Emotional Dissonance as Correlate of Work Commitment and Productivity of Electro-Mechanical Technology Workers in Construction Industries in North-Central States, Nigeria

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Abstract
The study investigated the relationship between emotional dissonance, work commitment and productivity of electro-mechanical technology workers in construction industries in North Central Nigeria. Four research questions were answered while two hypotheses were tested at 0.05 level of significance. The study adopted a correlational research design. The population for the study was 300 electro-mechanical technology workers. There was no sampling because of manageable size of the population. The instrument for data collection was structured questionnaire titled Emotional Dissonance, Work Commitment and Productivity Questionnaire. Five Experts face- validated the instrument and the internal consistency of the questionnaire items was determined using Cronbach alpha reliability method and the overall reliability coefficient of the items in the questionnaire was 0.84. Pearson product moment correlation method was employed to analyze data for answering research questions while regression was used for testing hypotheses formulated. The findings of the study included that: (i) a weak relationship exists between emotional dissonance and work commitment of electro-mechanical technology workers, (ii) a weak relationship exists between emotional dissonance and productivity of electro-mechanical technology workers and, (iii) moderate relationship exists between the commitment and productivity of electro-mechanical technology workers in construction industries. The findings on hypotheses revealed that: (i) demographic variables do not have significant influence on emotional dissonance and productivity of electro-mechanical technology workers and, (ii) emotional dissonance does not moderate the relationship between job commitment and productivity of electro-mechanical technology workers. Recommendations include that work commitment and productivity of electro-mechanical technology workers in construction companies should be improved through workshops and seminars, also periodic emotional checks should be carried out on electro-mechanical technology workers in construction industries by their employers.

Keywords: emotional dissonance, work commitment, productivity, technology, electro-mechanical technology workers

Introduction

The construction industries today act as key driver in economic growth of the country. It is the sector of the economy that designs, builds, improves and repairs buildings, structures and infrastructures such as roads and bridges. Several categories of workers ply their trades in this capital-intensive sector. For example, electro-mechanical technology workers are found in most construction industries to perform some related tasks to earn a living. These workers are capable of performing all kinds of electrical and mechanical technology activities or tasks in construction industries. The demography of this sector includes; male and female electro-mechanical technology workers, young and old electro-mechanical technology workers, married and single electro-mechanical technology workers, skilled and semi skilled electro-mechanical technology workers, expatriates and indigenous electro-mechanical technology workers. The diversities of these compositions and the importance of their services to the growth of the companies they work for and of

course that of the entire construction industry at large makes it incumbent to take a foray into their emotional state.

Emotion drives the pursuit and endeavour of an individual, no matter where they are and what job they do. In any organizations where interaction between human, machine and material is integral to the daily functions of members of staff, emotions have to be managed accordingly. In such organizations, individual differences account for employees' divergent emotions. These employees' emotions can never be aligned to their organization's desired emotions, until it is expressly communicated by some other means. This difference in emotions is what is known as emotional dissonance. Emotional dissonance is a work-related stressor which is very common among electro-mechanical technology workers working in construction industries. Johnson and Spector (2017) defined emotional dissonance as the separation of felt emotion from expressed emotion to meet external expectation. This definition is essentially pragmatic and functional in that felt emotion could be practically separated from expressed emotion. Felt emotion is real while expressed emotion could be filtered by individual involved, depending on what is expected by the organization the individual work for. Emotional dissonance occurs when there is disparity between currently felt emotion and the emotion expected to be expressed by the organization, or emotional dissonance occurs when employees are not able to control their emotions. Emotional dissonance is the conflict that an individual experiences among expressed emotions and experienced emotions, and this conflict among the emotions arises when an employee shows emotions which abide by the organizational rules but do not comply with his actual feelings (Makhdoomi & Nika, 2020). Emotional dissonance entails a discrepancy between socially prescribed and true emotions (Jeon, Yoon & Yang, 2022). Electro-mechanical technology workers constantly engage in display of emotions which often does not match with the emotions they actually feel. This trait is not peculiar to service industry workers only but also, the preponderance of mechanical technology workers in road construction industries exhibits this trait of emotional dissonance. The complex interaction mechanical technology workers have with material and machines they work with could partly account for high emotional dissonance among these categories of workers.

