

The Effects of Emotional Labour on Private University Lecturers

Selvarajah Krishnan^{*}, Jaya Priah Kasinathan

International University of Malaya-Wales, Kuala Lumpur, Malaysia

Abstract Emotional labour effects job satisfaction and work performance, hence directly impacting organization performance. Research results on emotional labour seem to vary according to industries and culture, thus this study is set to find out the effects of emotional labour in the higher education sector mainly focusing on the lecturers of private universities. Simple random sampling was utilized and self-administered questionnaire distributed by mail to private university lecturers in Peninsular Malaysia. The significance of the study will enable institutions of higher of learning to provide university lecturers with the needed support through emotional management and effective intervention which directly impacts job satisfaction and performance. The recognition and support by management will in turn increase students' retention and satisfaction as well as improve overall university performance and business growth and sustainability.

Keywords Emotional Labour, Lecturers, Private University

1. Introduction

The massification and commercialization of education, though contributes significantly to the country's economy but it poses certain challenges especially to the academics. Many universities today around the world have transformed from being a public good to a private good, thus wholly changing the way it operates. Similarly, it is in Malaysia where its government passed the Private Higher Education Act 1996 which allowed the expansion of private education in Malaysia (Hon-Chan, 2007). Today, there are 40 private universities around the country and according to the Malaysian Economic transformation programme the private education is a sector set to grow six-folds (Ideris, 2014). The transformation of the higher education industry from elitist to massification of education in Malaysia has proven to be a lucrative industry. According to Education NKEA, education is targeted to raise total Gross National Income contribution by RM 34 billion to reach RM 61 billion by 2020 (Ideris, 2014).

The restructuring of higher education worldwide has seen the shift in thinking of education as a pure welfare or social good to one that is subject to market principles (Arokiasamy, 2011). Due to commercialisation, universities are increasingly being considered as service institutions and their students perceived as customers (Berry and Cassidy, 2013; Constanti & Gibbs, 2004). In fact the responsibility to

constantly maintain the quality and competitiveness of the education offered is mostly borne by the academic staff. In line with this, commercialization of higher education has intensified the job characteristics and role of lecturers. Apart from teaching, a lecturer employed at a university is seen obligated to satisfying the students, keeping the ratings of the university as well to ensure the products (graduates) are well received in the labour market as productive (Hall, Swart & Duncan, 2013).

As found by Heskett, Sasser and Schlesinger (1997) in their Service-Profit Chain equation, the relationship between a university lecturer and their customers (students) could be a critical factor in the overall performance of the university. As a service organization, universities would have to pay much attention to the manner in which its employees (lecturers) perform at the customer/provider interface, to gain competitive advantage (Constanti and Gibbs, 2004). Therefore, university lecturers' wellbeing, job satisfaction and job performance could be suggested as predicting factors for student satisfaction, student performance and student retention. Student satisfaction, student and university performance can be further suggested as predictive factors for a university lecturer's level of job satisfaction and emotional labour level. The customer-driven system warrants that teaching staff perform emotional labour in order to mitigate the negative emotions and to avoid disgruntled customers (Selvarajah and Sulaiman, 2014). The execution of emotional labour is expected at the time of execution of duties, thereby becoming a surplus value to teaching and learning activity experienced by customers (Gaan, 2012).

Unlike many other professions, due to commodification of

* Corresponding author:

kselvarajah@iumw.edu.my (Selvarajah Krishnan)

Published online at <http://journal.sapub.org/hrmr>

Copyright © 2017 Scientific & Academic Publishing. All Rights Reserved

education academicians are subjected to multiple and sometimes conflicting demands from other stakeholders, including students and external agencies such as employers and society at large (Ogbonna & Harris, 2004; Berry & Cassidy, 2013; Hall, Swart & Duncan, 2013). Demands made by customers, management and workload leads to exploitation of academicians and consequently to stress (Gaan, 2012). This study is aimed at seeking the effect of emotional labour on especially private universities, where there is intense competition to stay afloat in industry that is rapidly flourishing.

