

## Research Article

# Emotional Dissonance and Organizational Reputation of Oil Firms in Nigeria

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## I N F O

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**How to cite this article:**

Obadina O M. Emotional Dissonance and Organizational Reputation of Oil Firms in Nigeria. *J Adv Res Pub Poli Admn* 2024; 6(2): 14-20.

Date of Submission: 2024-04-17

Date of Acceptance: 2024-06-21

## A B S T R A C T

The study investigated the relationship between emotional dissonance and organisational reputation in oil servicing firms. A cross-sectional survey design was adopted with the population of 380 staff of oil firms. The sample size of the study was 191 determined using the Krejcie and Morgan table which was subjected to a face and content validity test by the research supervisors and experts. The reliability test was established using Cronbach's alpha model score of 0.858, indicating the authenticity of the instrument used. Two hypothetical questions were developed for this study. Hence, the method of analysis was the Pearson Moment Correlation Coefficient. The study concludes that there is a weak and positive relationship, between emotional dissonance and the corporate reputation of oil firms. Therefore, it was recommended that the oil sector should consider educating workers on the benefits of demonstrating the required emotion during interpersonal transactions, as this would foster wealth, add more attributes to the company's brand and service, and retain potential customers who might be exposed to aggressive competitors.

**Keywords:** Emotional Dissonance, Organisational Reputation, Brand Name, Service Quality

## Introduction

The 21st-century dynamic shift has given rise to work organisations gradually moving from satisfying customers' needs to determining ways for consistent growth in making customers loyal in the face of fierce competition. Organisational reputation is an assessment of a company's attractiveness to a specific group of stakeholders relative to a reference group of companies with which the company competes for resources. Tan, (2007) stressed on corporate reputation and earnings quality.<sup>1</sup> This affirms the empirical evidence that corporate reputation is positively correlated with superior earnings quality. His findings further showed that corporate reputation not only helps to orchestrate superior earnings quality but also helps in producing superior total sales. According to Tan, the price tag that

organisations put on their products and services has long been theoretically associated with their reputation. That is, organisations with higher reputations put higher price tags on their products than would lower reputed organisations. This proposes that reputation works as a signal for quality. The financial reward from such higher prices is thus seen as a reward for maintaining a good reputation. It is however empirically challenging to apportion financial value to reputation. The definition of emotional labour as demonstrated by (Hochschild, 1983), is the management of feelings to create publicly observable, facial or bodily displays compliant with social requirements. Furthermore, it is important to expand our understanding of the difference between emotional labour and emotional intelligence as they pose little confusion in the appropriation of usage. Emotional intelligence was described formally by Salovey

et al. (1990). They defined it as the ability to monitor one's own and others' feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and actions. In other words, emotional intelligence is the ability to manage information while emotional labour is the ability to manage feelings.

Judging by organisational relational exchange, building a long-term relationship with the organisational public is important for managers as well as the organisations' public which includes existing customers, investors, workers, shareholders, as well as potential customers, who are heavily exposed to various advertising messages from competing firms through all sorts of media communication channels plus the introduction of the new media has further made organisational competitiveness more competitive. Thus service providers are propelled to modify their service through the management of feelings as well as to switch their service to the competing firm by offering certain incentives; among the incentives offered are price reduction, attractive package, quick and consistency in service delivery, and flexible and quality service. Certainly, there are service providers who would feel threatened that their customer base could be affected by the persuasive offer from competitors thus amongst the listed, include service with a smile. One of the most important values of a good organisational reputation is that competitors cannot easily copy or replicate it from those firms that have earned it. A good organisation's reputation can only be cultivated over time. Having it is therefore a unique competitive advantage and, a valuable asset but depreciates if actions are not consistently followed up to entrench and sustain it.

