



## Research article

## Psychosocial predictors of emotional labour among employees of merged and acquired banks in Ibadan, South-West, Nigeria

Joseph Nwogu Nkemakolam<sup>a</sup>, Chisaa Onyekachi Igbolekwu<sup>b</sup>, Esther Chinyere Nwogu<sup>c</sup>, Nwabugwu Obioha Nnanna<sup>d</sup>, Abiola John Asaleye<sup>e,\*</sup>, Rasak Bamidele<sup>b</sup>, Ogadimma Arisukwu<sup>b</sup><sup>a</sup> Department of Sociology, University of Ibadan, Nigeria<sup>b</sup> Department of Sociology, Landmark University, Nigeria<sup>c</sup> Department of Special Education, University of Ibadan, Nigeria<sup>d</sup> Department of Human Relations, Oklahoma State University, USA<sup>e</sup> Department of Economics, Landmark University, Nigeria

## ARTICLE INFO

## Keywords:

Psychosocial factors  
Job satisfaction  
Emotional labour  
Employees  
Acquisition and merger  
Banks

## ABSTRACT

Mergers and acquisitions (M&As) are common among financial institutions. This process often exerts immense pressure on employees of these institutions. Hence, this study touches on the significant but neglected human angle aspect of M&A. Therefore, the study examined psychosocial predictors of emotional labour among employees of merged and acquired banks in Ibadan. The study design is cross-sectional, which involves using a quantitative data collection method to elicit responses from the participants. Furthermore, the convenience sampling method was used and selected four hundred, and twenty-two employees acquired or merged during the consolidation and post-consolidation eras in South-Western Nigeria. A structured questionnaire that measured job satisfaction, acculturation, attitude to M&A and emotional labour was used to collect data from the respondents. Data analysis was done using SPSS software window 10.0. The mean age of respondents was 32 years, with a standard deviation of 7.31. The results showed that attitude towards M&A ( $\beta = 0.39$ ;  $p < .05$ ) and acculturation ( $\beta = 0.36$ ;  $p < .05$ ) were significant independent predictors of emotional labour. Furthermore, attitude towards M&A ( $\beta = 0.32$ ;  $P < .05$ ) and acculturation ( $\beta = 0.28$ ;  $p < .05$ ) were also significant independent predictors of emotional labour per se, personal efficacy, and for false face, respectively. Therefore, it was concluded that employees' emotions and job satisfaction should be factored into the management's strategic plan during M&A because the success or failure of this undertaking rests on them. Therefore, it was recommended that bank managers pay adequate attention to acculturation and the attitude of employees during a major organisational change to enhance emotional labour performance.

## 1. Introduction

As two firms combine to form one entity, two significant processes and changes occur—merger and acquisition. However, true mergers are not common. Most of the time, it is one company that takes over the other. A merger occurs when there is substantial equality between the two firms in becoming one (Fayankinnu and Akinde, 2020). However, mergers are a complete union or amalgamation of two or more companies to achieve managerial interwoven, economical and legal unity (Haven, 2015; Mattsson and Tidana, 2018). Some of the reasons for organisational mergers are achieving economies of scale and scope or synergy, diversification, response to market conditions that offer

business opportunities, the personal interest of shareholders, and fear of obsolescence (Petitt and Ferris, 2013; Haven, 2015).

Similarly, acquisition occurs through an unpleasant takeover by buying the bulk of the remaining shares of a firm in the open market or any means where the acquired firm has a limited voice in the scheme that brought out the firm. Thus, acquisition refers to a management strategy in which an organisation takes over the management of another business organisation which might happen due to the unhealthy nature of the acquired organisation or bankruptcy (Asaleye et al., 2021a,b; Babalola and Ewetade, 2016). However, mergers and acquisitions experiences in the Nigerian banking sector created instability in the labour market

\* Corresponding author.

E-mail address: [asaleye.abiola@lmu.edu.ng](mailto:asaleye.abiola@lmu.edu.ng) (A.J. Asaleye).

resulting in job displacement, despite the high unemployment rate in the country (Asaley et al., 2018; Popoola et al., 2018; Asaley et al., 2019).

Mergers and acquisitions (M&As) throw up series of emotional issues among organisational workers and customers. For instance, employees must regulate their emotions to meet organisationally based expectations needed for the job. In this regard, Hochschild (1983) distinguished forms of emotional labour-surface acting, in which the regulation acts on the emotional expression in a face to face interaction. For example, a bank employee acts as if the required emotion is felt, such as smiling at an annoying customer. On the other hand, deep acting aims to produce certain emotions-bank employees try to feel the emotions they are expected to display in service interaction (Lu et al., 2019). Therefore, bank employees are always expected to display positive emotions (service with a smile), but negative emotions have been expressed most times.

Studies have shown that M&As are surrounded by an aura of conquest, where considerable pressure is heaped on the managers of the acquired organisation to break their existing cultural bond and comply with the beliefs, assumptions and values of the buying organisation. For instance, the acquired bank managers are placed in a new social setting in which their buyers and their previous situations are inevitable and salient. However, organisational culture is perceived as important in influencing employee commitment, satisfaction, productivity and longevity within a group or organisation.

Attitude towards M&A refers to the disposition of employees concerning the acquisition. Therefore, employees' attitude affects their behaviour and management policies. For instance, bank employees who have a positive attitude toward M&A, are satisfied with their jobs and are well-integrated in M&A are likely to express a higher level of emotional labour than employees who are not (Akosah-Twumasi et al., 2018; Yijälä and Luoma, 2019).

Therefore, this study investigated micro-level processes associated with major organisational transformation, which remained a much-neglected aspect within the merger studies (Zhu et al., 2017; Chen and Vashishtha, 2017; Oladipo, Iyoha, Fakile Asaley & Eluyela 2019b); this is a significant gap based on the availability of numerous studies which revealed that mergers and acquisitions have not led to any significant levels of accomplishment, thereby leading to its abandonment due to cultural or people-associated factors (Zuckerman, 2011; Kaur, 2014).

M&As in recent times have been reported not to lead to improved organisational performance previously expected. This low performance has been ascribed to the human aspect of M & M&A, which organisations particularly, Nigeria, fail to pay adequate attention to; this usually leads to increased turnover, low job satisfaction and interpersonal conflicts among bank managers and employees. For instance, when the human angle of M&A is not taken care of during the process of M&A, it may lead to low job performance, an increase in the rate at which employees are quitting the job, interpersonal conflicts among managers and their subordinates (Achtenhagen et al., 2017). Also, the outcome of M&A depends on the emotions concerning the ongoing change; this emotion could be affected either positively or negatively, depending on the perceptions of the employees towards their job security, working conditions and general treatment by the organisation (Filipovic et al. 2014; Hullur and Hyderabad, 2014; Oladipo et al., 2019a). It has also been said that emotional labour is necessary for circumstances where there is the need to integrate employees from different organisations (Brundin and Liu, 2015). However, the concept of emotional labour has recently gained momentum; therefore, the measurement and conceptualisation of this construct are enmeshed in controversy. However, a thorough examination of the literature did not discover a widely accepted questionnaire.

The study's main purpose is to examine the psychosocial predictors of emotional labour among employees of merged and acquired banks in Ibadan, South West, Nigeria. The specific objectives of the study are: To test the influence of acculturation on emotional labour among bank employees during post-M&A; access the influence of attitude towards acquisition on emotional labour among bank employees during post-M&A; determine the influence of job satisfaction on emotional labour

among bank employees during post-M&A and test the influence of age, sex, job position, job tenure education, and marital status on emotional labour among bank employees in post-M&A.

Many mergers and acquisitions have taken place in the Nigerian banking sector; we need to understand why and how banks are acquired/ or merged and the emotional effects of such processes on employees, banks and customers. In addition to several studies in Nigeria and elsewhere, which have reported the challenges of mergers and acquisitions on the emotions of bank employees and job satisfaction, this study believes it is important to comprehend better how to handle mergers and acquisitions to reduce conflict in the work environment. If not well understood and effectively managed, these conflicts can affect employees' emotions, attitudes, and job satisfaction. Thus, significant low morale and productivity need to be addressed urgently.