Emotional dissonance is what occurs to electro-mechanical technology whenever expressed emotions are in conformity with organizational norms, but are clashing with true feelings. Emotional dissonance is a form of electro-mechanical technology workers-role conflicts with role expectations of the desires level of emotion. However, Iyer and Yadav (2019) portrayed emotional dissonance in the light of emotional labour. The authors further highlighted the harmful effect of emotional labour of which emotional dissonance is one, while they explicitly defined emotional dissonance as a component of emotional labour which is the difference between felt and expressed emotions. Thus, because the focus of this study concerns the influence of emotional dissonance on certain variables relating to mechanical technology workers in construction industries, emotional dissonance will be defined in this light. Emotional dissonance according to Emmanuel (2023), is a state where formal temporary feelings of constructions workers are conflicting with their true personal feelings in the discharge of their duties at the construction site. Emotional dissonance can be linked to a variety of work effects and critical constructs like work commitment and productivity. According to Brotheridge and Grandey (2002), there is a connection between emotional dissonance and

work commitment as well as the likelihood of productivity. Also, Pugh, Groth and Hennig-Thurau (2011) suggested that, even though the positive correlation between emotional dissonance and job commitment has widespread support and acceptance, there are still contradictions to the literature. A heavy-duty equipment operator, who is essentially an electro-mechanical technology worker in a construction company is expected to maintain good temperament, composure and focus in the discharge of his duties; however, such an operator has a personal life which can actively conflicts with these expected standards by the organization. In addition to this, the function of an equipment operator is complex, as it involves meandering machine and materials to achieve an end. As such, complexities of this role can gravely impact the emotional and psychological state of the operator to the extent that there will be conflict between this real emotional state and the one expected of him by his employer. Emotional dissonance can be linked to a variety of work effects and critical constructs like work commitment and productivity. According to Brotherigde and Grandey (2002), there is a connection between emotional dissonance and work contentment as well as the likelihood of productivity.

Work contentment can be regarded as an important variable in an ideal working environment that can implicitly enhance commitment and productivity. Commitment of a construction worker could be attributed to being satisfied with workplace conditions which results in high work contentment level (Emmanuel, 2023). Commitment to work or work commitment is defined as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace; It is the feeling of responsibility that a person has toward the goals, mission, and vision of the organization he/she is associated with (Bhat, 2024). Work commitment is the extent to which an employee develops an attachment and feels an allegiance to their employer (Croner-i, 2020). A strong commitment to work can lead to opportunities for electro-mechanical technology workers growth in construction industries. High levels of employee satisfaction in an organization are related to work commitment and engagement in the organization (Bhat, 2024). An engaged electro mechanical technology worker therefore is the one who is fully absorbed by, and enthusiastic about, their work and so takes positive action to further the organization's reputation and interests. An engaged worker has a positive attitude towards the organization and its values (Croner-i, 2020). Commitment in the workplace is not just about showing up and completing tasks; it's about going the extra mile, investing time and effort, and staying dedicated to role and the company's mission (Iraola, 2023). Work commitment in construction industries therefore, has to do with the positive behaviour and emotions a worker exhibits at construction site to improve overall progress of work at the site. Thus, whatever influences commitment of workers at the site potentially influences productivity of such workers too. Commitment at work of electro-mechanical technology workers may lead to better productivity.

Productivity is one of the most commonly used technical terms especially by project managers in construction industries. There are many scholarly definitions of productivity, but widely, it is considered as ratio of output to input. Concepts related to productivity includes but not limited to; productivity as a measure of output in relation to input, productivity as a combination of effectiveness and efficiency, energy productivity, capital productivity, material productivity among others. Ugwuaba (2024) defined productivity as the process through which inputs like labour, capital, as well as time are converted into outputs. Amenger (2022) described productivity of workers as

the quality of being productive or having the power to produce. Productivity is the ability to produce goods and services efficiently in order to achieve organizational goals (Yunus and Ernawati in Almahri & Wahab, 2023). Amenger further stated that productivity is the rate at which a company produces goods or services, in relation to the number of materials and number of workers needed. Productivity can be seen as a productivity measure combines that labor and capital, two of the most common input factors used in the partial productivity measure (Iqbal, Ahmed, & Allen, 2019).

