

DEEP ACTING AND EFFECTIVENESS IN HEALTH SECTOR ORGANIZATIONS IN SOUTH-SOUTH  
ZONE OF NIGERIA

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**Abstract**

*This study examined the relationship between deep acting and effectiveness in health sector organizations in south-south zone of Nigeria. The study evaluated the relationship between deep acting and goal accomplishment, customer satisfaction and job satisfaction. Survey research design was used in this study because it is wide and inclusive in coverage. Simple regression analysis was employed in the study. Findings show that there is a significant relationship between deep acting and goal accomplishment; there is no significant relationship between deep acting and customers' satisfaction; and there is a significant relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria. The study therefore recommended that employees in the service sector must demonstrate appropriate emotional labour towards their employers within the organization and customers.*

**Keywords:** *Deep acting, effectiveness, goal accomplishment, customers' satisfaction, job satisfaction*

**Introduction**

Deep acting is the process of changing one's feelings about an interaction so that emotional expressions naturally match expectations (Grandey et al., 2013). Instead of simply faking unfeeling emotions, service personnel may actively alter inner feelings to express the emotion they wish to display (Nauman et al., 2019; Pillay et al., 2019). Perhaps by directly exhorting the feelings or indirectly experiencing them through trained imagination. Then, service personnel would have profoundly manipulated the entire emotional state to seamlessly feel, think, and act on the desired emotions of the organization (Walsh & Bartikowski, 2013; Yu-Shan & Tom, 2016).

Baridam and Oburu (2020) stated that the importance of emotions in the work environment has become apparent for quite a long time. Researchers have begun to realize the benefits that come from recognizing the value of emotions. For example, Kariou (2021) maintained that because of the rapid growth in the society and the continuous competition amongst organizations that provide services; organizations are increasingly concentrating on customer relations and be more focused on the nature of interactions (such as face to face or voice interactions) between employees and customers/clients. Consequently, employees are meant to engage in not only physical and intellectual labor but also emotional labor to increase their organizational effectiveness (Igbojekwe, 2015; Gbajeke & Kanungo; 2017; Eneizan, 2019; Joshua, & Siti, 2019). In the hospital, employees are always in contact and in touch with their customers directly or indirectly.

The concept of organizational effectiveness is one of the open construct that is contingent on the organization and its environment. Tamunomiebi and Worgu (2020) define organizational effectiveness as the extent to which an organization as a social system, given certain resources and means, fulfills its objectives without in- capacitating its means and resources, and without placing undue strain upon its members. Rahnawati (2016) posited that one objective of the organization is the increased performance of the individual, the increase organizational effectiveness can be achieved. In other to measure effectiveness in an organization, this study will examine goal accomplishment, customer satisfaction and job satisfaction.

Organizations set goals on a regular basis in order to measure their performance, productivity, and, ultimately, profitability, as this is the primary goal of every business. According to Eydi (2015), the goal attainment approach defines effectiveness in terms of the organization's success in achieving its set goals. Organizations are perceived as effective when set goals are met because they are naturally goal-oriented entities.

Kaur and Malodia, (2017) defined job satisfaction as a positive emotion expressing job evaluation results. Job satisfaction, whether male or female, is an important indicator of an individual's attitude toward their job. It is the degree to which a person enjoys or dislikes the assigned job. According to Baridam and Oburu (2020), "customer satisfaction" refers to a situation in which an organization can meet the needs of its customers while also remaining competitive. As a result of the organization's ability to go above and beyond when providing services, customers' expectations are exceeded. They believe they have received an unexpected service, which can take the form of gestures, kind acts, positive remarks, or extra efforts by the service provider. According to organizational studies (Gronroos & Ravald, 2011), customer satisfaction is critical for service providers (organizations) who want to create value for their customers. Organizations can increase customer satisfaction, loyalty, and performance by providing excellent services (Zeithaml & Bitner, 2001).

### **Statement of the Problem**

Organizations are realizing that deep acting during employee-customer interactions, is at the heart of a service experience, influencing customers' perceptions and leading to satisfaction or dissatisfaction (Polycarp, 2017). As the role of emotion in organizational effectiveness gains attention, studies on the effects of deep acting on organizational effectiveness in terms of customer satisfaction with service quality are being conducted. Research shows that dissatisfaction with service encounters can lead to a variety of behaviors that are detrimental to an organization's bottom line (Kim, 2019).

