



# The relationship between emotional labor and task/contextual/innovative job performance: A study with private banking employees in Denizli

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## Abstract

The aim of this study is to examine the relationships between the emotional labor of private bank employees and their task, contextual and innovative job performances. The hypotheses generated in accordance with the literature review are tested by a field survey, which is carried out with the sample individuals (N=135) from various branches of a private bank in Denizli. The data obtained from this study have been evaluated by applying descriptive statistics (mean, standard deviation, etc.) and correlation analysis. As a result of the analyses; there is a negative and important relationship between the task performance and surface acting; there is a positive and important relationship between the innovative job performance and deep acting; there is a positive and significant relationship between the natural feelings and task performance, contextual performance and innovative job performance.

*Keywords:* Emotional labour, task performance, contextual performance, innovative job performance;

## 1. Introduction

It wouldn't be wrong to say that individuals are experiencing many emotions and also affected by these emotions throughout their lives while operating in an environment in which they are located; in short, they are in the middle of every sense of these feelings and emotions. It can be also expressed that these feelings and emotions have a central role in human behaviors, which can be identified as psychological and biological conditions that lead an individual to act in a certain way (Champoux, 2010: 110).

It is not possible to separate the emotions from the working life, in which people spend their efforts and time in the largest part of their lives. Beyond that, it is expected from employees, working in the service sector organizations, to guide and control their emotions in accordance with the requests and objectives of the organizations. At this point, it is the fact that there is a higher level of these expectations in the education, health, tourism, banking etc. institutions, where there is a dominant human-oriented approach and the mutual relations are more intense. Hence, in line with these expectations, it is requested from employees to put their "emotional labor" as well as the mental and physical labor into the work.

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It can be expressed that the emotional labor invested by the employees affect their job performances. Thus, the process of understanding the importance of emotions in the field of organizational behavior is started with understanding that the emotional labor is one of the main factors required for an effective job performance (Robbins and Judge, 2012:109). In this context, an existing relationship between the job performances of the employees (task/contextual and innovative job performance) and the invested effort in emotional labor can be considered.

Emotional labor is a type of labor, which is especially needed in the works that require close relationship between the costumer and the worker in order to fulfill the requirements of the job, and in this extent, it consists of converting the feelings (Topateş and Kalfa, 2009:425). The concept of emotional labor is identified for the first time by Hoschild (1983:7) as “as a job requirement, regulating the emotions which can be observed by everybody, and using facial expressions and gestures as part of the show in this extent”. According to Hoschild (1983:118-119), “the emotional labor can be converted to a good that can be purchased or sold”, thus it has an exchange rate. The number of the studies is increased in this area after Hoschild, and identification, measurement of the concept and the relationship between many variables either affects the concept or affected by the concept are investigated in these studies (Adelmann, 1995; Ashforth and Humphrey, 1993; Begenirbaş and Meydan, 2012; Brotheridge and Lee, 2003; Diefendorff and Richard, 2003; Glomb and Tews, 2004; Grandey, 2003; Morris and Feldman, 1996; Oktuğ, 2013; Ögüt et al., 2013; Wharton, 1993). When examining the literature on emotional labor, the presence of three sub-dimensions related to this type of labor is mentioned. In the researches related to emotional labor, primarily two sub-dimensions are discussed, which are surface acting and deep acting behaviors (Hoschild, 1979, 1983). Afterwards, Ashforth and Humprey (1993) added the natural emotions as the third sub-dimension of emotional labor by thinking that the employees can really have some behaviors to feel in this process.

The employees working for a job that requires surface acting are differentiating their emotions to outside in accordance with the expectations of their organizations, even though they do not feel the same way. Thus, they are acting for different emotions, sometimes by showing different feelings, sometimes by hiding and sometimes by faking their true feelings like wearing a mask (Hochschild, 1983; Brotheridge and Grandey, 2002; Grandey, 2003). In the deep acting behavior, they try to internalize the expectations of the organizations by combining with their own emotions and making them in a harmony (Humphrey, 2012:742), because the expectation of the organization is in line with the internalization of the emotions by the workers, which are determined in accordance with the nature and culture of the organization. Natural emotions, unlike the first two sub-dimensions, do not require any role-playing behaviors and means that the employees can reflect their feelings out as they feel deep inside.

