Role of Emotional Labour Strategic in Employee Well-Being in Hospitals – A Connectivity Approach

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ABSTRACT

Introduction: This study explores the influence of emotional labour strategies on the well-being of nursing staff in hospitals. It focuses on the four emotional labour strategies of deep acting, surface acting, natural felt emotion, and genuine emotion. The study aims to understand the impact of these strategies on employee well-being, with the goal of providing insights to improve hospital policies and support systems.

Objectives: The primary objectives of this study are to examine the relationship between emotional labour strategies and employee well-being among nursing staff in hospitals and to identify which strategies have the greatest impact . Additionally, the study aims to suggest practical interventions and support mechanisms that hospitals can implement to enhance employee well-being and ultimately improve patient care.

Methods: The study collected primary data from hospitals known for having a high number of nursing staff and well-established human resource policies. A survey questionnaire was administered to a sample population of nursing staff, focusing on their use of emotional labour strategies and their subjective well-being. Statistical analyses, including correlation and regression analyses, were conducted to analyse the data and determine the associations between emotional labour strategies and employee well-being.

Results: The findings of this study reveal that natural felt emotion has a moderate association with employee well-being, indicating that aligning one's emotions authentically with the situation has a positive impact on well-being. Surface acting was found to have a significant association with employee well-being, suggesting that the display of inauthentic emotions can negatively affect well-being. Deep acting, on the other hand, demonstrated the least impact on employee well-being among the emotional labour strategies examined.

Conclusions: The results highlight the importance of addressing emotional labour in hospital settings to promote employee well-being. Hospitals should consider providing support and resources to assist nursing staff in managing the emotional demands of their work. This could include training programs in emotional regulation techniques and access to counselling services. By implementing these interventions, hospitals can enhance employee well-being, reduce burnout and turnover rates, and ultimately improve the quality of patient care.

Keywords: Deep Acting, Employee Well Being, Natural Felt, Surface Acting,

INTRODUCTION

The healthcare profession is a complicated and demanding one that demands a significant amount of emotional labour from its personnel. Even in the most difficult conditions, nurses, doctors, and other healthcare workers must continually control their emotions and demonstrate empathy and compassion for patients. Employee well-being might suffer as a result of emotional labour, which can lead to burnout, stress, and other undesirable results. Emotional labour methods are closely tied to the healthcare industry since they entail healthcare professionals managing their emotions in order to give empathic and compassionate care to patients. Healthcare practitioners must deal with patients who may be in stressful or emotionally challenging circumstances, necessitating not just physical but also emotional treatment. As a result, emotional labour methods have become critical in the healthcare industry to protect the well-being of patients and healthcare professionals. To control their emotions during patient encounters, healthcare practitioners, for example, may use emotional labour tactics such as control of emotions, social support, and problem-focused coping. They may utilise emotional control to

keep a happy attitude and give emotional support to customers, whilst social support may help them cope with stress and burnout. Problem-solving abilities are utilised to address the underlying problems that cause emotional suffering in problem-focused coping. Furthermore, emotional labour strategies are important in the healthcare industry for improving patient outcomes.

According to studies, healthcare workers that employ emotional labour tactics had higher patient satisfaction rates, lower patient anxiety and sadness, and better overall patient outcomes. Emotional labour methods may assist healthcare personnel increase contact with their patients and improve the quality of care they deliver. As a result, emotional labour techniques are important in the healthcare industry and are linked to the well-being of patients as well as healthcare providers. Implementing good emotional labour practises may result in better patient outcomes, more patient satisfaction, and less burnout among healthcare personnel.

Expressing naturally felt emotions entails workers expressing their actual feelings without conscious control. Deep acting has been linked to greater levels of employee work satisfaction, organisational commitment, and staff wellness in the healthcare industry, according to research. Employees that participate in deep acting are able to actually feel the emotions they are exhibiting, resulting in a higher sense of authenticity and significance in their job. Surface acting, on the other hand, has been associated with poorer levels of employee work satisfaction, emotional weariness, and emotional dissonance. Employees who participate in surface acting are often compelled to portray emotions that do not accurately represent their genuine sentiments, which may lead to a sense of inauthenticity and detachment from their job. In the healthcare industry, expressing natural felt emotions has also been connected to improved levels of employee work satisfaction and wellness. Employees are more likely to have a sense of authenticity and significance in their work when they are allowed to express their genuine emotions without conscious restriction, leading to a stronger sense of job satisfaction and wellness. Thus, in this paper, the above emotional labour strategies are considered to find the relationship with the employee wellbeing in the hospitals with the help of correlation analysis and linear regression using SPSS software.

