



DEMOGRAPHIC FACTORS, EMOTIONAL LABOUR AND CONSCIENTIOUSNESS AS PREDICTORS OF CAREER FULFILLMENT OF NURSES IN IBADAN

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ABSTRACT

This study investigated the influence of demographic factors, emotional labour and conscientiousness on career fulfillment of nurses in Ibadan. It adopted a descriptive research design of ex-post facto type. Purposive sampling technique was used to select 380 participants from three hospitals in Ibadan metropolis (male 64, female 316) Emotional Labour Scale (ELS-@0.81), Conscientiousness inventories (CI-@0.79) and Career Fulfillment Scale (CFS-@ 0.71) were used and three research questions were answered with Multiple Regression Analysis and Pearson Product Moment Correlation Analysis (PPMC) at 0.05 level of significance. The results revealed that Conscientiousness and Emotional Labour significantly predicted Career Fulfillment of nurses ($F(7, 372) = 36.927, p < 0.05$), which implies that 39.9% of the variance is accounted for by the combination of emotional labour, conscientiousness, Age, Gender, marital status, Education, length of service. The results further showed that conscientiousness has the highest contribution to career fulfillment. This is followed by emotional labour, while age, Gender marital status Education and length of service did not. Based on the findings, it was recommended that nurses should have more ample knowledge of conscientiousness and emotional labour, because the better understanding of these variables will facilitate improved career fulfillment among the nurses

Key words – Emotional Labour, Conscientiousness, Career Fulfillments and Nurses

INTRODUCTION

Career fulfillment has been a topic of concern over the years. This is predicated on how individuals work for years or months without being fulfilled with their chosen career or without being satisfied with their job, salary and the working environment. Efforts have been made by scholars to find how individuals or groups would find fulfillment with their chosen career. Most individuals never achieve career fulfillment because they pursue careers that have no meaning for them or that is not congruent with their personality trait. Others achieve career fulfillment early in life because they understand what will make them happy and pursue their dream no matter what others may say.

Real career fulfillment is reaching your potential at your chosen field. Career fulfillment is the feeling that, "I'm good at this, I like this, I'm getting paid reasonably well for it and I feel enthusiastic about it and feel satisfied and committed to my job. Career fulfillment is generally perceived to be directly linked to productivity as well as to personal well being. Career fulfillment implies doing a job one enjoys, doing it well and being suitably rewarded for one's efforts. It further implies enthusiasm and happiness with one's work.

One important issue to note about career fulfillment is that money should not be the basis for entering any career. The Harvard Professional Group (1998), sees career fulfillment as the key radiant that leads to recognition, income, promotion and the achievement of other goods. Career simply put, is the totality of an individual's experience in the world of work and world of education. People learn to work and work to learn (Wifers & Migers, 1993).

Nursing as a profession is usually said to date from the Florence Nightingale era of 1859. However, some historians may question this, citing Fry's (1952), work or the skilled ministrations of members of religious orders before Nightingale era (Abel-Smith 1960).



Florence Nightingale was however acclaimed to be the one that drew people attention to professional nursing. In 1859, Florence Nightingale wrote, "The elements of nursing are all but unknown". Some people associate nursing with the physical tasks concerned with keeping a sick person safe, nourished, comfortable and clean. Some see nursing as assisting the doctor by carrying out tasks associated with medical treatment.

While both of these elements are indeed part of nursing practice, the idea that nursing consist of thee elements alone ignores the wider contribution of professional nursing to health care. Hinderson (1966), defines nursing as assisting the individual, sick or well in the performance of those activities contributing to health or its recover (or to peaceful death) that he would perform unaided if he had the necessary strength, will or knowledge and to do this in such a way as to help him gain independence as rapidly as possible. Nursing as an integral part of the health care system, encompasses the promotion of health, the prevention of illness and care of the physically ill, mentally ill, and disabled people of all ages, in all health care and other community settings.

Nursing practice incorporates the application of knowledge, skills and attitudes towards alleviating, supporting or enhancing actual or potential responses of individuals or groups to health issues. The spirit of nurses should not be only getting a job done, but involves getting the job done with the attitude, right amount of concern for patients and care-givers. Nurses are expected to display certain kinds of emotions such as friendliness, cheerfulness, empathy, affectivity, warmth, confidence and conscientiousness. Steinberg and Figart (1999) opined that a positive attitude is a basic ingredient, if you are not having fun, you can be sure the people around you won't be smiling either, Your attitude can make the difference in someone's entire life.

