

Emotional Labour and Organizational Commitment: Ascertaining the Association among Nurses

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Abstract - Emotional Labour is demanding the employees to display the required emotions at workplace. Organizational Commitment is the extent to which an employee is bonded with an organization and stays with the organization. This paper deliberates to find out the relationship between Emotional Labour and Organizational Commitment among Nurses. Descriptive research design was used and correlation analysis was done to examine the relationship. The findings were analysed for recommendations.

Keywords: Emotional Labour, Nurses , Organizational Commitment , Relationship

I. INTRODUCTION

Feelings are scripts and Emotions are actions. Every individual is bounded by emotional system. This emotional system controls and regulates the way an individual manages his/her emotions. Particularly, managing emotions at workplace and meeting the demands of the organization in terms of display of certain emotions demands tremendous efforts from the individuals. The process of making efforts to display the required emotions or internalizing the emotions demanded is Emotional Labour. Whether internalizing the emotions or taking efforts to display of required emotions is regulated by, to what extent, an employee is bonded with the organization, which is termed as organizational Commitment. Organizational Commitment and Emotional Labour are two important variables that affects the employee as an individual and the organization as a whole.

II. EMOTIONAL LABOUR AND ORGANIZATIONAL COMMITMENT: LITERATURE REVIEW

Emotional Labour is viewed as display of emotions that is required by the organization as part of the Job ([1]Arlie Hochschild, 1983). There are two basic components of Emotional Labour: Surface Acting and Deep Acting. Surface Acting is display of the organizational required emotions by an employee, but the exhibited emotions are not actually felt ([2]Arlie Hochschild, 2003). Surface acting is pretending to display the required emotions and faking the same since it is not actually felt by the employees ([3]Näring, Gérard 2007). It is natural for human beings to carry their emotions everywhere and workplace is no exception. Employees bring emotions to work and thus it

might be difficult to express the emotions required for the job while the emotions which has already brought remains inside and thus demands more effort. Deep Acting, on the other hand is exhibiting the emotions required by the organization by internalizing the emotions and hence it is actually felt and comes effortless. ([4]McShane & Steen, 2009). While in Deep acting, the employees takes effort to naturally feel and express the emotions demanded. Suppression is hiding of emotions for the sake of Job. Emotional Consonance is known “Passive Deep Acting” where an employee effortlessly display the required emotions. (Näring, Gérard.2007).Organizational Commitment is the strength of bonding of employees with the organization and as a result, the employees tend to stay with the organization longer. Organizational commitment involves three components: Affective Commitment, Continuance Commitment and Normative Commitment ([5] Meyer and Allen, 1997). When affective commitment component dominates the employees, they are strongly bonded with the organization, stay and endure their service with the organization. Continuance committed employees analyse the cost associated in leaving the current workplace and the prospects when they leave the current workplace and stay with the organization. Normative commitment has moral obligation component with the employees and endure their service. ([6] Agata Wolowska ,2014).

III. OBJECTIVES

The main objectives of this study are to analyse the demographic profile of the sample and to find out the relationship between Emotional labour and Organizational Commitment among Nurses.

IV. METHOD

Descriptive Research Design was used in this study. The sample were Nurses working in NABH Accredited Hospitals and the sample size was chosen as 100. 38% of the respondents were male and 62% of the respondents were female. Statistical tool, Pearson’s Correlation co-efficient was used to ascertain the relationship between Emotional Labour and Organizational Commitment. This was carried out with the help of SPSS software package. Primary data was collected by distributing the questionnaires among Nurses and secondary data was used by collecting data from Journals, Articles and Magazines. Table 1: explains the instrument used for the study.

Emotional Labour	Emotional Labour Scale (Näring, G., Briët, M., & Brouwers, A. (2007))
Organizational Commitment	Three-Component Organizational Commitment Scale By Natalie Allen and John Meyer (1990)

Table 1 : Instrument

V. ANALYSIS

The Primary data was analysed for interpretations. Correlation analysis was done between the factors of Emotional Labour and Organizational Commitment.