Competing firms find it hard most of the time to face their counterpart who have earned certain reputations for offering certain unique advantages hereby earning the trust of their publics. Because of their inability to compete favourably, they can however engage in aggressive demarketing activities and other negative actions that aim at putting the reputation the organisation has earned for itself over time hence organisations that have this precious tangible asset should jealously guard it. There is severe and massive competition in the globalised business world; industries that are not innovative in-service rendering in terms of application of technologies, machines, adequate management of manpower, internationally and locally informed of the improved way of doing things more professional as regards to the area of the field in the production of goods and services of today's globalised and competitive environment, are left with the option of retrench. Therefore, in order to gain an aggressive reputation and stay solvent, organisations who wish to survive and be successful in the long run, get more market share, and be differentiated from their competitors, must do something substantial and one of such ways to increase

market share for businesses is the appropriation of the emotional display as well to be a distinguished brand.

The competitive advantage of the organisation is imperative and in recent years in Nigeria, many organisations have yet to gain an advantage over others because of their inconsistent service delivery and inability to offer distinct products and services. Multiple organisational research has established an empirical stand on different organisational activities, but there seems to be a lack of an empirical stand on how the corporate reputation of an organisation could increase its sales, and profit and thus improve the performance level and have a high competitive advantage through the management of emotional labour. Organisations today strive not only to gain a strong notion in the mind of their clients or customers as regards the brand and retainership position, but also to stand out in the quality of services they render. The process of achieving this has brought about competition in the sector and thus propelled industries into introducing all sorts of strategies to stand out, which is a major problem. Consequently, as we know when you have a good reputation, you have confidence that cannot be swayed. It is against this backdrop that this study's aims and objectives contribute to the process of solving the problem by investigating the influence of emotional dissonance on organisational reputation in oil servicing firms in Nigeria.

The following research questions are stated to guide the study:

1. To what extent does emotional dissonance relate to brand name in oil servicing firms in Nigeria?
2. To what extent does emotional dissonance relate to service quality in oil servicing firms in Nigeria?

## Literature Review

Organisational reputations are imperative to managers in an organisation to a greater extent judging by its numerous advantages in enhancing the growth of the organisation, expansion, and large profit earning and the advantage it offered in retaining corporate customers. Researchers have argued that it is not feasible to talk about organisational reputation among a diverse set of stakeholders, because each stakeholder may have different concerns and ways of interpreting the focal firm's behaviour. Organisations could also adopt the doctrine of managerial regulations which as used by Clegg (1980) refers to all activities involved when management unilaterally makes rules to be applied in the workplace. Clegg further stressed that organisational prerogatives could be adopted in making rules that are to the advantage of the workers without consulting the workers.<sup>1</sup> Though the take by Clegg could adversely affect the emotional dissonance of the workers, it adversely enables management to take a decisive stand on ensuring

the direction of the organisation. An empirical research by Flanders, 1968, stressed that emotional dissonance is a negative psychological mode of the individual within the organisation.<sup>2</sup>

### Emotional Dissonance

Emotional dissonance is the conflict between genuinely felt emotions and emotions required to be displayed in organisations (Flanders, 1968).<sup>2</sup> Emotional dissonance is a negative feeling that can develop when a person views emotion as a potential conflict with his or her identity. For instance, a worker can be disillusioned because of a negative occurrence. Some individuals struggle with emotions when the actions of the organisation greatly affect their personal lives. Emotional dissonance occurs when employees are not able to control their emotions, their real emotions become an impediment to job performance. Emotional dissonance is a feeling that affects how an employee performs at work.

Emotional dissonance is a distortive experience faced by individual workers when there are attributes that greatly affect their emotions at work. The more employees adopt genuine acting; the less emotive dissonance they experience. Emotional dissonance is a negative disposition that could come up as an individual perceives a negative feeling that affects their state of mind and distorts a real personality.<sup>2</sup> Emotional dissonance is a negative feeling that can develop when a person views an emotion as a potential interference with their real personality. Example A sudden drop in workers' pay or inability to solve personal problems with salary could greatly affect the emotions of the worker and leave them devastated and depressed with a feeling of discomfort their true emotions and disguised emotions are drastically in dispute with each other. The dimension of emotional dissonance can capture surface and genuine deep acting as two opposite ends of space-time.<sup>2</sup> The more the employees adopt surface acting, the more emotive dissonance they experience. On the other hand, the more employees adopt genuine acting, the less emotional dissonance they experience.

