

EMOTIONAL LABOR: DISPOSITIONAL ANTECEDENTS  
AND  
THE ROLE OF AFFECTIVE EVENTS

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## **ABSTRACT**

### **EMOTIONAL LABOR: DISPOSITIONAL ANTECEDENTS AND THE ROLE OF AFFECTIVE EVENTS**

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The present study aimed to explore both situational (Emotional Display Rules and Affective Events) and dispositional antecedents (Four of Big Five personality dimensions; Extraversion, Neuroticism, Conscientiousness and Agreeableness) of emotional labor. Potential interaction effects of situational and dispositional variables on emotional labor; and long-term consequences of the construct were also examined.

Data were collected from table servers working in cafés, restaurants, and hotels in Ankara, İstanbul, Kuşadası, (Aydın) and Antalya. The study was performed in three stages. In the first stage, diary study was conducted and Affective Events Scale was created for the service work. In the second stage, psychometric properties of the new scale were pilot tested. In the main study, reliabilities of the scales, hypotheses and potential moderation effects were tested with a total sample of 254 employees.

Results revealed that emotional display rules were a significant predictor of both surface and deep acting. Positive events positively predicted emotional labor. Among dispositional antecedents, agreeableness was the only dimension that predicted surface acting. Deep acting was predicted by all of the personality dimensions utilized in the study, especially by agreeableness. On the other hand, conscientiousness had a marginally significant moderation effect on the relationship between emotional display rules and surface acting.

With respect to consequences of emotional labor, both surface acting and deep acting positively predicted personal accomplishment. Deep acting was also positively related to job satisfaction, and negatively related to turnover intentions. Findings discussed and practical implications, limitations, and directions for future research were presented.

Keywords: Emotional labor, Affective Events Theory (AET), negative events, positive events, Big Five personality dimensions.

## ÖZ

### DUYGUSAL EMEK: MİZAÇSAL ÖNCÜLLERİ VE DUYGUSAL OLAYLARIN ROLÜ

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Yüksek Lisans, Psikoloji Bölümü

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Bu çalışma, duygusal emek davranışlarının hem durumsal (Duygusal Davranış Kuralları ve Duygusal Olaylar) hem de mizaçsal (Büyük Beş kişilik özelliklerinden dördü olan Dışadönüklük, Duygusal Denge, Öz denetim/Sorumluluk ve Uzlaşılabilirlik) öncüllerini araştırmayı amaçlamıştır. Durumsal ve mizaçsal değişkenlerin duygusal emek üzerine olan ortak etkileri ve duygusal emek kavramının uzun vadedeki sonuçları da incelenmiştir.

Veriler, Ankara, İstanbul, Kuşadası (Aydın) ve Antalya’ da bulunan kafe, restoran ve otellerde çalışan garsonlardan toplanmıştır. Çalışma üç aşamada yürütülmüştür. İlk aşamada günlük tutma çalışması yapılmış ve Duygusal Olaylar Ölçeği geliştirilmiştir. İkinci aşamada, bu ölçeğin psikometrik özellikleri pilot çalışma olarak test edilmiştir. Ana çalışmada ölçeklerin güvenirlikleri, hipotezler ve olası moderasyon etkileri toplam 254 çalışandan oluşan örneklem grubu ile test edilmiştir.

Sonuçlar, duygusal davranış kurallarının hem yüzeysel hem de derin davranışın anlamlı bir yordayıcısı olduğunu göstermiştir. Olumlu olaylar duygusal emek davranışını olumlu olarak yordamıştır. Mizaçsal öncüller arasında, yüzeysel davranışı yordayan tek boyutun uzlaşılabilirlik olduğu bulunmuştur. Derin davranış, özellikle uzlaşılabilirlik olmak üzere çalışmada kullanılan bütün kişilik boyutları tarafından yordanmıştır. Öte yandan, özdenetim/sorumluluğun duygusal davranış kuralları ve yüzeysel davranış ilişkisinde anlamlılığa yaklaşan bir moderasyon etkisine sahip olduğu bulunmuştur.

Duygusal emek davranışının sonuçları ile ilgili olarak, hem yüzeysel hem de derin davranış kişisel başarıyı olumlu olarak yordamıştır. Derin davranışın ayrıca iş doyumunu ile olumlu; ve işten ayrılma niyeti ile olumsuz olarak ilişkili olduğu bulunmuştur. Sonuçlar tartışılmış, pratik uygulamalar, sınırlılıklar ve ileriye dönük araştırmalar için öneriler sunulmuştur.

Anahtar Kelimeler: Duygusal Emek, Duygusal Olaylar Kuramı (AET), olumsuz olaylar, olumlu olaylar, Büyük Beş kişilik özellikleri.

To My Precious Family



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## CHAPTER 1

### INTRODUCTION

#### 1.1 Overview

The role that emotions play in understanding the workplace phenomenon had been widely ignored in organizational behavior literature. For, first of all, most researchers believed in the *myth of rationality* (Putnam & Mumby, 1993). They had assumed that emotions were all negative, destructive and contradicted with rational thinking, and good performance could only be achieved by freeing organizations from emotions (see for example Marsick, 1987; Simon, 1979; Taylor, 1911; Weber, 1946). However, several studies have undermined this assumption by continuously showing the importance of workplace emotions for both individual and organizational outcomes (Erez & Isen, 2002; Fisher, 2002; Isen, 2001; Judge & Illies; 2004; Lee & Allen, 2002; Liao & Chuang, 2004; Ollilainen, 2000; Sy, Coté, & Saavedra, 2005). One domain that received particular attention in the emotion research has been service sector.

In order to remain profitable and have an advantageous position in the competitive world of business, companies are beginning to put great emphasis on service work and quality of it for the attainment of the long term-goals (Monaghan, 2006; Morris & Feldman, 1996; Zapf & Holz, 2006). The fact that service quality is largely determined by employees' interactions with customers requires that employees continuously manage and monitor their emotional responses during service transactions with clients. This management and regulation of emotional

responses, when paid and done for a wage, is called *emotional labor* (Hochschild, 1983).

The term emotional labor was first coined by sociologist Arlie Russell Hochschild (1983). In her book “*The Managed Heart: The Commercialization of Human of Feeling*”, Hochschild (1983) defined emotional labor as “...the management of feeling to create a publicly observable facial and bodily display” (p. 7). She pointed out that in order to increase service quality organizations expect their employees to act friendly, pleasant, and nice towards their customers. According to Hochschild (1983), however, this expectancy with regard to employees’ certain experiences and expressions has negative consequences. For, while organizations benefit from expressions of desired emotions, high emotional demands make service workers suffer from both psychological and physiological illnesses. In fact, in her study with flight attendants and bill collectors Hochschild (1983) found that participants experienced high amounts of sex and alcohol problems headaches, stress and emotional exhaustion. On the basis of these findings, several studies have been conducted to investigate the relationship between emotional labor and its both personal and organizational level outcomes. Moreover, various definitions of emotional labor have been operationalized and different models have been developed.

Unfortunately, however, most of the empirical studies have yielded inconsistent results. Some demonstrated negative effects of emotional labor such as stress (Adelmann, 1995; Grandey, 2000; Pugliesi, 1999), emotional exhaustion, (Abraham 1998; Diefendorff, Croyle, & Gosserand, 2005; Martínez-Iñigo et al.,

2007; Monaghan, 2006; Zapf & Holz, 2006), emotional dissonance (Abraham, 1998; Morris & Feldman, 1996) burnout (Brotheridge & Grandey, 2002; Erickson & Ritter, 2001; Heuven & Bakker, 2003; Näring, Briët, & Brouwers, 2006; Zapf & Holz, 2006), job dissatisfaction (Coté & Morgan, 2002; Grandey, 2003; Morris & Feldman, 1996), reduced job involvement (Ünler-Öz, 2007), feelings of inauthenticity (Brotheridge & Lee, 2002; Erickson & Ritter, 2001), and turnover intentions (Chau et al., 2009; Coté & Morgan, 2002). On the other hand, some studies emphasized its positive consequences like task effectiveness and self expression (Ashforth & Humphrey, 1993), self esteem (Pugh, 2001; Tsai, 2001), customer satisfaction (Pugh, 2001; Tsai, 2001), and even job satisfaction (Diefendorff & Richard, 2003; Wharton, 1993; Zapf & Holz, 2006).

It seems that the confusion with regard to consequences of emotional labor stems from the fact that different definitions of the construct have been utilized with different antecedents by previous researchers. Although much effort has been devoted to identify both situational and dispositional antecedents of emotional labor, it is clear that only a limited number of variables were taken into account. Especially, with respect to the relation between emotional labor strategies and Big Five personality dimensions only a few studies have been published (Austin et al., 2008; Gosserand et al., 2005; Judge, Woolf, & Hurst, 2009; Monaghan, 2006; Zapf & Holz, 2006). Moreover, except Gosserand et al. (2005) and Austin et al.'s (2007) works, these studies tested only a few dimensions of big five personality traits such as agreeableness (Monaghan, 2006), extraversion (Judge, Woolf, & Hurst, 2009) and neuroticism (Zapf & Holz, 2006). What is more, although *Affective Events Theory*,

developed by Weiss and Cropanzano (1996), has shown the importance of affective events on employees' work related behaviors and Grandey (2000) suggested that affective events could determine which emotional strategy would be adopted by employees, only a limited number of research (Diefendorff, Richard & Yang; 2008; Grandey, Tam, & Brauburger, 2002; Rupp & Spencer, 2006; Grandey, Dickter & Sin; 2004) has examined the effects of affective events on emotional labor so far.

Thus, the purpose of the present study is to examine the relationship between Big Five personality traits (conscientiousness, agreeableness, neuroticism, and extraversion) and emotional labor strategies (deep acting and surface acting) as well as to investigate the role of affective events as antecedents of emotional labor. Furthermore, since previous research has yielded contradictory results with respect to certain outcomes such as burnout, job satisfaction, and turnover intentions (see for example; Grandey, 1999; Wharton, 1993); the relationship between emotional labor and these outcomes will also be explored. As to the knowledge of the researcher, this will be the first study that simultaneously examines the role of Big Five personality traits and affective events on emotional labor and suggested outcomes.

The following sections will review the emotional labor literature and explain the approaches dominated the field. Then, a model will be proposed and hypotheses will be generated on the basis of the previous findings.

## **1.2 Emotional Labor**

The apparent contradictions with regard to consequences of emotional labor are most likely to stem from different operationalizations of the construct. While Hochschild (1983) was the first to propose the term "emotional labor", different

approaches to the concept have been generated by various researches (Asforth & Humphrey, 1993; Grandey, 2000; Morris & Feldman, 1996). These approaches are explained in detail below, starting from Hochschild's perspective.

### **1.2.1 Hochschild's (1983) Approach**

In her book, Hochschild stated that the appropriateness of emotions to be expressed is determined by organizations' *emotional display rules*. Emotional display rules reflect certain standards with respect to employees' behaviors during their interactions with customers. In order to comply with these rules, employees regulate their emotions. Regulation of emotions can be performed in two ways: either by means of "surface acting" or "deep acting". The surface acting refers to the manipulation of emotional expressions without changing felt emotions whereas in deep acting, individuals consciously change the way they feel in order to display appropriate emotions. Although deep acting is a more authentic way of emotional regulation, both processes require effort. According to Hochschild, this effortful activity of managing emotions has detrimental consequences for employees and leads to experiences of repeated stress, alienation and burnout. Apart from this conceptualization of emotional labor, Hochschild made a classification among occupations in terms of the emotional labor required. She suggested that jobs that necessitate emotional labor involve salesmen, waiters, babysitters, lawyers, doctors, officers, managers and administrators. Other occupations, however, do not need emotional labor.

Although being influential for more than two decades in the literature, Hochschild's work is not free of objections. Some researchers criticized

Hochschild's idea that there exists a dichotomy among jobs as requiring and not requiring emotional labor (Pugliesi, 1999; Wharton, 1993). According to these researchers, all occupations require some degree of emotional labor, although they may differ in the intensity of the emotional labor required. Other criticisms focused on the dimensionality of emotional labor. Several researchers suggested that emotional labor is a multidimensional construct and may involve strategies other than surface and deep acting (Kruml & Geddes, 2000; Morris & Feldman, 1996; Pugliesi, 1999). Hochschild's arguments about the consequences of emotional labor also started the dispute, which seems to continue even today, between researchers arguing that emotional labor has both positive and negative effects, and the others advocating that emotional demands are generally negative.

### **1.2.2 Ashforth and Humphrey's (1993) Approach**

Ashforth and Humphrey's approach defined emotional labor as an *act* of expressing desired emotions (p. 90). While Hochschild referred to the inner feelings in order to define emotional labor, Ashforth and Humphrey focused on the behavioral aspect of the concept and regarded it as a form of impression management. Like Hochschild (1983), Ashforth and Humphrey suggested that emotional labor is a consequence of conforming to emotional display rules. However, they criticized Hochschild's argument that compliance to display rules occurs only in two ways; either by surface acting or deep acting. According to authors, these two strategies do not wholly capture the emotional labor phenomenon. For, by assuming that management of emotions is more or less conscious, Hochschild (1983) ignored the situations in which a service worker spontaneously



and genuinely feels and displays the appropriate emotion. For example, a nurse who feels sympathy and pity for an injured child may not need to act or change her inner feelings (p.94). Although Ashforth and Humphrey admitted that surface acting and deep acting are two strategies performed by service employees, they proposed experience and expression of genuine emotions as a third strategy.

Ashforth and Humphrey's approach differs from that of Hochschild's also in terms of the consequences of emotional labor. According to them, management of emotions may not necessarily be harmful for employees as suggested by Hochschild (1983). For, although display rules in some sense restrict behaviours, they may also allow employees to reflect their authentic self, and increase one's self efficacy and self expression. Moreover, provided that displayed emotions are perceived as sincere by customers, emotional labor may enhance task effectiveness. On the other hand, they agreed with Hochschild's idea that emotional regulation may also have negative consequences such as emotional dissonance, work-related maladjustment, decreased self-esteem, depression, cynicism, inability to feel genuine emotions and alienation from work. However, following the arguments made by *social identity theory*, Ashforth and Humphrey proposed that these negative effects of emotional labor on employee can be reduced if the person identifies himself/herself with his/her occupational role. For, individuals who regard their work roles as central, salient, and valued part of who they are (their identity) are less likely to experience emotional dissonance and self-alienation. Although Ashforth and Humphrey's approach emphasized both positive and negative outcomes of emotional labor and contributed much to literature in this sense, it can be criticized in two ways: First, authors did not

make explicit as to how these genuine feelings can be distinguished from deep acting. Second, if expressions of genuinely felt emotions require no effort, it may not be plausible to call it a kind of *labor* strategy. For, the term labor necessarily implies the concept of effort in itself.

### **1.2.3 Morris and Feldman's (1996) Approach**

Following *the interactionist model of emotion*, Morris and Feldman's approach defined emotional labor as the effort, planning, and control required for displaying organizationally desired emotions during service interactions (p. 987). Morris and Feldman proposed that emotional labor involves four dimensions, interrelated with each other. These are; 1) frequency of appropriate emotional display, 2) attentiveness to required display rules, 3) variety of emotions to be displayed, and 4) emotional dissonance as a result of expressing fake emotions.

Morris and Feldman also examined the relationship between emotional labor and its outcomes. While Ashforth and Humphrey suggested that emotional labor has both positive and negative consequences on the part of employees, Morris and Feldman argued that it is primarily dysfunctional for employee well-being. For, emotional labor activities result in increased emotional exhaustion and decreased job satisfaction. Morris and Feldman's perspective of emotional labor has been focus of objections raised by several researchers (Grandey, 2000; Kruml & Geddes, 2000; Monaghan, 2006). First of all, it seems that what Morris and Feldman considered as constituents of emotional labor (frequency of emotional display and variety of emotions) are, in fact, job features that give rise to use of emotional regulation strategies. On the other hand, emotional dissonance (the mismatch between felt and

expressed emotions) is a consequence of emotional labor (mainly a consequence surface acting), rather than being a component of it. Second, although Morris and Feldman defined emotional labor as the required effort, planning and control of appropriate emotions, none of the dimensions they offer reflect these processes. According to Kruml and Geddes (2000), this is a serious problem that threatens the construct and content validity of their scales.

#### **1.2.4 Grandey's (2000) Approach**

Impressed with the works of Gross (1998a, 1998b), Grandey applied *emotional regulation theory* to the concept of emotional labor. According to Grandey, emotional labor can be defined as a process of management of psychological arousal and cognitive appraisal in order to comply with display rules at work and to express organizationally desired emotions. Emotional regulation theory argues that emotional regulation activity can be examined within the input-output framework. In this model, while the stimuli coming from the environment serve as input, individual's response to those stimulus serves as output. Gross's (1998a, 1998b) model suggests that emotional regulation may emerge at two points: either before the formation of emotion or after the formation of the emotion. While the first one refers to *antecedent- focused regulation*, the latter is *response- focused regulation*. According to Grandey, these two types of emotional regulation strategies correspond to Hochschild's (1983) distinction of emotional labor as surface and deep acting. For, since antecedent- focused regulation involve strategies such as attention deployment (recalling an event which invokes the emotions that one needs in a given situation) and cognitive change (perceiving the situation in a different way in order to

reduce the impact of emotions), it is equivalent to deep acting. On the other hand, since response- focused regulation involves manipulation of the emotional expression by faking or adjusting the intensity of emotion evoked by a situation, it is similar to surface acting.

In line with Hochschild's arguments (1983), Grandey proposed that emotional labor has detrimental effects on employees' well- being such as burnout and job dissatisfaction. With respect to organizational well- being, however, the effects of deep acting would be equivocal in the sense that while expressing genuine and sincere feelings might increase the quality of service interactions and customer satisfaction, employees' experiences of job dissatisfaction might lead to increased rates of absenteeism and turnover. By applying emotional regulation theory to study of emotional labor, Grandey's work expanded the definition of the construct and provided a better understanding of the process. Since previous operationalizations of emotional labor suffer from some conceptual problems, Grandey's definition of emotional labor is utilized in the present study.

Although the four approaches mentioned above differ from each other in terms of their conceptualization of emotional labor and the consequences attributed to it, they are similar in the sense that they all propose that emotional regulation occurs as a consequence of compliance with the emotional display rules specified by organizations. Therefore, in order to gain insight about emotional labor process, understanding the nature of emotional display rules and its relationship to emotional labor is crucial.

In the next section of the present study detailed information concerning the nature of emotional display rules and its relation to emotional regulation strategies will be provided.

### **1.3 Situational Antecedents of Emotional Labor**

#### **1.3.1 Emotional Display Rules**

Emotional display rules refer to the standards that predetermine appropriate display to be expressed on the job (Ekman, 1972) and are assumed to be an important predictor of emotional labor in the literature. Many organizations develop emotional display rules in order to inform their employees with regard to the type of emotions that should be expressed during transactions with customers. These emotional displayed rules may either function as informal norms reflecting societal norms and organization's expectations, or involve formal processes in which rules are explicitly stated as a part of work role. Societal norms are reflections of customers' expectations from service employees such as trustworthiness, responsiveness and understanding customers. On the other hand, occupational and organizational display rules are more specific than societal norms. While societal norms can change across cultures, organizational and occupational norms are generally consistent and do not vary (Ashforth & Humphrey, 1993; Rafaeli & Sutton, 1987).

Emotional display rules can be divided into three groups depending on the type of the emotions required by work occupations (Diefendorff, Richard & Croyle, 2006; Grandey, 2000; Rafaeli & Sutton, 1987). "Integrative rules" concern with expression of positive emotions such as smiling and being kind. Works of service employees and nurses require this type of emotional display rules. Second type of

emotional display rules refers to “differential rules” and involves expression of negative emotions such as anger and fear. Occupations which necessitate differential rules are those of bill collectors and police officers. Lastly, “suppression rules” require being neutral and controlling any type of emotional expressions that may reveal feelings. This type of display rules is explicit in work roles of judges and therapists.