2. Literature Review

Emotional Labour

Emotional labour has been found to be present in all jobs that are service oriented. Emotional labour has been defined as a state that exists when there is a discrepancy between demeanor that an individual displays and the genuinely felt emotions that would be appropriate to display (Mann, 1999; Berry and Cassidy; 2013). The prevalence of emotional labour is noted by Mann (1997) where it is performed in almost two-thirds of workplace interaction and the maintaining of job standards and job target will also depend on how employees perform it. The role of emotion at workplace can be even stronger because various factors, including the interaction with supervisors, peers, and followers, generate affective experiences that have potential to influence subsequent behaviors (Weiss & Cropanzano, 1996). Display of positive emotion by employees is directly related to customers' positive affect following service encounters, and to their evaluation of service quality. Emotional labour is typified by the way roles and tasks exert overt control over emotional displays (Constanti and Gibbs, 2004). According to Humphrey et.al (2015) emotional labour can foster both satisfaction and dissatisfaction for employees. Hulsheger and Schewe, (2011) have pointed out that though there are many researches have investigated the link of emotional labour with well-being and different kinds of performance outcomes, yet there seems to be an inconsistency in the size and direction of the effects.

Emotional labor is usually performed using three acting techniques which are Surface Acting, Deep Acting and Genuine Acting (Hochschild, 1983; Ashforth & Humphrey, 1993). When employees alter their outward appearance to simulate the required emotions—emotions that are not necessarily privately felt, they are said to be employing Surface Acting. The second acting mechanism is “deep acting.” Deep acting occurs when employees change not only their physical expressions, but also their inner feelings. This can be done through imaging or recalling similar emotional experiences. Lastly is “genuine acting” mechanism which occurs when employees' felt emotions are congruent with expressed emotion and display rules. A refinement in the study of emotional labour emerged when Brotheridge and Grandey (2002) introduced the

distinction between job-focused emotional labour and employee-focused emotional labour. Job-focused emotional labour referred to the perceived level of emotional requirements in an occupation whereas employee-focused emotional labour is a process of managing emotions and expressions.

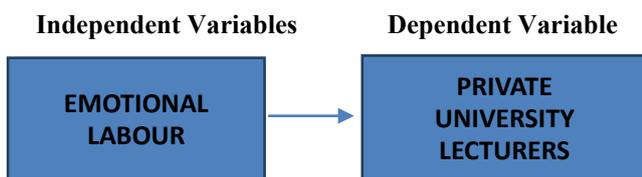
The teaching profession has been established as one that is profoundly emotional (Kinmann, Wray & Strange, 2011). Although there are many studies on teachers' emotional labour but studies on emotional labour in amongst lecturers are limited. Lecturers undertake a disparate range of duties (for example teaching, research, administration, management and student counselling) with each requiring varying degrees of emotional display over an extended period (Ogbonna & Harris, 2004). There is an ever increasing job-specific role demands now being placed on university lecturers (Berry & Cassidy, 2014; Ogbonna & Harris, 2004). Reports (Asthana, 2008; UCU, 2008) have also highlighted how university lecturers are struggling to cope with the practicalities of rising student numbers and increased administration duties. In addition, factors such diversification of modes of delivery; restructuring and mergers resulting in high job insecurity; increased demands for efficiency and accountability; increased commercialization; reductions in funding; and the move towards financial self-reliance for institutions have caused a rise in the stress levels amongst UK universities (Berry & Cassidy, 2013; Kinmann, 2008)

Changes in the higher education landscape

According to Gaan (2012), there has been a significant rise in managerialism as a consequence of commodification of education. Review of scholarly works by (Ritzer, 1993; Willmott, 1995; Mok, 1997; Giroux 1999; Simkins 2000; Meyer 2002, O'Brien & Down, 2002; Constanti & Gibbs, 2004; Gaan, 2012; Berry & Cassidy, 2013) have highlighted the changing paradigm of education institution where is a focus on efficiency, quality, effectiveness, predictability and substitution of human technology with non-human technology. In addition, this new paradigm has also changed the role of the academician to one that is a service provider who treats students as a customer as she/he (the academic) aims to receive excellent ratings, thus continues tenure and research funding (Gaan, 2012). The increasing workload on academics is more associated with the increasing administrative work, accountability, performance management, and documentation along with increasing number of applicants. According to Varca (2009), this kind of transition of role from academician to service provider generates incongruent demand within the role theory paradigm. As a result of this, there is a manifestation of conflict as the service provider violates the requirement of one role while fulfilling the demands of another. Therefore this conflicting or potential incompatibility between the individual's authentic /real emotion and that which is desired by organization will cause the presence of emotional labour (Morris & Feldman, 1996). The studies on emotional labour

in higher education in the Malaysian context is limited, hence this study is conducted to fill the gap in literature. Moreover, the previous study had a limitation in sample size and subjected to one university that is government funded.