The study is anchored on the following hypotheses- H<sub>1</sub>. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict emotional labour among bank employees; H<sub>2</sub>. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict emotional labour per se among bank employees; H<sub>3</sub>. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict false face dimension of emotional labour among bank employees;

H<sub>4</sub>. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict the personal efficacy dimension of emotional labour among bank employees; H<sub>5</sub>. Age, sex and work experience will independently and jointly predict emotional labour among bank employees and H<sub>6</sub>. The job position will independently and jointly predict emotional labour among bank employees during post-M&A.

The independent variables were post-acquisition attitudes such as acculturation, attitude towards M&A and job satisfaction. The socio-demographic variables of interest are age, sex, job status, job tenure, education and marital status. The dependent variable was emotional labour, which has three forms: emotional labour per se, personal efficacy and false face. The six hypotheses are non-directional hypotheses. They did not specify whether an increase or decrease in the predictor variables (acculturation, attitude towards M & M&A and job satisfaction) will increase or decrease in the dependent variable (emotional, false face, emotional labour per se and personal efficacy).

The outline of the study is as follows: Section 1 is the introduction to the study. Section 2 presents a literature review, while Section 3 explains the methodology used in the study. Section 4 is the statistical analysis and discussion of the findings. Finally, Section 5 presents the conclusion and recommendations.

## 2. Review of literature

### 2.1. Gender and emotional regulation

One of the factors that have been neglected in previous emotional labour studies is gender. Many studies have established that men and women in frontline service and professional jobs engage and feel emotional labour differently and with different results in post-M&A era work organisations (Guy et al., 2015). Women are more likely to display work expected emotions and manage undesirable emotions during customer interactions than men (Stadel et al., 2019). The previous justifies the use of mostly female bank employees as frontline desk officers because of their inherent abilities to express friendly emotions of care, support and love to bank customers. Also, male bank employees are used mostly in debt recovery operations requiring the expression of negative emotion (anger) and suppressing positive emotions (love, sympathy) when relating with bank debtors.

### 2.2. Age and emotion regulation

In post-M&A era work organisation, age and emotion management have received little attention from scholars despite the revelation that

age is positively related to emotion management (Doerwald et al., 2016). Age influences successful emotion regulation strategies (Lawrence et al., 2011). The Socio-Emotional Selectivity Theory (SST) reports that as people advance in age, their motivations change from future knowledge acquisition to greater emphasis on emotional states and meanings. Thus, this might be why older and experienced bank employees are mostly used in managerial positions. They tend to adopt appreciable regulation strategies to relate with bank customers than younger bank employees and engage in deep acting better than younger bank employees (Johnson et al., 2017).

### 2.3. Theories of emotional labour

#### 2.3.1. Emotion as social information (EASI) model

This model developed by (Van Kleef, 2009, 2016; Van Kleef and De Dreu, 2010) assumes that social life in most cases is unclear (Van Doorn, Van Kleef and Van der Pligt, 2015). The emotional displays assist in establishing the true meaning of social situations by supplying necessary information (Van Kleef, 2017). For instance, bank employees make sense of their customers' needs and priorities through their expressed emotional displays and use them to arrive at customer-friendly strategies to find mutually acceptable results.

The EASI model has been criticised for being static and linear; it lacks consideration of the dynamics of the emotional labour process, how the changes in customers behaviour can affect employees and how the employees perform subsequent emotional labour.

#### 2.3.2. Emotional labour process model

Holman, Martinez-Iñigo and Totterdell (2008a) developed this model that postulates that in a situation that requires efforts to regulate (employee's or customer's) emotions, reserved energy can be reduced, hence resulting to reduced employees welfare (e.g., feeling exhaustion). The model dwells on intrapersonal emotion regulation (deep acting is less energy tasking than surface acting) and whether the emotions regulated are positive or negative. For example, a bank employee will require more effort to display negative emotion than display positive emotion in service delivery (Holman et al., 2008).

The major weakness of this model is that it does not suggest the customer's role but that the customer's reactions may intimidate the employee's relationship with the customer. Employees' emotional expression may negatively affect them; a bank employee may receive undesirable negative responses and low customer satisfaction.

### 2.4. Cognitive dissonance theory of attitude

This theory was propounded by Festinger (1957), who said that people are in a state of change and regularly need to evaluate their situations and behaviours. Employees who believe that attaining specific values such as salaries increment, recognition, and opportunities for advancement will give them feelings of comfort and job satisfaction. He will have a positive disposition to higher productivity. However, the absence of these values is a dissonance to employees, who may turn in low job performance levels.

An important weakness of the dissonance theory of attitude is the lack of predictions on minimising dissonance in work organisations. Some employees may cope with dissonance better than other employees in workplaces.

### 2.5. Vroom, porter and lawler theories of job satisfaction

The model emphasises that for any productive effort to translate into a meaningful result, the worker must be ready to work exceptionally well and be conscious of the expectations of his job. Thus, an employee whose work efforts translate into significant performance levels will feel entitled to a better reward (Nieciejewska, 2017; Wolniak and Olkiewicz, 2019). Therefore, satisfied bank employees are more likely to exhibit the right

emotions with their customers, whereas dissatisfied bank employees are less likely to display the expected emotion (Aziri, 2011; Szymon et al., 2020).

A major weakness of the theory is that it uses mostly measures with untested psychometric characteristics; it lacks established, standardised measures of the theory's variables. Therefore, a researcher needs to develop his measuring instruments or used crude measures developed by others.

#### 2.5.1. The relationship between job satisfaction and emotional labour

Emotional labour requires organisational employees to be emotionally engaged with customers; it is an evolving matter in the performance area. Investigating a bank that renders financial services to consumers, this study explains the conditions under which emotional labour influences work outcomes that affect performance-job satisfaction. The study of emotional labour is self-motivating and contributes to job satisfaction during and after M&A.

### 2.6. Social identity theory of merger and acquisition

The social identity theory of Ashforth and Humphrey (1993) states that an aspect of people's identity emanates from being members of a group. Organisational cultures-customer-centric, sales, innovation, etc., may be impacted on bank employees during M&A procedures. Thus bank employees need to understand the culture that the merging banks and management have adopted should focus on its impacts on employees. Unpleasant impacts of M&A, such as stress due to uncertainty of the changing environment, can be reduced through communication between management and employees (Bingöl, 2017; Falberg, 2019).

A significant limitation of the theory is that it did not predict which social identity will influence most of an individual's behaviour in a given situation, such as a better explanation of the emotional perspectives of intergroup behaviour, specifically when these assume antagonistic or harmful dimensions.

#### 2.6.1. The relationship between emotional labour and M&A

Studies have shown that emotion is perceived as stress that should be managed, the obstacle that must be reduced or eradicated to positively accomplish organisational transformation (Khan et al., 2020). The effect of emotion on banks' employees during M&A can lead to series of unpleasant consequences; for instance, the feeling of anxiety, helplessness, and more may encourage bank employees to respond with resentment and rage against bank management (Klarner et al., 2011).

### 2.7. Theory of acculturation

Acculturation refers to the transmission of cultural characteristics between groups that embrace certain other group features but remains different (Borrego Jr et al., 2019). A successful acculturation process would confer further legitimacy on the bank employers, which would be achieved when the banks are going into the merging process. Acculturated bank workers are more tolerant of change in the new bank, and management implements the new culture they desire to implement.

A major weakness of the theory of acculturation is that it does not recognise the niceties of acculturation experiences and identity, such as the connections of race, gender, sexual orientation and faith.

#### 2.7.1. The relationship between acculturation and emotional labour

Studies have shown that an area, which has not received much attention regarding national culture, is the contexts that evoke emotions and their influence during M & M&A.

Emotional acculturation is organised cultural dissimilarities in emotional patterns. Within these patterns, emotions similar to that culture's most important goals and interests are felt persistently than emotions that are not (Mesquita et al., 2016). Therefore banks with similar

cultural identities may experience similar emotional adjustment than banks with different cultural identities.

### 2.7.2. Job satisfaction and personal efficacy dimension of emotional labour

Personal efficacy or deep act (Hochschild, 1983) is an aspect of emotional labour that enables workers to assess their skills (Guy and Newman, 2008). It is the process of controlling internal feelings and thoughts to comply with mandated rules. However, personal efficacy as it pertains to emotional labour is the most significant variable of job satisfaction. In the case of three public agencies, personal efficacy was significantly and positively associated with job satisfaction (Guy and Newman, 2008).