REVIEW OF LITERATURES

Ghalandari, K., et al (2012), This research examines how emotional labour techniques affect work performance and organisational commitment using emotional intelligence. With the economy growing and service providers competing, staff sentiments management is crucial to customer service and organisational success. Based on the findings of this study, service organisations can identify and manage employee emotions to provide high-quality, superior services to target customers and create competitive advantages by promoting service spirit and employee effectiveness. EL strategies affect the performance of the employees and the emotional intelligence moderates these effects. 136 questionnaires were distributed to nurses in a community hospital.

Golfenshtein, N., et al (2015), Few studies have studied how nurses adapt their emotional labour methods for various patients. Design: Patient-nurse nested cross-sectional. Methods: Nursing personnel (N = 41) and randomly chosen patients (N = 239) of two paediatric hospital wards completed validated questionnaires in 2011–2012. Nurses completed numerous questionnaires following patient visits. Mixed effects models analysed data. Results: Based on attribution theory, location, controllability, and stability attributions affected surface or deep acting. Nurses rated patients' controllability favourably and negatively. Deep and surface acting were linked with stability and locus and controllability and stability.

Pallabi Ghosh (2016), newline Most occupations nowadays need emotional labour. Employees manage their emotions to satisfy role-specific organisational requirements. newline Healthcare is India's greatest employer and money generator. Public and private hospitals exist. Rural PHCs are provided by the public sector. The private sector, focusing on tier I and tier II cities, encompasses all secondary, tertiary, and quaternary care facilities. This private sector has helped India's health care business grow nationally and internationally.

Reena Alias (2017), In a world with a growing service economy and fierce competition, companies work hard to construct great service brands. Service's growing recognition quality and customer happiness, service organisations are more cautious and pay close attention to client interactions. Customer service representatives are guided and regulated to portray a positive image to clients. Emotions have become important in service relationships, especially in health care. Emotionally supportive connections improve healthcare experience satisfaction. This study found that emotional display restrictions affect how customer interface personnel use emotional labour methods and cause emotional dissonance, stress, and weariness.

Aw, S.S.Y., et al (2018), Research on EL is gaining prominence as the care and service industries continue to expand as sources of employment. In this study, we follow the advice of previous researchers by combining traditional emotional labour strategies with demonstrations of genuine emotion. We want to examine empathetic personality as an individual characteristic that predicts more genuine and less phoney displays of emotion at work, and to explore how these interactions play out in terms of employees' happiness, productivity, and absence from the job. Finally, we look at how contextual circumstances, such as work stress, might mitigate the benefits of empathy.

Gulsen, M., et al (2020), examine how emotional labour techniques affect work satisfaction among Turkish nurses. Background: Nurses utilise emotional labour. Emotional labour tactics and work happiness affect nursing in various ways. Introduction: Turkey has no research on emotional labour and work satisfaction among nurses. Methods: It was cross-sectional descriptive. Nurses used surface acting as their primary emotional labour approach. Employees behave superficially. Nurses have excellent job satisfaction. Deep acting decreased work satisfaction. Employees deep act to experience the right emotions for their conduct. Nurses' emotional labour may create problems. Conclusion: Nurses' emotional labour tactics affect work happiness.

Kim, J.-S., (2020), This research investigated nurses' emotional labour techniques, stress, and burnout. Stress, burnout, and emotional labour techniques were self-reported. Structural equation modelling was used to analyse study variable relationships. The path analysis showed that surface action increased stress, naturally felt emotions decreased burnout, and emotional labour increased burnout. Stress indirectly linked surface acting to burnout. Surface behaving entails repressing emotions. This research suggests hospitals can lower surface acting expectations to lessen nurse stress and burnout. Emotional competence programmes may help nurses cope with emotional labour and decrease its negative consequences.