Numerous studies contend that deep acting has a negative impact on worker outcomes such as job dissatisfaction, employee turnover, intention to quit, and poor organizational performance (Lv, 2012; Chapman & Evans, 2016). Customer-service representatives are particularly stressed because they are responsible for handling sensitive cards, files, cash, and cash-related transactions

Prior research on the effects of deep acting in the health sector on organizational effectiveness, such as job satisfaction, customer satisfaction, and quality service, is still limited. Some studies look at the relationship between deep acting and job performance, while others look at the impact of deep acting on organizational effectiveness. The present study examines the extent of relationship between deep acting and effectiveness of health sector organizations in south south zone of Nigeria.

### **Objectives of the Study**

The main aim of this study is to investigate the relationship between deep acting and effectiveness in health sector organizations in South-South zone. The specific objectives are to:

- (i) investigate the relationship between deep acting and goal accomplishment;
- (ii) determine the relationship between deep acting and customers' satisfaction; and
- (iii) evaluate the relationship between deep acting and job satisfaction.

### **Research Questions**

The study will be guide by the following research questions:

- i. To what extent is the relationship between deep acting and goal accomplishment?
- ii. To what extent is the relationship between deep acting and customers' satisfaction
- iii. What is the relationship between deep acting and job satisfaction

### **Research Hypotheses**

The following null hypotheses will be test in this study:

- Ho<sub>1</sub>:** There is no significant relationship between deep acting and goal accomplishment of federal hospital in South-South zone of Nigeria;
- Ho<sub>2</sub>:** There is no significant relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria;
- Ho<sub>3</sub>:** There is no significant relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria;

### Scope of the study

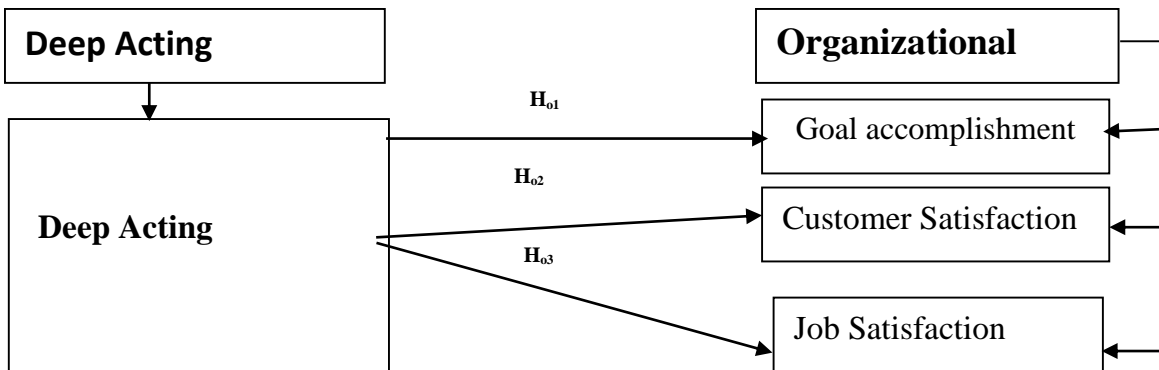
The content scope of this study is delimited to deep acting and effectiveness of health sector organizations. It covers Deep Acting (DA), Job Satisfaction (JS); Goal Accomplishment (GA) and Customer Satisfaction (CS).

The study covers all the Federal medical Centers in the South South zone of Nigeria. The Federal Medical Centers include; FMC in Bayelsa, FMC in Rivers State, FMC in Cross Rivers State, FMC in Akwa-Ibom State, FMC in Delta State and FMC in Edo State.

The unit of analysis of this study is the individual as it covers all employees of all the Federal Medical Centre (FMC) in Bayelsa State, Rivers State, Cross River State, Akwa Ibom state, Delta State and Edo State all in South South zone of Niger

### Review of Related Literature

#### Independent Variables



**Figure 2.1: Operational Conceptual Framework Showing deep acting and organization effectiveness of Federal Medical Hospital (FMC) in South south state.**

**Source; Bhagyshree and Sapna (2019).**

In this study, deep acting was measured as a single variable, while organizational effectiveness was measured in terms of customer satisfaction, job satisfaction, and quality service.