Productivity is achieving desired outcomes efficiently by focusing on value, managing energy, leveraging strengths, and maintaining balance (World Economic Forum, 2016). In basic terms, productivity is a measurement of how efficiently one can convert inputs into outputs (O'Reilly-Media, 2024). Productivity is a measure of the rate at which output of goods and services are produced per unit of input (labour, capital, raw materials, among others) (Australian Government Productivity Commission, 2024). Physical presence of a worker is needed for productivity, also his/her mental presence is equally important. Sometimes labour productivity is important and at other times resource productivity becomes significant, in road construction industry both are integral and therefore important. It is instructive to note also, that emotional state of an individual worker is as important as his or her intellectual capabilities. Although, there have been several studies relating to work contentment, commitment and productivity of employees, there is a dearth of research focusing on how emotional dissonance influences work contentment, commitment and productivity of workers in construction industries.

Statement of the Problem

Construction companies utilize the knowledge and skills of electro-mechanical technology workers to execute specific task in construction works. Thus, electro-mechanical technology workers in construction industries ought to have the right balance of Emotional Dissonance in order to maintain high extent of Work Commitment. However, most electro-mechanical technology workers in road construction industry are struggling to have a work-life balance. Their struggles worsen if they are going through personal challenges. Since personal challenges are an inevitable scenario in every worker's life, many electro-mechanical technology workers have to put up brave faces at work in order to hide their personal challenges. Others who are not too good at hiding true feelings are ultimately faced with effects of emotional dissonance such as work strain, mood swing, conflict of interest. All these invariably lead to lack of commitment which leads to low productivity. Hence, emotional dissonance seems to have some form of influence and association with work commitment of electro-mechanical technology workers, but the depth of this association and influence is vague or has not been expressly documented in literature.

Electro-mechanical technology workers make use of requisite tools and equipment in carrying out their duties at construction sites. These tools and equipment frequently break down for reasons attributed not only to wear and tear or lack of maintenance. Workers' lackadaisical attitude to work and lack of commitment to duties may also be contributory factors. Frequent breakdowns of tools and equipment at construction sites occasioned by low extent of work commitment and Emotional Dissonance need to be correlated with productivity of electro-mechanical technology workers.

Emotional dissonance or emotional labour as part of the work role represent a

major area of interest for organizational researchers, however it is worthy of note that organizational researchers and scholars have hitherto carried out little or no research at all on Emotional Dissonance as it relates to work contentment and demographic variables in construction industries. There is therefore limited information and paucity of statistical data in the study area. Significant implication of this is lack of valid and reliable scale to measure emotional dissonance of construction workers. Among electro-mechanical technology workers in road construction projects across the country, only a small fraction of workers enjoy robust benefits of length of service as most of them suffers abrupt termination of service (pay-off), temporary disengagement (stood-off), career stagnation and deferred promotion. Electro-mechanical technology workers' emotional dissonance and extent of work commitment may be instrumental to these anomalies, since there is no publicly available empirical data to show otherwise. It is therefore crucial to find out the relationship between these variables. Therefore, the explicit problem of the study is that emotional dissonance and work commitment have varies relationships with productivity of electro-mechanical technology workers but there is no publicly available empirical data to ascertain these relationships and this study is setup to fill the gap

Purpose of the Study

The general purpose of the study was to investigate the relationship between emotional dissonance, work commitment and productivity of electro-mechanical technology workers in construction industries. Specifically, the study determined the: -

1. relationship between emotional dissonance and work commitment of electro-mechanical technology workers in construction industries
2. relationship between emotional dissonance and productivity of electro-mechanical technology workers in construction industries
3. relationship between work commitment and productivity of electro-mechanical technology workers in construction industries
4. relationship between emotional dissonance and stated demographic composition (Age, gender, length of service and marital status) of electro-mechanical technology workers in construction industries

Research Questions

The following research questions guided the study:

1. What is the relationship between emotional dissonance and work commitment of electro-mechanical technology workers in construction industries?
2. What is the relationship between emotional dissonance and productivity of electro-mechanical technology workers in construction industries?
3. What is the relationship between work commitment and productivity of electro-mechanical technology workers in construction industries?
4. What is the relationship between emotional dissonance and stated demographic composition (Age, gender, length of service and marital status) of electro-mechanical technology workers in construction industries?