Song, Z., et al (2021), Objective To examine nurses' emotional labour and emotional intelligence during standardised training. Methods 312 nurses in standardised training were studied from May to June 2020 using a primary data in the aspect of EI and result reveals that trained nurses will deliver the services in the hospitals. and to employ suitable emotional labour tactics by fostering emotional intelligence through standardised training.

Mukundan, S.P., et al (2021), This study modifies the effects of emotional intelligence on the relationship between Surface Acting (SA), an emotional labour strategy, and nurse work satisfaction. Work satisfaction was significantly impacted by extroverted behaviour, although the effect was mitigated by emotional intelligence. There were only females asked these questions. consequences for Practise This study has important theoretical and practical consequences for frontline health care providers. Educating oneself about the role of emotion in this line of work and drawing on EI as an in-house resource may mitigate the deleterious effects of the South African approach to emotional labour on job satisfaction. It has societal ramifications since it educates the public about the emotional side of nursing. It demonstrates how a company's own resources have the potential to boost employee satisfaction and health benefits.

Bai, R., et al (2022), Objective The rudeness of patients and visitors is a major source of burnout for nurses. Not enough research has been done to determine how rude patients and visitors drain the energy of nurses. This study investigates whether Chinese nurses' use of emotional labour strategies to cope with rude patients and visitors influences their levels of weariness. Results Tiredness was exacerbated by rudeness and SA from patients and visitors, but was alleviated by their more natural behaviour. Mediating between patient/visitor rudeness and nurses' burnout was Conclusion Chinese nurses may become sick of the rudeness of patients and visitors. When dealing with rude patients or visitors, nurses are more prone to resort to the exhausting SA emotional labour strategy. The exhaustion of nurses is a cause for worry for management.

Park, C.-C., et al (2022), The preferences of Korean nurses for both short- and long-acting drugs were analysed using latent profile analysis (LPA). The psychological and professional health of the discovered profiles also varies. The Emotional Labour Questionnaire, the Maslach Burnout Inventory, the Minnesota Satisfaction Questionnaire, and the Turnover Intentions Scale were all filled out by the participants. The surface-level actors were emotionally spent and focused on the next move. Compared to non-actors, moderators, and regulators, nurses who have a surface actor, high regulator profile in emotional labour are more likely to suffer emotional fatigue and turnover. The results of this research may assist hospitals cut down on nurse burnout and turnover by alerting them to high-risk profiles and encouraging them to develop individualised plans for dealing with emotional labour from their staff nurses.

Bakar, R.M., et al (2022), To provide compassionate care to patients and clients, nurses must use emotional labour strategies. Previous studies on the effects of deep and surface acting on nurses were analysed separately, as was the case in this meta-analysis of emotional labour research. This study sheds insight on the personal and organisational consequences of emotional labour. The study looked at how factors like company culture and the use of emotional labour impact nurses' ability to practise professionally. Through influencing the culture of an organisation, these long-term strategies boost nurses' dedication to their job. This study lends credence to the concept of control, which postulates that the emotional strategies used by nurses as part of an organization's culture are inferior to those used by professional nurses. Professionalism among hospital nurses may be improved with the help of long-term organisational culture changes.

Soumyaja, D., et al (2022), Emotional labour involves balancing work-related emotions. Healthcare requires emotional effort. This research examines burnout, work satisfaction, and surface and deep-level emotional labour techniques. We surveyed 341 Kerala public hospital nurses. Male nurses are becoming more common. The research used gender as a moderator to explore gender disparities. Burnout completely mediated the surface acting-job satisfaction link. Burnout partially mediated deep acting emotional labour and work happiness. Through moderated mediation analysis, gender moderated the indirect effect of surface and deep acting on job satisfaction via burnout. Males had a greater positive connection with burnout for both surface and deep acting.