### 2.7.3. Job satisfaction and false face dimension of emotional labour

When frontline desk bank employees must modify and control their emotional expression in an uncomfortable situation or interact with hostile customers, the employed strategy of false face or surface acting (Hochschild, 1983) corresponds to managing observable expressions to obey displayed rules. Bank employees are expected to hide their annoyance with customer's insults and fake friendliness as part of work roles. Thus, false face or surface acting is associated with stress, job dissatisfaction or burnout (Guy and Newman, 2008).

## 3. Methodology

### 3.1. Research design

The study design is a cross-sectional research design because the process of understanding emotions among bank employees in posts of M&A needs exploratory and descriptive analysis of the psychosocial predictors of emotional labour. The quantitative technique of data gathering (administered questionnaire) creates a framework for understanding the emotion of bank employees post-M&A.

#### 3.1.1. Research paradigms

The study is guided by the positivists' paradigms that believe that a 'single' reality exists and can be measured and known (Waller et al., 2016). Therefore this approach is suitable for this study because it relies on meticulous quantitative data collection methods (surveys) and statistical analyses.

### 3.2. Setting

The study was carried out in Ibadan because the bank structure in Nigeria is highly homogenous, with the majority of the banks in Nigeria locating their head offices in the South-Western region. Furthermore, a substantial number of the 24 existing banks in Nigeria situates their regional head offices in Ibadan at the time of the study. Therefore, the city of Ibadan is home to virtually all commercial banks in the country.

### 3.3. Sample size determination

Structured questionnaires were administered to employees of merged and acquired banks in Ibadan, Nigerian. The sample size was determined with Kish (1965) sample size formula for an infinite population.

Thus:

$$SS = \frac{Z^2 \times (P) \times (1 - P)}{D^2}$$

Where.

SS = Sample size

Z = 95% Confidence level: 1.96

P: Percentage of population picking a choice, expressed as decimal = 50% (0.5)

$$D: 5\% \text{ Marginal error} = 0.05 = 422$$

### 3.4. Study participants

The study participants were employees of the commercial banks involved in mergers and acquisitions during the post-consolidation period in Oyo state, Nigeria.

### 3.5. Sampling method

The study adopted the convenience or accidental sampling technique for the selection of 422 employees of the seven banks- Union Bank of Nigeria Plc, Access Bank, Fidelity Bank, United Bank for Africa (UBA), Fin Bank, Afri Bank and Stanbic Bank involved in merger and acquisition as respondents. The convenient sampling was adopted because many bank employees were unwilling to participate in the study due to fear of victimisation. However, the criteria for questionnaire allocation to the participating banks were based on population size and the number of bank branches.

#### 3.5.1. Convenience (accidental) sampling method biases in the study

The consistency of a sample rests upon the suitability of the sampling method adopted. The purpose of sampling theory is to make sampling more reliable. However, the actual difficulties lie in the selection, estimation and administration of samples; therefore, the study was subjected to the following biases:

#### 3.5.2. Lack of representativeness

The sample is not representative of the entire population of bank employees in Ibadan. For instance, concluding the entire population of the bank employees based on the sample drawn on 422 bank employees is not representative of the entire population of bank staff in Ibadan.

#### 3.5.3. Researcher bias

The method was prone to researcher bias by selecting only respondents that provided the information required for the study; in the process, excluded respondents would have provided useful information that perhaps would have led to the discovery of unexpected results. For instance, the study focused mainly on frontline desk bank employees, neglecting other categories of bank employees such as drivers, cleaners, gatekeepers, etc., who go through similar or greater emotions in the post-M&As era.

#### 3.5.4. Theoretical, analytic and logical generalisation bias

The subjective-based selection of bank employees and bank organisations in convenience sampling methods suggests that great effort is needed to explain the sample's representativeness to scholars. In other words, it may be not easy to convince readers that the judgment the study adopted in selecting respondents was suitable. For instance, it also would be difficult to convince scholars that adopting the convenience or accidental sampling method in the study accomplished theoretical, analytic and logical generalisation.

#### 3.5.5. Availability bias

The convenience or accidental sampling method adopted for the study limited the selection of respondents based on the researcher's mind, even though these may not be the best choice available for the study. For instance, convenience sampling limited the selection of respondents of such a unique but important study on the psychosocial predictors of emotional to only employees of merged and acquired banks, although other bank employees who do not go through M&A experience similar emotional labour effects.

#### 3.5.6. Dependence bias

By dependence in convenience sampling method means that the sample items are connected somehow; this gives interference challenge

during statistical analysis. For instance, most hypothesis tests, in addition to multiple regression tests and one-way analysis of variance, ANOVA have an underlying statement of random selection. Due to the fact the research method can't account for that outcome, the p-values produced by the samples are misleading in most cases.

However, biases associated with convenience sampling can be overcome when used in conjunction with probability sampling, which will ensure a quantification parameter that wouldn't have been otherwise available, and prevent judgment when conducting research.

### 3.6. Procedure for data collection

Approval of consents was obtained through the respective bank's operation manager (representative of the banks' management). After the approval, the participants were requested not to give the questionnaires to other members of their organisations to allay any fears they might be harbouring since the time of the study coincidentally fell when the mass sack was taking place in most of the banks. In all, four hundred and twenty-two questionnaires were distributed, but only three hundred and thirty-eight questionnaires were eventually returned. Therefore, the response rate was eight (80%) per cent, which was deemed adequate given the total numbers of the copies of the questionnaires distributed.

### 3.7. Description of research instruments

A structured questionnaire consisting of five sections A, B, C, D and E measuring different variables of interest was employed to collect relevant information from the respondents.

#### 3.7.1. Section A: socio-demographic characteristics

This section of the questionnaire tapped relevant socio-demographic information of the respondents such as age, sex, marital status, educational level, job position, and work experience. These attributes play a vital role in employees' job performance, work behaviour and attitude. Therefore, the difference in attitude may bring about employees' job dissatisfaction, resulting in poor performance. For instance, job insecurity and poor salary can lead to negative work attitudes among employees who will be absent from work more often than employees who develop a positive work attitude on better salary or secured job tenure (Avhaathu, 2009).

#### 3.7.2. Section B: job satisfaction scale (JSS)

This section of the questionnaire measured the job satisfaction levels of respondents using a self-report scale to assess job satisfaction. The scale was developed by Ugwuegbu (1981) and had 25 items. The scale was later adapted and standardised by Adanijo (1987). This scale was chosen because it has factors on supervision, pay, leadership, promotion, and job security, predictors of job satisfaction. The reliability alpha coefficients for two-scale halves were 0.81 and 0.71 for 1 and 2 of the scale.

#### 3.7.3. Section C: merger and acquisition perception scale

This scale was used to assess respondents' attitudes towards mergers and acquisitions. It is a self-report scale developed by Abuhashesh et al. (2019) to measure post-merger and acquisition perception. It is arranged in a Likert manner and anchored on 5 point rating scale with a degree of response ranging from 'strongly agree (5) - strongly disagree (1)'. The scoring procedure is such that high scores reflected a favourable attitude towards M&A during the post-acquisition phase, while low scores represented an unfavourable attitude towards M&A. The author of the scale reported coefficient scores ranging from 0.64 to 0.72 for the 22 items, while the author published a reliability alpha coefficient of 0.81 for the entire items in the scale.

#### 3.7.4. Section D: acculturation scale

This scale measured the respondents' level of acculturation during post-M&A. It is a self-reporting scale developed by Kavanagh and

Ashkanasy (2004) to measure culture change during M&A. The scale was adopted in the current study to assess post-M&A acculturation. The scoring procedure is such that 'high scores reflected high acculturation, and low scores represented low acculturation'. In the current study, the ten items yielded a reliability alpha coefficient of 0.74 and 0.68 for parts 1 and 2 of the scale, respectively.

#### 3.7.5. Section E: Emotional Labour Questionnaire

This scale was used to measure the level of emotional labour among the respondents. The scale was formatted in a Likert manner and developed by Roh et al. (2006). It consisted of 17 items anchored on a 7-point Likert type scale with a degree of response ranging from 'agree strongly (7)' to 'disagree strongly (1)'. The scale was adopted because it has a sub-scale of emotional labour per se (items 1–6), personal efficacy (items 7–11), and false face (items 12–17). The scoring procedure for this scale is such that high scores imply being high in any or all the dimensions of emotional labour. The scale was subjected to revalidation in the current study. It yielded a reliability alpha coefficient of 0.85, while for the subscales, 0.78, 0.72 and 0.82 were found for emotional labour per se, personal efficacy and false face, respectively.