Hochschild (1983), defined emotional labour as "management of feelings to create a publicly observable facial and bodily display. Emotions are feelings that people experience, interpret, reflect on, express and manage. Emotions arise through social interactions and are influenced by social, cultural, interpersonal and situational conditions (Martins, 1999). Research have shown that people who are emotionally adapt, who know and manage their own feelings well and can read and deal effectively with other people's feelings are at an advantage in any sphere of life. Such individuals find fulfillment with their career than when compared with those others who cannot marshal some control over their emotional life, fight inner battles that sabotage their ability for focused work and clear thought. It becomes apparent that a view of human nature that ignores the power of the emotions is shortsighted.

Nurses' emotional display is no longer a private experience, but a public act that is controlled by employer supervision. Rules for emotional display are developed and training programmes are mandatory. Nurses go through periodic session to learn how to smile in a sincere way and how to change private anger (or impatience) into public empathy and kindness (Yanay & Shahar 1998).

Conscientiousness is one of the "Big 5" personality traits. It is also called "five factor model" or FFM (Coasta & Mccrae, 1992) or global factors of personality (Russell & Karol 1994). The "Big Five" factors of personality are five broad domains or dimensions of personality which have been scientifically discovered to define human personality. The Big five factors are openness, conscientiousness, extroversion, agreeableness and neuroticism (OCEAN).

Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement. The trait shows a preference for planned rather than spontaneous behaviour. It influences the way in which we control, regulate and direct our impulses. Everyone is born with a natural propensity to be more or less conscientious. Conscientious individuals place a higher value on performing their duty, are usually hardworking and they discount present pleasure in favour of long-term consideration and fulfillment. Conscientious people create life



paths for themselves that contribute to better health. They are more successful in their careers, earn more money, have more stable families and fulfillment. Conscientiousness could also be seen as a lifestyle choice and in the control of the individual. Conscientious individuals are people who control their impulses and are goal-directed. Some other definitions reinforce the concept that you-can-be-more-conscientious-if-you-choose. They are concerned basically with getting jobs done and getting them done right. They are loyal, hardworking and achievement oriented. The primary conscientious traits are hard work, prudence, and conventionality.

The conscientious person loves to work, thrives on challenge and is bound for success and fulfillment (Oldham & Morris 1998). Highly valued characteristics of this type includes, attention to detail, self discipline, emotional control, perseverance, reliability and politeness (Beck, Freeman & Davis 2000). Most nurses ,when faced with job stress and work load often negatively react ,which has major impact on career fulfillment. Career fulfillment has eluded most nurses and other individuals in various organizations over the years. Career fulfillment should be what you see as the ultimate way to make a living. It is worthy of note that individuals enter into careers that does not gel with their personality characteristic, hence, attaining career fulfillment become elusive or a mirage. Lack of career fulfillment has resulted to lack of self esteem, lowers self worth, produces anxiety, frustration as well as lead to absenteeism and negative attitude to work. This study investigates the demographic factors, emotional labour and conscientiousness as predictors of career fulfillment of Nurses in Ibadan. The study seeks to examine the relative and combined influence of the independent variables on career fulfillments of Nurses .

Literature Review

Career fulfillment is generally perceived to be directly linked to productivity as well as to personal well-being. Career fulfillment implies doing a job one enjoys, doing it well and being suitably rewarded for ones efforts. It further implies enthusiasm and happiness with one work. Weiss (2002), have defined career fulfillment as a pleasurable emotional state resulting from the appraisal of one's job, an affective reaction to one's job and an attitude toward ones job. This definition suggests that we form attitudes toward our career by taking into account our feelings, our ability, personality, our behaviours, values and belief systems.

Career fulfillment describes how satisfied an individual is with his/her career. The happier people are within their career, the more satisfied and fulfilled they are said to be. Career fulfillment is not the same as motivation, although it is clearly linked. An individual could be properly motivated without being fulfilled in hi or /her chosen career. Career design aims to enhance career fulfillment and performance. Methods include job rotation, job enlargement and job enrichment. Other influences on fulfillment include the management style and culture, employee involvement, empowerment and autonomous work group.