Most of the studies in the emotional labor literature concerned with integrative rules which involve expression of positive emotions and suppression of negative ones. It is mainly assumed that employees’ perceptions of these rules affect their behaviors and expressions of feelings during their interactions with customers (Ashforth & Humphrey, 1993; Diefendorff, Richard & Croyle; 2006; Grandey, 2000, 2002, 2003; Gosserand & Diefendorff, 2005; Morris & Feldman; 1996; Zapf & Holz, 2006).

Brotheridge and Grandey (2002) found significant positive relationships between perceptions of display rules, and both surface acting and deep acting dimensions of emotional labor. These findings were also replicated by the studies of Cheung and Tang (2009), Grandey (2003), Rubin et al. (2005), Totterdall and Holman (2003), and Yang and Chang (2008). Gosserand and Diefendorff (2005) found a significant relationship for only surface acting. Diefendorff, Richard, and Croyle (2006) looked at the issue from a different perspective and argued that employees’ emotional labor behaviors will vary as a function of whether these rules are perceived as in role requirements or extra- role requirements by employees. They suggested that if these display rules are perceived as in- role (formal) requirements

employees may be more likely to conform these behaviours and engage in more emotional labor. On the other hand, if they are perceived as extra- role (informal) requirements, employees may not feel themselves be obliged to comply with these rules and may express whatever the emotion they like. Results provided partial support for their hypotheses indicating that expressing positive emotions were perceived as in- role requirements and resulted in higher amounts of customer interaction. On the other hand, suppression of negative feelings was considered to be an extra-role requirement and associated with low levels of customer interaction.

Consistent with these findings,

**Hypothesis 1:** Employees' perceptions of emotional display rules will be positively related to both surface and deep acting dimensions of emotional labor. For, the more employees' are restricted to express certain emotions, the more they will perform emotional regulation.

Although presence of emotional display rules is an important determinant of emotional labor, occurrences of certain events that change employees' feelings at work may also have substantial effects on the emotional labor. The nature of these events and how they may influence employees' choices of emotional regulation strategies will be described below.

### **1.3.2 Affective Events**

The idea that daily events that occur in a work setting may influence employees' attitude and behavior was first proposed by Weiss and Cropanzano (1996). In *Affective Events Theory*, authors stated that work environment consists of several features such as job demands, job characteristics and requirements for

emotional labor. These features of the work setting create work events which influence employees' emotions and their subsequent behaviors. According to Weiss and Cropanzano (1996), these work events involve both negative and positive events. While negative events are called "hassles", positive events are termed as "uplifts". Hassles are minor events that reflect irritating, frustrating and distressing demands which are involved in everyday interactions (Kanner, Coyne, Schafer, & Lazarus, 1981). On the other hand, uplifts are defined as "minor events that bring joy and happiness" (Basch & Fischer, 2000). An example of hassles may be a boss yelling at his workers, whereas for uplifts an example may be recognition from supervisors. Affective Events Theory (AET) predicts that these work events create emotional responses on the part of employees and affect their work related attitudes and behaviors such as job performance and job satisfaction. However, the intensity of this effect evoked by an event is determined by personal dispositions such as personality traits and mood. While some people are more prone to negative events and react strongly against them, others may remain calm and nerveless. According to Affective Events Theory, a single event, which evokes an emotive reaction, also initiates a series of subsequent emotional experiences operating in a cause- effect relationship.

So far, several studies have tested the affective events theory's assumptions and linked affective events to employees' emotions, attitudes and deviant work place behaviour (Ashkanasy, Härtel & Daus, 2002; Ashkanasy, Zerbe & Härtel, 2002; Basch & Fischer, 2004; Judge, Scott & Ilies, 2006; Keefe & Bennett, 2006; Wegge et al., 2006; Erol-Korkmaz, 2010).



Grandey (2000) was the first to propose that affective events may serve as situational cues and influence employees' emotional labor strategies. According to her, since affective work events have a direct effect on an employee's emotions and influence how an individual feels in a given time, an emotional event may cause more emotional regulation, especially when there is a difference between the emotions evoked by the event and the emotions required by display rules. Affective events may have an impact on the degree of effort exerted by an employee in emotional regulation. For, when an event creates discrete emotions from the organizationally desired ones, employee may put much more effort into emotional regulation activity. On the other hand, if the event results in emotions which are similar to that of demanded by emotional display rules, then employee may have less difficulty in managing his emotions. For example, although an employee is expected to express positive emotions and suppress negative ones during customer interactions, a difficult and angry customer, blaming the employee, creates negative emotions on the employee. In this situation, in order to suppress his negative feelings, the employee will engage in more emotional regulation. However, if the customer is a cheerful person who thanks to the employee for his care, then this may create positive feelings on the employee and he may express his genuine feelings which require minimal level of effort (p. 103).

By applying the principles of *Control Theory* (see Carvier & Scheier, 1998) to the concept of emotional labor, Diefendorff and Gosserand (2003) proposed that affective events created by customer interactions serve as environmental disturbances which can affect emotional displays (perceptual input). In line with Grandey's (2000)

arguments, Diefendorff and Gosserand (2003) suggested that when an employee is in a positive mood (which results from experiencing positive events), he/ she may be able to express the required displays by showing his/her natural feelings without having to engage in emotional regulation. On the other hand, when he/she is in negative mood (which results from experiencing negative events), he/she may need to perform emotional labor (either surface or deep acting) in order to meet organization's display requirements.

Similar arguments were made by Gardner, Fischer and Hunt (2009). In the article that discusses emotional regulation strategies performed by leaders, these authors proposed that negative events which elicit negative emotions (such as anger) may create a discrepancy between display rules that should be followed by a leader and emotional expressions that are required to be displayed to his/her followers. In this case, the leader might perform higher levels of surface and deep acting during the interactions with his/her followers. On the other hand, an event which elicits positive emotions (such as learning that there has been an increase in the sales) may reduce the need for emotional labor and result in genuine emotional displays.

These arguments received some support in the literature of emotional labor. In a diary study where participants were part-time service employees, Grandey, Tam and Brauburger (2002) found that events that invoked feelings of anger (such as disrespect, humiliation, unjust treatment from the customer) were associated with higher levels of faking behaviours. Similar findings were obtained by Rupp and Spencer (2006). In their study Rupp and Spencer (2006) found that participants who were unfairly treated engaged in higher levels of emotional labor. Grandey, Dickter

and Sin (2004) also found that when call-center workers were exposed to customer aggression and verbal treats, they exerted higher levels of surface acting. By using Gross's (1998) categorization of emotion regulation, Diefendorff, Richard and Yang (2008) found that typical response modulation strategies which are equivalent to surface acting (Grandey, 1999, 2000) were used by employees in response to events concerning personal or physical problems. On the other hand, cognitive change and attention deployment strategies of emotional regulation (similar to deep acting) were found to be performed in response to events concerning interpersonal conflicts (either with customers or with co-workers) and workload issues (too much work/ too little work), respectively. Diefendorff et al. (2008) found that response-focused strategies of emotional regulation (surface acting, according to Grandey, 2000) were mostly used when employees were faced with interpersonal problems.

On the basis of these findings, the present study expects that there will be a positive relationship between negative events and surface acting. For, since negative events create emotions that are discrepant from the organizationally desired ones, employees who frequently experience negative events may have to suppress their negative emotions by performing surface acting. On the other hand, no specific hypothesis is generated with respect to relationship between negative events and deep acting; however the relationship will be explored. Still, in line with the arguments presented above, it is plausible to think that negative events also increase deep acting. For, employees who frequently experience negative events may also try to modify his/her negative feelings in order to express required positive displays.

**Hypothesis 2:** The frequency of experiences of negative events will be positively related to surface acting.

With respect to positive events, no relationship with emotional labor is expected because experiencing an event that invokes a positive emotion may allow an individual to express the expected emotions without effort. In this case, the displayed positive emotion will be a spontaneous and genuine one and no emotional regulation will be needed. However, experience of positive events is also included in the present model in order to examine its potential effects on work outcomes. Following the arguments made by *Affective Events Theory* (Weiss & Cropanzano, 1996), it is expected that frequent experiences of positive events at work will result in positive outcomes such as low levels of burnout and employee turnover, and high levels of job satisfaction.

Although emotional display rules and affective work events are important determinants of emotional labor, certain dispositional characteristics may also influence employees' choices of emotional labor strategies.

According to Goldberg (1990), Big Five Model of personality is one of the most utilized approaches for measuring personality and widely used in academic research. As the name implies, Big Five personality dimensions involve five traits which are called extraversion, neuroticism agreeableness, conscientiousness and openness to experience (McCrae & Costa, 1991). Big Five Model of personality has been tested by numerous studies in the literature of organizational psychology and the dimensions offered by the model have been found to be related to several important concepts such as job performance (Barrick & Mount, 1991), job

satisfaction (Judge, Heller, & Mount, 2002), turnover intentions (Zimmerman, 2008) and burnout (Zellars, Perrewé, & Hochwarter, 2000).

The present study examines the links Big Five Model of personality to the concept of emotional labor. In the subsequent section, brief information concerning each personality trait as well as explanations concerning how these dimensions can affect emotional labor strategies will be provided.

## **1.4 Dispositional Antecedents of Emotional Labor**

### **1.4.1 Extraversion**

Extraversion refers to the traits of being talkative, cheerful, outgoing and energetic (Block, 1961 in Zellars et al. 2000; McCrae & Costa, 1991). Extravert individuals are also characterized as being socially competent, person-oriented and optimistic (John, 1990; McCrae & Costa, 1991).

While several researchers examined the role of trait affectivity (positive affectivity/ negative affectivity) on emotional labor strategies and its proximal outcomes (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2000; Monaghan, 2006; Morris & Feldman, 1996; Pugh, 2001; Schaubroeck & Jones, 2000), studies that linked extraversion to emotional labor are rare (Austin, Dore, & O' Donovan, 2008; Diefendorff, Croyle, & Gosserand, 2005; Judge, Woolf & Hurst, 2009).

According to Grandey (2000), since individual differences in affectivity determine intensity and nature of felt emotions and affect subsequent behaviors, both positive and negative affectivity should relate to emotional labor. In fact, in their study with full-time employees from different occupations, Grandey and Brotheridge

(2002) found that positive affectivity was negatively related to surface acting, Brotheridge and Lee (2003) also examined the relationship between positive affectivity and emotional labor and found similar results. In her dissertation, Monaghan (2006) reported a negative relationship existed between positive affectivity and frequency of surface acting.

Diefendorff, Croyle, and Gosserand (2005) operationalized positive affectivity with extraversion and suggested that similar hypotheses can be generated with regard to relationship between extraversion and emotional labor. Results provided support for their hypotheses indicating that extraversion is significantly and negatively related to surface acting. On the other hand, no relationship was found between deep acting and extraversion. Similarly, Austin, Dore and O' Donovan (2008) found a negative relationship between extraversion and surface acting. Judge, Woolf and Hurst (2009) examined the moderating role of extraversion in the relationship between emotional labor strategies and work outcomes and found a negative (though insignificant) relationship between extraversion and surface acting.

Consistent with previous studies (Diefendorff & Richard, 2003; Diefendorf, Croyle & Gosserand, 2005; George, 1996; Watson, 2000) the present study equates positive affectivity with extraversion and expects that there will be a negative relationship between extraversion and surface acting. Since extravert individuals are predisposed to experience positive emotions such as enthusiasm and optimism more often (Costa & McCrae, 1992), individuals who are high in extraversion may not need to fake their emotions during their interactions with customers and display their

real feelings. On the other hand, no relationship is expected between extraversion and deep acting on the basis of previous findings.

**Hypothesis 3.** Extraversion will be negatively related to surface acting.

#### **1.4.2 Neuroticism**

Neuroticism is a personality dimension that is associated with frequent experiences of repeated stress, fear, anxiety and frustration (George, 1989; McCrae, 1991). While individuals who are high in neuroticism are assumed to be insecure, depressed, and use ineffective coping strategies and self-defensive expressions when faced with problems, people who are low in neuroticism are regarded as calm, and relaxed (Costa & McCrae, 1987; George, 1989; McCrae & John, 1992).

As previously discussed, both positive and negative affectivity have been assumed to influence emotional labor strategies. Brotheridge and Grandey (2002) found that negative affectivity was positively correlated with surface acting. Similarly, Brotheridge and Lee (2003) reported that negative affectivity was positively related to surface acting. Monaghan (2006) also examined the relationship between negative affectivity and frequency and perceived difficulty of emotional labor activity. Results indicated that negative affectivity was positively related to frequency of surface acting. Gosserand et al. (2005) also found that negative affectivity is significantly and positively related to surface acting.

Diefendorff et al. (2005) proposed that although neuroticism has not been specifically examined by researchers, results for negative trait affectivity can be utilized for neuroticism and similar results can be achieved for this dimension. Zapf and Holz (2006) also stated that “negative affectivity has often been equated with

neuroticism” (p. 9). Results provided support for these assumptions. Both Austin et al. (2008) and Diefendorff et al. (2005) reported that neuroticism was significantly and positively related to surface acting. On the other hand, a negative (though insignificant) relationship was found between neuroticism and deep acting.

Consistent with previous works (Diefendorff & Richard, 2003; Diefendorff, Croyle & Gosserand, 2005; Watson, 2000; Zapf & Holz, 2006), the present study equates negative affectivity with neuroticism and expects a positive relationship between neuroticism and surface acting. For, since individuals who are high in neuroticism experience negative emotions more often, they may need to hide or fake these feelings more frequently during their interactions with customers. On the other hand, on the basis of the findings provided by Austin et al. (2008), a negative relationship is expected between neuroticism and deep acting. For, since deep acting involves manipulation of inner feelings, individuals with high levels of neuroticism may not be able to regulate these feelings in appropriate way and may engage in emotional deviance, rather than trying to manage them. Thus, it is predicted that;

**Hypothesis 4:** Neuroticism will be positively related to surface acting, and negatively related to deep acting.

### **1.4.3 Conscientiousness**

Only a limited number of researches in the emotional labor literature have examined the relationship between conscientiousness dimension of personality and emotional labor strategies. Conscientiousness refers to being self- disciplined, and acting dutifully and responsible (Costa & McCrae, 1992). Conscientious people are also characterized as being hardworking, competent, organized, desiring for



achievement and good at problem- solving (Block, 1961 in Zellars et al., 2000; Digman, 1990).

Diefendoff et al. (2005) argued that since conscientious individuals are responsible and careful, they might show greater adherence to display rules and might meet organizations' expectations by trying to be more authentic and sincere. Therefore, these individuals might be more likely to perform deep acting rather than faking their emotions by surface acting. Results provided support for their arguments by showing that conscientiousness was negatively related to surface acting. A similar finding was also reported by Austin et al. (2008).

Consistent with these findings, the present study expects a negative relationship between conscientiousness and surface acting, and a positive relationship between conscientiousness and deep acting. In line with the arguments above, it is predicted that since conscientious individuals are achievement- focused and desire personal success, these individuals may realize that faking their emotions can harm the quality of service interactions and lead to reduced job performance. Therefore, they may engage in surface acting less often. On the other hand, knowing that deep acting contribute to service quality and lead to positive feedback from customers, these individuals may perform deep acting more frequently. Thus, it is expected that conscientiousness will be negatively related to surface acting and positively to deep acting.

**Hypothesis 5:** Conscientiousness will be negatively related to surface acting, and positively related to deep acting.

#### **1.4.4 Agreeableness**

Agreeableness is a personality dimension that is characterized as being cooperative, tolerant, caring and forgiving (Barrick & Mount, 1991). According to McCrae and Costa (1991), agreeable individuals try to develop and maintain positive relationships with others. Agreeable individuals are highly motivated to get along with others and establish sincere and intimate relationships (McCrae & Costa, 1991).

Tobin et al. (2000) provided some support for the idea that agreeable individuals are more likely to regulate their emotions. In their study, participants were presented with scenarios that are emotional in content. Later, participants were asked to indicate the degree of effort they would devote in controlling their emotions if they were asked to describe these scenarios to other people. Participants who were high in agreeableness reported that they would perform more emotional regulation and put more effort in regulating their emotions if they were asked to describe the events, compared to those who were low in agreeableness.

Diefendorff et al. (2005) proposed that since agreeable individuals try to get along with other people, it is reasonable to expect that people who are high in agreeableness will put more effort to regulate their emotions and engage in more emotional labor. They also argued that by realizing the negative effects of displaying insincere emotions, agreeable people might frequently perform deep acting. In fact, their study with 297 employed undergraduate students, confirmed these hypotheses. Results yielded that agreeableness was significantly and positively related with deep acting. These results implied that individuals, who scored higher on agreeableness dimension, were more likely to engage in deep acting.

Monaghan (2006) also examined the relationship between agreeableness, and frequency and perceived difficulty of emotional labor activities. Results indicated that agreeableness was significantly related to both frequency and perceived difficulty of deep acting in the expected directions.

Consistent with these findings, the present study expects a positive relationship between agreeableness and deep acting, and a negative relationship between agreeableness and surface acting. For, by recognizing the fact that their displays may be perceived as inauthentic and insincere by customers and their real feelings can “leak out”, agreeable individuals may be less likely to surface act. On the other hand, since agreeable individuals try to achieve some degree of intimacy and sincerity in their interactions with customers, they may perform more deep acting.

**Hypothesis 6:** Agreeableness will be negatively related to surface acting and positively related to deep acting.

## **1.5 Consequences of Emotional Labor**

As previously mentioned, much effort has been devoted to elicit the long-term consequences of emotional labor. Most research focused on examining the effects of emotional labor on job-related burnout, job satisfaction, and turnover intentions. However, they yielded contradictory results. Therefore, the variables of burnout, job satisfaction and turnover intentions are involved as outcomes of emotional labor in the model provided by the present study. In the following sections, recent literature findings concerning the relationship between emotional labor and these variables, as well as the hypotheses regarding how emotional labor

may relate to burnout, job satisfaction and turnover intentions will be provided under related headings.

### **1.5.1 Burnout**

The concept of burnout in psychology was first proposed in the works of Maslach (1982a, 1982b). Maslach's observations of helping professions yielded that during interactions with patients, clients and children, employees exert much effort to feel empathy and to be emotionally involved. In these professions, regulation and management of emotions are assumed to be a key factor for successful performance. However, as time passes, employees working in these occupations are no longer able to sufficiently manage their emotions while interacting with customers. This situation is, then, considered to be an indication of burnout.

Burnout has three components: emotional exhaustion, depersonalization and decreased personal accomplishment (Maslach, 1982a, 1982b; Maslach & Jackson, 1984, 1986). *Emotional exhaustion* refers to "draining of emotional resources". People who experience emotional exhaustion feel that they are frustrated and all of their energy has been consumed. Such people also perceive that working with people and fulfilling their expectations are too demanding. *Depersonalization* dimension is defined as the tendency to treat people like objects and being unable to feel what a person should feel about other people. These individuals lose their sense of empathy and concern. Lastly, *lack of personal accomplishment* refers to the belief that one is no longer able to achieve his goals. People who experience low levels of personal accomplishment feel that they are incompetent to do things required by their job.

Reduced personnel accomplishment is also accompanied with decreased professional self-esteem and self-efficacy.

The organizational behaviour literature suggests that burnout is detrimental to both individual and organizational well-being. For organizational well-being, burnout has been found to be negatively correlated with job performance and job satisfaction. For personal well-being, it is proposed that, in the long run, burnout results in psychosomatic complaints, depression, emotional dissonance and stress (Zapf, 2002).

