chu, 2002; Grandey, 2003; Hur, Moon and Jun, 2011; Johnson, 2004; Kim, Yoo and Kim, 2012).

Development of the Theoretical Framework

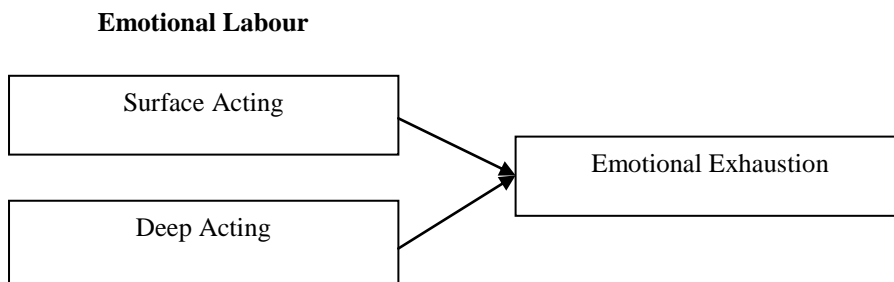
Based on the theoretical explanation on emotional labour, a model (Figure 1) was developed. The researcher along with the support of literature developed the following figure providing the consideration to the main objective. It demonstrates the relationship between emotional labour and emotional exhaustion.

Figure 1: Theoretical Framework



When the literature was deeply analyzed, the researcher identified that the variable of emotional labour could be expanded further. Therefore the present research study considered surface and deep acting (Taken together, it is emotional labour) as independent variables whereas emotional exhaustion is considered as the dependent variable. Thus, the proposed conceptual framework for the study is shown in the figure 2.

Figure 2: Proposed Conceptual Framework



Hypotheses Development

The researcher developed testable statements to confirm the established relationships which were already theorized. They are as follows.

Hypothesis 1

Many of the scholars have stated and proved that emotional exhaustion is identified as a major negative outcome of emotional labour (Lazanyi, 2010; Zapf, 2002; Wharton, 2009).

H₁ - There is a relationship between emotional labour and emotional exhaustion

Hypothesis 2

Based on evidence revealed in the literature review it is expected that there will be a positive relationship between surface acting and emotional exhaustion and hypothesized as follows (Johnson, 2004; Naring, Vlerick and Ven, 2011; Seery and Corrigan, 2009; Smith, Dorsey and Mosley, 2009).

H₂ - Surface acting is positively related to emotional exhaustion

Hypothesis 3

Following hypothesis is based on evidence shown in (Celik, et al., 2010; Chu, 2002; Johnson, 2004) which reported a negative relationship between deep acting and emotional exhaustion.

H₃ - Deep acting is negatively related to emotional exhaustion

Hypothesis 4

It is hypothesized as follows based on the evidence identified in the previous chapter (Grandey, 2000; Grandey, 2003).

H₄ - Deep acting has a lesser impact on emotional exhaustion than surface acting

Since the researcher wants to delineate the variables, i.e. emotional labour, surface acting and deep acting associated with the problem of emotional exhaustion, the study is called a correlational study. The intention is to see if a relationship does exist among the variables investigated. Researcher selected the survey strategy as the most appropriate strategy for the study.

Method of the study

The context for the present study is the banking sector in Sri Lanka. This sector was selected due to two basic reasons. Firstly, banking sector can be identified as a fast growing and a competitive sector in the service industry in Sri Lanka thus, the concept of emotional labour is more applicable. Secondly, very few research studies were able to identify which were done in the banking sector relating to the emotional labour concept. The job of a bank teller was selected due to the reason that it is a type of a job that requires the job holder to interact

with various types of people daily for long hours. In addition, it was identified that there is a research gap on emotional labour relating to bank tellers.

Convenience sampling is most often used during the exploratory phase of a research study and it is the best way of getting information quickly and efficiently (Sekaran and Bougie, 2010). Thus, the researcher used the convenience sampling since the present study is an exploratory research study. The population included all the tellers working in the banking sector of Sri Lanka and a sub-population should be drawn out as all the tellers working in the particular bank. Present study concerned on the sub population since the researcher was not able to obtain the accurate statistics on the population.