### Organisational Reputation

While discussing the ability of the organisation to meet the emotive, cognitive, and technological requirements of the modern work organisation, we have cause to argue that the managerial culture greatly affects organisational reputation. The unique identity of the organisation also greatly affects the reputation of the organisation.<sup>3</sup> The attention of the workers is drawn to the reputation of the organisation ensuring that products and services are the vital advantages that the organisation can have over others. Building the corporate image, corporate identity, corporate branding, corporate personality, corporate

associations, and corporate communications becomes the primary focus of the organisation that wants to compete favourably in the market. The integration of all the above concepts together makes up a corporate reputation. Corporate reputation is sometimes viewed as the external stakeholders' observations about an organisation.<sup>4</sup> It refers to the perception that external publics have about an organisation. It asks the question of what stakeholders actually think of the organization. In the light of this article, corporate reputation is looked at through the lenses of brand name and service quality.

### Brand Name

Walton (1975) has drawn up a scheme of eight conceptual categories that stipulate principles for the humanisation of the work environment. Some of the principles contained in the authors' scheme have been covered in several empirical literature, but there are some others that need to be highlighted here. One of them is his concept on the creating of brand name in work organisation. In explaining the importance of this principle, Walton (1975, pg. 95) argued that since work and career are typically pursued within the framework of social organisations, the nature of personal relationships becomes an important dimension of the quality of the working life of the workers.<sup>4</sup> The authors argued that to achieve a viable brand name and integration at work, managerial policies and work organisational practises must encourage freedom from prejudice, egalitarianism, mobility through advancement on the job, supportive primary groups, the feeling of community in work organisation that extends beyond face-to-face work group interaction, and interpersonal openness. A brand is a distinctive name and/ or symbol (such as logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product and protects both the customer and the producer from competitors who would attempt to provide products that appear to be identical.<sup>5</sup> Also, it can be defined as a name, term, sign, symbol, design, or combination of these which is used to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.<sup>6</sup> Alternatively, a brand can be defined as an identifiable product augmented in such a way that the buyer or user perceives relevant unique added values which match their needs most closely.

Furthermore, its success results from being able to sustain these added values in the face of competition.<sup>7</sup> Certain brands are considered to possess high brand equity resulting in higher market shares and prices than competing products. A key reason for their strength is the existence of favourable, strong, and unique advantages about them

in consumers' memories. Many of the brand associations that make brands distinctive and strong are of this non-functional type; that is, they go beyond the perceived quality of the brand on functional product and service criteria and deal instead with the intangible properties of the brand. The brand is an important part of the product. Thus, the value of the brand should be always improved by the firms (Knapp, 2000). The brand is described as a perceptible sign of the organisation and its products to the human senses, through which the customer is able to differentiate an organisation and its products from others.<sup>7</sup>

### Service Quality

Service quality refers to the difference between customer's expectations for service performance prior to the service encounter and their perceptions of the service received.<sup>8</sup> Service quality theory, predicts that clients will judge that quality is low if performance does not meet their expectations and quality increases as performance exceeds expectations. Duly, customer expectations serve as the foundation on which service quality is evaluated by the customer. Furthermore, as service quality increases, satisfaction with the service and intentions to reuse the service increases.<sup>14</sup> In other words, the higher the customer's satisfaction, the higher the patronage. Quality has become a major demand and part of the daily lifestyle of individuals. It has received high attention from many firms and customers. While customers keep looking and expressing their desires for quality products or services, firms consider quality as a key strategy to develop products and services in order to gain a competitive advantage.

Livy pointed out that a consumer's perception of service quality is the gap between the expectation of a universal level service provider's service performance and the real performance perception of a specific product. This refers to the divergence between customers' anticipation of service performance, and the feels disappointed if their expectations of the quality of service are below standard if performance does not meet their expectations and quality increases as performance exceeds expectations. Suitably the guest anticipation functions as the base on which service quality is evaluated by the customer. Poole 1978 has produced a typology that varies from co-operation through to co-determination. Although all these definitions may vary to some degree, they are all centred on the concept of opportunities for the individual worker to participate in one form or the other in making decisions at the workplace about the delivery of service quality. Poole, further suggests that service quality is a customer's subjective cognition, not objective evaluation, it is the evaluation of service providers after comparing the gap between the desired service quality in advance and the actual service quality consumers receive. Service quality holds that this is the

result of the comparison that customers make between their expectations about a service and their perception of the way their service has been performed.