Much effort has been devoted to explore the relationship between emotional labor and burnout. Some researchers focused only on the emotional exhaustion dimension (Abraham 1998; Diefendorff & Gosserand, 2005; Grandey, 2003; Lewig & Dollar, 2003; Monaghan, 2006, Morris & Feldman, 1996; Zapf & Holz, 2006) whereas others suggested that emotional labor strategies should be related to all dimensions of burnout (Ashforth & Humphrey, 1993; Brotheridge & Grandey, 2002; Diefendorff & Gosserand, 2005; Erickson & Ritter, 2001; Grandey, 2000; Heuven & Bakker, 2003; Näring, Briët, & Brouwers, 2006; Zapf, 2002; Zapf & Holz, 2006).

***Emotional Exhaustion.*** The relationship between emotional labor and emotional exhaustion has been widely examined in the literature. Morris and Feldman (1996) proposed that there would be a direct, positive relationship between emotional labor dimensions (frequency of emotional display, attentiveness to required display rules, variety of expressed emotions, and emotional dissonance) and emotional exhaustion. Similar propositions were made by Zapf (2002), for he suggested that emotion work would be related to emotional exhaustion. Grandey (2003) also argued that both

surface acting and deep acting dimension should be positively related to emotional exhaustion. However, in her study she found significant correlations with only surface acting dimension, with regard to deep acting no relationship was found.

Brotheridge and Grandey (2002) replicated her study's results by finding that only surface acting was a significant determinant of emotional exhaustion. In their study with teachers, Näring, Briët and Brouwers (2006) also obtained similar results finding that surface acting was a significant predictor of emotional exhaustion. Zapf and Holz (2006) predicted that emotion work, which includes requirements to display positive emotions, requirements to display negative emotions, sensitivity requirements, interaction control and emotional dissonance, is a significant predictor of emotional exhaustion. In a previous study, on the other hand, Lewig and Dollar (2003) found that emotional work demands did not directly predicted emotional exhaustion, but their effects on emotional exhaustion were mediated by emotional dissonance. Similar findings were attained in Martínez-Iñigo et al.'s (2005) study; surface acting was found to be significantly related to emotional exhaustion; however its effect was reduced when emotional dissonance entered into equation.

***Depersonalization.*** While most researchers focused on the relationship between emotional labor and emotional exhaustion dimension, studies with regard to depersonalization dimension are relatively rare. Grandey (2000) argued that since emotional regulation is a stressful and effortful activity, employees may choose to detach themselves from customers in order to be emotionally less affected (p.104). Grandey (2000) also mentioned a study (Pogrebin & Poole, 1995) in which police officers' suppression of emotions towards negative events was found to be negatively

related with feelings of empathy and connection with citizens. Brotheridge and Grandey (2002) found that both suppression of negative feelings and surface acting were significantly and positively correlated with depersonalization. Similar findings were obtained by Zapf and Holz (2006) in the sense that displaying positive emotions was a significant determinant of depersonalization when its effect was mediated by emotional dissonance. Näring et al. (2006) obtained similar results and indicated that surface acting and suppression of feelings positively related to depersonalization. Similarly, Heuven and Bakker (2003) utilized emotion work as emotional dissonance and found a significant relationship between depersonalization when mediated by emotional exhaustion.

On the basis of these findings:

**Hypothesis 7a:** Surface acting will be positively related to emotional exhaustion and depersonalization dimensions of burnout whereas there will be no relationship between deep acting and the two dimensions of burnout; namely emotional exhaustion and depersonalization.

***Personal Accomplishment.*** Mixed results have been obtained with respect to effects of emotional labor on personal accomplishment. Brotheridge and Grandey (2002) found that while surface acting was negatively correlated with personal accomplishment, for deep acting dimension the relationship was positive. Similar results have been obtained in the study of Zapf and Holz (2006) with service workers and representatives. Zapf and Holz (2006) defined emotion work in terms of sensitivity requirements, displaying negative emotions, displaying positive emotions, and emotional dissonance. For service workers, direct, positive effects of sensitivity

requirements and displaying positive emotions dimensions on personal accomplishment were found. However, for representative sample these effects were negative and mediated by emotional dissonance. On the other hand, Näring et al. (2006) could not find any relationship with neither surface acting nor deep acting. However, they obtained very strong positive correlation (.50) with emotional consonance (absence of emotional labor) and personal accomplishment.

Thus, literature indicates the existence of a complicated relationship between emotional labor and personal accomplishment. However, since negative effects of emotional dissonance on personal accomplishment have been indicated by several studies; and emotional dissonance can be considered as a direct outcome of surface acting, a negative relationship is expected between surface acting and personal accomplishment in the present study. On the other hand, a positive relationship is expected between deep acting and personal accomplishment.

**Hypothesis 7b:** Surface acting will be negatively related to personal accomplishment whereas deep acting will be positively related to personal accomplishment.

### **1.5.2 Job Satisfaction**

Several studies have examined the relationship between emotional labor and job satisfaction. Hochschild (1983) argued that the fact that employees' personal feelings are commoditized and exchanged like a property should be very dissatisfying on the part of workers. Agreeing with Hochschild's view, Grandey (2000) also assumed that emotional labor would be negatively correlated with employee job satisfaction. However, empirical findings have yielded mixed evidence



for this assumption. Morris and Feldman (1997) found a negative correlation between emotional dissonance and job satisfaction. Rutter and Fielding (1988) found a negative relation between suppression of real feelings and job satisfaction. Pugliesi (1999) found that self-focused and other-focused emotional labor influenced job satisfaction in a negative way. Negative correlations between emotional labor and job satisfaction were also reported by Bulan, Erickson and Wharton (1997), and Parkinson (1991). On the other hand, Wharton (1993) and Adelman (1995) found positive correlations between emotion work and job satisfaction. These findings also replicated by the study of Côté and Morgan (2006) showing that amplification of positive emotions was positively related to job satisfaction. Based on the *facial feedback hypothesis* (Adelman & Zajonc, 1989), Adelman (1995), and Zapf and Holz (2006) argued that facial references of positive emotions may give rise to experiences of similar emotions within employees and lead to increased feelings of job satisfaction. By utilizing the process of “emotional contagion” Pugh (2001) also suggested that expressing positive emotions may affect customers’ emotions and contribute to service transactions. Receiving positive feedback from clients may also increase the sales and in this way, employees experience greater job satisfaction.

The contradictory findings concerning the relationship between emotional labor and job satisfaction may result from different operationalizations of the construct. However, recent studies that based their assumptions on the distinction of surface and deep acting, share the common view that surface acting has more detrimental consequences than deep acting on the part of employees (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Judge, Woolf, & Hurst, 2009; Liu et al. 2008;

Totterdell & Holman, 2003). Consistent with these studies present study expects that surface and deep acting will have differential effects on job satisfaction. Following the arguments of Hochschild (1983) and Grandey (2000), it is expected that surface acting will be negatively related to job satisfaction. For since surface acting is mostly accompanied with the feelings of emotional dissonance and inauthenticity, it is very likely that individuals who frequently engage in surface acting will also experience self- alienation and develop negative attitudes towards their job. On the other hand, since performing deep acting reduces the discrepancy between one's real feelings and feelings that he/she is required to display, individuals who mostly deep act will be buffered against these negative effects of emotional dissonance. Moreover, being able to modify inner feelings and successfully managing customer interactions may give employees a sense of personal accomplishment and work competence, and create feelings of job satisfaction. Therefore, it is expected that

**Hypothesis 8:** Surface acting will be negatively related to job satisfaction whereas deep acting will be positively related to job satisfaction.

### **1.5.3 Turnover Intentions**

Apart from the effects on employee well-being, emotional labor may have important consequences for organizations in the sense that employees' choices of emotional labor strategies may also affect their withdrawal behaviours in the long run.

Both Hochschild (1983) and Grandey (2000) argued that since continuous regulation of emotions results in physiological arousal and often perceived as a stressful activity, employees might choose to leave their jobs. These authors

proposed that since employees who especially use surface acting frequently and experience emotional dissonance are more likely to suffer from both physiological and psychological illnesses, they may desire a different job. According to Grandey (2000), the very fact that an employee engages in high levels of surface acting is, in fact, an indicator of person- job mismatch.

In support of these arguments, Côté and Morgan (2002) found that suppression of negative feelings (surface acting) was positively related to employees' intentions to quit. A similar finding was also reported by Grandey (1999) indicating that high levels of surface acting significantly and positively related to intentions to quit the job. Chau et al.'s (2009) study replicated these results by showing that surface acting increased employees' intentions of job turnover through emotional exhaustion. Ünler-Öz (2007) also examined the relationship between emotional labor strategies and employee turnover intentions. She reported that when moderated by supervisory support, surface acting was positively related to employees' turnover intentions.

Consistent with these findings, present study expects a positive relationship between surface acting and employees' turnover intentions. In line with the arguments made by Hochschild (1983) and Grandey (1999, 2000), it is predicted that employees who frequently perform surface acting will leave their jobs because of high levels of emotional strain and dissonance experienced at work. On the other hand, employees who choose to deep act may not experience emotional dissonance and their expressions may be perceived as genuine and authentic by clients. For this reason, these employees are more likely to receive positive feedback from their

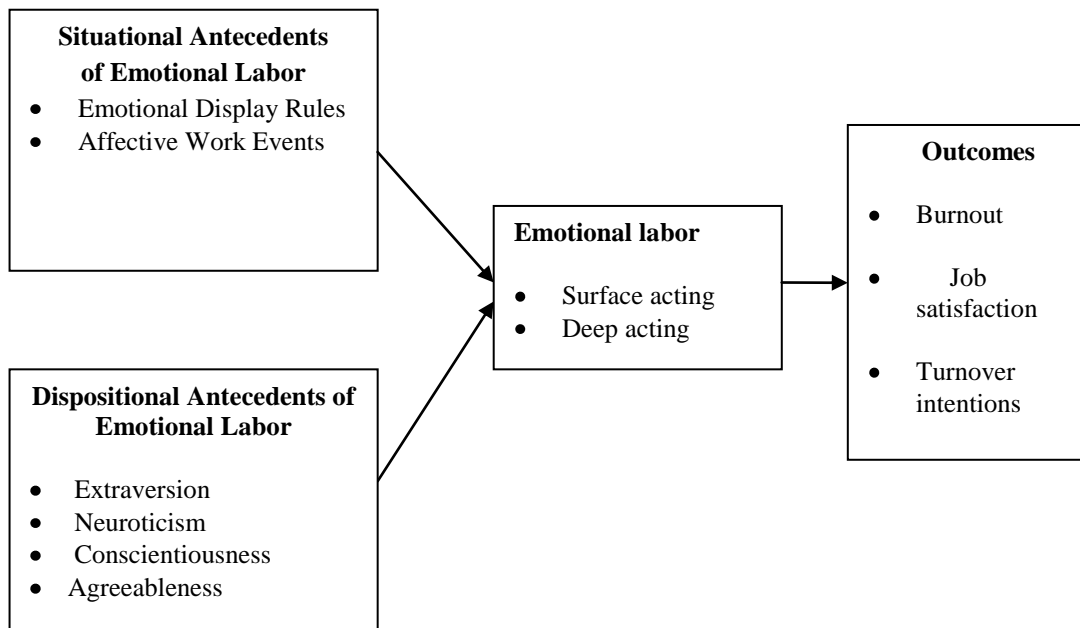
clients and supervisors. This positive feedback, in turn, may increase employees' self esteem and contribute to their personal success. As stated in Hypothesis 8, employees who frequently deep act may experience higher levels of job satisfaction, and therefore, may not be willing to leave their jobs. Thus, a negative relationship between deep acting and turnover is expected in the present study.

**Hypothesis 9:** There will be a positive relationship between surface acting and employees' turnover intentions whereas there will be a negative relationship between deep acting and employees' turnover intentions.

## **1.6 Research Model**

As previously mentioned, the present study attempts to explore both situational and dispositional antecedents of emotional regulation strategies by proposing a comprehensive model of emotional labor.

In the model, emotional display rules and affective events will be examined as situational antecedents of emotional labor strategies. On the other hand, personality variables of conscientiousness, agreeableness, neuroticism and extraversion will be examined as dispositional antecedents of emotional labor. As made explicit in the hypotheses proposed, it is expected that these variables will influence employees' choices of emotional labor strategies. Considering the inconsistent findings concerning the outcomes of emotional labor in the recent literature, burnout, job satisfaction and turnover intentions are also included in the model. It is expected that both surface and deep acting will significantly predict these outcomes and differentially influence both employee and organizational well-being. Hypothesized model is presented in Figure 1.



*Figure 1.* Hypothesized Model of Emotional Labor

## CHAPTER 2

### METHOD

#### 2.1 Sample

Data were collected on three different samples in the present study. The first sample which participated in diary study consisted of 26 college students who were performing their internships at hotels as a requirement of the department of Tourism and Hotel Management in a university, in Aydın. Among these participants who provided personal information, 12 (46.1%) were male and 9 (34.6%) were female. Ages of the participants ranged from 19 to 22.

The second sample (pilot sample), from which data were collected for psychometric examination of scales, consisted of 115 waiters /waitresses working at different cafés and restaurants in Ankara. Of these who provided demographical information, 104 (92.9%) were male, 8 (7.1%) were female. Ages of the participants ranged from 17 to 43, with a mean of 27.92. While 83 (72.8%) of the participants reported that they were single, 31 (27.2%) of them reported that they were single. Majority of the participants (59.6%) held high school degree. On the other hand, 23.7% held Bachelor's degree and 14.1% held elementary school degrees. 2.6% of the participants reported having a Master's degree or higher. Participants reported that they have been working in their current organization for 37 months (almost three years) and they have been working as a service employee for approximately 9 years.

The third sample (main sample), on the other hand, consisted of 139 participants who were working as waiters or waitresses at hotels in Ankara, İstanbul, Kuşadası (Aydın) and Antalya. Among these participants 99 (79.2%) were male, 26

(20.8%) were female. While 84 (67.2%) of the participants were single, 41 (32.8%) were single. Ages of the participants ranged from 16 to 50, with a mean value of 27.31. Fifty point four percent of the participants held high school degree, whereas 40.8% of the participants held Bachelor's degree. While 8% of the participants reported that they did not continue their education after elementary school, the remaining 8% reported that they Master's degree or higher. The average organizational tenure was approximately 52 months and the average occupational tenure was nearly 8 years.

## **2.2 Procedure**

The present study was performed in three stages. In the first stage a diary study was conducted in order to gain insight about the nature of events experienced by service employees (waiters and waitresses) in a work place. Diaries were delivered to participants personally and specific guidelines about diary keeping were provided. After one month interval, diaries were collected and their contents were evaluated by two judges (the researcher and a graduate student from the department of Industrial and Organizational Psychology). Items were, then generated, on the basis of the information provided by diaries and combined with the items of Affective Events Scale developed by Erol- Korkmaz (2010).

In the second stage, a pilot study was conducted in order to examine the psychometric properties of newly adapted Affective Events Scale. The scale, along with the other scales utilized in the present study, was given to a sample of waiters and waitresses working at cafés and restaurants in Ankara. After collecting the data from this sample and finding out that all scales had desirable psychometric

properties, scales were distributed to a larger sample of service employees working as waiters and waitresses at different hotels in Ankara, İstanbul, Kuşadası (Aydın) and Antalya. This process formed the third stage of the study.

Data collection phases followed the ethical guidelines. Survey forms were presented in envelopes and participants were asked not to write their names on survey forms for anonymity. Informed contents and debriefing forms that were given to participants are presented in Appendix A and Appendix B, respectively.

## **2.3 Measures**

**2.3.1 Diaries.** Small notebooks were delivered to participants of diary study as diaries. A guideline concerning the usage of these diaries was attached on the first page of the notebooks. Specifically, participants were asked to report the events they have experienced and describe the specific emotions they have felt in response to these events on daily basis, for two weeks of time. They were asked to indicate the exact date (in days and months) on which these events took place. In guidelines participants were warned against sharing (or showing) their diaries with their colleges for anonymity and privacy issues. Information about age and gender of the diary keeper was also requested. Participants were also asked to use pseudonyms that would not reveal their identities. Two examples were written on the second page of each diary as an illustration of the required format. For the guideline about diary keeping, see Appendix C.

**2.3.2 Emotional Labor Measure.** A modified version of Emotional Labor Scale (ELS), used by Grandey (1999) was utilized in the present study. The items were translated into Turkish by Ünler- Öz (2007). The scale involves 18 questions tapping



both surface and deep acting dimensions of emotional labor. Items were anchored with a six- point Likert- type scale with scores ranging from 1 (*never*) to 6 (*always*). A sample item for surface acting dimension is “I pretend to have emotions that I don’t really have”, whereas a sample item for deep acting dimension is “I make an effort to actually feel the emotions that I need to display to customers”. Ünler - Öz (2007) found a reliability coefficient value of .77 for surface acting and .68 for deep acting. Items are presented in Appendix D.

**2.3.3 Emotional Display Rules Measure.** Ten items, also developed by Grandey (1999), were used in order to measure employees’ perceptions of emotional display rules in the present study. Items were previously translated to Turkish by Ünler - Öz (2007). Participants responded to questions on 6 point Likert- type scale with anchors of 1 (*never*) to 6 (*always*). A sample item for employees’ perceptions of display rules is “My work place expects me to express positive emotions to customers as a part of my job”. Although reliability of Turkish version of the scale was not provided by Ünler- Öz (2007), Grandey (1999) reported a Cronbach’s Alpha value of .74 for the original scale. Items of the scale are presented at the end of the study in Appendix E.

**2.3.4 Personality Measure.** Turkish version of the Big Five Inventory (BFI: Benet-Martínez & John, 1998) was used in order to assess participants’ personality characteristics. The scale was adapted to Turkish by Sümer, Lajunen and Özkan (2005) and used by Ülke (2006). Since present study examined four dimensions of personality, adjectives related to “openness to experience” dimension was excluded and the remaining 34 adjectives were employed to participants. For conscientiousness dimension related adjectives are “untidy” and “disorganized”. For

extraversion, sample adjectives are “talkative” and “outgoing”. On the other hand, agreeableness involves traits such as “being warm” and cooperative”. For neuroticism related adjectives are “anxious” and “unworried” (reversed). Subjects gave their responses to these items on a 5- point Likert- type scale with scores ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Sümer et al. (2005) reported moderate levels of Cronbach’s alpha reliabilities with .72 for neuroticism, .64 for agreeableness, .66 for extraversion and .75 for conscientiousness. The scale is provided in Appendix F.

**2.3.5 Burnout Measure.** Participants’ burnout levels were measured by using the Maslach Burnout Inventory (MBI) (Maslach & Johnson, 1986). The MBI consists of 22 items with nine items measuring emotional exhaustion, six items measuring depersonalization and remaining seven items measuring personal accomplishment. A sample item for emotional exhaustion dimension is “I feel emotionally drained from my work”. For depersonalization component a related sample item is “I have become more callous toward people since I took this job” and for personal accomplishment dimension a sample item is “ I feel exhilarated after working closely with customers” (reverse scored). The scale was translated to Turkish by Ergin (1992) and anchored with a 5- point Likert- type scale with scores ranging 0 (*never*) to 4 (*always*). Ergin (1993) reported adequate levels of Cronbach’s alpha reliabilities with .83 for emotional exhaustion, .65 for depersonalization and .72 for personal accomplishment. The scale is given in Appendix G.

**2.3.6 Job Satisfaction Measure.** Five items taken from the Turkish version of Minnesota Job Satisfaction Questionnaire (MSQ: Weiss, Davis, England & Lofguist

(1967)) were used in the present study. The MSQ was adapted to Turkish by Baycan (1985) and reported to have sufficient Cronbach's alpha reliability ( $\alpha = .77$ ). Two items "I am very satisfied with interacting with customers" and "In general, I am very satisfied with job" were added to the scale by researcher. Answers were given on a 5- point Likert- type scale with scores ranging from 1 (*agree*) to 5 (*disagree*). The scale is given in Appendix H.