Hypotheses

The following null hypotheses were tested at 0.05 level of significance:

1. Demographic variables (age, gender, qualifications, professional ranking and length of teaching) do not have significant influence on emotional dissonance and productivity of electro-mechanical technology workers
2. Emotional dissonance does not moderate the relationship between job commitment

and productivity of electro-mechanical technology workers

Methodology

The study adopted correlational survey design. Bakare, Ifeanyieze and Olaitan (2020) defined correlational research design as a type of design suitable for use in research that describes the relationship or association between two mean achievement or performance scores of two groups of individuals or two events. Correlational survey design is appropriate for this study because it determined the relationship between emotional dissonance and work contentment as well as the demographic variables of the study e.g., Age, Gender, Marital Status and Length of Service of Mechanical technology workers in construction industries.

The area of the study comprised North Central States, which include; Kogi, Kwara, Plateau, Benue, Niger, Nasarawa and FCT Abuja. The population for the study was 300 electro-mechanical technology workers working on on-going Federal Road construction projects across North central states in the country. The number was based on the monthly progress reports and Interim statements submitted to Federal Ministry of Works by construction companies undertaking federal road projects in the zone. There was no sampling because of the manageable size of the research population.

The instruments for data collection were three adapted scales. Emotional dissonance scale was adapted from Zapf et al (1999); Work Commitment scale from Sue Hayday (2017) and Productivity scale from Amenger (2021). The scales were combined to form a questionnaire which made up of two sections. Section A was to elicit demographic information such as age, gender, marital status and length of service from respondents. Section B comprised of three parts: Part 1 which was the scale for measuring emotional dissonance of electro-mechanical technology workers in construction industries. Part 2 was the scale for measuring work commitment of electro-mechanical technology workers and part 3 was the scale for measuring productivity of electro-mechanical technology workers. Items in these sections were structured into five response options of: Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D), Strongly Disagree (SD) with corresponding values of 5, 4, 3, 2 and 1 respectively.

The instrument for data collection was subjected to face validation by five experts, three of which were scholars of high repute in the Department of Industrial Technical Education, University of Nigeria Nsukka and the other two were deputy directors/federal controllers of works one of which also doubled as the Engineer's Representative in charge of supervision and administration in one of the projects in North Central States. The experts' judgement, suggestions and corrections where necessary on the instrument were reviewed and incorporated to improve the final copy of the instrument for this research.

In order to determine the internal consistency of the instrument, the instrument was administered to some electro-mechanical technology workers in road construction projects across Enugu State which is not part of the study area. Cronbach alpha reliability method was then deployed and thus reliability coefficient was obtained for each part of the instrument as follows: Emotional Dissonance – 0.82; Work Commitment – 0.79; Productivity – 0.81. The overall reliability coefficient of the instrument was 0.84, indicating the reliability of the instrument. The computation was carried out using Statistical Package for Social Science (SPSS).

The researcher visited the headquarters, Federal Ministry of Works Mabushi, Abuja for comprehensive list of on-going Federal Road construction projects in the study area, and then toured the projects personally and by

proxy where necessary with the aid of research assistant's resident in respective states in the study area. From the monthly progress reports and Interim Statements submitted to Federal Ministry of Works (Client) by Construction Companies (Contractors), there were 300 electro-mechanical technology workers on on-going federal road projects in the study area. Therefore 300 copies of the instrument were administered on the electro-mechanical technology workers in the study area after which 276 were retrieved representing 92% return rate.