This study was totally based on primary data and a questionnaire was used as the data collection method. The questionnaire was comprised of four sections allocating the final question as an open – ended question while the other questions included in the rest of the three sections were closed ended questions except the question rose for obtaining the information on the tenure as a teller. A pretest was carried out to check the reliability of the instruments and it was done with 15 of bank tellers in a selected bank.

Measures

Emotional labour

Emotional labour was measured through measuring the two dimensions of emotional labour; surface acting ad deep acting.

Surface acting and deep acting

Items to measure the dimensions were generated from the existing literature. Brotheridge and Lee (2003); Grandey (1999); Hur, Moon and Jun (2013); Kruml and Geddes (2000) were utilized in the items generation point and they measured whether the tellers actually agreed that they perform surface acting and deep acting. A sample item for the surface acting is “I behave in a manner that differs from how I really feel” and to identify the deep acting, statements like “In order to display empathy for a customer, I think about how I might feel in his/her situation” were used. These statements are proved to have high internal consistency and reliability. Appendix 1 provides a detailed summary of the items generation. Question statements from 01 to 15 measured the dimension of surface acting while deep acting was measured through the question statements from 16 to 30.

Emotional Exhaustion

Emotional exhaustion was measured using Maslach and Jackson’s (1981) nine-item emotional exhaustion subscale of the 22-item Maslach Burnout Inventory (MBI). A high degree of burnout is reflected in high scores on the emotional exhaustion subscale. The measure assesses how often respondents report feeling the symptoms of emotional exhaustion at work. A sample item is “I feel emotionally drained at work.” Higher scores on this measure suggest high levels of emotional exhaustion. Brotheridge and Grandey (2002) report high internal consistency reliability for this subscale ($\alpha=0.91$). Question statements from 31 to

39 focuses on measuring emotional exhaustion. Questions were rated on the 7.0 Likert Scale, which is the most common approach, used in the research surveys.

Table 1: Scale

Scale	Point
Strongly Disagree	1
Disagree	2
Slightly Disagree	3
Neither Agree nor Disagree	4
Slightly Agree	5
Agree	6
Strongly Agree	7

The data collected from the completed survey questionnaires entered into SPSS Version 16 data analysis software for PCs. The collected demographic data were analyzed utilizing frequency distributions.

Results

A pre-test was carried out mainly to check the reliability of the variables of the research study and it was identified through calculating the Cronbach’s Alpha value. The present study is not establishing the validity of the measures since well-validated measures (e.g. Maslach Burnout Inventory, Emotional Labour scale) are being used in the questionnaire (Sekaran and Bougie, 2010). The questionnaire developed was pretested on tellers in one Sri Lankan private bank. Twenty questionnaires were distributed and 15 of them were successfully collected. Table 2 presents the demographics of the pretest sample.

Table 2: Demographics of the pretest sample

Demographic Category	Percentage Value %	Numerical Value
<u>Age</u>		
Less than 19	0	0
20-29	80	12
30-39	20	03
40-49	0	0
More than 50	<u>0</u>	<u>0</u>
Total	<u>100</u>	<u>15</u>
<u>Marital Status</u>		
Single	73.3	11
Married	<u>26.7</u>	<u>04</u>
Total	<u>100</u>	<u>15</u>
<u>Gender</u>		
Male	60	09
Female	<u>40</u>	<u>06</u>
Total	<u>100</u>	<u>15</u>
<u>Years of Experience</u>		
Less than 01 year	6.7	01
01- Less than 03 years	60	09
03- Less than 05 years	6.7	1
05- Less than 07 years	13.2	02

07- Less than 09 years	6.7	1
09- More than 09	<u>6.7</u>	<u>1</u>
Total	<u>100</u>	<u>15</u>

Considering the statistics of Table 3 the researcher identified that the reliability of the measures of all three variables are high and acceptable.

Table 3: *Reliability statistics of the constructs in the pilot survey*

Construct	Cronbach's Alpha
Surface Acting	0.767
Deep Acting	0.834
Emotional Exhaustion	0.701

Final Study

Based on the results of the pilot study, 44 questions were included in the questionnaire. Four questions were allocated for the demographic information (age, marital status, gender and years of experience), fifteen questions measured surface acting and another fifteen questions measured deep acting. To measure the variable of emotional exhaustion, nine questions were used and finally, one open-ended question was inserted to respond freely about the tellers' experience. A self-administered survey was used to collect data.