**2.3.7 Turnover Intentions Measure.** Participants' turnover intentions were measured with 5- item turnover intentions scale developed by Blau and Boal (1989) and used in Zayas's study (2006). Responses to items were given on 5- point Likert-type scale with scores ranging from 1 (*agree*) to 5 (*disagree*). A sample item for turnover intentions is "I am almost sure that I will leave my current job as soon as I find another one". The items of the scale are presented at the end of the study in Appendix I. Zayas (2006) reported a Cronbach's alpha value of .83 for Turkish version of the scale.

**2.3.8 Demographics.** Participants were expected to indicate their age, gender, marital status, education level, and organizational and occupational tenure. Questions about demographical information are presented in Appendix J.

## **CHAPTER 3**

### **RESULTS**

In this chapter, results of the present study are provided in two parts. The first part consists of the results of the pilot study and the second part consists of the findings concerning the main study. Results of the pilot study are also presented in two sections. The first section mainly involves the results of the diary study and development of affective events scale whereas the second section involves the analyses with regard to newly developed affective events scale. On the other hand, results of the main study are presented in four sections. In the first section, results of both explanatory and confirmatory factor analyses of the scales used in the present study are given. In the second section, reliabilities concerning the scales utilized in the present study are provided. In the third section, descriptive statistics and the relationships between variables of interest are presented. Lastly, in the fourth section, results of the analyses which were performed in order to test the proposed hypotheses are provided. These results regarding both pilot test and main test are given below, throughout this chapter, under related headings.

#### **3.1 Results of the Pilot Study**

##### **3.1.1 Results of the Diary Study and Development of Affective Events Scale**

Of the 50 diaries delivered to the students of Tourism and Hotel Management department of a university, 26 were returned (52%).

In order to capture the nature and frequency of the work events experienced by waiters/waitresses diaries were content analyzed by using classical content analysis method on the basis of the guidelines provided by Glaser and Strauss

(1967). Analyses were performed by the researcher and another rater who was also an Industrial and Organizational Psychology graduate student and partially blind to the condition. Each rater independently developed a coding list by labelling each sentence representing a different work event with a code and by labelling similar events with the same code. The number of times of each utilized code was counted in order to determine the most important and the most frequently used codes (events). Later, both lists were compared in order to check inter-rater reliability of the coding. Differences in coding were reconciled until a complete agreement was reached between the two raters. Eventually, a total number of 58 codes (events) were listed with the mean frequency value of 6.67. Twelve codes (events) had lower frequencies lower than this value and therefore, were deleted from the list. The remaining 46 work events, on the other hand, were utilized in order to develop an Affective Work Events Scale. When the nature of these work events was examined, it was seen that most of these events were also described by the items in Work Events Scale which was developed by Erol-Korkmaz (2010). Therefore, instead of developing similar items again, the items which were previously generated by Erol- Korkmaz (2010) were used for forming Affective Events Scale. However, since Erol- Korkmaz's (2010) scale of work events was not peculiar to a certain occupation and was developed on the basis of the information provided by employees from different occupations, events represented by the items were too general. Therefore, these items were specified by giving examples of specific events experienced by waiters/ waitresses in parentheses, on the basis of the information obtained from the diary study. In addition, since the scale did not involved events concerning interactions

with customers, new items were added from the coding list. A separate section in which participants would be asked to indicate the affect they felt (negative or positive) when they had experienced the event described by the corresponding item section was also added to the scale. For newly adapted Affective Work Events Scale, see Appendix K.

### **3.1.2 Results of the Analyses Concerning Newly Adapted Affective Work Events Scale**

In order to examine the psychometric properties of the newly adapted affective events scale, survey forms were delivered to 219 service employees (waiters and waitresses) working at different cafés and restaurants in Ankara. For Affective Events measure, participants were asked to indicate how often they had experienced the events listed in the survey form in the past one month. Participants gave their answers on a 5- point Likert - type scale with anchors ranging from 1 (*never*) to 5 (*everyday*). They were also asked to indicate the nature of the emotion (either negative or positive) they felt evoked by these events by putting a check (✓) mark in related boxes.

Of 219 participants 122 (55.7 %) returned their survey forms. However, among these, 7 cases had high missing values. Therefore, these cases were eliminated from further analysis, remaining the sample size with 115 cases.

Since the major concern of this phase of the pilot study was to evaluate the appropriateness of the modified Affective Events Scale and to determine whether it captures all the phenomena concerning the events that a service worker might experience at work, descriptive statistics were computed for the items involved in the

scale. Results indicated that 2<sup>nd</sup> (“I had a work accident (e.g. fell down, got hurt, burned my hand, cut my hand etc.)”), 3<sup>rd</sup> (“I forgot to take the price of the food/drink from the customer”), 7<sup>th</sup> (“I had apprehensions about being fired.”), 9<sup>th</sup> (“I made a mistake that interrupted my work (e.g. broke glass/plate, spilled food/drink on my customer etc.)”), 18<sup>th</sup> (“I had an argument with one of my cutomers”), 19<sup>th</sup> (“My supervisor did not protect me in front of top management/ customer”) and 32<sup>nd</sup> (“Our customer bawled at me”) items were mostly given the frequency value of 1 suggesting that these events were scarcely experienced by service employees in a work day. Therefore, these items were deleted from further analyses reducing the number of events listed in the survey form to 39.

In order to categorize the remaining events as negative and positive, participants’ responses concerning the affective states they had experienced in response to these events were examined. Events that were mostly reported as giving rise to a negative emotion (reported by more than 33 % of the participants) were categorized as negative events, whereas events that were mostly reported to lead a positive affect (reported by more than 33 % of the participants) were categorized as positive events.

In order to determine whether this division of work events into negative and positive would match with the underlying factor structure of scale both explanatory and confirmatory factor analyses were performed on the data provided by the pilot sample.

First, explanatory factor analysis with varimax-rotation was conducted by forcing the number of factors to two and number of iterations to 125. Analysis

revealed two factors. However, 1<sup>st</sup>, 6<sup>th</sup>, 20<sup>th</sup>, 27<sup>th</sup> and 29<sup>th</sup> items had factor loadings below the cut-off value of .40. Therefore, these items were deleted and factor analysis was run again with the remaining 34 items. Two factors explained 35.03 % of the total variance with the first factor accounting for 22.38% of the total variance and the second factor accounting for 12.65% of the total variance. When the factor loading of the scale items were analyzed, it was seen that item distributions among these two factors were meaningful with all of the items previously categorized as negative events were loaded on the first factor, the remaining items which had been labeled as positive events were found to be loaded on the second factor. Factor loadings of the scale items are given in Table 1.

Confirmatory factor analysis was also performed with Lisrel 8.3 (Jöreskog & Sörbom, 1994) to confirm this two-factor structure (negative events and positive events) suggested by explanatory factor analysis. Since results indicated a poor fit with data ( $\chi^2$  (526) = 1036.27, GFI = .66, NFI = .47, CFI = .63, and RMSEA = .09), error covariances were added between relevant items and analysis was performed again for this modified model. Although results revealed a slight improvement in the model with  $\chi^2$  (518) = 878.12, GFI = .70, NFI = .54, CFI = .71, and RMSEA = .08, these values were still far below the satisfactory levels. Nevertheless, since this model had item distributions that were psychologically meaningful no further modifications were performed and the model was retained to be tested again on larger main sample.



Table 1. Factor Loadings, Explained Variance and Cronbach's Alpha Values for Affective Events Scale

Scale Items	Factor 1	Factor 2
<b>Negative Events</b>		
(4) My coworker(s) failed to complete the task assigned to him/her.	.51	
(5) One of my coworkers had a work accident (e.g. fell down, got hurt, burned his/her hand, cut his/her hand etc.)*	.49	
(8) I worked overtime.	.64	
(10) I had to work even though I was ill/ was not feeling good.*	.68	
(11) One of my coworker had an argument with a customer.*	.46	
(12) My supervisor bawl at me.	.51	
(14) My coworker yelled at me.	.50	
(16) My supervisor blamed me for a failure at work.	.48	
(17) My coworker quit the job.	.46	
(21) I had an argument with my coworker(s).	.60	
(23) My supervisor rejected my work relevant suggestions.	.57	
(30) I witnessed that my supervisor unfairly treated to one of my coworkers.	.61	
(31) My coworker complained about me to my supervisor.	.61	
(35) One of our customers complained about me to my supervisor.	.41	
(36) My supervisor treated me unfairly.	.70	
(37) I had to work together with a coworker I dislike.	.66	
(38) I was assigned to a shift/ service that I did not want.*	.57	
(39) I had to warn a customer because of his/her inappropriate behavior.*	.43	
(40) My supervisor assigned me irrelevant tasks.	.60	
(44) Our customer did not like the meal/drink I served.*	.42	
<b>Positive Events</b>		
(13) My supervisor appraised me for my success/performance.		.69
(15) I had a pleasant time with my coworkers.		.49
(22) I disclosed my grievances to my coworker(s).		.55
(24) My supervisor put in practice a work relevant suggestion of mine.		.65
(25) I had a nice conversation with my customer.*		.56
(26) My customer enjoyed my service. *		.64
(28) I was chosen to be employee of the month.*		.41
(33) My customer gave me tip.*		.58
(34) I worked with my coworkers in team spirit.		.69
(41) My coworker(s) helped me on a task.		.47
(42) My supervisor helpfully guided me through the work.		.70
(43) I helped my coworker(s) on a task.		.67
(45) Our customer liked the meal/drink I served.*		.51
(46) My supervisor built by morale despite a mistake of mine.		.62
<b>Eigenvalue:</b>	<b>7.61</b>	<b>4.30</b>
<b>Explained Variance:</b>	<b>22.38%</b>	<b>12.65%</b>
<b>Cronbach's Alpha Value:</b>	<b>.88</b>	<b>.83</b>

Note. \* represents the items developed by the researcher.

### 3.2 Results of the Main Study

For the main study, a total number of 279 surveys were delivered to service employees (waiters and waitresses) working at hotels in Ankara, İstanbul, Kuşadası (Aydın) and Antalya. Of these surveys 153 were returned, making the return rate 54.8%. However, among these 14 cases had high rates of missing values and therefore deleted from further analyses reducing the sample size to 139.

Since there were no significant differences between the pilot (café and restaurant) sample and the second (hotel) sample except for the variables of gender ( $\chi^2(1) = 120.511, p < .01$ ), education ( $t(237) = -2.287, p < .05$ ), conscientiousness ( $t(252) = -2.028, p < .05$ ), and personal accomplishment subscale of burnout ( $t(252) = -15.837, p < .01$ ), data were combined and the effects of gender, education, conscientiousness and personal accomplishment were controlled in related analyses. After combining the data the total sample consisted of 254 participants.

Assumptions of multicollinearity, normality, linearity and homoscedasticity were checked before starting analyses. Mean substitution technique was applied for the variables which had missing values lower than 5% on the basis of the suggestions made by Tabachnick and Fidell (2001).

Before testing the proposed hypotheses both explanatory and confirmatory factor analyses were performed in order to examine the underlying factor structure of each scale. Inter-consistency reliabilities were also computed for each scale and underlying factors. Results of these analyses are given below, under related headings.

### **3.2.1 Factor Analyses**

#### **3.2.1.1 Factor Analyses for Affective Events Scale**

Explanatory factor analysis with principal components analysis by using varimax rotation technique was, again for affective events scale. Results were similar to the findings obtained in pilot study except for 35<sup>th</sup> (“Our customer complaint to my supervisor about me”), 44<sup>th</sup> (“Our costumer did not like the food/drink when served”) items. These items had factor loadings below the cut-off value of .40, and therefore, deleted from the scale. Factor analysis was conducted again with remaining 32 items. Two factors accounted for 33.25% of the total variance. The variance explained by the first factor was 20.14%, whereas the variance explained by the second factor was 13.11%. As in the pilot study, all items representing negative events loaded on the first factor. On the other hand, items of positive events loaded on the second factor.

Confirmatory factor analysis was performed again in order to see whether there would be an improvement in the model with this larger sample. Results revealed a slight improvement in fit indices as compared to the pilot study with  $\chi^2(463) = 1098.22$ , GFI = .79, NFI = .62, CFI = .74, and RMSEA = .07. However, these values were still far below the satisfactory level. Therefore, after modification indices were examined and items were content analyzed, error covariances were added between several items. Although modification of the model provided a better fit between the model and data, criteria for a good fit were still not met ( $\chi^2(453) = 896.28$ , GFI = .82, NFI = .68, CFI = .82, and RMSEA = .06. However, since reliability coefficients of both negative events and positive events subscales were

quite high (.88 and .83, respectively), and correlations between variables of negative and positive events, and the other variables were in the expected direction (see Table 5.), the modified model was retained and no further modifications were performed.

### **3.2.1.2 Factor Analyses for Emotional Labor Scale**

Explanatory factor analysis with principal component analysis by using varimax rotation technique was applied to emotional labor scale in order to examine its factor structure. Barlett's Test of Sphericity and Keiser- Meyer- Olkin (KMO) value of sampling adequacy indicated that no collinearity existed between items and sample size was adequate for analysis (KMO= .91, Barlett's Test significant at  $p=.000$  ). Examination of factor loadings of scale items indicated that 9<sup>th</sup> item ("Control my feelings in order to do my job well") had a factor loading below the cut- off value of .40. Therefore, this item was deleted and factor analysis was run again. The fifth ("While talking to an irritated customer, I try to think about something that makes me feel better."), 6<sup>th</sup> ("Suppress my true reactions to customers in order to respond appropriately."), 13<sup>th</sup> ("Pretend that I am not upset or depressed while dealing with customers."), 14<sup>th</sup> ("Express emotions on the job which do not correspond with my mood.") and 15<sup>th</sup> ("Work hard to feel the emotions that I need to show to others.") items were also deleted because of high- cross loadings. After exclusion of these items, factor analysis was run again with remaining 12 items. Results revealed two factors accounting for 51.68% of the total variance. While the variance explained by the first factor was 38.62%, the second factor explained 13.06% of the total variance. Except 12<sup>th</sup> item ("Smile and act friendly even when I feel terrible."), all of the surface acting items loaded on the second factor whereas

except 17<sup>th</sup> item (“While interacting with an irritated customer, I try to think that he/she is got angry with something else, not with me.”), all of the deep acting items loaded on the first factor. Results of factor analysis were provided in Table 2.

*Table 2.* Factor Loadings, Explained Variance and Cronbach’s Alpha Values for Emotional Labor Scale

<b>Scale Items</b>	<b>Factor 1</b>	<b>Factor 2</b>
<b>Deep Acting</b>		
(3) Make an effort to actually feel the emotions that I need to display toward others.	.49	
(7) While talking to an irritated customer, I think that my primary job is, in fact, helping her/him.	.70	
(10) Even when I am interacting with an irritated customer, I try to take his/her perspective to the event.	.72	
(11) Work at showing emotions that my organization wants me to show.	.82	
(12) Smile and act friendly when I feel terrible.	.80	
(18) While I am helping customers I try to be cheerful, then I recognize this turns out to be true.	.61	
<b>Surface Acting</b>		
(1) Resist expressing my true feelings.		.69
(2) Pretend to have emotions that I don’t really feel.		.74
(4) Hide my true feelings from customers.		.75
(8) Try to be a good actor by showing the right face at work.		.69
(16) Try to not reveal my true feelings to customers.		.56
(17) While interacting with an irritated customer, I try to that he/ she is angry with something else, not with me.		.59
<b>Eigenvalue:</b>	<b>4.63</b>	<b>1.57</b>
<b>Explained Variance:</b>	<b>38.62%</b>	<b>13.06%</b>
<b>Cronbach’s Alpha Value:</b>	<b>.80</b>	<b>.81</b>

Confirmatory factor analyses were performed with Lisrel 8.3 (Jöreskog & Sörbom, 1994) to confirm the underlying factor structure of emotional labor scale suggested by explanatory factor analysis. In the analyses three models were compared and their fit indices were examined. The first model included item distributions suggested by the results of explanatory factor analysis. On the other hand, the second model involved the same distributions with the first model, except 12<sup>th</sup> and 17<sup>th</sup> item.

In the model, these items were categorized under surface acting and deep acting dimensions, respectively, on the basis of Grandey's study (2000). When the explanatory factor analysis's results concerning explained variances of the each factor were examined, it was seen that the percent of variance accounted by the second factor was much lower than the percent of the variance explained by the first factor, implying there might be only one factor underlying within the scale. Therefore, all of the 12 items were grouped under one single factor (mainly emotional labor factor) and confirmatory factor analysis was also performed for this one-factor model. This model was labelled as the third model and tested against two-factor models. Results yielded that the first model revealed the best fit with the data ( $\chi^2 (51) = 120.38$ , GFI = .93, NFI = .88, CFI = .93, and RMSEA = .07). Therefore, it was preferred to the second and the third models.

### **3.2.1.3 Factor Analyses for Emotional Display Rules Scale**

Results of principal component analysis with varimax rotation extracted two factors for emotional display rules scale. KMO measure of sampling adequacy was .75 and Barlett's Test was significant. The distribution of the items among these two factors was meaningful. However, 10<sup>th</sup> item ("This organization would say that part of the product to customers is friendly, cheerful service") had high loadings on two factors. Moreover, reliability analysis of the scale indicated that 2<sup>nd</sup> ("In general, I can act however I feel on the job"), 7<sup>th</sup> ("My workplace does not expect me to express positive emotions to customers as part of my job.") and 5<sup>th</sup> ("Our organization gives special rewards or incentives if employees display specific emotions when interacting with customers") items had low item total correlations

(.04, -.14, and .13, respectively). Therefore, these items were eliminated from the scale and factor analysis was performed again with remaining 6 items.

Two factors explained 67.10% of the variance. While the first factor accounted for 43.41% of the total variance, the second factor explained 23.69% of the total variance. Among the items four of them loaded on the first factor and the remaining two loaded on the second factor. These factors represented informal emotional display rules and formal display rules, respectively. Results of factor analysis and eigenvalues of two factors are represented below, in Table 3.

*Table 3.* Factor Loadings, Explained Variance and Cronbach's Alpha Values for Emotional Display Rules Scale

<b>Scale Items</b>	<b>Factor 1</b>	<b>Factor 2</b>
<b>Informal Emotional Display Rules</b>		
(1) The organizational policies are specific about the kind of emotions I should express when interacting with customers.	.70	
(3) I am expected to suppress my bad mood or negative reactions to customers.	.84	
(4) There are emotional expressions (i.e., friendly) that I am expected to show at work.	.82	
(6) Part of my job is to make the customer feel good.	.75	
<b>Formal Emotional Display Rules</b>		
(8) I have received a lot of training and coaching on how to express specific emotions when interacting with customers.		.87
(9) Our organization tries to hire people who are likely to display certain emotions.		.82
<b>Eigenvalue:</b>	<b>2.60</b>	<b>1.42</b>
<b>Explained Variance:</b>	<b>43.41%</b>	<b>23.63%</b>
<b>Cronbach's Alpha Value:</b>	<b>.66</b>	<b>.61</b>

Confirmatory factor analysis was conducted in order to determine whether this two factor solution suggested by explanatory factor analysis would fit to data. Results were satisfactory again with  $\chi^2(7, N=254) = 22.90$ , GFI = .97, NFI = .94, CFI= .95, RMSEA= .09.

### **3.2.1.4 Factor Analyses for Turnover Scale**

Explanatory factor analysis was conducted for 5- item turnover scale. Barlett's Test of Sphericity and Keiser- Meyer- Olkin (KMO) values were adequate for analysis (KMO= .83, Barlett's Test significant at p=.000). As expected, results revealed one underlying factor explaining 63.01% of the total variance with an eigenvalue of 3.151. Factor loadings of each item are presented in Appendix L.