Pearson product moment correlation method or point-biserial correlation was employed to analyze data for answering the research questions while multiple regression was used for testing of hypothesis formulated. The response to each item based on Likert five scale response options was coded in SPSS and analyzed using Point-biserial correlation which converts the five response options to produce values between -1 and +1 to determine the strength of relationship. The Point-Biserial correlation coefficient is a correlation measure of the strength of association between a continuous level variable and binary variable. The responses to the items were interpreted by describing the strength of the correlation using the guide suggested by Evan (1996) for the absolute value of r as follows: - very weak relationship = 0.00 – 0.19, weak relationship = 0.20 – 0.39, moderate relationship = 0.40 – 0.59, strong relationship = 0.60 – 0.79, very strong relationship = 0.80 – 1.00

Results

The results of the analysis for answering research questions and hypotheses are contained in Tables below:

Research Question 1

What is the relationship between emotional dissonance and work commitment of electro-mechanical technology workers in construction industries?

Data for answering research question 1 are presented in Table 1

Table 1: Bivariate Correlation between Emotional Dissonance and Work Commitment

Variables	1	2
1. Emotional dissonance	1	
2. Work Commitment	.296	1

The result in Table 2 depicts the correlation between emotional dissonance and work commitment of electro-mechanical technology workers in construction industries. It was observed that a positive relationship between exists between their Emotional Dissonance and Commitment, the table also shows the correlation between the two variables. It can be observed that there was a weak correlation (.296) between the emotional dissonance and commitment of electro-mechanical technology workers in construction industries. The positive correlation also depicts the direction of the relationship, this implies that the variables move in the same direction to each other, this implies that when emotional dissonance increases commitment of electro-mechanical technology workers also increases. Therefore, if the emotional dissonance such as experienced emotions is increased the commitment of electro-mechanical technology workers also increases, but if it is reduced their commitment also reduces.

Research Question 2

What is the relationship between emotional dissonance and productivity of electro mechanical technology workers in Construction Industries?

Data for answering research question 2 are presented in Table 2

Table 2: Bivariate Correlation between Emotional Dissonance and Productivity

Variables	1	2
1. Emotional dissonance	1	
2. Productivity	.235	1

The result in Table 2 depicts the correlation between Emotional Dissonance and Productivity of electro-mechanical technology workers in Construction Industries. It was observed that there is a positive relationship between their emotional dissonance and productivity, the table also shows the correlation between the two variables. It was observed that there was a weak correlation (.235) between the emotional dissonance and productivity of electro-mechanical technology workers in construction industries. The positive correlation also depicts the direction of the relationship, this implies that the variables move in the same direction to each other, this implies that when emotional dissonance increases productivity of electro-mechanical technology workers also increases. Therefore, if the emotional dissonance such as experienced emotions is increased the productivity of electro-mechanical technology workers also increases, but if it is reduced their Productivity also reduces.

Research Question 3

What is the relationship between work commitment and productivity of electro-mechanical technology workers in construction industries?

Data for answering research question 3 are presented in Table 3

Table 3: Bivariate Correlation between Work Commitment and Productivity

Variables	1	2
1. Commitment	1	
2. Productivity	.448	1

The result in Table 3 depicts the correlation between commitment and productivity of electro-mechanical technology workers in construction industries. It was observed that there is a positive relationship between their commitment and productivity, the table also shows the correlation between the two variables. It was observed that there was a moderate correlation (.448) between the commitment and productivity of electro-mechanical technology workers in construction industries. The positive correlation also depicts the direction of the relationship, this implies that the variables move in the same direction to each other, this implies that when commitment increases productivity of electro-mechanical technology workers also increases, but if it is reduced their productivity also reduces.

Research Question 4

What is the relationship between emotional dissonance and stated demographic composition (Age, gender, length of service and marital status) of electro-mechanical technology workers in construction industries?