### Conceptual Review

#### Deep Acting

Deep acting occurs when employees modify a true inner feelings based on display rules. For example, employees try to use their thoughts, images, experiences when bringing about the right emotion (Baridam & Oburu, 2020). In such a situation, a figurative picture must be created in mind to feel the work situation and act accordingly (Critchley & Garfmkel, 2017).

Deep acting is the corresponding emotional management mechanism to surface acting, used in emotional labor situations (Becker and Cropanzano, 2015), Unlike surface acting, deep acting requires employees to change their internal feelings such that they conform to the expectations of their organizations (Du et al, 2011). This definition re-echoes the deductions made from the study by Bhave and Glomb (2016) when it was said that the opposite of using surface acting was to express emotional labor as occupational requirement. Koval et al (2015) cited that deep acting is commonly evident and practiced among emotionally mature employees,

most of who have gained several years of experience on the job. Since such senior staff have been used to the same job requirements for very long time, they easily identify emotional adjustment processes that work best for them in meeting occupational requirements. For such employees, their satisfaction at work is largely measured by the collective success of the organization in which they belong (Scott & Barnes, 2011).

### **Organization Effectiveness**

Several authors have written on the concept of organizational effectiveness on the basis of their perception of the subject matter but this paper simply views organizational effectiveness as an organization's ability to survive and make progress in its business environment through the attainment set goals and objectives. Agarwal and Dhar (2020) defined organizational effectiveness as firm's proficiency at having access to the essential resources. Tamunomiebi and Worgu (2020) proposed the ability to transform resources into tangible outcomes and the degree of satisfaction of various stakeholders as measures of organizational effectiveness.

### **Measures of Organizational Effectiveness**

Following the intrigues that the concept of organizational effectiveness has generated, the issue of its measures has always been in contest. This is unconnected to the arguments from certain quarters that what constitutes effectiveness in an organization may not likely constitute effectiveness in another organization (Tamunomiebi & Worgu, 2020). It is on this premise that goal accomplishment, job satisfaction and customer satisfaction have been identified as measures of organizational effectiveness.

### **Goal Accomplishment**

Every organization sets clear goals that are expected to be met within a period of time. These goals could be long term or short term depending on what the organization seeks to achieve (Tamunomiebi & Worgu, 2020). Hence, organizations periodically set goals to enable them measure their performance, productivity and ultimately profitability as that is the primary purpose of every business.

Manu (2016) opine that management always compares key organizational outcomes with previously stated goals and corrective action is initiated for any kind of deviation. This implies that measuring organizational outcomes with previously stated goals and applying corrective measures where needed helps to attain newly set goals and promote organizational effectiveness. This is necessary following an organization's need to be grown. Although Eydi (2015) argue that due to the complex nature of today's organizations, there may be need for an organization to set multiple goals which may conflict each other creating confusion as to what an organization sometimes want to achieve, this too may result in organizations inability to achieve anything in the long run.

### **Job Satisfaction (JS)**

The nature of Job Satisfaction (JS) refers to a person's general attitude towards his work. An individual with a high intensity of JS has a positive approach towards his work; someone is not satisfied with his work has negative approach about work (Zafar et al, 2018). Job satisfaction has also been defined as the amount of the total positive effect of the work (Griffeth et al., 2000).

Factors that are used to determine JS of peoples at work include financial benefits, employee relations, work environment and role clarity (Yeong & Kyoung, 2015).

Job satisfaction assures the employees what they think about their work (Harari et al., 2018). However, it is believed that real or false feelings about the display of emotional tasks can have a positive or negative impact on performance (Harari et al., 2018; Hoffmann, 2016).

### **Customer Satisfaction**

Customer satisfaction is defined as an overall evaluation of a firm's services or product. Eneizan et al (2019) refer to customer satisfaction as the buyer's cognitive state of being in/adequately rewarded for the sacrifice made in a buying situation. Moreover, others analyze the concept specifically in the field of operations management (Saenz et al., 2018).

Customer satisfaction dimensions relate to the ratio of price to value, quality, loyalty, or performance of delivery (Yao et al., 2009). As demonstrated by researches in service management, the development of long term relationships between customers and service providers is also influenced by social aspects. Customer satisfaction depends on a service performance in delivering value relative to patient expectations. If the service render falls short of the customers' expectations, the patient is dissatisfied. If the service matches expectations, the patient is satisfied.