### Emotional Dissonance and Organisational Reputation

Emotional dissonance is an action that is demonstrated either consciously or unconsciously depending on the situation for which it is required to be displayed. Subsequently as affirmed by Hochschild (1983), emotional dissonance is a bad mood that could come up as an individual perceives a feeling to be likely struggle to with the person's real personality.<sup>7</sup> In other words, emotional dissonance is a negative feeling that can develop when a person views an emotion as a potential struggle for his or her identity. It is an internal event or occurrence which is not allowed to be noticed from the physical point of view. However, this is not the same with organisational reputation.

Organisational reputation is built over time with a consistent focus on customer satisfaction. Reputations are unique advantages that are earned with concentrated hard work and time. organisational reputation is a collective assessment of a company's attractiveness to a specific group of stakeholders relative to a reference group of companies with which the company competes for resources.<sup>8</sup> Whereas, in emotional dissonance, the individual is the sole focus. But in organisational reputation, the view, perception, and decision are done aggregately as a group. The organisation evaluates both themselves and the customers. They consider the internal and external position of the company in the minds of its customers for the purpose of improvement and sales.

In the light above the following hypotheses are stated to guide the study:

**Ho<sub>1</sub>:** There is no significant relationship between emotional dissonance and brand name in oil servicing firms in Nigeria.

**Ho<sub>2</sub>:** There is no significant relationship between emotional dissonance and service quality in oil servicing firms in Nigeria.

### Methodology

A survey method of research design was adopted using a cross-sectional survey design. This is because the entire population cannot be studied, so a survey method becomes more appropriate.

The population of the study consists of 380 staff members as drawn by the researcher from the staff of the studied organisation. However, the size is 191 was determined using the Krejcie and Morgan table. Considering the respondents had equal rights to be chosen we deliberated simple random sampling to be more suitable for the study. Moreover, the managers are 30%, administrative managers 32%,

supervisors 32%, and junior staff 68%. Additionally, the useful copies of a questionnaire that was brought back for the study were 162 which is 72% feedback levels. In order to ensure quality measurement of variables, the questionnaire designed for this study was subjected to face and content validity. The reliability test is concerned with the question of whether the results of the study are repeatable.<sup>13</sup> Thus the test was computed using the Cronbach alpha model of internal consistency based on the average inter-item correlation, to compute the reliability. While structured questionnaire was used to generate the information required for the study. The data was analysed using regression analysis; this is similar to the extent that they both establish a mathematical “relationship between a dependent variable and one for correlation or more independent” for regression variables. Meanwhile, the Pearson product-moment correlation was used to test the hypothesis. Pearson moment correlation” is a parametric technique with 2 interval variables each of which is evenly distributed.

**Results**

For this segment, the data analysis and discussion of findings are the major focus areas describing the relationships of the variable under study for emotional dissonance and brand name, and emotional dissonance and service quality.

**Response Rate**

One hundred and ninety-one copies of questionnaires were distributed to workers in the hotels under study. The outcome of the distributed questionnaire presented in the table below indicated thus that 191 copies of the questionnaire were administered representing 100% of the respondents. 170 copies of the questionnaire representing 80% were returned, while uncompleted copies of the questionnaire were 5 representing 0.5% of the respondents. The total response was 170 representing 80%. Completed but unusable copies of the questionnaire were 3 representing 0.3%. Completed and usable copies of the questionnaire were 162 representing 72% of the total distributed questionnaires. These were found useful for

the analysis. 61.1% of the respondents, and 63 females representing 38.9%. This shows that there are more males than females among the respondents. This is an indication of more male workers than female workers in the hotel industry.

**Bivariate Analysis**

**Hypothesis One**

There is no significant relationship between emotional dissonance and the brand name of oil servicing firms in Nigeria.