Data for answering research question 4 are presented in Table 4

Table 4: Bivariate Correlation between Work Contentment and Productivity

Variables	1	2	3	4	5
1. Emotional dissonance	1				
2. Gender	-.046	1			
3.Age	-.016	-.052	1		
4.Marital status	-.054	.297	-.144	1	
5.Length of service	.187	.063	.009	-.146	1

The result in Table 4 depicts the correlation between emotional dissonance and stated demographic composition of electro-mechanical technology workers in construction industries. It can be observed that there is a positive and weak relationship between emotional dissonance and length of service (.187), the table also shows there was a negative and very weak correlation between emotional dissonance, age, gender and marital status (-.046, -.016, -.054) of electro-mechanical technology workers in construction industries. The positive correlation also depicts the direction of the relationship, this implies that the variables move in the same direction to each other, while the negative relationship implies that the variables move in opposite direction to each other.

Hypothesis 1

Demographic variables (age, gender, qualifications, professional ranking and length of service) do not have significant influence on emotional dissonance and productivity of electro-mechanical technology workers

Data for testing hypothesis 1 are contained in Table 5

Table 5: Model Summary of Regression Analysis between Demographic variables, Emotional Dissonance and Productivity

Model Summary of Regression Analysis between demographic variables and emotional dissonance							
	Unstandardized Coefficients	Standardized Coefficients					
	B	Std. Error	Beta	T	Sig.	R	R^2
	28.724	4.385		6.551	.000	.197	.039
Gender	-.948	1.912	-.056	-.496	.621		
Age	-.222	1.067	-.023	-.208	.836		
Maritalstatus	-.107	.983	-.013	-.109	.913		
Length ofservice	1.906	1.099	.189	1.734	.087		
Model Summary of Regression Analysis between demographic variables and productivity							
	33.981	3.004		11.312	.000	.353	.125
Gender	-1.447	1.310	-.119	-1.105	.272		
Age	.170	.731	.024	.232	.817		
Marital status	.345	.673	.056	.513	.609		
Length of service	2.528	.753	.349	3.359	.001		

Table 5 highlights the model summary of Regression analysis between between demographic variables, emotional dissonance and productivity of electro-mechanical technology workers. It shows the value of correlation coefficient that is R and coefficient of determination that is R^2. The value of coefficient of determination (R^2) indicates how much of the variation in the independent variable (demographic variables) can explain the dependent variable (emotional dissonance and productivity). The value of R^2 is .039 for emotional dissonance and .125 for productivity, this implies that 3.9% variation in the emotional dissonance of electro-mechanical technology workers is explained by their demographic variables, while 12.5% variation in the productivity of electro-mechanical technology workers is explained by their demographic variables.The table also shows that only length of service is statistically significant with productivity($p <$ .000) while all the remaining demographic variables are not statistically significant with emotional dissonance and productivity. Therefore, the null hypothesis is accepted. It may be concluded that demographic variables do not have significant influence on emotional dissonance and productivity of electro-mechanical technology workers.

Hypotheses 2

Emotional dissonance does not moderate the relationship between job commitment and productivity of electro-mechanical technology workers

Data for testing hypothesis 2 are contained in Table 7

Table 7: Moderation analyses of Emotional Dissonance between Job Commitment and Productivity of Electro-Mechanical Technology Workers

Variables	B	b 95% CI [LL, UL]	SE	T	P
Constant	24.76	-15.06-64.57	20.02	1.24	<0.22
Job commitment	0.02	-0.24- 0.28	0.13	0.16	>0.87
Emotional dissonance	0.02	-0.51-0.55	0.27	0.06	>0.95
Interaction	0.00	-0.00- 0.00	0.00	0.49	>0.63
F (3, 84) = 12.56, p >.000, R^2=0.31					

Table 15 shows the interaction effect of emotional dissonance on the relationship between job commitment and productivity. Moderation analysis was conducted to determine if emotional dissonance moderates the relationship between job commitment and productivity. (Assumptions of linearity, normally distributed errors, and uncorrelated errors were checked and met.) A statistically non-significant interaction was found (F (3, 84) = 12.56, p > .001, R squared = 0.31) between job commitment and productivity, Therefore the moderation effect of emotional dissonance on the relationship between job commitment and productivity was not significant, thus, Hypothesis 7 was not supported because emotional dissonance does not moderate the relationship between job commitment and productivity of electro-mechanical technology workers