### **Theoretical Review**

#### **The affective events theory (AET)**

The affective events theory (AET) was formulated by Weiss and Cropanzano (1996). Affective Events Theory (AET) is a psychological model designed to explain the connection between emotions and feelings in the workplace and job performance, job satisfaction and behaviours. AET posit that there are elements of the organizational environment that are perceived to facilitate or to impair an organizational member's progress toward workplace goals (i.e.. experienced hassles or uplifts, often in response to events derived from top managers' strategic decisions) lead to transient positive or negative affective responses.

Michael (2020) maintained that employees respond to emotional things that occur at their workplace and this reaction has the ability to affect their performance and satisfaction on the job. The Affective Events theory reflects the series of events and emotional interaction with the work environment. The work environment can be seen as surrounding the job, the various characteristics of the job, the job demands and the emotional labor requirements. For instance, certain jobs like nurses, waiters, flight attendants etc. involve some certain amount of emotional labor on such jobs; these requirements can be seen as the work environment (Robbinsetal, 2013).

According to the theory, the work environment are things that happens to employees at work such as daily hassles, set-backs, surprises, good news, daily uplifting could lead to emotional reactions either positive or negative. Also, employees' personality and moods play a great deal; some people can handle some events while some can't. In general, the theory posits that the emotional reactions affect the way employees feel about their jobs which in turn affect their performance. For instance, Robbins et al (2013) posited that positive reaction influences a number of performance and satisfaction. They could lead to organizational citizenship behavior, organizational commitment and increased job performance.

The study is underpinned to The Affective Events Theory (AET) because the theory was developed by organizational psychologists and its focuses positive or negative happenings that all parts of the job can affect emotions, including the actual job tasks, management styles, co-workers' actions, and job pressures. Positive and negative situations at work create long-term emotional responses that can impact job satisfaction, development, and commitment. Therefore, organizations are advised to investigate the relationship between emotional labour and organization effectiveness in term of their emotional attribute to job and customers satisfaction.

### **Empirical Review**

Ichayaporn and Rapeeporn (2022) evaluated the influence of emotional labor on job stress and satisfaction among flight attendants in full-service airlines based in Thailand. The study encompassed descriptive research design utilizing a survey questionnaire. The online questionnaire was distributed to the flight attendants of Thai full-service airlines with a total of 416 valid responses being collected. The collected data were analyzed using a Pearson correlation coefficient and linear regression. The results revealed significant influences of emotional labor on both job stress and job satisfaction, including the finding that 1) surface acting has a negative effect on job stress, while deep acting can lead to reducing job stress; and 2) surface acting can lower job satisfaction, while deep acting has a positive effect on job satisfaction.

Rubina and Fauz (2021) examined the effect of work family conflict and emotional labor on job performance among secondary school teachers in Punjab. The research encompassed on quantitative and cross sectional research design. The secondary school teachers were the population whereas, 286 respondents were selected through random sampling technique from Sargodha District. For this study standardized questionnaires were administered to collect the data from the respondents through survey method. SPSS-25 was used to evaluate the descriptive and inferential statistics for this research. The findings of the study show that work family conflict and emotional labor play a vital role for the enhancement of job performance of teacher that leads to the uplift of secondary schools. Balamurugan and Divyabharathi (2021) empirically examined the relationship between emotional dissonance and job satisfaction: A review of empirical studies. Descriptive survey research was employed and the method of data collection was primary sources of questionnaires was adopted. The data collected was analyzed through percentage analysis and chi-square tests and correlation tests are-applied for the analysis of data, that are also prepared. Findings indicate that there is evidence of an empirical association between emotional dissonance and job outcomes, but the evidence is inconsistent, producing mixed results. With all of the above observations and explanations, the current study provides clinicians with a thorough understanding of the relationship between emotional dissonance and work satisfaction, as well as implications for practise and science.