### 3.8. Statistical analysis

Data for the study were analysed using Statistical Package for Social Sciences (SPSS) software for Windows version 10.0. The socio-demographic information of participants was analysed using descriptive statistics such as mean, standard deviation, frequency, and percentages.

### 3.9. Test of hypothesis

Hypotheses testing for the study were done using multiple regression and one-way ANOVA. Specifically, six hypotheses were tested in the study. Hypotheses one to four lent support to the use of multiple regression analysis because the study was interested in determining the extent to which the independent variables independently and jointly predict the criterion variables. Hypotheses five and six were tested using one-way analysis of variance to determine the mean differences of the groups on the dependent variables.

### 3.10. Validity and reliability

Some measures were taken that ensured reliability and validity of the questionnaire. Content and construct validity was maintained by ensuring that data used in constructing the questionnaire were adapted from related studies on organisational mergers and acquisitions. The questionnaire was validated by experts in the psychology and sociology departments of the University of Ibadan. The questionnaire was pre-tested using the Nigerian Institute of Social and Economic Research (NISER) Ibadan employees as respondents. Also, the reliability of the questionnaire was ensured through review of the generated data and close supervision of research assistants daily. Cases of omission dictated necessitated the return of the interviewers to the field for the re-collection of adequate data from the same set of respondents and using the same set of research assistants.

## 4. Result

### 4.1. Result 1: socio-demographic characteristics of the study

The mean age of the respondents was 32 years, with a standard deviation of 7.31. The respondents worked in their respective banks between 1 to 21 years, with a mean of 5.34 years and a standard deviation of 4.99. Also, 49.0% of the respondents were male bank employees, while 51.0% were female bank employees. The respondent's level of education ranged from Ordinary National Diploma (OND) to postgraduate degrees

such as M.SC/MA/MBA. About 47.0% had OND certificate; 37.0% had HND/B.SC degrees and 16.0% had M.SC/MA/MBA degrees. On the job position of respondents, 31.0% were junior employees, 27.0% held intermediate positions, while 42.0% held senior management positions. Also, 56.0% were single, 37.0% were married, 6.0% were separated, while 1.0% were widowed.

4.2. Result of hypotheses testing

The result presented here are based on four hundred and twenty-two data collected from bank employees in Ibadan to examine the psychosocial predictors of emotional labour during post-M&A. The results of the hypotheses tested in the study are presented as follows:

4.3. Result 2

**Hypothesis 1.** which stated that job Satisfaction, Attitude to M&A and Acculturation are Independent and Joint Prediction of Emotional Labour among Banks Employees during M&A was tested using multiple regression analysis and the result Presented in Table 2 (Table 1 presents the study population by data collection techniques).

Table 2 shows that predictor variables (job satisfaction, attitude towards M&A and acculturation) are statistically significant joint predictors of emotional labour among bank employees during post-M&A.  $F(3,199) = 55.49$ ;  $R^2 = 0.56$ ;  $p < .05$ .  $R^2$  is the coefficient of determination, which measures the goodness of fit (Asaleye et al., 2020, 2021a). The predictor variable jointly accounted for 56% variation of emotional labour. Furthermore, attitude towards M&A ( $\beta = 0.39$ ;  $p < .05$ ) and acculturation ( $\beta = 0.36$ ;  $p < .05$ ) are significant independent predictors of emotional labour. This result implies that a favourable attitude towards M&A and high acculturation led to increased emotional labour.

However, job satisfaction ( $\beta = 0.02$ ;  $p.ns$ ) is not statistically significant at the five per cent level; this indicates that the variable (Job satisfaction) is not a predictor of emotional labour. Therefore, the result partially supported hypothesis one because only two predictor variables completely support hypothesis One.

4.4. Result 3

Hypothesis Two, which stated that job satisfaction, attitude towards M&A and acculturation would independently and jointly predict emotional labour per se and among bank employees during M&A, was tested using multiple regression analysis, and the result is presented in Table 3.

Table 3 shows that predictor variables (job satisfaction, attitude towards M&A and acculturation) are significant predictors of emotional labour per se among bank employees during post-M&A.  $F(3,199) = 27.53$ ;  $R^2 = 0.50$ ;  $p < .05$ . The predictor variables jointly explained about 50 per cent variation of emotional labour per se. Furthermore,

Table 1. Study population by data collection techniques.

Study population		Quantitative method
		Questionnaire
Nigerian Banks involved in M&A	Union Bank Plc	85
	United Bank for Africa (UBA) Plc	70
	Access Bank (UBN) Plc	66
	Afri Bank Plc	62
	Fidelity Bank Plc	53
	Fin Bank Plc	45
	Stanbic Bank Plc	41
<b>Total</b>	<b>7</b>	<b>422</b>

Table 2. Multiple regression analysis showing psychosocial factors, joint and independent prediction of emotional labour among bank employees during post M&A.

Variables	$\beta$	T	P	F	R	$R^2$	P
Job satisfaction	0.02	0.32	Ns				
Attitude to M&A	0.39	5.81	<.05	55.49	0.78	0.56	<.05
Acculturation	0.36	5.39	<.05				

Table 3. Multiple regression analysis showing psychosocial factors, independent and joint predictor of emotional labour per se among bank employee during post M&A.

Variables	$\beta$	T	F	R	$R^2$	P
Job satisfaction	0.02	0.26				
Attitude to M&A	0.32	4.17	27.53	0.64	0.50	<.05
Acculturation	0.28	3.70				

attitude towards M&A ( $\beta = 0.32$ ;  $p < .05$ ) and acculturation ( $\beta = 0.28$ ;  $p < .05$ ) are significant independent predictors of emotional labour per se. This result implies that a favourable attitude towards M&A and high acculturation led to a higher level of emotional labour per se. However, job satisfaction ( $\beta = 0.02$ ;  $p.ns$ ) is not a significant independent predictor of emotional labour per se. Therefore, the result partially supported hypothesis two.

4.5. Result 4

Hypothesis Three, which stated that job satisfaction, attitude towards M&A and acculturation would independently and jointly predict personal efficacy among bank employees during post-M&A, was tested using multiple regression analysis. The result is presented in Table 4.

Table 4 shows that the predictor variables (job satisfaction, attitude towards M&A and acculturation) are significant joint predictors of personal efficacy among bank employees during post-M&A.  $F(3,199) = 33.75$ ;  $R^2 = 0.54$ ;  $P < .05$ . Furthermore, attitude M&A ( $\beta = 0.26$ ;  $p < .05$ ) and acculturation ( $\beta = 0.38$ ;  $p < .05$ ) are significant independent predictors of personal efficacy. This result implies that attitude towards M&A and high acculturation led to a higher level of personal efficacy. However, job satisfaction ( $\beta = 0.03$ ;  $p.ns$ ) is not a statistically significant independent predictor of personal efficacy. Therefore, the result partially supported hypothesis three.

4.6. Result 5

Hypothesis Four, which stated that job satisfaction, attitude towards M&A, and acculturation would independently and jointly predict false face among bank employees during post-M&A, was tested using multiple regression analysis. The result is presented in Table 5.

Table 5 shows that predictor variables (job satisfaction, attitude towards M&A and acculturation) are significant joint predictors of false face among bank employees during post-M&A.  $F(3,199) = 27.88$ ;  $R^2 = 0.30$ ;  $p < .05$ . Thus, the predictor variables jointly accounted for about 30 per cent variation of the false face. Furthermore, attitude towards M&A ( $\beta = 0.38$ ;  $p < .05$ ) and acculturation are significant independent

Table 4. Multiple regression analysis showing psychosocial factors, independent and joint prediction of personal efficacy among bank employee during post M&A.

Variables	$\beta$	t	P	F	R	$R^2$	P
Job satisfaction	0.37	0.26	Ns				
Attitude to M&A	0.26	3.47	<.05	33.75	0.78	0.54	<.05
Acculturation	0.38	5.13	<.05				

**Table 5.** Multiple regression analysis showing psycho-social factors, independent and joint prediction of false face among bank employees during post M&A.