Profile of the Respondents

Total sample is comprised with respondents who are between the ages of 20 to 39 and even in that majority (81.82%) of the tellers (age category of 20-29 years and young group of the job). Majority of the tellers are single and a small percentage (22.73%) is married. Much difference was not revealed in the composition of male (55%) and female (45%). When considered their tenure in the current position, the shortest tenure was six months, and the longest tenure was ten years. The average tenure was 03 years.

Survey results and the data analysis

Table 4: Final reliability statistics of the constructs

Construct	Number of Items	Cronbach's Alpha
Surface Acting	15	0.820
Deep Acting	15	0.726
Emotional Exhaustion	09	0.758

An alpha of 0.70 is the minimum considered acceptable (Nunnally and Bernstein, 1994, cited in Johnson, 2004). Therefore, reliability of surface acting, deep acting and emotional exhaustion is accepted.

Survey Results

Table 5: Descriptive statistics of constructs

Variable	N	Minimum	Maximum	Mean	Std. deviation
Surface Acting	44	2.93	5.80	4.67	0.81
Deep Acting	44	3.27	6.07	5.14	0.62
Emotional Labour	44	3.47	5.93	4.90	0.64
Emotional Exhaustion	44	2.89	6.00	4.68	0.92

Table 5 presents an overview of descriptive statistics for the variables of total deep acting, total surface acting, and total emotional exhaustion. The mean of total surface acting was 4.67, which showed that bank tellers ‘most of the time’ performed this type of emotional labour. The mean of total deep acting was 5.14, which showed that tellers performed deep acting ‘most of the time’. The mean of total emotional exhaustion was 4.68, which showed that majority of tellers in this study slightly agreed that they are emotionally exhausted with their job.

Testing and Analysis of the Hypotheses

Hypothesis 1

H₁- There is a relationship between emotional labour and emotional exhaustion

Correlation Analysis

A two-tailed correlational test was used to test this hypothesis since the hypothesis was not given any direction (non-directional). In Hypothesis 1, it was postulated that there is a relationship between emotional labour and emotional exhaustion. As it can be seen from the table 5.9 that the significance level is less than 0.01 ($0.01 > 0.001$), therefore, first it can be interpreted that there is a statistically significant correlation between emotional labour and emotional exhaustion. The correlation coefficient, which indicates the strength and the direction of the relationship, is -0.467 ($r = -0.467$) at a 95% of confidence level. This correlation indicates that emotional labour and emotional exhaustion have a negative relationship since the coefficient is negative and it can be concluded further that the relationship is moderate with a coefficient closer to (-0.5) . This hypothesis testing result supported hypothesis one thus, H_1 is accepted.

Hypothesis 2

H₂-Surface acting is positively related to emotional exhaustion

Correlation Analysis

One tailed correlational test was performed as the hypothesis was directed to the positive direction (+). It was proposed in the Hypothesis 2, that surface acting is positively related with emotional exhaustion. That is when one exerts more surface acting in the act of emotional labour, he/she would experience more emotional exhaustion. The correlation coefficient between surface acting and emotional exhaustion was -0.379 which was significant ($0.01 > 0.006$) at a 95% of confidence level. This result suggests that, opposite to the prediction, there is a significant negative relationship instead of a positive relationship as

hypothesized between surface acting and emotional exhaustion. Since correlation coefficient is less than 0.5 it can be concluded that the relationship between surface acting and emotional exhaustion is weak. Hypothesis 2 was thus not supported and was not accepted.

Hypothesis 3

H₃ - Deep acting is negatively related to emotional exhaustion

Correlation Analysis

One tailed correlational test was performed as the hypothesis was directed to the negative direction (-). In Hypothesis 3, it was postulated that when more deep acting is performed less emotional exhaustion will be experienced by the emotional worker. As expected, correlation coefficient was a negative value which showed negative relationship between the two variables and the relationship was statistically significant (0.01>0.001). Since the coefficient is closer to (-0.5) the researcher interpreted a moderate relationship. This hypothesis was supported (r = -0.474) and the H3 is accepted.