Discussion of findings

The finding of the study revealed that moderate relationship exists between emotional dissonance and work commitment of electro-mechanical technology workers in construction industries. The findings of the study were in agreement with the opinion of Jermsittiparsert (2019) that a relationship can exist between emotional dissonance and work commitment of workers in a workplace. The findings of the study were in agreement with

the findings of Akova, Citin and Cifci (2015), that relationship exists between emotional dissonance and work commitment of workers in service sectors such as re-opening hotel businesses. These findings also agreed with the opinion of Klein, Solinger, Swart and Yalabik (2018) that the level of emotional dissonance of workers can correlate with their work commitment and can also dictate their extent of Productivity at workplace. According to Brotheridge and Grandey (2002), there is a connection between emotional dissonance and work commitment as well as the likelihood of productivity. Also, Pugh, Groth and Hennig-Thurau (2011) suggested that, even though the positive correlation between emotional dissonance and job commitment has widespread support and acceptance, there are still contradictions to the literature. The finding of the study revealed that positive weak relationship exists between emotional dissonance and productivity of electro-mechanical technology workers in construction industries. The findings agreed with the results of Francis, Cheung and Catherine Tang (2010) that emotional dissonance determines work strain where the later affect job satisfaction and productivity of workers in service companies. the finding also agreed with finding of Balamurugan and Divyabharathi (2021), who conducted a study on the relationship between emotional dissonance and work outcomes such as job productivity and satisfaction and found that association existed between emotional dissonance and job outcomes. Emotional dissonance is a work-related stressor which is very common among employees working in service industries. Workers constantly engage in display of emotions which often does not match with the emotions they actually feel.

Also, it was found that moderate correlation exists between the work commitment and productivity of electro-mechanical technology workers in construction industries. The findings on commitment and productivity agreed with the submission of Meyer and Morin, (2016) that commitment is a force that binds an individual with his productivity or performance on the job. These findings agreed with the opinion of Begley and Czajk (2019) that work commitment is very important because it is associated with the performance of workers and motivation. The finding of the study on work commitment and productivity of electro-mechanical technology workers agreed with the opinion of Bakker, Albrecht and Leiter (2011) that performance or productivity of workers have closed relationship with their work commitment.

Demographic variables do not significantly influence emotional dissonance and productivity of electro-mechanical technology workers. Emotional dissonance does not moderate the relationship between job commitment and productivity of electro-mechanical technology workers. The finding of the study disagreed with the finding of Cortez, Averilla, Brotonel, de leon, Lao, Reyes, Sharief, So and Diaz (2021) that emotional labour or dissonance was not a mediator on the relationship between the PSM and job performance

Conclusion

Many workers including electro-mechanical technology workers in today's world of work are struggling to have a work-life balance. These struggles worsen if they are going through personal challenges. Electro-mechanical technology workers are expected to carry out assigned duties for a long time and still be productive. In order to be productive on their job, many construction workers have to put up brave faces at work in order to hide these personal challenges they are facing. Others who are not too good at hiding their true feelings are ultimately faced with work strain, mood swing, conflict of

interest etc which invariably causes lack of commitment to work and reduction in productivity. Thus, Emotional Dissonance appears to have some form of influence on work commitment and productivity in construction industries and service sector, however, the extent of this influence is vague or not well documented in literature and there is need for empirical study. Hitherto, this study was conducted and findings revealed that relationship exists among emotional dissonance, work commitment and productivity of electro-mechanical technology workers; work commitment and productivity among electro-mechanical technology workers.

Recommendations

Based on the findings made and the conclusion drawn, the following recommendations were made:

1. Improve work commitment and productivity of electro-mechanical technology workers in construction companies through regular workshops, seminars and continuous engagement among site workers
2. Construction companies should prioritize the emotional health of their workers by implementing standard periodic emotional checks and evaluations to identify and address issues early.
3. Ensure the employment status of electro-mechanical technology workers is regularized to provide job security and stability, which can enhance work commitment.
4. Stop the casualization of electro-mechanical technology workers and ensure their remuneration and allowances are regularly reviewed and competitive.
5. Establish robust support systems within construction companies to help workers manage personal challenges, which can mitigate the impact of emotional dissonance on work performance and productivity.

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