Variables	$\beta$	T	P	F	R	R <sup>2</sup>	P
Job satisfaction	-0.01	-0.01	Ns				
Attitude to M&A	0.38	4.99	<.05	27.88	0.65	0.51	<.05
Acculturation	0.24	3.11	<.05				

**Table 6.** Multiple regression analysis showing age, sex and work experience, independent and joint prediction of emotional labour among bank employees during post M&A.

Variables	$\beta$	T	P	F	R	R <sup>2</sup>	P
Age	-0.05	-0.53	ns				
Sex	0.26	2.07	<.05	1.89	0.47	0.30	ns
Work experience	0.08	0.08	ns				

predictors of the false face. This result implies that a favourable attitude towards M&A and high acculturation led to a higher level of false face. However, job satisfaction ( $\beta = -0.01$ ; p.ns) is insignificant and indicates that the variable is not a predictor of the false face. Therefore, the result partially supported hypothesis four.

**4.7. Result 6**

Hypothesis five, which states that age, sex and work experience would independently and jointly predict emotional labour among bank employees during post-M&A, was tested using multiple regression analysis, and the result is presented in Table 6.

Table 6 shows that the demographic variables (sex and work experience) are not a significant joint predictor of emotional labour among bank employees during post-M&A  $F(3,199) = 1.89$ ;  $R^2 = 0.30$ ; p.ns). The predictor variables jointly accounted for about 30 per cent variation of emotional labour. However, sex ( $\beta = 0.38$ ;  $p < .05$ ) was the independent predictor of emotional labour. This result implies that female bank employees tend to have higher emotional labour than their male counterparts. However, age ( $\beta = -0.05$ ;  $p < .05$ ) and work experience ( $\beta = 0.08$ ; p.ns) are not significant predictors of emotional labour.

This finding aligns with Lively (2000), which reported that women perform responsibilities require more emotional labour effort than men. The findings explain why female bank employees are mostly used as 'frontline deck customer service officers' because of their ability to perform tasks that require displaying positive emotions and suppress felt emotions that are inappropriate during interactions with bank customers (Guy et al., 2015).

**4.8. Result 7**

Hypothesis Six, which stated that there would be a significant influence of job position on emotional labour, was tested using a one-way Analysis of Variance (ANOVA). The result is presented in Table 7.

Table 7 shows a significant influence of job position on emotional labour among bank employees during post-M&A  $F(2,109) = 11.03$ ;  $p < .05$ ). This result fully supported Hypothesis Six. The post hoc analysis is presented in Table 8.

**Table 7.** One-way analysis of variance (ANOVA) showing the influence of job position on emotional labour among bank employees during post M&A.

Source	SS	Df	MS	F	P
Job position	2504.35	2	125.18	11.30	<.05
Error	21831.65	107	110.82		
Total	24336.00	199			

**Table 8.** Least Significant Differences (LSD) showing the Difference in the Job Position of Bank Employees on Emotional Labour during Post M&A.

S/N	Variables	N	$\bar{X}$	SD	1	2	3
1	Junior	62	66.32	8.26	-	8.13*	0.03
2	Intermediate	54	58.19	14.02			-7.84*
3	Senior	84	66.02	9.34			-
	Total	200	64.00	11.06			

Table 8 shows that junior bank employees ( $X = 66.32$ ) significantly reported a higher level of emotional labour than those who held intermediate positions ( $X = 58.19$ ). It was also shown that employees who held senior positions ( $X = 64.02$ ) significantly reported higher emotional labour than those who held an intermediate position ( $X = 38.19$ ).

**5. Discussion**

**5.1. Result 1**

**Hypothesis 1. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict emotional labour among bank employees**

The result showed that the variables were significant joint predictors of emotional labour among bank employees. The result surprisingly showed that job satisfaction was not a significant predictor of emotional labour among bank employees. However, considering the individual contributions of independent variables in predicting emotional labour, surprisingly, only job satisfaction was shown not to be a significant independent predictor of emotional labour. In contrast, the other predictor variables were significant independent predictors of emotional labour in the positive direction.

However, this finding contradicted previous studies on emotional labour by job satisfaction (Mikyoun and Jang, 2019; Grandey and Sayre, 2019). Therefore, job satisfaction should influence the emotional labour of bank employees, especially those bank employees that were acquired. Furthermore, job satisfaction is positively related to emotional labour, while emotional labour is negatively related to burnout (Gulsen and Ozmen 2019; Grandey and Sayre, 2019). In the current study, the probable reason job satisfaction was not found to be a significant independent predictor of emotional labour is that the study was conducted during a crisis in the banking industry in Nigeria. This event might have contributed in one way or the other to the current result.

The findings of this study are consistent with other studies about emotional labour by the attitude towards M&A and acculturation. For example, the study on conflict management by Kuranchie-Mensah and Amponsah-Tawiah (2016) revealed that collectivist cultures support conflict prevention methods while individualist cultures emphasise conflict methods, suggesting differences in culture might influence diverse approaches to responding to emotions across cultures. In line with this discovery, experiencing subtle feelings in reaction to situations differ across cultures.

The study also found that attitude towards M&A was a significant independent predictor of emotional labour among bank employees. This result aligns with the findings of previous studies, which indicate that the independent variable influences emotional labour among bank employees. Furthermore, this discovery aligns with previous studies (Grandey et al., 2015). A significant pool of research identified a wide range of emotions that workers faced in response to change; this includes positive emotions (joy and pride) through seeing change as an avenue for advancement, to sadness, anxiety and anger due to reorganisation, and more (Grandey et al., 2015). For these reasons, most affected bank employees might feel irritated and insecure at some points in the course of change because change is often perceived as a threat.

## 5.2. Result 2

### Hypothesis 2. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict emotional labour per se among bank employees

The result showed that the psychosocial factors were significant joint predictors of emotional labour per se. In addition, attitude towards M&A and acculturation were significant independent predictors of emotional labour per se. This result implies that a more favourable attitude and higher acculturation led to a higher level of emotional employment per se. Given this result, Hypothesis Two was supported.

In contrast to the result obtained on job satisfaction, independent prediction of emotional labour per se, previous studies (Guy and Newman, 2008; Way and Strange, 2011; Lu and Guy, 2014) reported that job satisfaction of three emotional labour agencies in Illinois' (Department of Correctional Public Office of the Public Guardian and 911 call centre) is differentiated, The Public Guardian and a 911-Call Centre. It was discovered that the more emotional intensive agency (911-Call Centre) had a higher job performance, which was the alternative for job satisfaction than the other two agencies. Further, Safo-Lartey et al. (2020) discovered that nurses who exhibited robust emotional labour in the job setting have improved and advanced their practices in their study on nurses' methods care abused females in Canada and the United Kingdom. Thus, the nature of work should influence the emotional labour of bank employees, especially the acquired ones (Mikyong and Keum-Seong, 2020).

It was found that attitude towards M&A was a significant and independent predictor of emotional labour per se. This revelation is supported in previous studies (Beeri et al., 2013; Dashtipour, and Vidaillet, 2017). Employees who have a favourable attitude towards M&A are likely to be high in emotional labour because having a hopeful attitude towards M&A suggests that these individuals have been able to cope with the normal stressors that change engenders.

Similarly, it was revealed that acculturation was a significant independent predictor of emotional labour per se; this finding is supported by Furnell (2008) which reported the effects of organisational culture on emotional labour.

## 5.3. Result 3

### Hypothesis 3. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict the personal efficacy dimension of emotional labour among bank employees.

The result obtained showed that the predictor variables are significant and joint predictors of personal efficacy. However, acculturation and attitude towards M&A are significant and independent predictors of personal efficacy. Personal efficacy can as well be likened to deep acting (Beeri et al., 2013). Therefore, personal efficacy can be described as the procedure of regulating internal feelings and opinions to adhere to authorised rules (Gulsen and Ozmen, 2019) and has been associated with job satisfaction. This position contradicts the result of the current study on the independent prediction of personal efficacy. Lu and Guy (2014) established that personal efficacy regarding emotional labour is significant to measure job satisfaction. In the case of three public agencies, personal efficacy was established as being significant and wholly connected with job satisfaction. This position contracts the result of the current study on the independent prediction of personal efficacy. Therefore, personal efficacy related to emotional labour is the most important variable of emotional labour (Guy and Newman, 2008).