The concept of emotional labor refers to the management of emotions as a part of daily work performance (Özmete, 2011:1). Therefore, displaying the emotions required and determined by the organizations has started to become an important factor of the job performance (Morris and Feldman, 1996: 986-987). Performance is an important criterion in the evaluation of the degree of achieving the objectives as an organization and the contribution of the employees to this achievement (Özdevecioğlu ve Kanıgür, 2009:54), and the sum of each employee's performance reveals the total job performance of the organization. It can be said that this performance has a multidimensional structure (Befort and Hattrup, 2003). Two types of performance dimensions are often mentioned in terms of the theory and implementation, which are task performance and contextual performance (Borman and Motowidlo, 1997; Jawahar and Carr, 2007:331). Another dimension can be added to these two sub-dimensions especially in today's circumstances for organizations in order to maintain their continuity and ensure their competitive advantage. This third dimension is innovative job performance, which allows finding new ideas and implementing these ideas. The task performance means fixed duties and responsibilities that makes a job differed from others (Jawahar and Carr, 2007:330). Contextual performance is not included in the definition of the task, but it is similar in most businesses, and can be considered as the behaviors in which the personality and intention of

individuals are the determinant factors (Özdevecioğlu and Kanıgür, 2009:62). The innovative job performance is a complex and challenging definition of the tasks, which contains many mental and social actions such as; creating, developing, discussing, regulating and implementing new innovative ideas (Kanter,1988).

The job performance can be shown as one of the most common results of emotional labor invested by employees (Brotheridge and Grandey, 2002; Grandey, 2003; Pugliesi, 1999). However, it is thought that real or fake feelings related to display of emotional labor might have positive or negative effects on the performance. In line with this thought, according to some researchers, performing emotional labor with natural feelings might have a positive effect on the performance (Ashforth and Humphrey, 1993, Hoschild, 1983; Hoschild, 2003; Rafaeli and Sutton, 1987); whereas fake emotions, in other words surface acting, might have a negative effect on the performance (Grandey, 2000). When the literature is examined within this scope, it will be seen that in some studies, there are some findings supporting the relationship between the emotional labor and performance. Some of these studies are as follows: A positive correlation has been found between deep acting and task performance along with the deep acting and contextual performance in the study of Onay (2011), which is conducted in order to investigate the relationship between the emotional labor of the nurses and their task and contextual performances. Yet another research conducted in the health sector (Çağlıyan et al., 2013) has identified the relationship between the emotional labor and task and contextual performance. According to a study carried out with the workers of service industry by Ünlü and Yürür (2011), deep acting and surface acting, which are sub-dimensions of emotional labor, increase the performing intention of task and contextual performance. In the study of Basım ve Beğenirbaş (2012), it has been specified that the emotional labor of the teachers has an important influence on the organizational citizenship behaviors that can be evaluated in the context of contextual performance. In this regard, it has been found that surface acting reduces the contextual performance, whereas the natural emotions increase the contextual performance. In a study conducted by Doğan and Özdevecioğlu (2005) to find out the effect of positive and negative emotions on the worker's performance, they found that positive emotions affect the task and contextual performance in a positive way while the negative emotions are affecting the performance negatively. Although there isn't any study carried out about the relationship between the emotional labor and innovative job performance in the literature, in the context of the results above; it is thought that this kind of performance should have a positive correlation with deep acting and natural emotions; whereas a negative correlation with surface acting.

In the direction of this literature, the hypotheses developed in the scope of study were put in order as follows.

- H1: There is a statistically significant and negative relationship between the surface acting and task performance.
- H2: There is a statistically significant and negative relationship between the surface acting and contextual performance.
- H3: There is a statistically significant and negative relationship between the surface acting and innovative job performance.
- H4: There is a statistically significant and positive relationship between the deep acting and task performance.
- H5: There is a statistically significant and positive relationship between the deep acting and contextual performance.
- H6: There is a statistically significant and positive relationship between the deep acting and innovative job performance.
- H7: There is a statistically significant and positive relationship between the genuine emotions and task performance.
- H8: There is a statistically significant and positive relationship between the genuine emotions and contextual performance.
- H9: There is a statistically significant and positive relationship between the genuine emotions and innovative job performance.

## **2. Research Method**

### *2.1. Research objective*

The aim of this study is investigating the relationship between the emotional labor, which is an effort performed by the workers in a job that requires close relations with costumers and while employees are regulating their feelings in accordance with the expectations of the organization, and the task, contextual and innovative job performances showed by the workers in their workplaces.