Kariou et al (2021) explored the relationship between emotional labor and burnout in school settings. The review focused specifically on teachers from elementary and high schools, between January 2006 and August 2021, and 21 studies fit the inclusion criteria. Overall, the review of the literature supports the significant associations between burnout and emotional labor with the majority of results pointing to the consistent relationship between surface acting and burnout. However, the results regarding the association of deep acting and naturally felt emotions with burnout were mixed. There is considerable scope for improvement in our study



of emotional labor in terms of the study designs we employ, the variables we study and our appreciation of the historical and cultural factors that moderate and mediate the relationship between emotional labor and burnout. The gap found in the study is that, their study was carried out in literature review approach of methodology while the current study is carried out in empirical methodology of federal hospitals in Bayelsa State, Nigeria. Chunjiang and Aobo (2021) aimed to provide a comprehensive review of emotional labor spanning about 40 years. The study used a qualitative literature review method along with a theoretically derived path diagram of key emotional labor constructs. The study also used meta-analysis to explore the relationship between emotional labor and outcomes in different national contexts. First, the study review contemporary theoretical conceptualizations of emotional labor and its dimensions. Second, the summarizes even existing measures of emotional labor in light of their contents. Third, the map the theoretical and nomological network of emotional labor about its antecedents, out comes, moderators, mediators. Fourth, we use meta-analysis to explore the relationship between emotional labor and other variables in different contexts. Finally, the study concluded by showing a detailed future research agenda to bring the field forward from different perspectives, including theoretical and empirical advancement. The gap found in the study is that, their study was carried out in literature review approach of methodology while the current study is carried out in empirical methodology of federal hospitals in Bayelsa State, Nigeria.

Jina and Hye-Sun (2021) investigated the linkage between emotional labor and stress effects on retail sales workers. The study conducted both a qualitative textual analysis and interview. Qualitative data was time-consuming type of data to analyze since it involves interpreting words rather than numbers. The findings showed that emotional labor and stress may not only cause mental harm to the employees but can result in adverse reaction to the customers. Retail employees need to express their true emotions and avoid pretending to be helped with a clear understanding of their needs. This study conclude that motional labor and stress to the retail workers is a real issue that has affected many people around the globe and there is a need to conduct more research on the issue to help employees serve customers much better. Stress among sales workers results to poor working morale and thus affects the entire organization at large.

Rajak et al (2021) emotional labour, stress and employee performance: a study of higher education system. The study was conducted on teachers employed in university and colleges across India. The study used the purposive sample technique and Descriptive statistics was employed. The study revealed that DA has a more significant effect on stress in comparison to SA whereas stress strongly affects the EP. EL is one of the crucial factors in creating stress.

### **Gap in Literature**

From the empirical review above, it is noted that various scholars and researchers has carried out a work on deep acting with different performance measures but very few on deep acting and organization effectiveness. Thus, to the best of my knowledge, no researchers have conducted a research on deep acting and organization effectiveness of federal hospitals in Bayelsa State as at the time of carrying out this research. Also to the best of my knowledge, none of the prior studies has employed goal accomplishment to determine the relationship or effect on emotional labour dimensions. Therefore, this work sought to fill the knowledge gap being identified in this study.



## Research Method

### Research design

Survey research design was used in this study because it is wide and inclusive in coverage, it generally seems to bring things up to date and relate to the present state of events. It as well gave the respondents equal chances of being selected.

### Population of the Study

The target population of this study consisted of six (6) Federal Medical Centres (FMC) distributed in the six states of the South South zone of Nigeria. The staff population size was 240. From the Human Resource Departments of the six FMC under study FMC Bayelsa ( $N_1 = 45$ ), FMC Rivers State ( $N_2 = 42$ ), FMC Cross Rivers State ( $N_3 = 38$ ), FMC Akwa-ibom State ( $N_4 = 47$ ), FMC Delta State ( $N_5 = 33$ ) and FMC Edo State ( $N_6 = 35$ )]. The population of the management and staff of the Federal Medical Center stand at a total of 240. Based on the population of the study, the sample size was determined.

### Sample Size Determination

The sample of the management and staff of the Hospital is determined by the use of Taro Yamene formula, in Alugbuo (2005) as thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:  $n$  = Sample size  
 $N$  = Population size (240)  
 $e$  = Allowable error (0.05)  
 $1$  = Constant figure

Given that the researcher has chosen 5% or 0.05 as a level of significance the sample size can be calculated thus:

$$\begin{aligned} \text{There: } n &= \frac{240}{1 + 240(0.05)^2} \\ n &= \frac{240}{1 + 240(0.0025)} \\ n &= \frac{240}{1 + 0.6} \\ n &= \frac{240}{1.6} = 150 \end{aligned}$$