Conceptual Framework



3. Research Methodology

The study measures the relationship between effects of emotional labour on private university lecturers in Malaysia. The quantitative instrument was developed based on previous scholars' questionnaire. Simple random sampling methods was adopted and self-administered questionnaire was distributed by mail to lecturers in private university as a pilot study. The questionnaire consists of 3 sections, which are section A, B and C. Section A contains questions related to Emotional Labour dimension, Section B consists questions associated to commodification of education whereas section C contains of questions on demographic of the respondents. For each item a corresponding Likert scale anchored at 1 for "Strongly Disagree" and 5 "Strongly Agree" were used.

4. Findings

The respondents who participated in the study, 41.7% of them were males while the remaining were 58.3% females.

There were 50% of respondents of age between 30-39, followed by 40% of age 40 – 49 and 10% of age 50 -59 55% of respondents had Bachelor Degrees, 24% with Master Degrees and 21% PhD holders. In terms of work experience, there were 41.7% respondents with 1-5 years' experience, 30.7% with 6- 10 years' experience, 21.6% of 11-15 years and 6% of 16-20 years.

One of the major aims of the study was to establish the existence of emotional labour amongst private university lecturers in Malaysia. The findings revealed that there is a high level of emotional labour prevalent amongst the lecturers. Almost all respondents agreed that they employed surface acting and deep acting during work either in class or during interaction with students. The results of the survey showed that the percentage of surface acting was higher than deep acting. 85% of the respondent had admitted that they had faked their emotions when dealing with students and that the faking was induced by demands made by management to keep the customers happy. This proves the indication of exploitation of emotions in the workplace. In addition it was highlighted that faking was not a genuine intention by lecturers but due to pressures of complying with demands of management. This is supported by Constanti & Gibbs (2004)

and Gaan (2012) that students and management of higher education institutions expect the academicians (lecturers) to perform emotional labour during the execution of their duties, thereby adding value to the teaching learning / teaching activity. As a service provider, the management is thus meeting the promise of delivering a hedonistic experience to the customer, while it is taken for granted that the academicians will perform emotional labour in the classroom for the benefit of the students in the first instance, and consequently for the good of the university in the second (even via the potential for emotional deceit (Constanti & Gibbs, 2004). Similarly majority of the respondents said that they change their actual feelings to please the students. This concurs with Gaan (2012) that they (students) know of the deceit but want to feel that they are different and enjoy the empathy of the teacher. This requires more than role-playing and can make the employees vulnerable and exploited by both the customer and the management.

Lecturers' evaluation by students is another significant feature of commodification of education. As consumers (students) of a service (education) have a right to evaluate or rate the service they receive. Based on the results, there was a strong positive correlation between the need to be friendly by lecturers and having good evaluations. Therefore it establishes the view that lecturers do have the stress of ensuring good evaluation or rating and they would have to behave in such way that would make their students feel good and happy. According to Lawrence & Sharma (2002) the lecturers evaluation form is also seen as a managerial tool intended as a disciplining power over academics, which is based on the market-based logic of student as consumers of educational product. It has potentially unfortunate consequences. Good teachers are the ones who please students. There is a tendency towards "edutainment", providing students with a pleasant experience and high grades in return for their fees, rather than a challenging and uncomfortable learning experience. (Lawrence & Sharma, 2002).

The results of the research also interestingly shows that the higher the position of the respondent such as head of departments, coordinators the lesser emotional labour. This could be due to the fact they have more autonomy compared to the others. Employees with high autonomy can decide when and how to respond to their demands (Bakker & Demerouti; 2005). Similarly was the correlation between respondents' academic qualification and emotional labour. It was seen that most of the respondents who had PhDs had experienced lesser emotional labour. We also find that age did not have significant factor that influenced the impact of emotional labour. Hence we can establish that emotional labour can be experienced by both younger and older respondents.