Confirmatory factor analysis was also performed with Lisrel 8.3 (Jöreskog & Sörbom, 1994) in order to see whether this one factor model would fit to data. Results indicated a good fit with  $\chi^2(4, N=254) = 11.30$ , GFI = .98, NFI = .98, CFI= .98, RMSEA= .08.

### **3.2.1.5 Factor Analyses for Burnout Scale**

Explanatory factor analysis was conducted with 22- item Maslach's Burnout Inventory in order to check whether the scale items would load on three factors as Maslach and Jackson (1984, 1986) suggested. Principle components analysis with vaimax rotation technique was applied by iterating 22 items to three factors. Twentieth item ("I feel that I am at the end of my rope.") was deleted because of factor loading below the cut-off value of .40. Sixteenth item was also deleted because of its high cross-loadings on two factors. After deletion of these items, factor analysis was again with remaining 20 items. Three factors explained 46.62% of the total variance with the first factor explaining 24.76%, the second explaining 14.85% and the third factor explaining 7.01% of the total variance. While the first factor represented "emotional exhaustion" dimension, the second factor represented "personal accomplishment" dimension. On the other hand, the third factor represented "depersonalization"



dimension of burnout. All of the scale items distributed on the same factors suggested by Maslach and Jackson (1984, 1986), except 10<sup>th</sup> (“I have become more callous toward people since I took this job.”), and 11<sup>th</sup> (“I worry that this job is hardening me emotionally.”) items. Although these two items belonged to depersonalization dimension, they also had high loadings on emotional exhaustion. However, since exclusion of these items reduced reliability of depersonalization subscale from .71 to .54, these items were retained. Factor loadings of the scale items, as well as eigenvalues and explained variances, are presented in Appendix M.

Confirmatory factor analysis was performed in order to determine the appropriateness of this three- factor solution and distribution of scale items. Results revealed a good fit with the data with  $\chi^2(162, N=254) = 275.05$ , GFI = .90, NFI = .81, CFI= .91, RMSEA= .05.

### **3.2.1.6 Factor Analyses for Personality Scale**

Explanatory factor analysis with the factor loadings above .40 was applied to personality scale items in order to check whether the distribution of the items would be in line with the suggestions of Benet- Martínéz and John (1998). Principle components analysis with varimax rotation technique was applied by forcing 34 items to four factors. An analysis of item loadings indicated that 2<sup>nd</sup> (“Tend to find fault with others”), 20<sup>th</sup> (“Emotionally stable, not easily upset”), 22<sup>nd</sup> (“Can be cold and aloof”), 31<sup>st</sup> (“Make plans, follows through with them”) and 33<sup>rd</sup> (“Like to cooperate with others”) items had loading below the cut-off value of .40. Therefore, these items were eliminated. Eighteenth item (“Generally trusting”) was also deleted because of its low item-total correlation with remaining agreeableness items (.12). After

exclusion of these items, factor analysis was performed again with remaining 28 items. KMO measure of sampling adequacy and Barlett's Test of Sphericity suggested the appropriateness of the analysis (KMO = .84, Barlett's Test = .000).

Four factors explained 47.44% of the total variance. While the first factor accounted for 24.44% of the variance, the second factor accounted for 9.98% of the total variance. On the other hand, the third factor explained 7.37% of the variance, whereas the fourth explained 5.66% of the total variance. Item distributions were similar with the results of Benet- Martínéz and John's (1998) study except for the items of 3<sup>rd</sup> ("Does a thorough job"), 8<sup>th</sup> (Relaxed, handles stress well"), 10<sup>th</sup> ("Start quarrels with others"), 11<sup>th</sup> ("Is a reliable worker"), 27<sup>th</sup> ("Does things efficiently"), 30<sup>th</sup> ("Sometimes rude to others"), and 34<sup>th</sup> ("Easily distracted"). High cross-loadings were found for 9<sup>th</sup>, 13<sup>th</sup>, 16<sup>th</sup>, 19<sup>th</sup>, 24<sup>th</sup> and 25<sup>th</sup> items. However, since deletion of these items would reduce the reliability coefficients of the subscales which they belonged to, these items were retained and analyzed under the dimensions suggested by Benet- Martínéz and John (1998). Distributions of scale items among the factors made sense and were found to be meaningful except 3<sup>rd</sup>, 27<sup>th</sup>, 27<sup>th</sup> and 34<sup>th</sup> items. Results of factor analysis for personality items are presented in Appendix N.

Since factor structure differences were found between the results of the present study and that of Benet- Martínéz and John (1998), confirmatory factor analyses were performed in order to confirm the factor structure of personality scale. In these analyses three models were compared and their fit indices were examined. While the first model involved the item distributions suggested by Benet- Martínéz

and John (1998), the second model represented the factor structure and distributions suggested by explanatory factor analysis. On the other hand, the third model consisted of the same item distributions with the second model, except 3<sup>rd</sup>, 27<sup>th</sup> and 34<sup>th</sup> items. In this model, these items were categorized under the dimension of conscientiousness as Benet- Martínéz and John (1998) suggested. Results of confirmatory analyses indicated that while the goodness of fit indices for all of the three models were below the satisfactory levels, the second model provided the best fit to data with  $\chi^2(340) = 917.76$ , GFI = .78, NFI = .62, CFI = .71, and RMSEA = .08). Since these findings were consistent with the results concerning personality scale provided by Ülke (2006), no further modifications were performed for a revised personality scale and the second model was preferred as the factor structure for 28-item personality scale. It was also concluded that cultural differences might account for the difference between the results of the present study and that of Benet- Martínéz and John (1998).

### **3.2.1.7 Factor Analyses for Job Satisfaction Scale**

Results of explanatory factor analysis revealed two- factor solution for job satisfaction scale. KMO value was found to be .82 and Barlett's Test of Sphericity was, again, significant at .000 level. Sixth item ("I am very satisfied with working here") was deleted because it had high loadings on both factors. After factor analysis was run again, two factors explained 68.04% of the cumulative variance with the first factor explaining 46.67% and the second factor explaining 21.73% of the total variance. The distribution of items was found to be meaningful. Four items loaded on the first factor, whereas two items loaded on the second factor. These two factors

were labeled as extrinsic “job satisfaction” and “intrinsic job satisfaction”, respectively, as Weiss et al. (1967) suggested. Factor loadings of these items as well as eigenvalues are given in Appendix O.

In order to confirm this two- factor solution model, confirmatory analysis was performed. It was found that the model fitted well with the data;  $\chi^2(7, N=254) = 17.88$ , GFI = .98, NFI = .97, CFI= .98, RMSEA= .08.

### 3.2.2 Reliability Analyses

Reliability analyses were performed in order to examine internal consistencies and item-total correlations within each scale. According to McIntire and Miller (2000), reliability coefficient over .70 indicates a good reliability. In the present study, reliability coefficients of all the scales were above this value, except conscientiousness dimension of personality scale. The Cronbach’s Alpha value of conscientiousness was equal to .70, which is also acceptable. Item- total correlations within each scale were high; ranging from .31 to .75. Results of reliability analyses for scales are presented in Table 4.

*Table 4.* Results of Reliability Analysis for Scales

Scales	Number of Items	Cronbach’s Alpha
Positive Events	14	.83
Negative Events	18	.88
Surface Acting	6	.80
Deep Acting	6	.81
Emotional Display Rules	6	.71
Turnover	5	.85
Emotional Exhaustion	7	.80
Depersonalization	5	.71
Personal Accomplishment	8	.78
Neuroticism	9	.81
Agreeableness	6	.75
Extraversion	9	.76
Conscientiousness	4	.70
Job Satisfaction	6	.77

### 3.2.3 Correlations between the Variables and Descriptive Statistics

Before testing proposed hypotheses, bivariate correlations between variables of interest, as well as means, standard deviations and ranges of each variable are calculated. Correlations between these variables and descriptive statistics are given in Table 5. As it can be seen in Table 5, demographic variables of age, marital status and tenure had significant relationships with most of the variables of interest. Age was significantly and positively correlated with emotional display rules ( $r = .16$ ), deep and surface acting dimensions of emotional labor ( $r = .16$ ), personal accomplishment dimension of burnout ( $r = .17$ ) agreeableness and conscientiousness of dimensions of personality ( $r = .22$ ,  $r = .16$ , respectively), and negatively correlated with turnover intentions ( $r = -.13$ ), burnout ( $r = -.22$ ), depersonalization dimension of burnout ( $r = -.20$ ) and neuroticism dimension of personality ( $r = -.18$ ). On the other hand, significant correlations between marital status and surface and deep acting methods of emotional labor indicated that married individuals reported significantly higher levels of surface acting ( $t(237) = 3.855$ ,  $MD = .56$ ,  $p < .01$ ) and deep acting ( $t(237) = 3.040$ ,  $MD = .48$ ,  $p < .01$ ). Married individuals also reported high levels of emotional display rules ( $t(237) = 2.821$ ,  $MD = .40$ ,  $p < .01$ ), agreeableness ( $t(237) = 3.197$ ,  $MD = .29$ ,  $p < .01$ ) and conscientiousness ( $t(237) = 4.207$ ,  $MD = .48$ ,  $p < .01$ ), and low levels of burnout ( $t(237) = -4.148$ ,  $MD = -.39$ ,  $p < .01$ ); specifically low levels of emotional exhaustion ( $t(237) = -3.052$ ,  $MD = -.45$ ,  $p < .01$ ) and depersonalization ( $t(237) = -4.220$ ,  $MD = -.58$ ,  $p < .01$ ), and neuroticism ( $t(237) = -2.941$ ,  $MD = -.32$ ,  $p < .01$ ).

Organizational tenure was significantly and positively correlated with surface ( $r = .14$ ) and deep acting ( $r = .26$ ), emotional display rules ( $r = .23$ ), agreeableness ( $r = .23$ ), extraversion ( $r = .24$ ), conscientiousness ( $r = .22$ ), and job satisfaction ( $r = .20$ ); indicating that individuals who had been working at a given organization for a long time, reported high levels of surface and deep acting, emotional display rules, agreeableness, extraversion, conscientiousness and job satisfaction. These individuals also reported low levels of turnover ( $r = -.20$ ), burnout ( $r = -.25$ ), emotional exhaustion ( $r = -.19$ ), depersonalization ( $r = -.22$ ) and neuroticism ( $r = -.21$ ).

Education was also found to be significantly correlated with turnover, burnout and emotional exhaustion dimension of burnout suggesting that individuals who had higher levels of education also experienced high levels of turnover intentions ( $r = .13$ ), burnout ( $r = .14$ ) and emotional exhaustion ( $r = .17$ ). The sample variable (either be café and restaurant sample or hotel sample) was found to be correlated only with deep acting ( $r = .13$ ); indicating that hotel employees engaged in more deep acting than café and restaurant employees ( $t(229.088) = 2.116$ ,  $MD = .29$ ,  $p < .05$ ). On the other hand, gender was not related any of the variables.

With respect to variables of interest, it was found that positive events were significantly correlated with all of the variables in expected directions, except for surface and deep acting dimensions. Although no relationship was expected between positive events and emotional labor, it was seen that positive events was positively related to both surface and deep acting ( $r = .19$ ,  $r = .48$ , respectively). On the other hand, as expected, experiences of positive events at work were negatively associated

with experiences of negative events ( $r = -.16$ ). Positive events was also negatively related to burnout ( $r = -.37$ ); more specifically it was negatively related to emotional exhaustion ( $r = -.27$ ) and depersonalization ( $r = -.21$ ) dimensions of burnout. Frequent experiences of positive events were also associated with low levels of neuroticism ( $r = -.28$ ) and turnover intentions ( $r = -.33$ ). Positive correlations between positive events and emotional display rules ( $r = .38$ ), personal accomplishment dimension of burnout ( $r = .34$ ), agreeableness ( $r = .37$ ), extraversion ( $r = .22$ ), conscientiousness ( $r = .25$ ) and job satisfaction ( $r = .36$ ) suggested that increase in positive events was associated with an increase in these variables. Significant correlations were also found for negative events. Consistent with expectations, individuals who reported high levels of negative events also reported high levels of turnover ( $r = .25$ ), burnout ( $r = .32$ ), emotional exhaustion ( $r = .30$ ), depersonalization ( $r = .40$ ), and neuroticism ( $r = .30$ ). Moreover, these individuals reported low levels of agreeableness ( $r = -.18$ ), conscientiousness ( $r = -.28$ ), and job satisfaction ( $r = -.32$ ). On the other hand, contrary to expectations, no significant correlations existed between negative events and surface and deep acting dimensions of emotional labor ( $r = .07$ ,  $r = -.12$ ,  $p > .05$ , respectively).

When the relationships concerning surface acting were examined, it was seen that while surface acting was correlated with deep acting and emotional display rules in the expected directions ( $r = .52$ ,  $r = .36$ , respectively), its relation to extraversion ( $r = .15$ ), agreeableness ( $r = .22$ ) and personal accomplishment ( $r = .30$ ) was the opposite of what was expected. For other variables, no significant correlations existed with surface acting. With respect to deep acting, all correlations were significant. As

stated by the hypotheses of the present study, deep acting was positively related to emotional display rules ( $r = .52$ ), agreeableness ( $r = .44$ ), extraversion ( $r = .32$ ) and conscientiousness ( $r = .33$ ). It was also found that deep acting was negatively associated with neuroticism ( $r = -.27$ ). Although, on the basis of previous works, no relationship was expected between deep acting and emotional exhaustion and depersonalization dimensions of burnout, it was found that deep acting was negatively correlated with both emotional exhaustion and depersonalization ( $r = -.18$ ,  $r = -.19$ , respectively) suggesting that individuals who mostly engaged in deep acting, tended to express lower levels emotional exhaustion and depersonalization. On the other hand, as expected, deep acting was significantly and positively related to personal accomplishment ( $r = .50$ ), and negatively related to turnover intentions ( $r = -.22$ ).

Contrary to expectations, however, emotional display rules were negatively related to turnover ( $r = -.31$ ), burnout ( $r = -.38$ ); specifically emotional exhaustion ( $r = -.26$ ) and depersonalization dimensions of burnout ( $r = -.22$ ), and positively related to personal accomplishment ( $r = .36$ ) and job satisfaction ( $r = .34$ ).

Employees' intentions of turnover was found to be negatively related to job satisfaction ( $r = -.52$ ), personal accomplishment ( $r = -.15$ ) and extraversion ( $r = -.21$ ), and positively related to burnout ( $r = .57$ ), emotional exhaustion ( $r = .66$ ) and depersonalization ( $r = .41$ ) dimensions of burnout and neuroticism ( $r = .32$ ).

Burnout was found to be negatively correlated with agreeableness ( $r = -.31$ ), extraversion ( $r = -.36$ ), conscientiousness ( $r = -.34$ ) and job satisfaction ( $r = -.54$ ) and positively correlated with neuroticism ( $r = .55$ ). Both emotional exhaustion and



depersonalization dimensions had negative correlations with agreeableness ( $r = -.13$ ,  $r = -.18$ , respectively), extraversion ( $r = -.25$ ,  $r = -.24$ , respectively), conscientiousness ( $r = -.18$ ,  $r = -.36$ , respectively) and job satisfaction ( $r = -.52$ ,  $r = -.42$ , respectively), and positive correlations with neuroticism ( $r = .43$ ,  $r = .56$ , respectively). Personal accomplishment was correlated with all of the personality dimensions ( $r = -.25$  with neuroticism,  $r = .40$  with agreeableness,  $r = .30$  with extraversion, and  $r = .25$  with conscientiousness) and job satisfaction ( $r = .25$ ).

Employee job satisfaction was also found to be significantly correlated with personality dimensions except extraversion and conscientiousness. Increase in job satisfaction significantly associated with decrease in neuroticism. Moreover, people with high levels of neuroticism also reported high levels of job dissatisfaction ( $r = -.29$ ) and increase in agreeableness ( $r = .22$ ).

Table 5. Bivariate Correlations Between Variables and Descriptive Statistics

Variables	1	2	3	4	5	6	7	8	9	10	11
1. Sample	-										
2. Age	-.05	-									
3. Gender	-.20**	.19**	-								
4. Marital Status	.06	.47**	.04	-							
5. Tenure	.12	.62**	.02	.41**	-						
6. Education	.15*	-.23**	-.09	-.15*	-.16*	-					
7. Positive Events	.00	.08	.06	.13*	.24**	-.10	-				
8. Negative Events	.02	-.01	.08	-.07	-.04	.10	-.16*	-			
9. Surface Acting	.10	.16*	.10	.19**	.14*	-.01	.19**	.07	-		
10. Deep Acting	.13*	.16*	-.01	.24**	.26**	-.01	.48**	-.12	.07	-	
11. Emotional Display Rules	-.00	.16*	.08	.18**	.23**	.01	.38**	-.18**	.52*	.07	-.12
12. Turnover	.06	-.13*	.03	-.14*	-.20**	.13*	-.33**	.25**	-.07	.36**	-.22**
13. Burnout	-.01	-.22**	.00	-.26**	-.25**	.15*	-.37**	.32**	-.06	-.39**	-.38**
14. Emotional Exhaustion	.04	-.13*	.02	-.19**	-.19**	.17**	-.27**	.30**	-.03	-.18**	-.26**
15. Depersonalization	-.01	-.18**	.07	-.26**	-.22**	.09	-.21**	.40**	.12	-.19**	-.22**
16. Personal Accomplishment	.06	.17**	.08	.10	.12	-.06	.34**	-.03	.30**	.50**	.36**
17. Neuroticism	-.08	-.20**	.02	-.19**	-.21**	.06	-.28**	.30**	-.10	-.27**	-.27**
18. Agreeableness	.05	.22**	.04	.20**	.23**	.07	.37**	-.18**	.22**	.44**	.38**
19. Extraversion	.02	.10	-.03	-.08	.24**	.08	.22**	-.10	.15*	.32**	.24**
20. Conscientiousness	.11	.16**	.02	.26**	.22**	-.05	.25**	-.28**	.10	.33**	.26**
21. Job Satisfaction	-.11	.10	.02	-.01	.20**	-.16*	.36**	-.32**	.06	.25**	.34**
Mean	-	27.61	-	-	44.65	3.24	3.48	2.14	3.49	4.35	4.38
SD	-	6.42	-	-	61.06	.70	.64	.58	1.15	1.08	1.03
Range	-	34	-	-	384	4.00	3.6	2.78	4.83	4.50	4.50

Note.  $p \leq .05$ ,  $p \leq .01$ . Reliability coefficients of the scales are shown along the diagonal, in parenthesis. Sample: 0 = Pilot Sample (N = 115), 1 = Main Sample (N = 139); Gender: 0 = Female, 1 = Male; Marital Status: 1 = Single, 2 = Married; Education Level 1 = Primary School, 2 = Secondary School, 3 = High School, 4 = Bachelor's Degree, 5 = Master's Degree or Higher; Positive Events: 1 = Never, 5 = Always; Negative Events: 1 = Never, 5 = Always; Surface Acting: 1 = Never, 6 = Always; Deep Acting: 1 = Never, 6 = Always; Emotional Display Rules: 1 = Never, 6 = Always; Turnover: 1 = Disagree, 5 = Agree; Burnout: 0 = Never, 4 = Always; Neuroticism: 1 = Completely Disagree, 5 = Completely Agree; Agreeableness: 1 = Completely Disagree, 5 = Completely Agree; Extraversion: 1 = Completely Disagree, 5 = Agree; Conscientiousness: 1 = Completely Disagree, 5 = Agree; Job Satisfaction: 1 = Disagree, 5 = Agree.