Career fulfillment occurs when an employee feels he has accomplished something having importance and value, worthy of recognition. Frequently, fulfillment underlies self-esteem and identity while unfulfillment lowers self-worth and produces anxiety, frustration and could course severe health problems. A career fulfillment is a major factor in personal satisfaction, self-respect, self-esteem and self-development. A fulfilled worker is more likely to be creative, flexible, loyal and innovative. Brown 1996, notes that some employers have found that satisfying or delighting employees is a prerequisite to satisfying or delighting patients or customers, thus protecting the "bottom line". Andrew Carnegie is quoted as saying 'take away my people, but leave my factories, and soon grass will grew on the factory floors. Take away my factories, but leave my people, and soon, we will have a new and better factory (Brown 1996).

Career fulfillment is a product of events and conditions that individuals experience on their career path. Brief (1998), said "if a person's work is interesting, her pay is fair, her



promotional opportunities are good, her supervisor is supportive and her coworkers are friendly, then a situational approach leads one to predict she is satisfied and fulfilled with her job. In simple terms, if the pleasures associated with one's job outweigh the pains, there will be some level of fulfillment. Another weakness of trait factor approach to counselling is its apparent neglect of client's affective concerns, while over-emphasizing cognitive variables. In spite of all these weaknesses, trait factor approach to career guidance is perhaps the most thorough and scientific of all the theoretical approaches to career intervention practice. John Holland-Vocational Personalities and Environments. Holland (1959), views career choice as the product of an individual's heredity and environment. A choice of career is a reflection of the individuals' interests, needs abilities, values and motivation. He regards an occupation as a way of life, an extension of personality and an attempt to implement one's broad personal behavioral styles in the context of a job. Therefore, a person's choice of an occupation is an expressive act, which reflects his/her motivations, knowledge of the occupation in question, insight and understanding of himself/herself, personality and abilities. Holland further contends that a person could be identified to belong to any six-personality types, while their career choice fall within six corresponding environments.

Emotional labour

Emotions are feelings that people experience, interpret, reflect on, express and manage (Thoits, 1989; Mills and Kleinman 1988). They arise through social interaction, and are influenced by social, cultural, interpersonal and situational conditions (Martins 1999). In many situations in our daily lives, we often find ourselves suppressing feelings and displaying a more socially accepted emotion that is deemed more appropriate. Regulating one's emotions to comply with social norms is referred to as "emotion work" (Hochschild 1990). When our job roles require us to display particular emotions and suppress others, we do our emotion management for a wage. Hochschild (1983), termed this regulation of one's emotions to comply with occupational or organizational norms as "emotional labour" Thus, she defined emotional labour which is seen as "the management of feeling to create a publicly observable facial and bodily display (Hochschild 1983).

According to Hochschild (1983), jobs involving emotional labour possess three characteristics; they require the workers to make facial or voice contact with the public; they require the worker to produce an emotional state in the client or patient, and they provide the employer with an opportunity to exert some control over the emotional activities of workers Hochschild (1983). Ashforth and Humphrey (1993), defined emotional labour as "the act of displaying the appropriate emotion". However, their definition differs from Hochschild (1983), since they emphasize the actual behaviour rather than the presumed emotions underlying the behaviour.

Display rules

According to Hochschild (1983), service providers and patients and or customers share a set of expectations about the nature of emotions that should be displayed during the service encounter. These expectations are a function of societal norms, occupational norms and organizational norms (Rafaeli & Sotton 1989). Ekman (1973), referred to such norms as display rules, which are shared expectation about which emotions ought to be disguised. Most organizations use policies, symbols, myths, and stories to teach, demonstrate and reinforce these display rules. Based on these display rules, service providers are expected to act friendly and upbeat and to disguise anger and disgust, even toward annoying customers and patients. Furthermore, employees must often relinquish part of their independence to the control of their company, including wearing uniforms and regulation of their mannerisms, body language and emotional expressions (Paules, 1991).



Service Acting

Hochschild 1983, Ashforth & Humphrey 1993, proposed that employees perform emotional labour through three types of acting mechanism; surface acting, deep acting and genuine acting.

Surface Acting

This involves employees simulating emotions that are not actually felt, by changing their outward appearances (facial expression, gestures or voice tone) when exhibiting required emotions. Using the surface acting technique, people alter the outward expression of emotion in the service of altering their inner feelings.