Most lecturers also agree and that they suppressed their feelings when dealing with demands from management. This points to the fact that due to reduced autonomy, lecturers hesitate from speaking of how they genuinely felt at certain situations. This concurs with Wharton (1993) that employees

who perform in low job autonomy or high job involvement are more at risk of emotional exhaustion than others who do not perform this activity. However the years of work experience of respondents did have a positive relationship to emotional labour. The higher the years of service, the less surface acting and more on deep acting. Lecturers also experienced emotional labour due to increased and diverse workload. This is in relations to dealing with conflicting demands from management and students. Most respondents stated that they used surface acting as a coping strategy. Many lecturers had stated that they had to sacrifice their professionalism in order to satisfy the management and keep the students happy in order to ensure students satisfaction.

5. Conclusions

The results from the research clearly shows that increased commercialisation and competition does impact emotional labour amongst lecturers. According to the results we find that the lecturers use surface acting and suppression as a mechanism to cope with the emotional dissonance. Whilst we are unable to undo effects of commodification of education, we can mitigate the negative outcomes caused high emotional labour level by various intervention which should be made compulsory to maintain quality of education, employees' satisfaction and the wellbeing of the lecturers. High emotional labour can be strongly associated with deterioration in service quality, high job turnover, absenteeism and low morale (Hatzinikolakis & Crossman, 2010; Brotheridge & Grandey, 2002) as well as decreased job satisfaction, performance, and well-being of employees (McCance et al., 2013). Moreover as stated by Berry & Cassidy (2013) management's ignorance and apathy on the situation can be commercially threatening to the organization. From this research and other related studies, it becomes clear that lecturers are pressured to employ emotional labour to cope with pressures caused by commodification such as increased demands by students, eroding job autonomy and conflicting demands made by management. Organizations of higher education expect their teaching staff to perform in a manner that keeps the customers happy and maximize profit for the organization, without realizing that emotional labour is being employed. Therefore it becomes imperative for management of private universities to acknowledge the existence of emotional labour amongst lecturers and introduce interventions to alleviate negative emotional labour outcomes.

REFERENCES

- [1] Arokiasamy, Anantha Raj A. (2011). "An Analysis of Globalization and Higher Education in Malaysia", *Australian Journal of Business and Management Research Vol.1 No.9*, 73-81.
- [2] Asthana, A. (2008, 25 May). Lecturers' workloads cuts teaching time. *The Observer*. Retrieved from www.guardian.co.uk/education/2008/may/25/highereducation.students.
- [3] Ashforth, B.E. and Humphrey, R.H. (1993), "Emotional labour in service roles: The influence of identity", *Academy of Management Review*, 18 (1), 88-115.
- [4] Bakker AB, Demerouti E and Euwema MC. (2005). "Job resources buffer the impact of job demands on burnout". *J. Occupational. Health Psychology*. 10, 170-80.
- [5] Berry, K. & Cassidy, S. (2013), "Emotional Labour in University Lecturers: Considerations for Higher Education Institutions", *Journal of Curriculum and Teaching*, 2, 22-36.
- [6] Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work." *Journal of Vocational Behavior*, 60(1), 17-39. doi: 10.1006/jvbe.2001.1815.
- [7] Constanti, P. and Gibbs, P. (2004), "Higher education teachers and emotional labour", *International Journal of Educational Management*, 18 (4), 243-249.
- [8] Gaan, N. (2012), "Impact of Emotional Labour on Teaching Effectiveness: A Study of Higher Education India", *Indian Journal of Industrial Relations*, 47 (4), 673-684.
- [9] Giroux, H. (1999), "Vocationalizing Higher Education: Schooling and the Politics of Corporate Culture", *College Literature*, Fall Vol. 26 (3), 147.
- [10] Hall, C., Swart, W. and Duncan, S. (2013), "Balancing Customer Needs and Standards in Higher Education," *Quality Approaches in Higher Education*, 3 (1).
- [11] Hatzinikolakis, J. and Crossman, J. (2010). "Are business academics in Australia experiencing emotional labour?" A call for empirical research. *Journal of Management & Organization*, 16, 425-435.
- [12] Heskett, J., W. E. Sasser Jr., and L. Schlesinger. *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value*. New York: Free Press, 1997.
- [13] Hochschild, A.R. (1983), *The Managed Heart: Commercialization of human feeling*, Berkeley, University of California Press.
- [14] Hon-Chan. Chai (2007). The business of higher education in Malaysia. In *Commonwealth Education Partnership*, 114-118. Cambridge: Nexus.
- [15] Hulsheger, UR. and Schewe AF. (2011), "On the cost and benefits of emotional labour: a meta-analysis of three decades of research" *Journal of Occupation Health Psychology*, 16(3), 361 – 89.
- [16] Humphrey, R., Ashforth, B., & Diefendorff, J. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6), 749-769.
- [17] Ideris, Aini. (2014), "Globalisation & Higher Education in Today's Context: Collaborations and Competition", Paper presented at the 7th EUA Council for Doctoral Education Annual Meeting, Liverpool, UK 19-20 June.
- [18] Kinman, G. (2008). Work stressors, health and sense of