## 5.4. Result 4

### Hypothesis 4. Job satisfaction, attitude towards M&A and acculturation will independently and jointly predict false face dimension of emotional labour among bank employee

The result revealed that the predictor variables were significant joint predictors of the false face. However, other predictors were significant independent predictors of the false face, a dimension of emotional labour. Previous studies (Kinman et al., 2011; Lu and Guy, 2014; Aurel and Arad, 2015) showed that job satisfaction significantly affected the false face. They maintained that the degree of the false face had a direct bearing with consequences of stress, job contentment or fatigue. Mastracci et al. (2008) recognised the numerical significance among the degree of emotional conflict (job dissatisfaction).

Similarly, Yang, Chen, and Zhao (2019) reported a direct relationship between acculturation and emotional labour. They emphasised that every job requires some measures of emotional labour. It will be difficult to point to a job devoid of emotional labour. A significant factor in the social dimension of client-employee relations is that culture plays a significant role in determining how workers display emotional labour to their clients. Furthermore, Babu, 2011 discovered that a leader's self-awareness changed in the relationship with several attributes of leadership, which again depend on the cultural setting. It was shown that attitude towards M&A is a significant and independent predictor of the false face. This discovery aligns with previous studies, highlighting the importance of attitude towards M & M&A (Brook, 2013; Gabriel et al., 2015).

Scholars opined that many studies are needed to understand how emotions influence people to adapt to change. However, a substantial body of studies has revealed various emotions that people may encounter within reaction to change. It includes positive emotions such as happiness and self-esteem, seeing change as an occasion for development, dejection, worry and annoyance caused by rearranging, job redesign or cutback (Kusstatscher and Cooper, 2005).

## 5.5. Result 5

### Hypothesis 5. Age, sex and work experience will independently and jointly predict emotional labour among bank employees

The result showed that the demographic factors are significant and not a joint predictor of emotional labour. However, upon examining the independent impacts of the demographic variables on the forecast of emotional labour, it was observed that only sex is a significant and independent predictor of emotional labour. This result implies that female bank employees have higher tendencies to be high in emotional labour than male bank employees. The probable reason for this result may not be unconnected because females tend to be more expressive in terms of emotional display than males. However, this result contradicts Zaghini et al. (2021) that document that emotional labour has an insignificant effect with age among nurses in the hospital. Although years of experience play a significant role in the scholars' study, workers with long experience tend to show more commitment than workers with lesser work experience.

## 5.6. Result 6

### Hypothesis 6. Job position will independently and jointly predict emotional labour among bank employees during post-M&A

Hypothesis Six verified the influence of job status on emotional labour. The result showed a significant impact of job position on emotional labour. It was also indicated that junior employees significantly reported higher emotional labour than those who held an intermediate position. In addition, senior bank employees also reported a higher level of emotional labour than those with intermediate job positions. These findings are in line with the study of Similliduu et al. (2020) that examine the effect of emotional labour in customer mistreatment in the hostel industry. It was reported by the authors that position plays a significant role in emotional labour. Most studies in the literature share this perceptible (Zaghini et al., 2021).



## 6. Conclusion

Mergers and acquisitions (M&As) have been demonstrated to be significant means for accomplishing corporate profitability, diversity and growth, particularly in Nigerian, where different bank organisations have merged to expand their profit and market shares. However, most times, the process of M&A failed to take into cognisance the workers' emotions. On the contrary, leading to the misapplication and significant collapse rates of M&As because banks pay much attention to extensive planning as key to the success of merger and acquisition without corresponding emphasis on employees' job emotion and satisfaction, work attitude and change in work culture. Therefore, the study examined the psychosocial predictors of emotional labour among bank employees during M&A. Six hypotheses were tested, and the hypotheses were evaluated, showing that the results from this study match the research study questions and aims. One of the hypotheses was fully accepted, while five were partially accepted. The following conclusions were made based on study findings: job satisfaction, acculturation, and attitude towards M & M&A were significant joint predictors of emotions among bank employees during and in the post-M&A era. Also, emotional labour was not a function of job satisfaction among bank employees during M&A. Furthermore, the higher the level of acculturation, the higher the level of emotional labour among bank employees during and in the post-M&A era.

Similarly, the more favourable the attitude to M&A, the higher the level of emotional labour on bank employees during the M&A era. Job satisfaction was not a significant independent predictor of emotions among bank employees during and in the post-M&A era. Also, acculturation and attitude towards M&A were significant independent predictors of personal efficacy and false face. Junior and senior workers were of higher emotional labour than those in the intermediate positions. Therefore, employees who are the key to driving the success between the acquirer and acquiring banks via careful implementation of the laid down plans should be factored into the corporate plans. Employees should as well be informed by management of the organisational changes to minimise resistance. Mergers and acquisitions still need more researches on the psychosocial predictors of emotional labour among bank employees.

## 7. Implications/recommendation

In line with the study's findings, job satisfaction, acculturation and attitude towards M&A are statistically significant and joint predictors of emotional labour. In addition, attitude towards M&A and acculturation are significant independent predictors of emotional labour. Therefore, managers are urged to pay attention to psychosocial factors during M&A to improve their employees' emotional labour during this period.

Similarly, managers should consider job satisfaction as a remarkable way of encouraging employee service contact to display emotions in ways that foster productive customer relationships because job satisfaction did not significantly and independently predict emotional labour, emotional labour per se, personal efficacy and false face. Therefore, bank managers should advocate for useful human resource (HR) practice that emphasises emotional labour training. With effort directed at feigning emotions to suit customers, this also questions the recruitment of prospective employees, especially those who will work directly with bank customers.

The study showed that the sex of bank workers was a significant independent predictor of emotional labour, with female bank employees significantly reporting higher emotional labour. Also, there was a significant influence of job position on emotional labour, with senior and junior employees significantly reporting a higher level of emotional labour. These findings are important for emotional labour training for bank employees.

## 8. Contribution to knowledge

The emotion of bank employees and bank customers' have become important in an attempt by banks to satisfy the demands of their customers. It has been reported that if banks desire to retain their customers,

they will have to meet their needs and expectations always. Given this, managers of banks and indeed bank organisations have employed emotions-related strategies to enhance the satisfaction of their various customers. In light of this exposition, the study's findings will benefit the management of banks in Nigeria. Among many ways, this can be achieved by exploring the antecedents of emotional labour and its use to recruit and place employees who are likely to give customers the kind of services they need, especially in expressing the appropriate customer-focused emotion.

Emotional labour is beginning to be an important consideration for employers as much as the customer is thought to be important and marketing effort is essentially consumer-oriented. Therefore, it is becoming imperative for banks to recruit employees who have the uncanny ability to be emotion savvy by regulating their emotions to suit their customers. Therefore, employees of bank organisations will derive some benefits from the study's findings through knowing those factors that affect emotional labour such that training can be offered to them on the best suitable ways for employees to adapt or adjust their emotions to suit those of their customers.

The study will contribute to knowledge by supplementing the available literature on emotional labour and its antecedents, which can be useful for management, marketing, industrial/organisational psychology, etc. Therefore, the study will bridge the gap in the extant knowledge of the foci of emotional labour and its antecedents.

Management of organisations in other industries will also gain from the study's findings by being mindful of the factors influencing emotional labour and using these factors during the recruitment of employees who are likely to have direct contact with customers.

## 9. Limitations of the study

The limitations of this study are many and varied, just like other scholarly investigations; therefore, those salient to the study's findings are the sample size, research design and the instrument used in collecting relevant information from the participants. For instance, four hundred and twenty-two sample sizes cannot represent the banking sector in Nigeria. Therefore, this has limited the generalizability of the findings of the study. Hence, alternative explanations can be adduced on the effect of the independent variables on the criterion variables. It is important to note that only self-report was adopted as an instrument for data collection. Self-report has been fraught with problems, among which is the deliberate distortion of information by respondents.

## Declarations

### Author contribution statement

Joseph Nwogu Nkemakolam: Conceived and designed the experiments; Wrote the paper.

Chisaa Onyekachi Igbolekwu, Esther Chinyere Nwogu: Conceived and designed the experiments; Performed the experiments.

Nwabugwu Obioha Nnanna: Contributed reagents, materials, analysis tools or data.

Abiola John Asaleye, Rasak Bamidele, Ogadimma Arisukwu: Analyzed and interpreted the data.

### Funding statement

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

### Data availability statement

Data included in article.

### Declaration of interests statement

The authors declare no conflict of interest.