Deep acting: Occurs when employees' feelings do not fit the situation, they then use their training or past experience to work up appropriate emotions. Unlike surface acting, deep acting involves changing inner feelings by altering something more than outward appearance. In surface acting, feelings are changed from the "outside in", whereas feelings are changed from the "inside out" in deep acting. Hochschild (1983), classified deep acting as exhorting feeling. In other words, employees use their training or past experiences to help conjure up appropriate emotions or responses (empathy, cheerfulness) for a given scene (Kruml & Geddes 2000).

Genuine Acting

Hochschild's acting paradigm rests on the assumption that service providers are making efforts to actually feel the emotions they are displaying, many scholars claim that Hochschild ignores the instances where by one spontaneously and genuinely experiences and expresses the expected emotion without exerting any effort (Humphrey & Ashforth 1993). An example could be a nurse who feels sympathy at the sight of an injured child has no need to "act".

Hence, (Ashforth & Humphrey 1993), states that genuine acting is used to imply the situation where employees spontaneously experience and express some emotion. Kruml and Geddes (2000), argued that these assertion about Hochschild's acting classification is incorrect because she described the genuinely expressed emotions of service employees as passive deep acting or genuine acting. Paules 1991, opined that by encouraging employees to engage in genuine acting or deep acting, organizations hope to enhance the authenticity f the service performance and reduce the possibility that service providers might break the service "norms" and express emotions incongruous with the role they are expected to play.

Consequences of emotional labour

Ashforth and Humphrey (1993), described emotional labour as a double-edged sword. On the one hand, it can facilitate task performance which will eventually lead to career fulfillment, on the other hand, it can impair performance by priming expectations of good service that cannot be met.

Emotional labour moderators

Based on the literature on emotion management and stress management, job autonomy and social support are proposed as two major moderators. Job autonomy represents a job characteristic, whereas social support represents an organizational characteristic. These two variables serve as moderators to buffer individuals from the potential negative effects of requirements to express or suppress emotion.

Social support

Caplan 1974, defines social support as feedback focusing on "action", "identity" and "guidance" as a supporter tries to help a supportee understand and or identity ways to cope with a stressor. Cohen & Willis 1985, categorized social support into four typologies, emotional support, informational support, social companionship and instrumental support. Emotional support focuses on empathic messages demonstrating an understanding of an



individual's stress situation and serves as an outlet to release stress (House, 1981). Informational support focuses on help in defining, understanding and coping with problematic situations. Social companionship is spending time with others in leisure and recreational activities as a means of distracting persons from worrying about problems.

Lastly, according to Cohn & Willis 1985, and House 1981, instrumental support releases stress by providing financial aid or material resources. Social support has a beneficial effect on individual well-being through two mechanisms. One focuses on the direct effect of social support on employee of stress. Individuals who experience higher levels of social support are expected to experience more positive work fulfillment. The higher levels of social support may have a direct effect on perceived stress, so that when social support is present, the level of perceived stress is reduced or alleviated.

Another mechanism of social support is a buffering, moderating or an interactive one (Cohen & Willis 1985). The key notion of this moderating effect of social support is that social support interacts with stress so that the negative consequences of stress becomes less pronounced when individuals receive more support from their supervisors or co-workers. Abraham 1998, Lones 1998, opined that these types of support provide protection from the harmful effects of stressful conditions.

Job autonomy has been defined as the degree to which an employee has freedom, independence and discretions in fulfilling the task of the job (Hackman & Oldham 1975). Research has shown that job autonomy is positively correlated to job satisfaction, which leads to career fulfillment. Karasek & Theorell 1990, found that a lack of control can pose psychological problems for all types of workers. Previous studies on emotional labour have suggested that emotional labour is significantly less aversive among workers who have greater job autonomy (Adelmann 1989; Wharton 1993; Erickon 1991).