Bowley's formula was used as follows:

$$n_h = \frac{nN_h}{N}$$

where

$N_h$  = number allotted to each stratum  
 $n$  = Sample size  
 $n_h$  = population of each stratum  
 $N$  = Population

$$\text{FMC Bayelsa: } n_1 = \frac{nN_1}{N} \quad n_1 = \frac{150 \times 45}{240} \approx 28$$

$$\text{FMC Rivers State: } n_2 = \frac{nN_2}{N} \quad n_2 = \frac{150 \times 42}{240} \approx 26$$

$$\text{FMC Cross Rivers State: } n_3 = \frac{nN_3}{N} \quad n_3 = \frac{150 \times 38}{240} \approx 24$$

$$\text{FMC Akwa-ibom State: } n_4 = \frac{nN_4}{N} \quad n_4 = \frac{150 \times 47}{240} \approx 29$$

$$\text{FMC Delta State: } n_5 = \frac{nN_5}{N} \quad n_5 = \frac{150 \times 33}{240} \approx 21$$

$$\text{FMC Edo State: } n_6 = \frac{nN_6}{N} \quad n_5 = \frac{150 \times 35}{240} \approx 22$$

### Technique

In this study, equal allocation (23) is employed for the respondents due to the inability to get the exact number of employees. Thus, twenty three questionnaires were distributed to each of the federal medical centers, making a total of 138.

### Validity of the Instrument

Indeed, the instrument used for this work was made valid and accurate. The questionnaire's validity was determined by the fact that the questions and items in the questionnaire was strictly on deep acting and effectiveness. The questionnaire was subjected to supervisor's corrections so as to achieve face and content validity. The researcher used a pilot study to determine the validity by selecting seven respondents from each of the study organizations. The researchers administered the instrument to them and make corrections later wherever necessary.

### Reliability of the Instrument

The reliability of the research instrument was determined using the Cronbach Alpha Coefficient via SPSS. Cronbach Alpha was suitably adopted in determining the reliability of the instrument because it is capable of assessing and ascertaining the internal consistency of the questionnaire items. A cut of point of 0.70 was used in determining whether a reliability coefficient was accepted as high or low. Thus, questionnaire items below 0.70 Cronbach Alpha coefficient was considered to have indicated a low reliability, while those with Cronbach Alpha coefficient above 0.70 was considered to have indicated an acceptable level of reliability.

### Data Analysis Techniques

Data analysis provides the statistical and econometric methods appropriate to conduct a research. Consequently, in this research work, Statistical Package for Social Science (SPSS) version 22.0 was used to run a simple regression analysis to examine the relationship between each of independent variables with each of the dependent variables, E-views was used for the diagnostic testing

### Presentation of regression estimate

**Table 4.OLS regression estimate****Model one**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.052798	0.136976	0.385458	0.7005
DA	0.193516	0.060712	3.187452	0.0018

**Source: EVIEW result output 2023****Table 4.1.1 OLS regression estimate****Model two**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.187173	0.267069	4.445195	0.0000
DA	-0.013912	0.118372	-0.117530	0.9066

**Source: e-view result output 2023****Table 4.1.2 OLS regression estimate****Model three**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	0.046857	0.180357	0.259802	0.7954
DA	0.178432	0.079940	2.232088	0.0273

**Source: Eview result output 2023****Table 4.1.3 OLS regression estimate**

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.302480	0.575210	2.264355	0.0251
DA	0.904228	0.046535	19.43127	0.0000

**Source: Eview result output 2023****Magnitude change of parameter estimate**

The relationship between deep acting and goal accomplishment of federal hospital in South South zone of Nigeria

The estimated result from table 4.0 reveal the slope of deep acting as 0.193516 which is positive and directly related to goal accomplishment of federal hospital. This implies that a percentage increase in the slope of deep acting will result to a corresponding increase in goal accomplishment of federal hospital in South-South zone of Nigeria to the tune of 0.193516.

#### **The relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria.**

The estimated result from table 4.1.1 reveal the slope of deep acting as -0.013912 which is negative and inversely related to customers' satisfaction of federal hospital. This implies that a percentage increase in the slope of deep acting, will result to a corresponding decrease in customers' satisfaction of federal hospital to the tune of 0.013912. This implies that the activities of the federal hospital with respect to deep acting has no effect on customers' satisfaction of federal hospital in South-South zone of Nigeria.