RESEARCH GAP

The literature survey indicated that on Emotional Labour strategies many academicians have done extensive research in International and National level perspective. The study observed that in medical care i.e., Hospitals in the context of Nursing staff less research has been attempted. Hence, the present study made an attempt to fill the research gap with the proposed title of "Role of Emotional Labour Strategic in Employee Well-Being in Hospitals – A Connectivity Approach"

OBJECTIVES OF THE STUDY

1. To know the Emotional Labor Strategies Relationship with the Employee Well-Being
2. To Know the Effect of Emotional Labour Strategies on Employee Wellbeing

HYPOTHESIS OF THE STUDY

$H0_1$: There is no significant relationship between Deep Acting and Employee Well-being in the Hospitals.
$H0_2$: There is no significant Impact of Emotional Labour Strategies on the employee well-being

SCOPE OF THE STUDY

The present study focused to know the Emotional Labour Strategies Impact on the Employee well-being. The study considered the four Hospitals located in Hyderabad district of Telangana state. The study considered the three emotional Labour strategies and collected the primary data from the Nursing staff members from the sample hospitals. The following are the list of the Hospitals, which were considered as sample units.

- Apollo Hospital – Banjara Hills Branch
- Yashoda Hospital - Secunderabad Branch
- Care Hospital – Nampally Branch
- KIMS – Begumpet Branch

RESEARCH METHODOLOGY

The study adopted the Quantitative research approach for the examination of framed objectives . The study mainly focused to know the relationship and impact of emotional Labour strategies and the Employee Well Being.

Sampling Method: The study applied the convenient sampling method for the collection of primary data from the Nursing staff of sampling units i.e., Hospitals. The study considered the employees who are having the experience more than one year. The study used the 128 sample for the study.

Statistical Tools: "The study applied the two core statistical tools as per the framed objectives . They are as follows,

Bi-variate correlation: The study applied the bi-variate correlation to know the relationship of Emotional Labour Strategies with the Employee Well-being.

Linear Regression: The study considered the Linear Regression method for the examination of Emotional Labour strategies Impact on the Employee Well Being. The study framed Emotional Labour Strategies (independent Variable) and Employee Well Being (Dependent Variable).

Tabulation of Data Analysis:
Objective -1: To know the Emotional Labor Strategies Relationship with the Employee Well-Being
The examined the emotional Labour strategies i.e., deep acting, Surface acting and natural felt relationship with the Employee Well-being. The study framed the following hypothesis and applied the bi-variate correlation statistical method.

H0: There is no significant relationship between Deep Acting and Employee Well-being in the Hospitals.
H1: There is a significant relationship between Deep Acting and Employee Well-being in the Hospitals.

Table – 1: Relationship between Deep Acting and Employee Well-being

		Employee Well-Being	deep acting
Employee Well-Being	"Pearson Correlation"	1	.341**
	"Sig. (2-tailed)"		.000
	"N"	128	128
deep acting	"Pearson Correlation"	.341**	1
	"Sig. (2-tailed)"	.000	
	"N"	128	128

The table represents the correlation between the Deep acting emotional labour strategy and the Employee Well-Being in the hospitals. The coefficient of the Pearson correlation value is observed to be 0.341 (at 0.01 level of significance) indicating that there is a positive effect and a moderate relationship between the Deep Acting and the Employee Well-being in the hospitals. It is also observed that the p-value of the model is 0.000 which is lesser than 0.01 indicating that the model is significant by rejecting the null hypothesis and accepting the alternate hypothesis i.e., there is a significant relationship between Deep Acting and Employee Well-being in the hospitals. Thus, the study concluded that employees in the hospitals who display Deep acting skills will have a good perception from the customers/patients there by leads to job satisfaction causing an impact on Employee well-being.

Employee Well-Being and Surface Acting

H0: There is no significant relationship between Surface Acting and Employee Well-being in the Hospitals.
H1: There is a significant relationship between Surface Acting and Employee Well-being in the Hospitals.