### Additional information

Supplementary content related to this article has been published online at <https://doi.org/10.1016/j.heliyon.2021.e07958>.

### Acknowledgment

The authors acknowledge Landmark University, Omu-Aran, Kwara State, Nigeria for the payment of this article processing charges.

### References

- Abuhashesh, A., Al-Dmour, R., Masa'deh, R., 2019. Factors that affect employees job satisfaction and performance to increase customers' satisfaction. *J. Hum. Resour. Manag. Res.* 2019, 354277.
- Achtenhagen, L., Brunninge, O., Melin, L., 2017. Patterns of dynamic growth in medium-sized companies: beyond the dichotomy of organic versus acquired growth. *Long. Range Plan.* 50 (4), 457–471.
- Adanijo, I.B., 1987. *The Self as Predictor of Equity Comparison on Job Satisfaction*. Unpublished doctoral dissertation. University of Ibadan.
- Akosah-Twumasi, P., Emeto, T.I., Lindsay, D., Tsey, K., Malau-Aduli, B.S., 2018. A systematic review of factors that influence youths career choices-the role of culture. *Front. Edu.* 3 (58), 1–15.
- Asaleye, A.J., Adama, J.I., Ogunjobi, J.O., 2018. Financial sector and manufacturing sector performance: evidence from Nigeria. *Invest. Manag. Financ. Innovat.* 15 (3), 35–48.
- Asaleye, A.J., Lawal, A.I., Popoola, O., Alege, P.O., Oyedade, O.O., 2019. Financial integration, employment and wages nexus: evidence from Nigeria. *Montenegrin J. Econ.* 1 (1), 141–154.
- Asaleye, A.J., Alege, P.O., Lawal, A.I., Popoola, O., Ogunjobi, A.A., 2020. Cash crops financing, agricultural performance and sustainability: evidence from Nigeria. *Afr. J. Econom. Manag. Stud.* 11 (3), 481–503.
- Asaleye, A.J., Maimako, R.F., Inegbedion, H., Lawal, A.I., Ogunjobi, A.A., 2021a. Real exchange rate and manufacturing performance in Nigeria. *Acad. J. Interdiscipl. Stud.* 10 (2), 279–292.
- Asaleye, A.J., Maimako, R.F., Lawal, A.I., Inegbedion, H., Popoola, O., 2021b. Monetary policy channels and agricultural performance: evidence from Nigeria. *Asian Econ. Financ. Rev.* 11 (3), 205–218.
- Aurel, V., Arad, B., 2015. Relationship between job performance and job satisfaction viewed from the chaos theory perspective. *Int. J. Educ. Res.* 3 (3).
- Ashforth, B.E., Humphrey, R.H., 1993. Emotional labor in service roles: the influence of identity. *Acad. Manag. Rev.* 18 (1), 88–115.
- Avhaathu, T.R., 2009. *The Effect of Mergers and Acquisitions: Focus on Employee Job Satisfaction of Employees of Smartcom in Vodacom South Africa*. Presented in Partial Fulfillment of the Requirement for the Degree of Master of Science Degree. (Decision-Making, Knowledge Dynamics and Values) in the University of Stellenbosch.
- Aziri, B., 2011. Job satisfaction: a literature review. *Manag. Res. Pract.* 3 (4), 77–86.
- Babalola, A., Ewetade, A.O., 2016. The significance of mergers and acquisitions of banks to performance: evidence from Nigeria. *Eur. J. Bus. Manag.* 8 (22). ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). [www.iiste.org](http://www.iiste.org).
- Babu, V., 2011. Divergent leadership styles practised by global managers in India. *Indian J. Ind. Relat.* 46 (3), 478–490.
- Beeri, I., Dayan, R., Gadot, E.V., Werner, S.B., 2013. Advancing ethics in public organisations: the impact of an ethics program on employees' perceptions and behaviours in a regional council. *J. Bus. Ethics* 112, 59–78.
- Bingöl, H.B., 2017. Conflict management strategies in mergers and acquisitions: a comparative case study of industry-specific human diligence. *Univ. J. Commun.* 26, 203–245.
- Borrego Jr, J., Ortiz-Gonzalez, E., Gissandaner, T., 2019. Ethnic and Cultural Considerations. *Pediatric Anxiety Disorders*, 361–49.
- Brook, P., 2013. Emotional labour and the living personality at work: labour power, materialist subjectivity and the dialogical self. *Cult. Organ.* 19 (4), 332–352.
- Brundin, Liu, 2015. The role of emotions in strategising. In: Golsorkhi, D., Rouleau, L., Seidl, E., Vaara, E. (Eds.), *Cambridge Handbook of Strategy as Practise*, second ed. Cambridge University Press, Cambridge, UK, pp. 632–646.
- Chen, Q., Vashishtha, R., 2017. The effect of bank mergers on corporate information disclosure. *J. Account. Econ.* 64, 56–77.
- Dashtipour, P., Vidaillet, B., 2017. Work as effective experience: contribution of Christophe Dejour's psychodynamics of work. *Organization* 24 (1), 18–35.
- Doerwald, F., Scheibe, S., Zacher, H., Van Yperen, N.W., 2016. Emotional competencies across adulthood: state of knowledge and implications for the work context. *Work, Aging Retire.* 2, 159–216.
- Falberg, F., 2019. *Post-merger Conflicts: an Explorative Perspective on the Application of Conflict Theories in Merger Analysis*. University of Gothenburg.
- Fayankinnu, E.A., Akinde, S.A., 2020. Employees' perception of banks' merger and acquisition on job security in Nigeria. *Stud. Soc. Sci. Res.* 1 (2), 2690–2793. ISSN 2690-0785 (Online). [www.scholink.org/ojs/index.php/sss](http://www.scholink.org/ojs/index.php/sss).
- Festinger, L., 1957. *A Theory of Cognitive Dissonance*. Stanford University Press, Stanford, California.
- Filipovic, D., Vrankic, I., Mihanovic, D., 2014. Theoretical overview of microeconomic aspects of mergers and acquisitions. In: 6th International Scientific Conference on Economic and Social Development and 3rd Eastern European ESD Conference: Business Continuity, Vienna, p. 24.
- Furnell, B.M., 2008. *Exploring the Relationship between Burnout, Emotional Labour and Emotional Intelligence a Study on Call centre Representatives*. Stellenbosch University. <http://scholar.sun.ac.za>.
- Gabriel, A.S., Acosta, J.D., Grandey, A.A., 2015. The value of a smile: does emotional performance matter more in familiar or unfamiliar exchanges? *J. Bus. Psychol.* 30 (1), 37–50.
- Grandey, A.A., Rupp, D.E., Brice, W., 2015. Emotional labour threatens decent work: a proposal to eradicate emotional display rules: the dark side of emotional labour. *J. Organ. Behav.* 36 (6).
- Grandey, A.A., Sayre, G.M., 2019. Emotional labor: regulating emotions for a wage. *Curr. Directions Psychol. Sci.* 28 (2), 131–137.
- Gulsen, M., Ozmen, D., 2019. The relationship between emotional labour and job satisfaction in nursing. *Epub* 67 (1), 145–154.
- Guy, M., Newman, M., 2008. Women's job: men's job: sex segregation and emotional labour. *Publ. Adm. Rev.* 64 (3), 262–271.
- Guy, M.E., Newman, M.A., Mastracci, S.H., 2015. *Emotional Labour: Putting the Service in Public Service*. Routledge, Oxon.
- Haven, A., 2015. An overview of key issues in mergers and acquisitions: a case of Trinidad and Tobago. *Int. J. Econom. Commerce Manag. U. K. III* (8). ISSN 2348 0386. <http://ijecm.co.uk/>.
- Holman, D., Martinez-Inigo, D., Totterdell, P., 2008. Emotional labour, well-being, and performance. In: Cartwright, S., Cooper, C.L. (Eds.), *The Oxford Handbook of Organizational Well-Being*. Oxford University Press, New York, pp. 331–355.
- Hochschild, A.R., 1983. *The Managed Heart: Commercialization of Human Feeling*. University of California Press, Berkeley, CA.
- Hullur, J., Hyderabad, R.L., 2014. Mergers and acquisitions trends in India. *Int. J. Trade Global Business Perspect.* 3 (2), 1010–1018.
- Johnson, S.J., Machowski, S., Holdsworth, L., Kern, M., Zapf, D., 2017. Age, emotion regulation strategies, burnout, and engagement in the service sector: advantages of older workers. *Rev. Psicol. Del Trab. Las Organ.* 33 (3), 205–216.
- Kavanagh, M., Ashkanasy, N.M., 2006. The impact of leadership and change management strategy on organizational culture and individual acceptance of change during a merger. *Br. J. Manag.* 17 (S1), S81–S103.
- Kaur, T., 2014. Value creation through mergers and acquisitions: evidence from the existing empirical literature. *Int. J. Trade Global Business Perspect.* 3 (2), 907–917.
- Khan, Z., Soundararajan, V., Wood, G., Ahammad, M.F., 2020. Employee emotional resilience during post-merger integration across national boundaries: rewards and the mediating role of fairness norms. *J. World Bus.* 55 (2).
- Kish, Leslie, 1965. *Survey Sampling*. John Wiley and Sons, Inc, New York.
- Kinman, G., Wray, S., Strange, C., 2011. Emotional labour, burnout and job satisfaction in UK teachers: The role of workplace social support. *Edu. Psychol.* 31 (7), 843–856.
- Klarner, P., Todnem By, R., Diefenbach, T., 2011. Employee emotions during organisational change-Towards a new research agenda. *Scand. J. Manag.* 27 (3), 332–340.
- Kuranchie-Mensah, E., Amponsah-Tawiah, K., 2016. Employee motivation and work performance: a comparative study of mining companies in Ghana. *J. Indus. Eng. Manag.* 9 (2), 255–309.
- Kustatscher, V., Cooper, C., 2005. *Managing Emotions in Mergers and Acquisitions* (New Horizons in Management series). Edward Elgar Publishing Ltd.
- Lawrence, S.A., Troth, A.C., Jordan, P.J., Collins, A.L., 2011. A review of emotion regulation and development of a framework for emotion regulation in the workplace. *Res. Occup. Stress Well Being* 9, 197–263.
- Lively, K.J., 2000. Reciprocal emotion management: working together to maintain stratification in private law firms. *Work Occup.* 27, 32–63.
- Lu, X., Guy, M.E., 2014. How emotional labor and ethical leadership affect job engagement for Chinese public servants. *Public Personnel Manag.* 43 (1), 3–24.
- Lu, Y., Wu, W., Mei, G., Zhao, S., Zhou, H., Li, D., et al., 2019. Surface acting or deep acting, who need more effortful? A study on emotional labour using functional near-infrared spectroscopy. *Front. Hum. Neurosci.*
- Mastracci, S., Newman, M., Guy, M., 2008. Appraising emotional labour work: determining whether emotional labour is valued in Government Jobs. *Am. Rev. Publ. Adm.* 26 (2), 123–138.
- Mattsson, P., Tidana, C., 2018. Potential Efficiency Effect of Merging the Swedish District Courts, *Socio-Economic Planning Sciences*.
- Mesquita, B., De Leersnyder, Boiger, M., 2016. The cultural psychology of emotions. In: Barrett, L.F., Lewis, M., Haviland-Jones, J. (Eds.), *Handbook of Emotions*, fourth ed. The Guilford Press, pp. 393–411.
- Mikyoun, Lee, Jang, Keum-Seong, 2019. Nurses' emotions, emotional labour, and job satisfaction. *Int. J. Workplace Health Manag.*
- Mikyoun, L., Keum-Seong, J., 2020. Nursing Students' Meditative and Sociocognitive Mindfulness, Achievement Emotions, and Academic Outcomes: Mediating Effects of Emotions. *Nurse Edu. Publish* 46 (3), E39–E44.
- Nieciejewska, M., 2017. Difficulties in work safety management in a company producing steel flat bars. *Product. Eng. Archives* 17, 28–31.