### **2.2. Sample**

The sampling of the research consists of employees (N=135) from various branches of a private bank in Denizli.

### *2.3. Measures*

Questionnaire technique is utilized to obtain data in this study, where the survey method is used. The questionnaire used consists of three parts. In the first part, there is a scale used for exploring some demographic characteristics of the participants. In the second part, a measurement tool is used, developed by Diefendorff et al., (2005), in order to measure the emotional labor that consists of three sub-dimensions as follows: Surface acting (7 points), deep acting (4 points) and natural emotions (3 points). The internal consistency of the scale is found as  $\alpha = 0.89$  for the extent of surface acting,  $\alpha = 0.90$  for the extent of deep acting and  $\alpha = 0.80$  for the extent of natural emotions respectively. In the third part, in the context of the performance, the nine points scale tool, developed by Goodman and Syvanteck (1999), is used in order to measure the task performance; the eight points scale tool, developed by Jawahar and Carr (2006), is used in order to measure the contextual performance and the nine points scale tool, developed by Janssen and Van Yperen (2004), is used in order to measure the innovative job performance. Internal consistency of the scales is found as 0.88 for the task performance, 0.82 for the contextual performance and 0.94 for the innovative job performance respectively. The participants have evaluated all scales with the help of five-points Likert Scale (1 = Never, 5 = Always).

### **2.4. Data Analyses**

The statistical analyses of the data obtained during the research have been made by SPSS 15.0 (Statistical Package of Social Sciences) software in the computer. The frequency distribution of the participants' demographic characteristics, percentage values, some descriptive statistics to give various distributions of emotional labor and job performances (mean, standard deviation, etc.) and the correlation analysis is applied to test the research hypotheses in order to solve the given data.

### 3. Findings

#### 3.1. Findings about Demographic Properties

Table 1. Demographic Characteristics of the Sample

Variable	Group	Frequency	Percentage
Gender	Man	57	42,2
	Woman	78	57,8
Age	18-25	16	11,9
	26-30	40	29,6
	31-35	32	23,7
	36-40	30	22,2
	41 and over	17	12,6
Marital Status	Married	77	57,0
	Single	57	42,2
	Widow(er)	1	,8
Education	Bachelor's degree	112	83,0
	Master's degree	6	4,4
	Other	17	12,6
Tenure	1-5 Years	51	37,8
	6-10 Years	40	29,6
	11-15 Years	10	7,4
	16-20 Years	25	18,5
	21-25 Years	7	5,2
	26 years and more	2	1,5

The participants consist of 57.8% females and 42.2% males. 42.2% of these are single, 57% married and 0.8% are widowed. When evaluated by age groups, 11.9% is in the ages of 18-25, 29.6% is in the ages of 26-30, 23.7% is in the ages of 31-35, 22.2% is in the ages of 36-40 and 12.6% is in the ages of 41 years and older. 83% of the participants hold an undergraduate degree, while 4.4% of them hold a graduate school degree and 12.6% of the participants have some other degrees. When considering the length of service of the participants; 37.8% is 1-5 years, 29.6% is 6-10 years, 7.4% is 11-15 years, 18.5% is 16-20 years, % 5.2 is 21-25 years and 1.5% of total participants are working for and over than 26 years.

#### 3.2. Mean, Standard Deviation and Internal Consistency Values Regarding the Variables

Table 2. Mean, Standart Deviation and Internal Consistency Values

Variables	Mean	Standart deviation	Internal consistency ( $\alpha$ )
1. Surface Acting	2,52	,81	,89
2. Deep Acting	3,17	,92	,90
3. Genuine emotions	3,83	,71	,80
4. Task Performance	4,15	,48	,88
5. Contextual Performance	4,19	,49	,82
6. Innovative Job Performance	3,77	,68	,94

As it is seen in Table 2, the lowest average value is in the extent of surface acting (2.52) which forms the emotional labor of the individual followed by deep acting with (3.17) and then natural emotions with (3.83). Therefore, it can be interpreted that most of the participants prefer to reflect their feelings out as they desire without needing any acting behavior and they prefer to act natural. On the other hand, the lowest value belongs to innovative job performance (3.77) in terms of the job performance, while the highest values belong to the contextual

performance dimensions (4.19). According to these results, the participants tend to show the contextual performance, which occurs in accordance with the intentional and characteristic behaviors of the individuals and supports the task performance despite it is not identified in the definition of the duties.