Table 5. Continued

Variables	12	13	14	15	16	17	18	19	20	21
12. Turnover	(.85)									
13. Burnout	.57**	(.84)								
14. Emotional Exhaustion	.66**	.81**	(.80)							
15. Depersonalization	.41**	.80**	.58**	(.71)						
16. Personal Accomplishment	-.15*	-.60**	-.13*	-.26**	(.78)					
17. Neuroticism	.32**	.55**	.43**	.56**	-.25**	(.81)				
18. Agreeableness	-.07	-.31**	-.13*	-.18**	.40**	-.36**	(.75)			
19. Extraversion	-.21**	-.36**	-.25**	-.24**	.30**	-.43**	.40**	(.76)		
20. Conscientiousness	-.11	-.34**	-.18*	-.36**	.25**	-.46**	.50**	.21**	(.70)	
21. Job Satisfaction	-.52**	-.54**	-.52**	-.42**	.24**	-.29**	.22**	.11	-.08	(.77)
Mean	2.65	1.45	1.81	1.31	2.81	2.30	4.31	3.68	4.04	3.49
SD	1.19	.70	1.06	1.01	.81	.79	.65	.71	.83	.94
Range	4.00	3.05	4.00	4.00	3.50	3.67	3.00	3.33	4.25	4.00

Note. \*  $p < .05$ , \*\*  $p < .01$ . Reliability coefficients of the scales are shown along the diagonal, in parenthesis. Sample: 0 = Pilot Sample (N = 115), 1 = Main Sample (N = 139); Gender: 0 = Female, 1 = Male; Marital Status: 1 = Single, 2 = Married; Education Level: 1 = Primary School, 2 = Secondary School, 3 = High School, 4 = Bachelor's Degree, 5 = Master's Degree or Higher; Positive Events: 1 = Never, 5 = Always; Negative Events: 1 = Never, 5 = Always; Surface Acting: 1 = Never, 6 = Always; Deep Acting: 1 = Never, 6 = Always; Emotional Display Rules: 1 = Never, 6 = Always; Turnover: 1 = Disagree, 5 = Agree; Burnout: 0 = Never, 4 = Always; Neuroticism: 1 = Completely Disagree, 5 = Completely Agree; Agreeableness: 1 = Completely Disagree, 5 = Completely Agree; Extraversion: 1 = Completely Disagree, 5 = Completely Agree; Conscientiousness: 1 = Completely Disagree, 5 = Completely Agree; Job Satisfaction: 1 = Disagree, 5 = Agree.

### **3.2.4. Hypothesis Testing**

Although correlations between the variables of interest provided valuable information concerning the proposed model, several regression analyses were performed in order to test the hypotheses. Results of these analyses will be given in this section under related headings.

#### **3.2.4.1 Results for Antecedents of Emotional Labor**

##### **3.2.4.1.1 Results for the Relationship between Emotional Display Rules and Emotional Labor**

In Hypothesis 1, it was predicted that emotional display rules would be positively related to both surface acting and deep acting dimensions of emotional labor. Although correlation analyses provided support for the hypothesis, regression analyses were performed in order to examine the main effects of emotional display rules on emotional labor dimensions in more detail.

First, regression analysis was run for surface acting dimension. Control variables of age, marital status and tenure were entered into regression equation in the first step, whereas emotional display rules was entered into the equation in the second step. Results revealed that emotional display rules significantly predicted surface acting in the expected direction, even after the effects of age, marital status and tenure were controlled ( $\beta=.30$ ,  $p<.01$ ). While the whole model accounted for 13% of the variance in surface acting ( $R^2 = .13$ ,  $F(4, 212) = 7.969$ ,  $p<.01$ ), emotional display rules accounted for 8% of the total variance in surface acting ( $R^2_{\text{change}} = .09$ ,  $F_{\text{change}}(1, 212) = 21.014$ ,  $p<.01$ ). Results of the analysis are provided below, in Table 6.

Table 6. Regression of Surface Acting on Emotional Display Rules

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.045	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.13	.088	21.014**
Age	.02	.09	1.03	.304			
Marital Status	.30	.12	1.58	.116			
Tenure	.00	-.05	-.53	.596			
DisplayRules	.34	.30	4.58	.000			

Note. Dependent variable is surface acting. \* p< .05, \*\* p< .01.

Similar procedures were performed in order to examine the effects of emotional display rules on deep acting. Results yielded that after the effects of sample, age, marital status and tenure were controlled, emotional display rules significantly predicted deep acting ( $\beta=.45$ ,  $p<.01$ ) in the expected direction. While the whole model accounted for 30% of the variance in deep acting ( $R^2 = .30$ ,  $F(5, 212) = 17.674$ ,  $p<.01$ ), emotional display rules accounted for 19% of the total variance in surface acting ( $R^2_{\text{change}} = .19$ ,  $F_{\text{change}}(1, 212) = 56.704$ ,  $p<.01$ ). Results of the analysis are provided below, in Table 7.

Table 7. Regression of Deep Acting on Emotional Display Rules

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.30	.192	56.704**
Sample	.16	.09	1.48	.152			
Age	-.01	-.06	-.69	.491			
Marital Status	.30	.14	2.00	.047			
Tenure	.00	.14	1.76	.008			
DisplayRules (DR)	.45	.45	7.53	.000			

Note. Dependent variable is deep acting. \* p< .05, \*\* p< .01.

Taken together, results of the regression analyses indicated that Hypothesis 1 was supported.

### 3.2.4.1.2 Results for the Relationship between Affective Events and Emotional Labor

In Hypothesis 2, it was suggested that negative events would be positively related to surface acting. However, as seen in Table 5, the correlation between negative events and surface acting was insignificant. The relationship between negative events and deep acting was also insignificant. Despite the fact that these results undermined Hypothesis 2, regression analyses were performed anyway in order to see whether similar results could be obtained. Results revealed that although the correlation between negative events and surface acting was insignificant, negative events became a significant predictor of surface acting when entered into the regression equation. Moreover, it was found that beta weight of the variable of negative events was higher than the simple correlation found between negative events and surface acting ( $\beta=.14$ ,  $p<.05$ ). These results concerning the regression of surface acting on negative events are shown in Table 8.

*Table 8.* Regression of Surface Acting on Negative Events

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.045	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.06	.019	4.239*
Age	.01	.07	.80	.427			
Marital Status	.41	.16	2.07	.040			
Tenure	.00	.02	.27	.784			
Negative Events	.27	.14	2.06	.041			

Note. Dependent variable is surface acting. \*  $p<.05$ , \*\*  $p<.01$ .

These contradictory results provided by correlation and regression analyses can be a sign of suppression effect. According to Tabachnick and Fidell (2001), if an independent variable significantly predicts the dependent variable and enhances the explained variance because of its high correlations with other independent variables, then suppression occurs. Tabachnick and Fidell (2001) state that in order to identify the suppressor variable, one should compare the simple correlations between each independent variable and dependent variable with the beta weight found for the independent variable. According to authors, the suppressor variable should be sought among the ones whose correlation values and beta weights are congruent in size and direction. On the basis of these suggestions, both the correlations and standardized coefficients of independent variables were examined. It was found that age was the one of the variables whose beta weight was similar to correlation value. Therefore, this variable was identified as a potential suppressor. According to Tabachnick and Fidell (2001), the effects of a suppressor variable can be eliminated by calculating the partial correlations after controlling for the suppressor variable. Therefore, partial correlations were calculated after controlling age. Results of partial correlation analyses are given in Table 9.

Table 9. Partial Correlations Between Independent Variables and Surface Acting After Controlling for Age

Variables	1	2	3	4
Tenure	1.00			
Marital Status	.16*	1.00		
Negative Event	-.05	-.08	1.00	
Surface Acting	.04	.14*	.13	1.00

Note. \*  $p < .05$ . Marital Status: 1 = Single, 2 = Married; Negative Events: 1 = Never, 5 = Always; Surface Acting: 1 = Never, 6 = Always;



As shown in Table 9, after the effects of participants' age were controlled, the effects of negative events on surface acting became insignificant ( $r = .13$ ) and the only significant predictor of surface acting was marital status.

Regression analysis was also performed for the relationship between negative events and deep acting dimension of emotional labor. It was found that results were similar to those offered by correlation analysis and negative events was not a significant predictor of deep acting.

These findings concerning the relationship between negative events and dimensions of emotional labor suggested that Hypothesis 2 was not supported.

Although it was assumed that occurrences of positive events would not have an impact on emotional regulation strategies (for there would be no need to regulate emotional displays at all), correlation analyses revealed positive relationships between positive events with both surface acting and deep acting dimensions of emotional labor ( $r=.19$ ,  $r=.48$ ,  $p<.05$ , respectively). Therefore, regression analysis was performed in order to understand the relationship between positive events and emotional labor, more thoroughly.

When surface acting was regressed on positive events, it was found that after the effects of age, marital status and tenure were controlled, positive events was still a significant predictor of surface acting ( $\beta= .15$ ,  $p<.05$ ). However, while the whole model accounted for 6% of the total variance ( $R^2 = .065$ ,  $F(4, 212) = 3.619$ ,  $p<.05$ ) positive events explained only 2% of the total variance in surface acting ( $R^2_{\text{change}} = .020$ ,  $F_{\text{change}}(1, 212) = 4.405$ ,  $p<.05$ ) indicating that positive events may not be a strong predictor of surface acting. Results of the analysis are given in Table 10.

Table 10. Regression of Surface Acting on Positive Events

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.045	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.06	.020	4.405*
Age	.02	.11	1.20	.232			
Marital Status	.34	.14	1.73	.085			
Tenure	.00	-.03	-.32	.751			
Positive Events	.27	.15	2.10	.037			

Note. Dependent variable is surface acting. \* p < .05, \*\* p < .01.

A Regression analysis was also performed for deep acting dimension of emotional labor. Results revealed that after the effects of sample, age, marital status and tenure were controlled, positive events significantly predicted deep acting ( $\beta = .44$ ,  $p < .01$ ). While the whole model accounted for 28% of the total variance ( $R^2 = .28$ ,  $F(5, 212) = 16.185$ ,  $p < .01$ ) positive events explained 17% of the total variance in deep acting ( $R^2_{\text{change}} = .174$ ,  $F_{\text{change}}(1, 212) = 50.057$ ,  $p < .01$ ) indicating that experience of positive events at work is a strong determinant of deep acting. Results of the regression analysis are given in Table 11.

Table 11. Regression of Deep Acting on Positive Events

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.28	.174	50.057**
Sample	.22	.11	1.72	.086			
Age	.00	.02	.26	.797			
Marital Status	.31	.14	1.98	.049			
Tenure	.00	.09	1.11	.270			
Positive Events	.71	.44	7.08	.000			

Since these findings were unexpected, possible explanations of these relationships will be discussed in the subsequent chapter.

#### **3.2.4.1.3 Results for the Relationship between Personality Variables and Emotional Labor**

Hierarchical regression analyses were conducted in order to examine the hypothesized effects of Big Five personality dimensions on emotional regulation strategies. Because of the high correlations among the personality variables (see Table 5), regression analyses were performed by entering these variables into regression equations separately.

Recall that Hypothesis 3 predicted a negative relationship between extraversion and surface acting, and no relationship with deep acting. However, significant positive correlations found between these variables (see Table 5) undermined this hypothesis. Therefore, in order to understand these relationships more thoroughly, regression analyses were performed by controlling for the effects of demographical variables on emotional labor dimensions.

When surface acting was regressed on extraversion, it was seen that after the effects of demographical variables were controlled, extraversion turned out to be an insignificant predictor of surface acting ( $\beta=.09$ ,  $p>.05$ ). Moreover, while the whole model accounted for 5% of the total variance in surface acting ( $R^2=.05$ ,  $F(4,212)=2.904$ ,  $p<.05$ ), adding extraversion did improve the explained variance only 1% ( $R^2_{\text{change}}=.01$ ,  $F_{\text{change}}=1.674$ ,  $p>.05$ ). Results of the regression analysis are presented below, in Table 12.

Table 12. Regression of Surface Acting on Extraversion

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.045	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.05	.008	1.674
Age	.02	.09	.99	.324			
Marital Status	.37	.15	1.90	.059			
Tenure	.00	-.01	-.12	.904			
Extraversion	.15	.09	1.29	.197			

Note. Dependent variable is surface acting. \* p < .05, \*\* p < .01.

A similar analysis was performed in order to examine the main effects of extraversion on deep acting. Results revealed that even after the effects of sample, age, marital status and tenure were controlled, extraversion significantly predicted deep acting with a  $\beta$  value of .27 (p<.01). Adding extraversion into the regression equation also made 7% improvement in the explained variance in deep acting (R<sup>2</sup><sub>change</sub>=.07, F<sub>change</sub>(1,212) =17.623, p<.01). Results of the regression analysis are given in Table 13.

Table 13. Regression of Deep Acting on Extraversion

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.13	.022	5.221*
Sample	.17	.08	1.27	.207			
Age	-.01	-.04	-.47	.638			
Marital Status	.40	.18	2.44	.016			
Tenure	.00	.14	1.69	.093			
Extraversion	.39	.27	4.20	.000			

Note. Dependent variable is deep acting. \* p < .05, \*\* p < .01.

Taken together, these results concerning the relationship between extraversion and emotional labor suggested that Hypothesis 3 was not supported.

In Hypothesis 4, it was stated that neuroticism would be positively related to surface acting and negatively related to deep acting. While neuroticism was not found to be related to surface acting, it was significantly correlated with deep acting in the hypothesized direction (see Table 5.) Therefore, regression analysis was performed for only deep acting dimension of emotional labor. Results revealed that the effects of neuroticism on deep acting remained significant even when the effects of sample, age, marital status and tenure were controlled ( $\beta = -.20$ ,  $p < .05$ ). While the whole model accounted for 13% of the total variance in deep acting, neuroticism explained 2% of the total variance in deep acting ( $R^2_{\text{change}} = .02$ ,  $F_{\text{change}}(1, 212) = 5.221$ ,  $p < .05$ ). Results of the analysis are provided in Table 14.

*Table 14. Regression of Deep Acting on Neuroticism*

Variables	B	$\beta$	T	Sig.	$R^2$	$R^2 \Delta$	$F_{\text{change}}$
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.13	.022	5.221*
Sample	.14	.07	1.01	.314			
Age	-.01	-.08	-.88	.380			
Marital Status	.38	.17	2.22	.028			
Tenure	.00	.21	2.43	.016			
Neuroticism	-.20	-.15	-2.29	.023			

Note. Dependent variable is surface acting. \*  $p < .05$ , \*\*  $p < .01$

These findings provided partial support for Hypothesis 4.

According to Hypothesis 5, conscientiousness should be negatively related to surface acting and positively related to deep acting. However, results of correlation analyses provided only partial support for this hypothesis. For, although it was found that conscientiousness was related to deep acting in the hypothesized direction, no significant relationship existed between conscientiousness and surface acting. On the

basis of this information, regression analysis was performed for only deep acting. Results yielded that even after the effects of sample, age, marital status and tenure were controlled, the main effect of conscientiousness remained significant ( $\beta = .20$ ,  $p < .01$ ). Moreover, while the whole model accounted for 14% of the total variance in deep acting ( $R^2 = .14$ ,  $F(5, 212) = 6.048$ ,  $p < .01$ ), conscientiousness accounted for 4% of the total variance in deep acting ( $R^2_{\text{change}} = .04$ ,  $F_{\text{change}}(1, 212) = 8.824$ ,  $p < .01$ ). Results of the analysis are provided in Table 15.

*Table 15. Regression of Deep Acting on Conscientiousness*

Variables	B	$\beta$	T	Sig.	$R^2$	$R^2 \Delta$	$F_{\text{change}}$
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.14	.037	8.824**
Sample	.13	.06	.92	.359			
Age	-.01	-.06	-.65	.519			
Marital Status	.32	.14	1.85	.066			
Tenure	.00	.19	2.23	.027			
Conscientiousness	.25	.20	2.97	.003			

Note. Dependent variable is deep acting. \*  $p < .05$ , \*\*  $p < .01$

Thus, although conscientiousness predicted deep acting in the expected direction, there was no relationship between conscientiousness and surface acting. Therefore, Hypothesis 5 was only partially supported.

Lastly, regression analyses were performed for agreeableness dimension of personality. Recall that Hypothesis 6 predicted a negative relationship between agreeableness and surface acting and a positive relationship with deep acting. Nevertheless, contrary to expectations, correlation analyses revealed that agreeableness was also positively related to surface acting (see Table 5). When the results of regression of surface acting on agreeableness was examined, it was seen

that even after the effects of demographical variables were controlled, agreeableness was still positively related to surface acting ( $\beta=.14$ ). However, significance of this relationship between agreeableness and surface acting was around the critical value of .05 ( $p=.045$ ) and the variance explained by agreeableness was very small ( $R^2_{\text{change}}=.02$ ,  $F_{\text{change}}(1, 212) = 4.08$ ). Therefore, these results suggested that although agreeableness was associated with surface acting, it might not be a strong determinant of surface acting. Results of the regression analysis where surface acting was regressed on agreeableness are given below in Table 16.

*Table 16. Regression of Surface Acting on Agreeableness*

<b>Variables</b>	<b>B</b>	<b><math>\beta</math></b>	<b>T</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>	<b>R<sup>2</sup> <math>\Delta</math></b>	<b>F<sub>change</sub></b>
<b>Step 1</b>					.04	.045	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.06	.018	4.08*
Age	.01	.07	.82	.413			
Marital Status	.33	.13	1.65	.100			
Tenure	.00	-.01	-.07	.945			
Agreeableness	.26	.14	2.02	.045			

Note. Dependent variable is surface acting. \*  $p < .05$ , \*\*  $p < .01$ .

Lastly, regression analysis was performed in order to examine the main effect of agreeableness on deep acting. Consistent with the results provided by correlation analyses, agreeableness significantly and positively predicted deep acting ( $\beta= .35$ ,  $p<.01$ ). Moreover, it was seen that even after the effects of sample, age, marital status and tenure were controlled, agreeableness explained 11% of the total variance in deep acting ( $R^2_{\text{change}}=.11$ ,  $F_{\text{change}}(1, 212) =30.107$ ,  $p<.01$ ). Results of the analysis are provided in Table 17.

Table 17. Regression of Deep Acting on Agreeableness

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.11	.107	6.244**
Sample	.15	.07	1.08	.279			
Age	-.01	-.07	-.79	.430			
Marital Status	.41	.18	2.41	.017			
Tenure	.00	.23	2.68	.008			
<b>Step 2</b>					.22	.113	30.107**
Sample	.12	.06	.96	.340			
Age	-.02	-.09	-1.08	.282			
Marital Status	.30	.14	1.86	.063			
Tenure	.00	.18	2.17	.031			
Agreeableness	.57	.35	5.487	.000			

Note. Dependent variable is deep acting. \* p < .05, \*\* p < .01

These results suggested that Hypothesis 6 was partially supported. Taken together, findings concerning the relationship between personality variables and emotional labor dimensions indicated that personality variables were mostly predictive of deep acting. While agreeableness was the only dimension that significantly predicted surface acting, all of the personality dimensions utilized in the present study were predictive of deep acting. In fact, agreeableness was a strong determinant of deep acting.

### 3.2.4.2 Results for Consequences of Emotional Labor

#### 3.2.4.2.1 Results for the Relationship between Emotional Labor and Burnout

In Hypothesis 7a, it was expected that while surface acting would be positively related to emotional exhaustion and depersonalization, there would be no significant relationship between deep acting, and emotional exhaustion and depersonalization. Results of correlation analysis, however, indicated that no significant relationship existed between surface acting, and emotional exhaustion and depersonalization dimensions of burnout (see Table 5). Moreover, contrary to expectations, correlation analyses suggested that deep acting was negatively related



to both emotional exhaustion and depersonalization (see Table 5). Therefore, regression analyses were also performed to examine these relationships more thoroughly.