Factors of Organizational Commitment	Factors of Emotional Labour			
	Emotional Consonance	Deep Acting	Suppression	Surface Acting
Affective Commitment	.590**	.658**	-.546**	-.682**
Continuance Commitment	-.386**	-.417**	.248**	.366**
Normative Commitment	.420**	.488**	-.368**	-.434**

Table 2 : Correlation Analysis

Table 2 : Correlation Analysis gives the coefficient values of Factors of Organizational Commitment and Emotional Labour. The correlation coefficient between Affective Commitment and Emotional Consonance is 0.590, which indicates $(0.590^2 = 0.3481)$ 34.8 percentage positive relationships between Affective Commitment and Emotional Consonance and is significant at 1% level. The relationship between Affective commitment and Deep Acting is positive with correlation coefficient value as 0.658, which is significant at 1% level. The correlation coefficient between Affective Commitment and Suppression is -0.546, which indicate $(-0.546^2 = 0.298)$ 29.8 percentage negative relationships between Affective Commitment and Suppression and is significant at 1% level. The relationship between Affective commitment Surface acting is also negative with correlation coefficient value as -0.682, thus there exists negative relationship and is significant at 1% level. The correlation coefficient between Continuance Commitment and Emotional Consonance is -0.386, which indicate $(-0.386^2 = 0.148)$ 14.8 percentage

negative relationships between Continuance Commitment and Emotional Consonance and is significant at 1% level. The correlation coefficient between Continuance Commitment and Deep Acting is -0.417, which indicate $(-0.417^2 = 0.173)$ 17.3 percentage negative relationships between Continuance Commitment and Deep Acting and is significant at 1% level. The correlation coefficient between Continuance Commitment and Suppression is 0.248, which indicate $(0.248^2 = 0.061)$ 6.1 percentage positive relationships between Continuance Commitment and Suppression and is significant at 1% level. The relationship between continuance commitment and surface acting is found to be positive with correlation coefficient value as 0.366 and thus there exists positive relationship and is significant at 1% level. The correlation coefficient between Normative Commitment and Emotional Consonance is 0.420, which indicate $(0.420^2 = 0.176)$ 17.6 percentage positive relationships between Normative Commitment and Emotional Consonance and is significant at 1% level. The correlation coefficient between Normative Commitment and Deep Acting is 0.488, which indicate $(0.488^2 = 0.238)$ 23.8 percentage positive relationships between Normative Commitment and Deep Acting and is significant at 1% level. The correlation coefficient between Normative Commitment and Suppression is -0.368, which indicate $(-0.368^2 = 0.135)$ 13.5 percentage negative relationships between Normative Commitment and Suppression and is significant at 1% level. The correlation coefficient between Normative Commitment and Surface Acting is -0.434, which indicate $(-0.434^2 = 0.188)$ 18.8 percentage negative relationships between Normative Commitment and Surface Acting and is significant at 1% level.

VI. FINDINGS AND CONCLUSION

The relationship between Affective Commitment and deep acting was found to be highly correlated and the nurses who are emotionally bonded and loyal involve in internalizing the emotions demanded by the organization and display it effortlessly at workplace. Affective Commitment and Surface acting were found be negatively correlated and thus nurses who are emotionally bonded do not fake emotions and try to put on an act. In addition, Continuance Commitment and Deep acting, Emotional Consonance were found to be negatively related. The Nurses, who stay in the Hospital because of no better prospects in other hospitals if they leave the current work place, do not indulge in internalizing the demanded emotions at workplace. However, on the other hand, positive relationship was unveiled between Continuance Commitment and Surface acting and Nurses indulge in putting on a mask to indulge in display of emotions. When more efforts are taken by the Nurses to display certain emotions, it might affect them psychologically such as exposing them to exhaustion of emotions and burnout. The organization will also suffer in terms of performance by the Nurses. Since, altering of emotions demands more energy from the individuals, they

will be deprived of efforts to undertake the activities demanded by the organization. Hence, care and strategies must be taken by the Organizations to curb the same and take care of the caretakers.

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