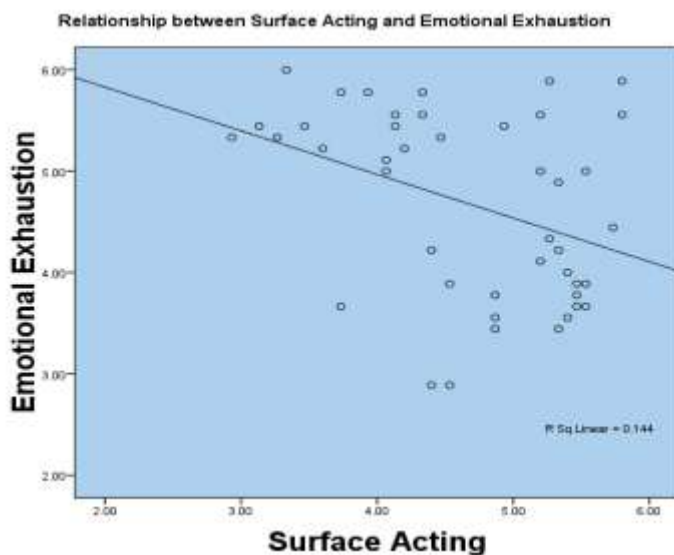
All the results relating to the hypotheses 1, 2 and 3 testing are demonstrated in the following table (Table 6).

Table 6: Correlations

		Emotional Exhaustion	Emotional Labour	Surface Acting	Deep Acting
Emotional Exhaustion	Pearson Correlation	1	-.467**	-.379*	-.474*
	Sig. (2-tailed/ 1 tailed)		.001	.011	.001
	N	44	44	44	44

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

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



Hypothesis 4

H₄ -Deep acting has a lesser impact on emotional exhaustion than surface acting

Multiple Regression Analysis

A multiple regression analysis was carried out since both the deep acting and surface acting are performed by the emotional worker in their daily course of duties.

Table 7: Multiple Regression Analysis

Model	Un-standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.348	1.043		8.003	.000
Surface Acting	-.161	.196	-.142	-.821	.416
Deep Acting	-.568	.254	-.387	-2.237	.031

a. Dependent Variable: Emotional Exhaustion

Coefficients table for multi independent variables (Deep Acting and Surface Acting) can be used to interpret an important fact. A situation where both surface and deep acting affect emotional exhaustion is considered so that the researcher would be able to find which aspect of emotional labour influences more on emotional exhaustion. Sig value for surface acting and deep acting are 0.416 and 0.031 respectively which implied that surface acting and deep acting are statistically insignificant ($0.01 < 0.416$; $0.01 < 0.031$) so that they explained only a small portion of change in emotional exhaustion of tellers. B value represents the slope of each variable. Slope of surface acting is -0.161 while -0.568 is the slope of deep acting and it can be concluded that when both independence variables change by one unit, surface acting contributes to change emotional exhaustion by 0.161 (16.1%). Similarly deep acting changes emotional exhaustion by -0.568 (56.8%). This is explained using the following equation.

$$Y = B_0 + B_1X + B_2Z$$

$Y = 8.348 + [-0.161X + (-0.568Z)]$

Y= Emotional exhaustion

X= Surface Acting

Z= Deep Acting

B_0 = Intercept (amount of emotional exhaustion when deep acting and surface acting is not performed)

B_1 = Slope (when surface acting is increased by a unit how much of emotional exhaustion is decreased)

B_2 = Slope (when deep acting is increased by a unit how much of emotional exhaustion is decreased)

If a situation considered where surface acting is rated 6 (on a 7 point Likert scale) and deep acting is rated 5 (on a 7 point Likert Scale) the emotional exhaustion experienced by the emotional worker would be 4.55 (on the 7 point Likert Scale). If surface and deep acting is increased by one unit then the emotional exhaustion experienced by the person would be 3.81 implying a decrease in emotional exhaustion.

Considering all these facts the researcher concluded that deep acting has a greater impact on emotional exhaustion than the surface acting. Thus, the hypothesis 4 is not accepted. The more the deep acting is performed the lesser the emotional exhaustion is experienced by the emotional workers.