Results, however, yielded that when the effects of demographical variables were controlled, the impacts of deep acting on both emotional exhaustion and depersonalization became insignificant ( $\beta = -.08$  and  $\beta = -.07$ ,  $p > .05$ , respectively). Thus, as hypothesized deep acting was found to be unrelated to emotional exhaustion and depersonalization. Results of the analyses are presented below in Tables 18. and 19, respectively.

These results regarding the relationship between emotional labor dimensions and burnout indicated that Hypothesis 7a was partially supported.

In Hypothesis 7b, it was stated that surface acting would be negatively related to personal accomplishment. On the other hand, it was expected that deep acting would be positively related to personal accomplishment.

*Table 18. Regression of Emotional Exhaustion on Deep Acting*

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.07	.071	3.181**
Sample	.20	.09	1.32	.189			
Age	.02	.11	1.22	.224			
Marital Status	-.35	-.15	-1.92	.056			
Tenure	.00	-.18	-2.10	.037			
Education	.17	.11	1.59	.114			
<b>Step 2</b>					.08	.006	1.332
Sample	.21	.10	1.40	.164			
Age	.02	.11	1.16	.247			
Marital Status	-.31	-.14	-1.70	.090			
Tenure	.00	-.17	-1.85	.066			
Education	.17	.11	1.62	.107			
Deep Acting	-.08	-.08	-1.15	.250			

Note. Dependent variable is emotional exhaustion. \*  $p < .05$ , \*\*  $p < .01$ .

Table 19. Regression of Depersonalization on Deep Acting

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.08	.083	3.763**
Sample	.10	.05	.68	.497			
Age	.00	.03	.37	.714			
Marital Status	-.44	-.20	-2.58	.011			
Tenure	.00	-.16	-1.83	.069			
Education	.04	.03	.44	.657			
<b>Step 2</b>					.09	.004	.914
Sample	.10	.05	.75	.456			
Age	.00	.03	.32	.751			
Marital Status	-.42	-.19	-2.39	.018			
Tenure	.00	-.14	-1.62	.106			
Education	.05	.03	.47	.639			
Deep Acting	-.07	-.07	-.96	.340			

Note. Dependent variable is depersonalization. \* p< .05, \*\* p< .01.

Results of correlation analyses, however, indicated that there was a significant positive correlation between surface acting and personal accomplishment. In order to understand this unexpected relationship between surface acting and personal accomplishment, regression analysis was performed. Results revealed that after the effects of age, marital status, tenure and education were controlled, the impact of surface acting on personal accomplishment still remained significant ( $\beta = .27$ ,  $p < .01$ ). Moreover, together with demographical variables surface acting did account for 10% of the total variance in personal accomplishment ( $R^2 = .10$ ,  $R^2_{\text{change}} = .069$ ,  $F_{\text{change}}(1, 212) = 15.944$ ,  $p < .01$ ). This was an interesting finding and would be discussed in subsequent chapter. Results of regression analysis where personal accomplishment was regressed on surface acting are presented in Table 20.

Table 20. Regression Personal Accomplishment on Surface Acting

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.03	.033	1.802
Age	.01	.09	1.04	.300			
Marital Status	.05	.03	.38	.705			
Tenure	.00	.07	.76	.449			
Education	-.06	-.05	-.71	.477			
<b>Step 2</b>					.10	.069	15.944**
Age	.01	.07	.80	.422			
Marital Status	-.02	-.01	-.14	.889			
Tenure	.00	.06	.73	.467			
Education	-.07	-.06	-.92	.360			
Surface Acting	.19	.27	4.00	.000			

Note. Dependent variable is personal accomplishment. \* p< .05, \*\* p< .01.

On the other hand, deep acting significantly predicted personal accomplishment in hypothesized direction ( $\beta = .50$ ,  $p < .01$ ) Results revealed that deep acting accounted for 22% of the total variance after the effects of sample, age, marital status, tenure and education were controlled ( $R^2 = .26$ ,  $R^2_{\text{change}} = .22$ ,  $F_{\text{change}}(1, 212) = 60.552$ ,  $p < .01$ ). Findings of regression analysis concerning this relationship are presented in Table 21.

Table 21. Regression of Personal Accomplishment on Deep Acting

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.036	1.547
Sample	.08	.05	.74	.463			
Age	.01	.11	1.14	.254			
Marital Status	.04	.02	.31	.758			
Tenure	.00	.05	.60	.550			
Education	-.07	-.06	-.81	.417			
<b>Step 2</b>					.26	.219	60.552**
Sample	.03	.02	.28	.776			
Age	.02	.14	1.693	.092			
Marital Status	-.12	-.07	-.94	.347			
Tenure	.00	-.06	-.762	.447			
Education	-.08	-.07	-1.12	.265			
Deep Acting	.39	.50	7.78	.000			

Note. Dependent variable is personal accomplishment. \* p< .05, \*\* p< .01.

Taken, together, these results indicated that Hypothesis 7b was partially supported.

#### **3.2.4.2.2 Results for the Relationship between Emotional Labor and Job Satisfaction**

As stated in Hypothesis 8, the present study expected that surface acting would be negatively correlated with job satisfaction, whereas deep acting would be positively correlated with job satisfaction. While results of correlation analyses partially undermined this assumption, no significant relationship was found between surface acting and job satisfaction (see Table 5), the relationship between deep acting and job satisfaction was positive, as expected. Therefore, regression analysis was conducted to examine the effects of deep acting on job satisfaction in more detail.

Results suggested that while the control variables of sample, age, marital status, tenure and education explained 11% of the total variance, deep acting accounted for the 4% of the total variance in job satisfaction ( $R^2 = .15$ ,  $R^2_{\text{change}} = .041$ ,  $F_{\text{change}}(1, 212) = 9.967$ ,  $p < .01$ ). Results also showed that when the effects of sample, age, marital status, tenure and education were controlled, deep acting significantly predicted job satisfaction ( $\beta = .22$ ,  $p < .01$ ). Findings with regard to the relationship between deep acting and job satisfaction are presented in Table 22.

These results presented in Table 22 indicated that, consistent with expectations, deep acting significantly and positively predicted job satisfaction. On the other hand, contrary to expectations surface acting was not related to job satisfaction. Therefore, Hypothesis 8 was partially supported.

Table 22. Regression of Job Satisfaction on Deep Acting

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.11	.106	4.898**
Sample	-.33	-.18	-2.57	.011			
Age	-.02	-.10	-1.09	.275			
Marital Status	-.16	-.08	-1.00	.321			
Tenure	.00	.31	3.58	.000			
Education	-.18	-.13	-1.917	.057			
<b>Step 2</b>					.15	.041	9.967**
Sample	-.36	-.19	-2.84	.005			
Age	-.01	-.08	-.95	.340			
Marital Status	-.24	-.12	-1.53	.129			
Tenure	.00	.26	3.01	.003			
Education	-.18	-.14	-2.04	.043			
Deep Acting	.20	.22	3.16	.002			

Note. Dependent variable is job satisfaction \* p< .05, \*\* p< .01.

### 3.2.4.2.3 Results for the Relationship between Emotional Labor and Turnover

Hypothesis 9 stated that surface acting would be significantly and positively related to employees' turnover intentions whereas deep acting would be significantly and negatively related to employees' turnover intentions. While bivariate correlations found between surface acting and turnover partially undermined this hypothesis, the relationship between deep acting and turnover intentions was in hypothesized direction (see Table 5). Therefore, regression analysis was conducted for only deep acting method of emotional labor. Results revealed that after controlling for sample, age, marital status, tenure and education, deep acting explained 2% of the total variance in turnover ( $R^2 = .06$ ,  $R^2_{\text{change}} = .024$ ,  $F_{\text{change}} (1, 212) = 5.426$ ,  $p < .05$ ). Moreover, it was seen that even after the effects of sample, age, marital status, tenure and education were controlled, the effect of deep acting on turnover remained significant ( $\beta = -.16$ ,  $p < .05$ ). Thus, consistent with expectations, deep acting was negatively related to employees' intentions to quit the job. However, since no relation was found between surface acting and turnover, it can be said that

Hypothesis 9 was only partially supported. Results of the regression analysis concerning the relationship between deep acting and turnover intentions are provided in Table 23.

*Table 23. Regression of Turnover Intentions on Deep Acting*

<b>Variables</b>	<b>B</b>	<b><math>\beta</math></b>	<b>T</b>	<b>Sig.</b>	<b>R<sup>2</sup></b>	<b>R<sup>2</sup> <math>\Delta</math></b>	<b>F<sub>change</sub></b>
<b>Step 1</b>					.06	.061	2.691*
Sample	.23	.10	1.39	.165			
Age	.01	.06	.64	.525			
Marital Status	-.21	-.08	-1.04	.300			
Tenure	.00	-.20	-2.21	.028			
Education	.15	-.09	1.27	.204			
<b>Step 2</b>					.08	.024	5.426*
Sample	.26	.11	1.57	.118			
Age	.01	.05	.524	.601			
Marital Status	-.13	-.05	-.65	.517			
Tenure	.00	-.16	-1.77	.078			
Education	.16	.09	1.34	.180			
Deep Acting	-.19	-.16	-2.339	.021			

Note. Dependent variable is turnover intentions \* p < .05, \*\* p < .01.

### **3.2.4.3 Results for Other Analyses**

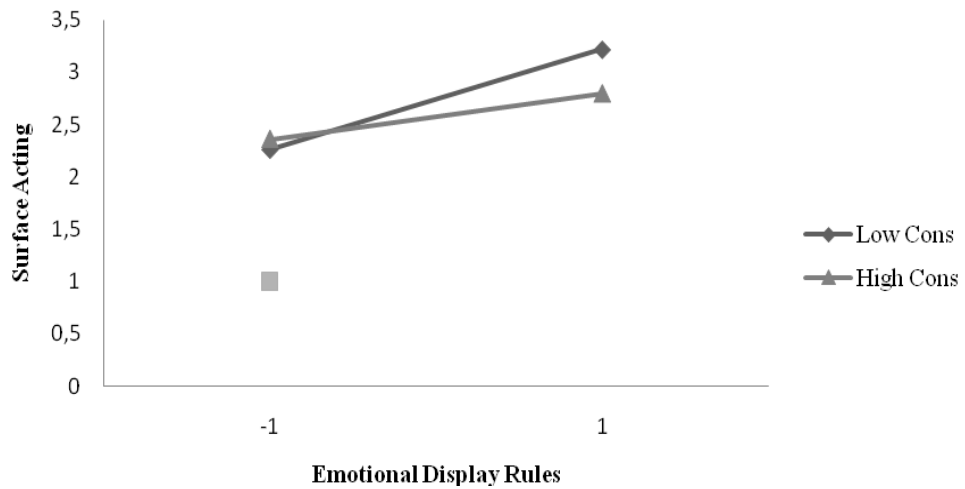
Although no hypotheses were generated, due to exploratory nature of our study, the potential interaction effects of situational and dispositional antecedents of emotional labor were also examined. Following the procedures suggested by Aiken and West (1991), several moderated regression analyses were performed. However, while none of these interaction terms had a significant effect on emotional labor dimensions, the only interaction effect that approached statistical significance was the interaction effect of emotional display rules and conscientiousness on surface acting ( $\beta = -.11$ ,  $p = .085$ ). This result indicated that conscientiousness had a marginally significant moderating effect on the relationship between emotional display rules and surface acting. Results of regression of surface acting where conscientiousness was moderator are given in Table 24.

Table 24. Regression of Surface Acting on Emotional Display Rules Where Conscientiousness is Moderator

Variables	B	$\beta$	T	Sig.	R <sup>2</sup>	R <sup>2</sup> $\Delta$	F <sub>change</sub>
<b>Step 1</b>					.04	.040	3.304*
Age	.02	.08	.89	.375			
Marital Status	.38	.15	1.91	.057			
Tenure	.00	.02	.20	.845			
<b>Step 2</b>					.14	.091	10.879**
Age	.02	.08	.97	.319			
Marital Status	.33	.13	1.71	.089			
Tenure	.00	-.02	-.40	.693			
DisplayRules (DR)	.35	.32	4.66	.000			
Conscientiousness (C)	-.08	-.06	-.876	.382			
<b>Step 3</b>					.15	.012	2.988
Age	.02	.08	.95	.344			
Marital Status	.37	.15	1.90	.059			
Tenure	.00	-.02	-.29	.775			
Display Rules (DR)	.34	.30	4.43	.000			
Conscientiousness (C)	-.08	-.06	-.89	.373			
DR * C	-.13	-.11	-1.73	.085			

Note. Dependent variable is surface acting. \*  $p < .05$ , \*\*  $p < .01$ .

In order to examine the moderation effect of conscientiousness and investigate the nature of the relationship between emotional display rules, conscientiousness and surface acting, simple slope tests were run by following the procedures provided by Aiken and West (1991). Results of simple slope tests yielded that at high levels of conscientiousness, the relationship between emotional display rules and surface acting was weaker ( $B = .23$ ,  $p < .05$ ) than the direct relationship between these variables ( $B = .38$ ,  $p < .01$ ). On the other hand, at low levels of conscientiousness, the relationship between display rules and surface acting was stronger ( $B = .45$ ,  $p < .01$ ) than the direct relationship between these variables ( $\beta = .29$ ,  $p < .01$ ). The results of simple slope tests are plotted in Figure 2.



*Figure 2.* Surface acting predicted by emotional display rules at low and high levels of conscientiousness

Thus, although the interaction term of emotional display rules and conscientiousness did not reach to traditional levels of significance, patterns of the relationships between display rules and surface acting at high and low levels of conscientiousness indicated that the relationship between emotional display rules and surface acting changed at different levels of conscientiousness and the personality variable of conscientiousness marginally significantly moderated the relationship between emotional display rules and surface acting.



## **CHAPTER 4**

### **DISCUSSION**

In the present study, a conceptual model of emotional labor was developed. In the model, while emotional display rules and affective work events were examined as situational antecedents of emotional labor, Big Five personality dimensions were examined as dispositional antecedents of emotional labor. On the other hand, experiences of burnout, job satisfaction and turnover intentions were taken as consequences of emotional labor strategies. These hypotheses were generated on the basis of the past research concerning emotional labor (see for example Hochschild, 1983; Grandey, 2000; Morris & Feldman, 1996) and the related literature that linked Big Five Model of personality to emotional regulation (see Diefendorff & Richard, 2003; Diefendorff et al., 2005; Judge, Woolf & Hurst, 2009; Monaghan, 2006; Zapf & Holz, 2002). Several regression analyses were performed in order to test the proposed hypotheses. In the present chapter, results of hypotheses testing and results of correlation analyses between other variables of interest are discussed in detail. Theoretical and practical implications of these findings, as well as limitations and suggestions for future research are also provided in this chapter.

#### **4.1. Results of Hypotheses Testing**

In support of Hypothesis 1, emotional display rules were found to be a significant predictor of both surface and deep acting. These results were consistent with the findings provided by Brotheridge and Grandey (2002), Diefendorff and Richard (2003), Gosserand and Diefendorff, (2005), Ünler- Öz (2007), Yang and Chang (2008). However, when the relationships between these variables were

examined, it was seen that the effect of display rules on deep acting was consistently stronger than its effect on surface acting. As put by Diefendorff et al. (2005) and Kim (2008), this difference in the intensity of the display rules and dimensions of emotional labor may indicate that when employees are restricted to display positive expressions, they primarily try to actually feel the emotions, rather than faking them.

Interesting findings were obtained for the relationships between affective events and dimensions of emotional labor. Although it was expected that frequent occurrences of negative events at work would increase employees' use of emotional labor strategies (especially surface acting) no significant relationship was obtained between negative events and dimensions of emotional labor. One possible explanation of this finding is that employees who frequently experience negative events may engage in "emotional deviance" rather than trying to match their feelings or displays to organizationally desired ones. Emotional deviance occurs when an employee does not show the required emotions (Rafaeli & Sutton, 1987). Not showing the desired emotions may either result from employees' disagreement with emotional display rules or his inability to conform to these rules. Negative attitudes towards the work itself or the organization, as well as feelings of emotional exhaustion may cause emotional deviance (Mann, 2004; Rafaeli & Sutton, 1987; Zapf, 2002; Zapf & Holz, 2006).

Considering the strong relationships between negative events, and job satisfaction and burnout found in the present study, it is very likely that employees who are dissatisfied with their jobs and experience high levels of emotional

exhaustion will engage in emotional deviance (either towards the customers or co-workers) as a response to negative events that occur at work.

Unexpected findings were also obtained for the relationship between positive events and dimensions of emotional labor. Although positive events were expected to be unrelated to emotional labor, it was found that positive events were positively related with surface acting, and more so with deep acting. These findings may result from what some researchers called “automatic emotional regulation” (e.g., Gosserand & Diefendorff, 2005; Martínez-Íñigo et al., 2000; Pugh, 2002; Zapf, 2002).

Automatic regulation occurs when there is a small or routine discrepancy between individual’s inner feelings and organization’s display requirements. In this case, individual modifies his feelings and displays in an unconscious way with little effort. As illustrated by Gosserand and Diefendorff (2005), “...a sales person who is in good mood and displaying positive emotions may still have to modify his or her emotional display to meet the requirements of the job”. Although, Hoschchild (1983) proposed that this kind of unconscious regulation is a form of deep acting (“passive deep acting”), other researchers argue that surface acting can also be performed automatically with little effort (Gosserand and Diefendorff, 2005; Zapf, 2002). According to Zapf (2002), a sales person may automatically smile whenever a customer comes in without feeling anything. However, since the effect of positive events on deep acting was much stronger than its effect on surface acting and the significance of the relationship approached to critical value of .05, it can be said that automatic regulation is mostly performed through deep acting.

With respect to dispositional antecedents of emotional labor, it was seen that Big Five personality traits were most predictive of deep acting. While deep acting was found to be significantly related to all of the personality dimensions, surface acting was predicted only by agreeableness. Consistent with the findings provided by Diefendorff et al. (2005) and Diefendorff and Richard (2003), the present expected that extraversion would be negatively related to surface acting and unrelated to deep acting. Nevertheless, results revealed a positive relationship with deep acting and insignificant relationship with surface acting. This finding can be attributed to automatic regulation. As mentioned above, results of the present study suggested that when individuals are in positive mood, they perform deep acting through automatic regulation. Since extravert individuals are predisposed to experience positive emotions more often, it is plausible to think that they will also perform higher levels of deep acting.

The present study found that conscientiousness significantly predicted deep acting in the expected direction. This significant positive correlation between conscientiousness and deep acting provided support for the idea that since conscientiousness is a personality characteristic that represents being hardworking and desiring achievement (Block, 1961, in Zellars et al., 2000), conscientious individuals may recognize that displaying sincere and authentic feelings can increase the quality of customer interactions and contribute to successful work performance. Contrary to expectations no significant relationship was found between conscientiousness and surface acting. Non-significant relationship between conscientiousness and surface acting was also reported by Austin et al. (2007). On

the other hand, beyond its main effect on emotional labor, conscientiousness had a marginally significant moderation effect on the relationship between emotional display rules and surface acting. Simple slopes test revealed that at low levels of conscientiousness, the positive relationship between emotional display rules and surface acting became stronger. On the other hand, at high levels of conscientiousness, the relationship between display rules and surface acting weakened compared to the direct relationship between these variables. These results indicated the tendency that when conscientious individuals restricted to display certain emotions, they are less likely to surface act. On the other hand, individuals who are low in conscientiousness are more likely to surface act in the presence of emotional display rules. However, since these results did exceed the traditional significance levels, interaction effects of conscientiousness on surface acting should be interpreted with caution.