Conscientiousness

Conscientiousness is one of the "Big 5" personality traits. It is also called "Five factor model" or FFM (Costa & McCrae 1992), or global factors of personality (Russell & Karol 1994). The "Big five" factors of personality are five broad domains or dimensions of personality which have been scientifically discovered to define human personality and behaviour. The "Big five" factors are openness, conscientiousness, extroversion, agreeableness and neuroticism (OCEAN). Conscientiousness has an extensive history, from its beginning as one of the many word descriptors of personality according to (Allport & Odbert 1936), its being touted as the most valid personality predictor of job performance. Norman (1963) was the first to argue for conscientiousness as one of the primary broad factors underlying personality. As a broad trait, conscientiousness does not lend itself to a simple definition according to Saucier & Ostendorf 1999 hence; different researchers have formed different conceptualizations of the construct. Some researchers conceptualize conscientiousness in terms of a will to achieve (Digman & Inouye 1986; Trapnell & Wiggins 1990). Others suggest conscientiousness concerns an individual's level of dependability or responsibility (Judge, Martocchio & Thoresen 1997). Conscientiousness is a tendency to show self-discipline, act dutifully and aim for achievement. The trait shows a preference for planned rather than spontaneous behaviour. It influences the way in which we control, regulate and direct our impulses. Overall, the preponderance of evidence shows that conscientiousness is an important correlate of job performance across numerous jobs and diverse criterion types. Individuals who are dependable, achievement oriented, efficient, hardworking, organized and so forth are better performers and pursue fulfilled career than those who are not.



Research questions

1. What is the pattern of relationship that exist among emotional labour, conscientiousness, age, gender, marital status, education, length of service on career fulfillment of Nurses ?
2. What is the joint effect of emotional labour, conscientiousness, age, gender, marital status, education, length of service on career fulfillment Nurses?
3. What is the relative contribution of emotional labour, conscientiousness, age, gender, marital status, education, length of service on career fulfillment of Nurses?

Research design

This study employs a survey research design type with the use of questionnaires to elicit response from respondents on the variables of the study

Population

The population consists of nurses working in the three hospitals – University College Hospitals, Adeoyo State Hospital and Oluyoro Catholic Hospital in Ibadan.

Sample

The sample of the study consists of four hundred (400) male =64, (16.8%) (Female = 316 (83.2%) were selected by stratified random sampling technique from one private and two public hospitals in Ibadan, with a mean age of 44,3

Instruments

The following instruments were used for the study:

Emotional Labor Scale (ELS)

This scale was developed by Brotheridge and Lee (2002). It is used to explore various emotional displays that the nurses put on while performing their duties. The scale consists of one section with 50 items. The scale is of four point likert scale, the respondents responded to the items using the four-point scale. The scale has a test re test reliability coefficient alpha of 0.81.

Conscientiousness inventory (CI)

Conscientiousness inventory was scale developed by Foldberg (1992). It is used to measure the respondent level of consciousness and or action over a situation. The scale consists of twenty items and respondents were asked to rate themselves on a four-point likert scale. This inventory ha a coefficient alpha of 0.79 participant are assessed by examining the number of observation performed (i.e. 'from very true of me' to not true of me).



Career fulfillment scale (CFS)

This scale was developed Ogunte (2010). The scale consists of twenty two items, while participant were asked to rate themselves on a four point likert scale, the scale has a test re-test reliability coefficient of 0.71

Data analysis

Data collected were analyzed with Multiple Regression analysis correlation analysis at 0.05 level of significance.

Results

Research question one

What is the pattern of relationship that exist among the independent variables and career fulfillment of Nurses ?

Table 1: showing the descriptive statistics and inter-correlations among the variables

	Career fulfillment	Emotional labour	Conscientiousness	Age	Gender	Marital status	Education	Length in service
Career fulfillment	1							
Emotional labour	.383**	1						
Conscientiousness	.577**	.256*	1					
Age	.040	.073	-.075	1				
Gender	.041	.020	.036	.163**	1			
Marital Status	.089	.003	.001	.440	.115*	1		
Education	.034	-.046	.169**	.038	-.055	.222	1	
Length of service	.072	-.048	.082	.307	0.38	.187	.182	1
X	55.8947	24.4658	22.0000	35.40	1.83	1.72	3.19	8.94
S.D	8.30198	3.62364	4.26559	7.874	.375	.448	.987	6.922

**Sig at .05 level

The table of correlation matrix above shows the relationship between emotional labour and conscientiousness were significant, while Gender, Age, and marital Status. Education and length of service were not.

Research question two

What is the joint contribution of emotional labour, conscientiousness; age Gender, marital status, Education, length of service on career fulfillment.