In testing hypothesis one, data on emotional dissonance and the brand name of the hospitality sector were related, and the results were obtained. Table 1 presents a Pearson correlation coefficient of 0.068. This indicates a very weak positive relationship between emotional dissonance and brand name. The correlation is not statistically significant ( $r = 0.068, p > 0.01$ ). This correlation has provided answers to research question one and given a direction to hypothesis one. Therefore, the decision is to accept the null hypothesis ( $H_{o_1}$ ) which infers that there is no significant relationship between emotional dissonance and brand name in the hospitality sector in Nigeria.

**Hypothesis Two**

$H_{o_2}$ : There is no significant relationship between emotional dissonance and service quality of hospitality sector in Nigeria.

In testing hypothesis two, data on emotional dissonance and service quality of the hospitality sector were related, and the results were obtained. Table 2 presents a Pearson correlation coefficient of -0.044 which shows a weak negative relationship between emotional dissonance and service quality. The correlation is not statistically significant ( $r = -0.044, p > 0.01$ ). This correlation has provided answers to research question two and given a direction to hypothesis two. Therefore, the decision is to accept the null hypothesis ( $H_{o_2}$ ) which implies that there is no significant relationship between emotional dissonance and service quality in oil servicing firms.

**Table 1. Correlation of Relationship Between Emotional Dissonance and Brand Name**

Correlation		Emotional Dissonance	Brand Name
Emotional dissonance	Pearson correlation	1	0.068
	Sig. (2-tailed)	-	0.389
	N	162	162
Brand name	Pearson correlation	0.68	1
	Sig. (2-tailed)	0.389	
	N	162	162

Source: Research survey, Done by Author 2024

**Table 2. Correlation of Relationship Between Emotional Dissonance and Service Quality**

Correlation		Emotional Dissonance	Product Reliability
Emotional dissonance	Pearson correlation	1	-0.044
	Sig. (2-tailed)	-	0.580
	N	162	162
Service quality	Pearson correlation	-0.044	1
	Sig. (2-tailed)	0.580	
	N	162	162

Source: Research survey, 2024

## Discussion

### Emotional Dissonance and Brand Name

The study indicated a very weak positive relationship between emotional dissonance and brand name. The correlation is not statistically significant at ( $r = 0.068$ ,  $p > 0.01$ ). This correlation has provided answers to research question one and given a direction to hypothesis one. Therefore, the decision was to accept the null hypothesis ( $H_{0_1}$ ) which infers that there is no significant relationship between emotional dissonance and brand name in oil firms in Nigeria.

### Emotional Dissonance and Service Quality

From the observation of the findings, this study showed a weak negative relationship between emotional dissonance and service quality. The correlation is not statistically significant ( $r = -0.044$ ,  $p > 0.01$ ). This correlation has provided answers to research question two and given a direction to hypothesis two. Therefore, the decision is to accept the null hypothesis ( $H_{0_2}$ ) which implies that there is no significant relationship between emotional dissonance and service quality in oil firms in Nigeria.

## Conclusion

Deriving from the findings of the study concludes on the following dimension and measures of the study variables. For emotional dissonance and brand name, analysing the observation of the findings, the study concludes that there is no significant relationship between emotional dissonance and the brand name of oil firms in Nigeria. This shows the imperativeness of emotional dissonance with brand names in oil firms in Nigeria. While for emotional dissonance and service quality, the findings conclude that there is no significant relationship between emotional dissonance and service quality of oil firms in Nigeria. Furthermore, this shows that emotive effort is a contributor to the service quality of oil firms in Nigeria. The display of emotional dissonance in oil firms has proven to be a slight or weak strategy through which oil servicing firm managers in Nigeria, are unable to do well due to lack of understanding and focus

given. Hence, the study established that management of the organisation may need to make provision for attractive take-home pay and allowance, as well as make flexible provisions, especially for those in the service area, who may have some kind of challenges or situations, should be rotated to work in the non-service area for some period of time or be given privilege for days off, from work with pay. To ease the pressure and stress an employee may be in at a particular time.

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