#### **The relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria.**

The estimated result from table 4.1.2 reveal the slope of deep acting as 0.178432 which is positive and directly related to job satisfaction of federal hospital. This implies that a percentage increase in the slope of deep acting, will result to a corresponding increase in job satisfaction of federal hospital in South-South zone of Nigeria. to the tune of 0.178432.

#### **Test of hypotheses**

The hypotheses of the study were tested using the result presented in table 4.1, 4.1.1 and 4.1.2 for the ten hypotheses respectively.

##### **Hypothesis One**

**Ho<sub>1</sub>:** There is no significant relationship between deep acting and goal accomplishment of federal hospital in South-South zone of Nigeria;

##### **Interpretation**

From table 4.0 the Prob-value of deep acting is obtained as 0.0018 which are less than 0.05 critical values. We therefore reject the null hypothesis that there is no significant relationship between deep acting and goal accomplishment of federal hospital in South-South zone of Nigeria and accept the alternative hypothesis that a significant relationship exists

##### **Hypothesis two**

**Ho<sub>2</sub>:** There is no significant relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria;

##### **Interpretation**

From table 4.1.1 the Prob-value of deep acting is obtained as 0.9066 which are greater than 0.05 critical value. We therefore accept the null hypothesis that there is no significant relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria and reject the alternative hypothesis that a significant relationship exists between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria.

##### **Hypothesis Three**

**Ho<sub>3</sub>:** There is no significant relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria;

### **Interpretation**

From table 4.1.2 the Prob-value of deep acting is obtained as 0.0273 which are less than 0.05 critical values. We therefore reject the null hypothesis that there is no significant relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria and accept the alternative hypothesis that a significant relationship exists between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria.

### **Summary of Findings**

The findings of the study are summarized as follows;

- (i) There is a significant relationship between deep acting and goal accomplishment of federal hospital in South-South zone of Nigeria;
- (ii) There is no significant relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria;
- (iii) There is a significant relationship between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria;

### **Discussion of Findings**

The study has examined the relationship between deep acting and effectiveness in health sector organizations in south south Nigeria. The findings from the first hypotheses observed that there is significant relationship between deep acting and goal accomplishment of federal hospital in South-South zone of Nigeria respectively. This is in agreement with the empirical study of (Ichayaporn and Rapeeporn 2022) evaluated the influence of emotional labor on job stress and satisfaction among flight attendants in full-service airlines based in Thailand. The results revealed significant influences of emotional labor on both job stress and job satisfaction.

Hypothesis two which states that there is no significant relationship between deep acting and customers' satisfaction of federal hospital in South-South zone of Nigeria. This is in disagreement with the empirical findings of (Agarwal and Dhar 2020) studied a literature review of role of emotional labour in organizational effectiveness of police department in India. The study found that there is a relationship between emotional labour and organizational effectiveness.

Hypotheses three accepted the alternative hypotheses that a significant relationship exists between deep acting and job satisfaction of federal hospital in South-South zone of Nigeria respectively. The acceptance of the alternative hypotheses is in line with the work of (Karimi 2020) studied on the impact of emotional labour on organisational success. The results suggest that deep acting can reduce burnout among employees.

### **Conclusion**

Deep acting and effectiveness of organization in health sector organizations have been extensively examined using statistical tools and analysis. The study considered the dimension of effectiveness as goal accomplishment, customer satisfaction and job satisfaction. The study concludes that there is a significant relationship between deep acting and effectiveness of health sector organizations in south south Nigeria. However, there are discrepancies in the relationship between some variables of deep acting and effectiveness.

### Recommendations

The following recommendations are stated;

- (a) The study recommends that employees in the service sector must demonstrate appropriate emotional labour towards their employers within the organization and outside customers if they are outside the organization. It is believed that if employees feel the support of their managers, they will reduce the pressure of emotional labour within the organization and help them regulate their emotions more positively.
- (b) Proper strategies should be defined by the management for achieving job satisfaction, which finally leads to organizational effectiveness.
- (c) It is recommended that hotel organizations should re-design and plan the emotional content and context of their human resources practices to reflect the emotional demands of frontline jobs in the hotel industry and the crucial role emotional labour plays during service encounters.

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