### 3.3. Findings Based on Correlation Analysis

Table 3. Correlation Values

Variables	1	2	3	4	5	6
1. Surface Acting	-					
2. Deep Acting	,300(**)					
3. Genuine Emotions	,375(**)	,168				
4. Task Performance	-,187(*)	,152	,420(**)			
5. Contextual Performance	-,144	,151	,339(**)	,681(**)		
6. Innovative Job Performance	,059	,176(*)	,183(*)	,362(**)	,443(**)	-

\*  $p < 0,05$

\*\*  $p < 0,01$

When the correlation levels are examined between the variables, while a negative and significant relationship is found ( $r = -.187$ ,  $p < 0.05$ ) only between the surface acting and task performance within a low level; no significant relationship is found between the surface acting along with contextual performance and innovative job performance. Yet again, a positive and significant relationship is found ( $r = 0.176$ ,  $p < 0.05$ ) only between the deep acting and innovative job performance within a low level; no significant relationship is found between the deep acting along with contextual performance and task performance. An intermediate level correlation is found between the natural emotions and task performance ( $r = 0.420$ ,  $p < 0.01$ ) and contextual performance ( $r = 0.339$ ,  $p < 0.01$ ); there is a significant and positive relationship between the natural emotions and innovative job performance within a low level ( $r = 0.183$ ,  $p < 0.05$ ). According to results of the correlation analyses, the natural emotions have a stronger relationship with the job performance than the surface acting and deep acting, which are all sub-dimensions of emotional labor (Table 3).

In the context of these results, hypothesis 1, 6, 7, 8 and 9 putting forward that there are statistically significant relationships between the dimensions of emotional labor and job performance were accepted.

## Conclusion

In this study, the relationship between the exhibited emotional labor by the employees of different branches of a private bank and their task, contextual and innovative job performances is investigated. According to the findings, when the average points of the workers in terms of exhibiting the emotional labor, it is observed that the natural emotions have the highest values. Therefore, it can be concluded that the participants of the study, employees of a private bank, prefer to act natural rather than acting roles and express their feelings as they come from deep inside. When the related literature is reviewed, it is observed that in some studies, the natural emotions, as a sub-dimension of emotional labor, is being exhibited more than other sub-dimensions (Basım and Beğenirbaş, 2012; Beğenirbaş and Basım, 2013; Çağlıyan et al., 2013).

In terms of job performances, it can be specified that the average values of the contextual performance, which is based on task and voluntary, are extremely high; whereas the average values of innovative job performance is relatively lower. These results are significant especially for the banking sector, where the performance factors are extremely important. When intense task-oriented performance expectations and oppressive structure of the banks are considered, it can be said that the task-oriented activities might be kept at the forefront in order to meet the promotion and reward expectations of the workers. It can be found meaningful that the bankers cannot find

sufficient time for innovative job performance-orientated activities since they are working in an extremely busy and tiring environment.

When the correlation results are analyzed, a low leveled significant and negative relationship is found between the surface acting and task performance. A low leveled significant and positive relationship is found between the deep acting and innovative job performance. An intermediate leveled significant and positive relationship is found between the natural emotions and task performance and the contextual performance; whereas a low leveled significant and positive relationship is found between the natural emotions and innovative job performance. Results also indicate that, in parallel with studies in the literature, behaving on a surface level is lowering the expected performance of the bank workers related to their duties. It can be said that showing fake behaviors, in the activities related to their jobs and costumers, have negative effects on the bank employees. Having positive feelings and exhibiting real emotions have positive effects on the performance of bank employees in every aspect of their duties related to their jobs and the costumers. Because, bank employees, already starting from the hiring and orientation process, are subjected to strict selection and training processes related due to the expectations from them. These processes enable banks to select their employees in accordance with the structure of the institution, and training programs, being organized in certain periods, ensure that the desired process is continuous on the right track. Therefore, the performances of the bank employees increase positively, who already have this kind of intentions and whose feelings are reinforced during the process. As a result, it can be said that, the natural emotions have a stronger relationship with the job performance than the surface acting and deep acting, which are all sub-dimensions of emotional labor. It can be also specified that the results of this study are in parallel with some assumptions and results of the studies in the literature.

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