Table – 2: Relationship between Surface Acting and Employee Well-being

		Employee WellBeing	surface acting
Employee WellBeing	"Pearson Correlation"	1	.460**
	"Sig. (2-tailed)"		.000
	"N"	128	128
surface acting	"Pearson Correlation"	.460**	1
	"Sig. (2-tailed)"	.000	
	"N"	128	128

The table represents the correlation between the Surface acting emotional labour strategy and the Employee Well-Being in the hospitals. The coefficient of the Pearson correlation value is observed to be 0.460 (at 0.01 level of significance) indicating that there is a positive effect and a moderate relationship between the Surface Acting and the Employee Well-being in the hospitals. It is also observed that the p-value of the model is 0.000 which is lesser than 0.01 indicating that the model is significant by rejecting the null hypothesis and accepting the alternate hypothesis i.e., there is a significant relationship between Surface Acting and Employee Well-being in the hospitals. It states that, majority of employee in the study area are experiences burnout in their job roles.

Employee Well-Being and Expressing Natural Felt Emotions

H0: There is no significant relationship between Expressing Natural felt emotions and Employee Well-being in the Hospitals.
H1: There is a significant relationship between Expressing Natural felt emotions and Employee Well-being in the Hospitals.

Table – 3: Relationship between Natural Felt Acting Acting and Employee Well-being

		Employee WellBeing	Natural felt emotion
Employee WellBeing	"Pearson Correlation"	1	.513**
	"Sig. (2-tailed)"		.000
	"N"	128	128
Natural felt emotion	"Pearson Correlation"	.513**	1
	"Sig. (2-tailed)"	.000	
	"N"	128	128

The table depicts the correlation between the Expressing Natural Felt emotions emotional labour strategy and the Employee Well-Being in the hospitals. The coefficient of the Pearson correlation value is observed to be 0.513 (at 0.01 level of significance) indicating that there is a positive effect and a moderate relationship between the Expressing Natural Felt emotions and the Employee Well-being in the hospitals. It is also observed that the p-value of the model is 0.000 which is lesser than 0.01 indicating that the model is significant by rejecting the null hypothesis and accepting the alternate hypothesis i.e., there is a significant relationship between Expressing Natural Felt emotions and Employee Well-being in the hospitals. Thus, the study concluded that employees in the hospitals who are expressing their natural felt emotions towards the customers/patients have a good impact on the employee well-being.

Objective – 2: To Know the Effect of Emotional Labour Strategies on Employee Wellbeing

Employee Well-Being and Deep Acting
The study examines the Emotional Labour Strategies Impact on the employee well-being and the study has framed the following hypothesis. The study applied the Linear Regression method to test the framed hypothesis.
H0: "There is no significant Impact of Emotional Labour Strategies on the employee well-being"
H1: "There is a significant Impact of Emotional Labour Strategies on the employee well-being"

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341ᵃ	.116	.109	.51281
a. Predictors: (Constant), deep acting				

The table represents the model summary of the impact of Deep acting emotional labour strategy on the Employee well-being of the employees in the hospitals. The R-Square value is observed to be 0.116 which denotes the model is weak.

ANOVAᵃ					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.363	1	4.363	16.590	.000ᵇ
	Residual	33.134	126	.263		
	Total	37.497	127			

The table represents the ANOVA test of the variables Deep acting and the employee well-being of the employees in the hospitals. The F statistic value (16.590) is observed to be greater than the critical value or the table value and the p- value is observed to be 0.00 which is less than 0.05 indicating the model is significant with the variables.

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B"	Std. Error	Beta	t	Sig.
1	(Constant)	1.730	.125		13.841	.000
	deep acting	.213	.052	.341	4.073	.000
a. Dependent Variable: Employee WellBeing						

The table represents the regression effects of Deep acting on the employee well-being. The coefficient value of Deep acting is observed to be 0.213 which denotes the positive effect of Deep acting on the employee well-being and the p-value is observed to be 0 (less than 0.05) indicating that there is a significant impact of deep acting on the employee well-being.

Employee Well-Being and Surface Acting

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460[a]	.212	.206	.48425

The table represents the model summary of the impact of Surface acting emotional labour strategy on the Employee well-being of the employees in the hospitals. The R-Square value is observed to be 0.212 which denotes the model is weak.

ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.951	1	7.951	33.907	.000[b]
	Residual	29.546	126	.234		
	Total	37.497	127			

The table represents the ANOVA test of the variables Surface acting and the employee well-being of the employees in the hospitals. The F statistic value (33.907) is observed to be greater than the critical value or the table value and the p- value is observed to be 0.00 which is less than 0.05 indicating the model is significant with the variables.

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B"	Std. Error	Beta	t	Sig.
1	(Constant)	1.421	.141		10.074	.000
	surface acting	.373	.064	.460	5.823	.000
a. Dependent Variable: Employee WellBeing						

The table represents the regression effects of Surface acting on the employee well-being. The coefficient value of Surface acting is observed to be 0.373 which denotes the positive effect of Surface acting on the employee well-being and the p-value is observed to be 0 (less than 0.05) indicating that there is a significant impact of surface acting on the employee well-being.

Employee Well-Being and Expressing Natural Felt Emotions

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513[a]	.263	.257	.46843

The table represents the model summary of the impact of Expressing Natural felt emotions emotional labour strategy on the Employee well-being of the employees in the hospitals. The R-Square value is observed to be 0.263 which denotes the model is weak.

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.849	1	9.849	44.887	.000b
	Residual	27.648	126	.219		
	Total	37.497	127			

The table represents the ANOVA test of the variables Expressing Natural felt emotions and the employee well-being of the employees in the hospitals. The F statistic value (44.887) is observed to be greater than the critical value or the table value and the p- value is observed to be 0.00 which is less than 0.05 indicating the model is significant with the variables.

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B"	Std. Error	Beta		
1	(Constant)	1.445	.121		11.973	.000
	Natural felt emotion	.375	.056	.513	6.700	.000
a. Dependent Variable: Employee WellBeing						

The table represents the regression effects of Expressing Natural felt emotions on the employee well-being. The coefficient value of Expressing Natural felt emotions is observed to be 0.373 which denotes the positive effect of Expressing Natural felt emotions on the employee well-being and the p-value is observed to be 0 (less than 0.05) indicating that there is a significant impact of Expressing Natural felt emotions on the employee well-being.t

FINDINGS OF THE STUDY
1. The study found that Deep acting (0.341) observed to be having the moderate relationship with the employee well-being. The study also observed that Natural Felt Emotion (0.513) also found to be having the moderate relation of employee (nursing) well-being.
2. The study found that Surface Acting (0.460) having the significant relation with the Employee Well-being in the sample hospitals of Hyderabad region.
3. The study observed that Natural Felt (0.375) having the higher impact on the Employee well-being and Surface Acting (0.373) observed to be having the moderate influence on the dependent variable i.e., Employee Well Being.
4. The study observed that Deep Acting (0.213) having least influence on the nursing employees well-being.

CONCLUSION OF THE STUDY
The study focused to know the impact of Emotional Labour Strategies on the Employee Well-being. The study considered the Nursing staff as a sample respondent for the study and collected the primary data from the hospitals, which are having the higher nursing staff with proper HR policies.

The study's findings imply that emotional labour methods have a major impact on hospital staff members' well-being, particularly nursing staff members who are likely to face high emotional demands at work. Four emotional labour strategies—deep acting, surface acting, naturally felt emotion, and genuine emotion—were discovered by the study.
Among them, it was shown that natural felt emotion had a modest link with employee well-being, suggesting that when workers express sincere feelings that are appropriate for the circumstance, it may have a favourable impact on their wellbeing. The association between surface acting and employee well-being was shown to be substantial, indicating that employees who participate in surface acting may suffer negative effects such emotional tiredness, burnout, and job discontent.

Deep acting was shown to have the smallest effect on employee well-being, which may suggest that the tactic is less successful than naturally felt emotion or that nursing staff in hospitals may not apply it as frequently. According to the study, hospitals should pay attention to the emotional coping mechanisms that their staff members utilise, as well as the emotional demands of the work, and offer assistance to help staff members

handle these expectations. Such assistance might be provided through counselling or employee assistance programmes, work redesign to lessen emotional demands, or training in emotional management approaches. Hospitals may assist increase staff well-being, lower burnout and turnover, and ultimately improve patient care by offering this support.

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