- coherence in UK academic employees. *Educational Psychology*, 28(7), 823–835.
<http://dx.doi.org/10.1080/01443410802366298>.
- [19] Kinman, G., Wray, S., & Strange, C. (2011): Emotional labour, burnout and job satisfaction in UK teachers: the role of workplace social support, *Educational Psychology*, 31(7), 843-856.
- [20] Lawrence, S., & Sharma, U. (2002). "Commodification of education and academic labour—using the balanced scorecard in a university setting". *Critical perspectives on accounting*, 13(5), 661-677.
- [21] Love, K. (2008). Higher education, pedagogy and the 'customerisation' of teaching and learning. *Journal of Philosophy of Education*, 42(1), 15-34.
- [22] Mann, S. (1997), "Emotional labour in organizations", *Leadership & Organization Development Journal*, 18 (1), 4-12.
- [23] Mann, S. (1999), "Emotion at work: To what extent are we expressing, suppressing or faking it?" *European Journal of Work & Organizational Psychology*, 8 (3), 347-370.
- [24] McCance, A.S., Nye, C.D., Wang, L., Jones, K.S. and Chiu, C. (2013), "Alleviating the burden of emotional labor: the role of social sharing", *Journal of Management*, 39 (2), 392-415.
- [25] Meyer, H. (2002), "The new managerialism in education management: corporatization or organizational learning?" *Journal of Educational Administration*, 40(6), 534-551.
- [26] Mok, K. (1997), "The Cost of Managerialism: The Implications for the 'McDonaldisation' of Higher Education in Honk Kong", Public and Social Administration Working Paper Series, (6).
- [27] Morris, J.A. and Feldman, D.C. (1996), "The Dimensions, Antecedents and Consequences of Emotional Labor", *Academy of Management Review*, 21 (4), 989-1010.
- [28] Morris, J.A. and Feldman, D.C. (1997), "Managing emotions in the workplace", *Journal of Managerial Issues*, 9 (3), 257-275.
- [29] O'Brien, P. and Down, B. (2002), "What are teachers saying about new managerialism", *Journal of Educational Enquiry*, 3(1).
- [30] Ogbonna, E and Harris, L.C (2004). Work intensification and emotional labour among UK University lecturers: An exploratory study. *Organization Studies*, 25 (7), 1185-1203.
- [31] Ritzer, G. (1993). The McDonalization of Society. *Journal of American Culture*, 6, 100-107.
- [32] Selvarajah, K and Sulaiman, S (2014) The Effects of Social Media on Gen Z's Intention to Select Private Universities in Malaysia, *Review of Integrative Business and Economics Research* 3 (2), 466.
- [33] Simkins, T. (2000), "Education reform and managerialism: comparing the experience of schools and colleges", *Journal of Educational Policy*, 15(3), 317-332.
- [34] UCU (2008, 11 December). University and College Union. Stress levels in higher education way above recommended levels. Retrieved from www.ucu.org.uk.
- [35] Varca, Phillips E. (2009) "Emotional empathy and front line employees: does it make sense to care about the customer?", *Journal of Services Marketing*, 23 (1), 51 - 56.
- [36] V. P. Dijk and A. Brown (2006). Emotional labor and negative job outcomes: An evaluation of the mediating role of emotional dissonance. *Journal of Management & Organization*, 12 (2), 101-115.
- [37] Weiss, H. M., and Cropanzano, R. 1996. Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews* (pp. 1–74). Greenwich, CT: JAI Press.
- [38] Wharton, A. (1993), "The effective consequences of service work: Managing emotions on the job", *Work and Occupations*, 20 (2), 205-32.