**Tables 2:** Multiple regression analysis tables showing the joint effect of emotional labour, conscientiousness, Age, Gender, marital status Education, length of service on career fulfillment.

R= .640,
 $R^2 = .41$,
 Adj. $R^2 = .399$,
 Std Error estimate= 6.43669

ANOVA

Model	Sum of square	Df	Mean square	F	Sig
Regression	10709.449	7	1529.921	36.927	.00
Residual	15412.341	372	41.431		
Total	26121.789	379			

The above result reveals that $R = .640$, $R^2 = .410$ and adjusted $R^2 = .399$, which implies that 39.9% is accounted for by the combination of emotional labour, conscientiousness, Age, Gender, marital status, Education, length of service, this indicates that other factors outside the scope of this study accounted for 61.1% of the total variance for career fulfillment. Further analysis shows that the F-ratio value is significant at $F(7, 372) = 36.927$, which is an indication that the findings is not by chance.

Research question three

The relative contributions of emotional labour, conscientiousness, age gender, marital status, Education, length of service to the prediction of career fulfillment.

Table 3: Showing relative contributions of each of the independent variables to the dependent variable.

Model	Unstandardized coefficients	Standardized coefficients		t	P
	B	Std error	Beta		
Conscientiousness	1.025	.882	.526	12.471	.000
Emotional labour	.574	.095	.251	6.034	.000
Age	7.27	.049	.069	1.478	.140
Gender	-.921	.898	.042	-1.026	.306
Marital status	1.394	.847	.075	1.633	.103
Education	-.570	.356	.068	-1.602	.110
Length of service	2.32	.051	.019	.453	.651

Table 3 above presents the Beta weight and the t-test results of the independent variables. The result shows that conscientiousness has the highest contribution to career fulfillment with a beta weight of .526 and t-value of 12.47. This is followed by emotional labour with beta weight of .251 and t- value of 6.034, while age, Gender marital status Education and length of service did not reveal significant contribution despite varied beta weight and t-values.

Discussion

The study aimed at finding out the influence of emotional labour, conscientiousness, Age, Gender Education and length of service on career fulfillment of nurses in selected hospitals in Ibadan, with the aim whether the independent variables can be use to enhance nurses career fulfillment .the research questions results showed that each of the independent variables (emotional labour, conscientiousness, Age, Gender, marital status, Education and length of service) significantly predicted career fulfillment of nurses. The magnitude of this relationship in predicting the career fulfillment of nurses is reflected in the values of multiple



regression (.640) and in R^2 .41 as shown in table 2. Thus, it can be said that .41% of the total variances in the career fulfillment of nurses is accounted for by the combination of Emotional labour, Conscientiousness, Age, Gender, marital status, Education and Length of service.

The finding lend credence to the earlier study and submission of Judge, Martocchio and Thoresen (1997), Cattell (196), Deborah (1996) Barrick & Mount (1991), Ashforth & Humphrey (1993), Brief (2005) Moon (2001). Costa and McCrae (1992). They believed that emotional labour and Conscientiousness, together with age, gender, length of service often produce and lead to career fulfillment of individual in organizational set up. The findings also corroborated the works of Cano and Miller (1992) Castillo et. al, (1999), Nestor and Leary (2000), Hoschild (1993) Holland (1985) and Hoppock (1996) The recent findings of Harris (2006), Salami (2008), Jimoh and Hammed (2008) and John et al (2008) further stressed that the effectiveness of emotional labour and conscientiousness in enhancing career fulfillment of nurses and job performance in organization.

Implication of the finding

The study findings has successfully demonstrated that exposure to conscientiousness and emotional labour were quite effective in enhancing the career fulfillment of nurses, because it help nurses to be able to adapt and manage negative emotional display that often arose in the cause of their duties in hospital. It enhance healthy organizational relationship, promote better interpersonal relationships, leading to positive job performance and fulfillment. This study also has relevance to career counselors, health policy makers, government and the general public of the importance of this variable.

Through these variables further training can be put in place as a mean of enhancing career fulfillment among nurses and could also be used to educate and train intending nurses and other individuals seeking career fulfillment in organization. Furthermore, the result of this research has clearly indicated and showed that career fulfillment is attainable if nurses familiarize themselves with the concept of conscientiousness and emotional labour as means of promoting career fulfillment.

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