Conclusion

The research findings of this study are presented and discussed in the following order: emotional labour relationship with emotional exhaustion, surface and deep acting relationship with emotional exhaustion and the variation in the impacts of surface and deep acting on emotional exhaustion. A number of interesting findings emerged from this study, as well as support for two of the proposed hypotheses.

Main objective of this study was to check whether there is a relationship between emotional labour and emotional exhaustion and the researcher was able to identify a statistically significant relationship and achieve the main objective of the study. Even though it was revealed that there is a relationship between emotional labour and emotional exhaustion, this finding was inconsistent with research suggesting that emotional labour provoke negative outcomes. As the current study says that when emotional labour is increased emotional exhaustion is decreased; negative correlation ($r = -0.467$) implies that more the emotional labour is used to perform the job of the teller the lesser the emotional exhaustion they experience. Tellers perform emotional labour as a mean to reduce the emotional exhaustion which can be interpreted by the mean value of total emotional labour ($r = -0.467$; “Slightly Agree”) saying that they slightly agree that they perform emotional labour in the day today work.

One of the specific objectives of the study was to identify the relationship between surface acting and emotional exhaustion. Surface acting had a negative relationship with emotional exhaustion which was not consistent with the research evidence (Chu, 2002; Grandey, 2003; Hur, Moon and Jun, 2013; Johnson, 2004; Kim, Yoo and Kim, 2012). This relationship was statistically significant. One explanation for this significant result could be that tellers in this study performed surface acting sometimes on the job, as demonstrated by the mean of total surface acting scores ($m = 4.67$; classified as ‘slightly agree’). Since the tellers slightly agree with the fact that they are emotionally exhausted with their job ($m = 4.68$) it can be concluded that there is a less emotional exhaustion of tellers and surface acting has influenced to reduce the emotional exhaustion by performing surface acting sometimes.

The third specific research objective was to identify the relationship between deep acting and emotional exhaustion. Deep acting had a statistically significant negative relationship with

emotional exhaustion. This finding was consistent with research (Chu, 2002; Grandey, 2003; Hur, Moon and Jun, 2013; Johnson, 2004; Kim, Yoo and Kim, 2012) suggesting that deep acting support the tellers to reduce emotional exhaustion. Even though the relationship shows a situation, where deep acting helps to reduce the emotional exhaustion, mean values for total deep acting ($m=5.14$) and for total emotional exhaustion ($m=4.68$) suggest that tellers slightly agreed that they enact deep acting in the performance of their job and also they have slightly agreed to the fact that they are emotionally exhausted with the job. This is contradictory to the relationship proved between the deep acting and emotional exhaustion.

The researcher for the last hypothesis proposed that deep acting has a lesser impact on emotional exhaustion than surface acting. Results of the multiple regression analysis done to test the hypothesis 4 showed that deep acting has a greater impact than the surface acting on emotional exhaustion. B value for the surface acting showed -0.161 and it was -0.568 for deep acting. Researcher failed to prove the hypothesis as predicted and was able to identify that deep acting is the more dominant variable that affect emotional exhaustion of tellers in Sri Lankan banks. Since the value is negative, researcher concluded that deep acting affect the tellers to reduce the emotional exhaustion they experienced.

Since the researcher has already identified that tellers prefer performing more deep acting over the performance of surface acting through a descriptive analysis it is more likely that the impact of deep acting would be greater than the impact of surface acting. Even though the hypothesis 4 was not supported, this finding goes in line with Grandey (2003) mentioning that deep acting pays off emotional dissonance.

Recommendations and Limitations of the Study

Since this is, one study conducted in two private banks in Sri Lanka, findings of the study cannot be confidently generalized over the population. The researcher used a convenience sampling method that also made the findings unable to generalize over the population. The current study did not concentrate on demographic factors such as age, gender, years of experience and the marital status. Thus, future investigations can be carried out to identify the relationships and impact of those on emotional exhaustion.

Time turned out to be one of the major limitations of the study. A long time was spent on collecting the data as the respondents were so busy in their work. Researcher had to remind and convince them to fill the questionnaires as soon as possible Access to the banks was also another limitation that the researcher faced. Contacted banks were not much pleased to allow the researcher to collect data from the bank tellers as it will hinder the tellers' productivity. The job category selected was one that the worker has to work during the complete working hours without wasting a minute.

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