- Oladipo, O.A., Iyoha, F., Fakile, A., Asaleye, A.J., Eluyela, D.F., 2019a. Tax revenue and agricultural performance: evidence from Nigeria. *Probl. Perspect. Manag.* 17 (3), 342–349.
- Oladipo, O.A., Iyoha, F., Fakile, A., Asaleye, A.J., Eluyela, D.F., 2019b. Do government taxes have implications on manufacturing sector output? Evidence from Nigeria. *J. Manag. Info. Decision Sci.* 22 (3), 181–190.
- Petitt, B.S., Ferris, K.R., 2015. *Valuation for Mergers and Acquisitions*, second ed. FT Press.
- Popoola, O., Asaleye, A.J., Eluyela, D.F., 2018. Domestic revenue mobilisation and agricultural productivity: evidence from Nigeria. *J. Adv. Res. Law Econom.* 4 (34), 1439–1450. Volume IX, Summer.
- Roh, C., Moon, M.J., Yang, S., Jung, K., 2015. Linking emotional labor, public service motivation, and job satisfaction: social workers in health care settings. *Soc. Work Public Health* 31 (2), 1–15.
- Safo-Lartey, J.K., Osafo, J., Andoh-Arthur, J., Asante, K.O., 2020. Emotional experiences and coping strategies of nursing and midwifery practitioners in Ghana: a qualitative study. *BMC Nurs.* 19 (92).
- Similliduu, A., Christofi, M., Glyptis, L., Papatheodorou, A., Vrontis, D., 2020. Engaging in emotional labour when facing customer mistreatment in hospitality. *J. Hospit. Tourism Manag.* 45, 429–443.
- Stadel, M., Daniels, J.K., Warrens, M.J., Jeronimus, B.F., 2019. The gender-specific impact of emotional tears. *Motiv. Emot.* 43, 696–704.
- Szymon, T.D., Manuela, I., Marina, Z., 2020. Employees' job satisfaction and their work performance as elements influencing work safety. *CzOTO* 2 (1), 18–25.
- Ugwuegbu, D.C.E., 1981. Nigerian University students' attitudes toward husband-wife relations: effects of educational and cultural orientations. *Soc. Behav. Personal.: An Int. J.* 9 (1), 117–122.
- Van Doorn, E.A., Van Kleef, G.A., Van der Pligt, J., 2015. Deriving meaning from others' emotions: attribution, appraisal, and the use of emotions as social information. *Front. Psychol.* 6, 1–9.
- Van Kleef, G.A., 2009. How emotions regulate social life: the emotions as social information (EASI) model. *Curr. Dir. Psychol. Sci.* 18 (3), 184–188.
- Van Kleef, G.A., 2016. *The Interpersonal Dynamics of Emotion: toward an Integrative Theory of Emotions as Social Information*. Cambridge University Press, Cambridge.
- Van Kleef, G.A., 2017. The social effects of emotions are functionally equivalent across expressive modalities. *Psychol. Inq.* 28 (2-3), 211–216.
- Van Kleef, G.A., De Dreu, C.K.W., 2010. Longer-term consequences of anger expression in negotiation: retaliation or spillover? *J. Exp. Soc. Psychol.* 46, 753–760.
- Waller, V., Farquharson, K., Dempsey, D., 2016. *Qualitative Social Research: Contemporary Methods for the Digital Age*. SAGE, London.
- Way, G., Strange, C., 2011. Emotional labour, burnout and job satisfaction in UK teachers: the role of workplace social support. *Educ. Psychol.* 31 (7), 843–856.
- Wolniak, R., Olkiewicz, M., 2019. The relations between safety culture and quality culture, system safety. *Human Tech. Facility Environ.* 1 (1), 10–17.
- Yang, C., Chen, Y., Zhao, X., 2019. Emotional Labor: scale development and validation in the Chinese context. *Psychol.*
- Yijälä, A., Luoma, T., 2019. The importance of employment in the acculturation process of well-educated Iraqis in Finland: a Qualitative Follow-up Study. *Refug. Surv. Q.* 38 (3), 314–340.
- Zaghini, F., Biagioli, V., Proietti, M., Badolament, S., Fiorini, J., Sili, A., 2021. The role of occupational stress in the association between emotional labour and burnout in nurses: a cross-sectional study. *Appl. Nurs. Res.* 54, 151277.
- Zhu, J., Li, G., Li, J., 2017. Merge to be too big to fail: a real options approach. *Int. Rev. Econ. Finance* 51, 342–353.
- Zuckerman, A.M., 2011. After the deal is done: post-merger integration. *Front. Health Serv. Manag.* 27 (4), 39–41.