Consistent with the findings of previous studies (Diefendorff, Croyle & Gosserand, 2005; Austin, Dore, & O'Donovan, 2007; Monaghan, 2006) agreeableness was found to be positively related to deep acting. In fact, agreeableness was strongest determinant of deep acting among personality variables. These findings indicate that since establishing sincere and intimate relationships is very important for agreeable individuals, these individuals perform higher levels of deep acting during their transactions with customers. Although agreeableness was assumed to be negatively related with surface acting, results revealed the opposite. However, this finding did not contradicted with the recent literature and similar finding was reported by Diefendorff et al. (2005). These results suggested that in

order to maintain their relationships and avoid interpersonal conflicts, agreeable individuals may also choose to fake or suppress their emotions.

When the effects of neuroticism on deep acting were examined, it was found that neuroticism significantly predicted deep acting in the expected direction. In line with the arguments made by Austin et al (2007), Diefendorff et al. (2005), and Zapf and Holz (2006), findings of the present suggested that emotionally stable individuals are more likely to regulate and control their emotions. On the other hand, contrary to expectations no significant relationship existed between neuroticism and surface acting. Possible explanation of this finding is that employees who are high in neuroticism may not be able to control even their emotional displays and may engage in emotional deviance (Mann, 2004; Rafaeli & Sutton, 1987; Zapf, 2002; Zapf & Holz, 2006).

Unexpected findings were found for the consequences of emotional labor. Contrary to Hypothesis 7a, surface acting was neither related to emotional exhaustion and depersonalization. Moreover, it was found to be positively related to personal accomplishment. Several studies in the literature found positive relations with surface acting and symptoms of burnout (Brotheridge & Grandey, 2002; Brotheridge & Lee, 1998; Glomb & Tews, 2004; Grandey, 2003; Heuven & Bakker, 2003; Näring, Briët, & Brouwers, 2006; Zammuner & Galli, 2005). Nevertheless, most of these studies based their assumptions on Hochschild's (1983) idea that faking to have certain emotions creates feelings of inauthenticity and emotional dissonance. However, there is some evidence that this hypothesis may not be true. Erikson and Wharton (1997) examined the level of inauthenticity experienced by

workers after having to fake certain emotions. Results showed that workers in high-emotional labor jobs reported feeling less inauthentic than workers in low emotional-labor jobs. These findings indicate that surface acting may not always lead to feelings of inauthenticity and emotional dissonance, especially in high emotional labor jobs.

Deep acting was also found to be positively related to personal accomplishment. This result is consistent with the previous findings (see Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003; Kruml & Geddes, 2000; Zapf, 2002; Zapf & Holz, 2006) and provide support for the assumption that trying to actually feel the required emotions in order to maintain a good relationship with customers may enhance one's sense of personal efficacy.

Consistent with the previous findings reporting positive relationships between emotional labor and job satisfaction (Adelmann, 1995; Coté & Morgan, 2002; Wharton 1993; Erickson & Wharton, 1997; Zapf & Holz ,2006), and negative relationships between emotional labor and turnover intention (Coté & Morgan, 2002; Ünler - Öz , 2007), deep acting was found to be positively related to job satisfaction and negatively related to employee turnover. These findings provide additional support for the argument that since deep acting gives rise to sincere expressions, employees who perform deep acting will receive positive feedback from their customers and supervisors. This positive feedback, in turn, will increase employees' satisfaction with their jobs and decrease their intentions to leave. Another reason for the positive effects of deep acting may be automatic regulation. Recall that automatic regulation is a form of deep acting. There is some evidence that such kind of

automatization of regulation of displays/or feelings reduces demands of emotion work and result in positive outcomes for employees' well-beings. In their study Martínez-Íñigo et al. (2000) found that employees engaged in high levels of automatic regulation also reported high levels of job satisfaction and low levels of emotional exhaustion.

As previously mentioned although these findings were consistent with the recent literature of emotional labor, readers should be reminded that there is also some evidence that emotion work reduces job satisfaction and increases intentions to quit (Bulan, Erickson, & Wharton, 1997; Parkinson, 1991; Pugliesi & Shook, 1997). One possible explanation for these contradictory findings is that job satisfaction and turnover intentions may also be influenced by factors other than emotional labor such as job autonomy, working conditions and supervisory support. In fact, this line of reasoning may also explain the insignificant relationships between surface acting and, satisfaction and turnover intentions found in the present study.

Taken together, these results undermine Hochschild's (1983) and Grandey's (2000) assumption that emotional labor has always negative consequences for employees. According to Ashforth and Humphrey (1993), by making social interactions more predictable, emotional labor helps individuals refrain from embarrassing situations and increases the quality of interactions with customers. Moreover, expressing positive feelings during service transactions may initiate the process of "emotional contagion" which will influence customers' emotions at the moment and, in turn, affect their satisfaction with the service delivery, intentions to return back and praise the organization (Parasuraman, Zeithaml, & Berry, 1985;



Pugh, 2001; Grandey, 2003). Being able to conform to emotional display rules and successfully express organizationally desired emotions may also enhance one's self-efficacy and allow individual to reflect his "authentic self" during his interactions (Ashforth & Humphrey, 1993).

Cultural differences may also explain why these results were unresponsive of Hochschild's (1983) propositions concerning the consequences of emotional labor. Most of the studies on which Hochschild (1983) based her assumptions were conducted in individualistic societies which encourage freedom of emotional expression and favor personal feelings over group-desired behaviours (Matsumoto, Yoo, & Fontaine, 2008). Therefore, restricting employees' expressions to only positive displays and compelling them to hide their real feelings may have more detrimental consequences for the individuals in individualistic cultures. On the other hand, Turkey has a collectivist culture that facilitates group cohesion and relatedness to others. In collectivist cultures like Turkey, focusing on one's personal needs and his emotional state is more likely to be perceived as a threat for the harmony of a group (Markus & Kitayama, 1994; Wellenkamp, 1995). Therefore, sacrificing personal feelings in order to express desired emotions and maintain good relationships may not be such stressful to members of collectivist cultures like Turkish people. In similar vein, complying with the norms that determine social interactions may also be easier for these individuals than the members of individualistic cultures. In an experiment done with Turkish university students, İmamoğlu (1991) found support for the assumption that in collectivist cultures a team member's cognition, affect and behaviour based expressions about team

success may influence other members' evaluations concerning the team outcomes. According to İmamoğlu (1991) this finding indicates that in order to maintain group harmony and unity, team members make congruent evaluations about their group outcomes. Considering that both the service provider and the customer interact with each other as team members and the service quality can be considered as a team outcome in this respect, customers' positive feelings about service interaction may also influence cognitive, affective and behavioral responses of interaction partner, and lead to experiences of similar positive emotions on the part of service employee.

#### **4.2 Results of Correlations between Other Variables of Interest**

Although no specific hypotheses were generated concerning the relationships between antecedents and its outcomes, results of the correlation analyses provide valuable information. Relying on the arguments made by Hochschild (1983) and Grandey (2000), it was assumed that emotional display rules would be positively related to emotional exhaustion and depersonalization, and negatively related to personal accomplishment. However, contrary to expectations, results revealed that emotional display rules were negatively related to emotional exhaustion and depersonalization and positively related to personal accomplishment. These results support the argument that requirements to display positive emotions have salutary effects on employees' well beings provided that these requirements do not exceed personal prerequisites and result in emotional dissonance (Zapf, 2002; Zapf & Holz, 2006). In similar vein, emotional display rules were found to be positively related to job satisfaction and negatively to turnover intentions. These findings provide further evidence for *facial feedback hypothesis* that suggests displaying positive emotions to

an interaction partner will result in getting similar responses (positive feedback), which will, in turn, increase the quality of service interactions and employees' feelings of job satisfaction. As a consequence, these employees will report lower levels of turnover intention (Adelmann, 1995; Zapf, 2002; Zapf & Holz, 2006).

As previously mentioned, job satisfaction and turnover intentions may also be influenced by other factors. Presence of display rules is also a sign of institutionalization and professionalism through which organizational culture is communicated. Therefore, employees working at such organizations may experience high levels of job satisfaction and low levels of turnover intentions.

Significant findings were also obtained for the relationships between affective events and burnout, job satisfaction and turnover. As expected, experiences of positive events were negatively related to symptoms of burnout (negatively related to emotional exhaustion, depersonalization and positively related to personal accomplishment), positively related to job satisfaction and negatively related to turnover. On the other hand, experiences of negative events were positively related to symptoms of burnout (positively related to emotional exhaustion and depersonalization), negatively related to job satisfaction and positively related to turnover intentions. Consistent with the previous studies (Grandey, Tam, & Brauburger; 2002; Harlos & Pinder, 2000; Mignonac, Herrbach & Ganignon, 2004), these results provide further evidence for the validity of Affective Events Theory (Weiss & Cropanzano, 1996).

When the relationship between personality variables and outcomes of emotional labor were examined, it was seen that low levels of neuroticism and high

levels of agreeableness were associated with increased levels of job satisfaction. These results indicated that since agreeable and emotionally stable individuals are more likely to maintain satisfying relationships with others, they tend to be more satisfied with jobs that involve social interactions with other people. Similar findings concerning the relationship between agreeableness, neuroticism and job satisfaction were also reported by Judge, Heller and Mount (2002).

Significant correlations were also obtained for the relationship between Big Five personality factors and symptoms of burnout. While high levels of neuroticism was associated with high levels of burnout (high levels of emotional exhaustion, and depersonalization and low levels of personal accomplishment), high levels of agreeableness, conscientiousness and extraversion was associated with low levels of burnout (low levels of emotional exhaustion, depersonalization and high levels of personal accomplishment). Consistent with the study of Zellars, Perrewé and Hochwarter (2000), these results indicated that since individuals who are high in neuroticism frequently experience feelings of frustration, distress and fear (McCrae & Costa, 1991), they are more likely to suffer from lack of energy and draining of emotional resources. These experiences of negative feelings may also decrease the quality of personal interactions and result in depersonalization and reduced personal accomplishment. On the other hand, since agreeableness is mostly characterized as being trusting, helpful and sensitive to others' needs (McCrae & Costa, 1989), individuals who are high in agreeableness are less likely to depersonalize others and more likely to experience personal accomplishment in their interactions with other people. Extravert individuals are assumed to be talkative, cheerful, optimistic and

full of energy (McCrae & Costa, 1991). Considering the fact that service work involves high amounts of interaction with customers, it is reasonable to expect that extravert individuals will report low levels of emotional exhaustion, depersonalization and high level of personal accomplishment (Zellars, Perrewé & Hochwarter, 2000). Conscientiousness people, on the other hand, are characterized by being hardworking, efficient and competent in problem solving (Block, 1961, in Zellars et al., 2000). Therefore, conscientious people are less likely to suffer from symptom of burnout and more likely to experience personal accomplishment.

Neuroticism and extraversion dimensions of personality were also found to be related to employees' turnover intentions. While neuroticism was positively related to turnover, extraversion was negatively related to turnover. In line with the arguments above, individuals who are high in neuroticism are more likely to have problems during service interactions and consequently, more likely to quit their jobs. On the other hand, since extravert individuals are person-oriented, they are more likely to be satisfied with their interactions with customers and, therefore less likely to intend to quit their jobs.

The significant relationships among the outcomes of emotional labor were also in the expected direction. Consistent with the findings provided by the previous studies (Westerman & Cyr, 2004), turnover intentions was related to burnout and job satisfaction. These results indicated that employees who suffer from symptoms of burnout are less likely to be satisfied with their jobs and more likely to have intentions to quit their jobs.

### **4.3 Practical Implications**

Results of the present study also offer several important practical implications. First of all, considering the fact that deep acting was associated with more positive outcomes (low levels of burnout and turnover intentions and high levels of job satisfaction), organizations may implement training programs in order to encourage employees to use deep acting strategies during their interactions with customers. Performance appraisals that involve utilization of emotional regulation strategies or rewarding the employees who frequently engage in deep acting may also help.

Secondly, significant relationships found between personality characteristics and emotional labor indicating that individuals with certain dispositions are more likely to engage in deep acting. Individuals who were high in conscientiousness, agreeableness and extraversion, and low in neuroticism reported higher levels of deep acting. Similar patterns of relationships were also found for outcomes of emotional labor. Employees with high levels of conscientiousness, agreeableness and extraversion, and with low levels of neuroticism reported low levels of burnout and turnover, and high levels of job satisfaction. These findings suggest that selecting individuals who are predisposed to express positive emotions and experience positive feelings may be beneficial for both organizational and employee well-being. Implementing personality tests or structured interviews in selection processes may be useful for maintaining person- job fit.

Third, considering that positive events was a strong predictor of deep acting and associated with reduced burnout, turnover intentions and increased job

satisfaction, organizations should ensure that their employees experience positive events at work. Reducing interpersonal conflicts and providing supervisory support, monitoring the interactions with customers and co-workers, avoiding task ambiguity may help organizations increase the occurrences of positive events at work.

Lastly, making emotional display rules more explicit, and strictly defining the organizationally desired emotions may encourage employees to perform more emotional labor and avoid emotional deviance. Explicitness of display rules may also shape employees' interactions with customers and by contributing to quality of the service interactions may increase customer satisfaction.

#### **4.4. Strengths of the Study**

Present study contributes to the recent literature in several ways. First of all, although the idea that affective work events might influence employees' emotional regulatory behaviours, was proposed by several researchers (Gardner, Fisher & Hunt, 2009; Grandey, 2000; Diefendorff & Gosserand, 2003; Diefendorff, Richard & Croyle, 2006; Judge, Woolf & Hurst, 2009; Seymour, 2000) only few studies tested this assumption empirically (Diefendorff, Richard & Yang; 2008; Grandey, Tam & Brauburger, 2002; Rupp and Spencer, 2006; Grandey, Dickter and Sin; 2004). However most of these studies focused on specific events such as events that invoke anger, aggression or pride. By utilizing a wide range of affective events the present study contributes to literature. Moreover, by showing that experiences of positive events have an impact on emotional labor strategies, present study may guide the future research.

Second, as previously mentioned; only a few studies in the literature examined the relationship between Big Five personality traits and emotional labor (Diefendorff, Croyle & Gosserand, 2005; Monaghan, 2006; Zapf & Holz, 2006). In the present study, all of the personality dimensions were found to be significantly related to emotional labor. These findings show the importance of personality characteristics in the examination of emotional labor. Future studies may benefit from the findings of the present study either by further investigating the relationships between Big Five personality dimensions and emotional labor strategies or by controlling these personality factors in a different model of emotional labor.

Third, Affective Events Scale which was originally developed by Erol-Korkmaz (2010) was adapted to service work. New items concerning the events which a waiter/or waitress might experience in a work day were added on the basis of the information provided by the diary study. High reliability coefficients found for both negative and positive events and significant correlations between these events and job satisfaction, turnover intentions and dimensions of burnout indicate that the scale possesses desirable psychometric properties. Thus findings of the present study suggest that Affective Events Scale, which is adapted to the occupation of service work in the present study, is a useful tool for the future research interested in eliciting the experiences of table servers.

Fourth, results of the present study yielded that, contrary to expectations of Hoschscild (1983) and Grandey (2000), emotional labor, especially deep acting, has beneficial outcomes for employees. Considering the dispute concerning the consequences of emotional labor between researchers, findings of the current study



provide important information. Positive relations found between dimensions of emotional labor and personal accomplishment as well as the negative relation found between deep acting and turnover intentions, provide additional support for the arguments of the researchers defending the positive outcomes of emotional labor.

Lastly, this study is one of the four known studies of emotional labor conducted in Turkey (see Aytekin- Uysal, 2007; Köksel, 2009; Ünler- Öz, 2007). However, neither of these studies examined the relations of emotional labor strategies with antecedents utilized in the present study. Thus, by uncovering these relationships as well as by providing valuable information about the factor structures of the constructs of emotional labor and emotional display rules, the present study is expected to guide the future studies of emotional labor which will be conducted in Turkey.

#### **4.5. Limitations and Suggestions for Future Research**

An important caveat of the current study is its cross-sectional design. Although, hypotheses concerning the direction of the relations among the variables were generated on the basis of the past research (Coté & Morgan, 2002; Grandey, 2000; Hochschild, 1983), causality can not be inferred. For example, in the present study, it was concluded that individuals who frequently performed deep acting were more likely to be satisfied with their jobs. However, it is also plausible to think that individuals who were satisfied with their jobs were more likely to perform deep acting. Future research might use quasi-experiments or longitudinal designs in order to gain an understanding about the directions of these relationships.

Another limitation concerns heavily reliance on self- report data. All measures utilized in the present study were self- reported measures which might cause common source bias and inflation of the correlations among the variables. Future studies might reduce such bias by referring to different sources such as supervisors and co-workers, especially for emotional display rules. A related problem with the use of self- reported measures is social desirability. Although anonymity of the responses was ensured, participants might still be motivated to present themselves in a favorable way and gave socially desirable responses in their ratings of personality and emotional labor. Future studies might employ social desirability scales to overcome this problem.

Recall that neither surface acting and deep acting was found to be related to negative events. Theoretically, it is assumed that emotional regulation occurs when there is a discrepancy between naturally felt emotions and organizationally desired ones. Therefore, it was reasonable to think that negative events that elicit negative emotions would cause more emotional regulation activities. However, insignificant relationships found between negative events and emotional labor strategies undermined this assumption. As previously mentioned, these unexpected findings were attributed to employees' utilization of different emotional regulation strategies other than surface and deep acting (e. g. emotional deviance). If it is true that emotional labor is a multidimensional construct having multiple facets, the present study measured only two of them. In their study with salespeople, Larsen and Gshwandtner (1995) showed that participants used different strategies and defense mechanisms such as daydreaming and making downward comparisons (In Gosserand

& Diefendorff, 2005, p. 1258). As previously mentioned, no consensus concerning the dimensions of emotional labor exists among the researchers. Almost every researcher comes with a new definition and conceptualization of emotional labor. Therefore, future research should focus on identifying the dimensions inherent in emotion work.

A related limitation is that similar patterns of relationships were found for both surface and deep acting. Although results of explanatory and confirmatory factor analyses suggested two-factor solution for emotional labor, it is possible that participants of the present study did not clearly distinguish their deep act from surface act.

In the present study, it was expected that emotional display rules would be divided into two factors representing expression of positive emotions and suppression of negative emotions. However, items of emotional display rules were divided into formal requirements and informal requirements for emotional expressions. Since no specific hypothesis was generated concerning the relationship between dimensions of display rules and emotional labor, analyses were conducted without separating the construct into its dimensions. However, different patterns of relationships might be found for formal requirements and informal requirements of emotional display rules. According to Diefendorff, Richard and Croyle (2002), formal expectations concerning emotional displays might be perceived as in-role requirements and result in more emotional regulation. Further studies of emotional should also consider this possibility and examine the relationship between formal vs. informal requirements of emotional displays and emotional labor.

Another thing that should be mentioned in the present study is that affective events were assumed to invoke the corresponding emotions and influence the use of emotional labor strategies. Mainly, it was assumed that negative events would create negative emotions whereas positive events would create positive emotions. However, it might be that experiences of specific emotions such as disgust, surprise, and joy would have different impacts on emotional labor. For example, in her study with teachers Aytekin- Uysal (2007) found negative relationship between feelings of anxiety and expressions of genuine feelings. Rupp and Spencer (2006) also found that experience of anger mediated the relationship between customer interactional justice and emotional labor. Thus, future studies might examine whether feelings of specific emotions would have an impact on utilization of emotional labor strategies. It is also very likely that the relationship between affective events and emotional labor would be mediated by experiences of these feelings.

Although results of the present study indicated that emotional labor, especially deep acting, leads to beneficial outcomes such as high levels of personal accomplishment and job satisfaction, and low levels of turnover intentions, these relationships might be influenced by several mediating and moderating variables. For example, in a study conducted with customer- contact employees, Grandey, Fisk and Steiner (2005), found that high personal control over job minimized the negative effects of emotional regulation and reduced employees' feelings of emotional exhaustion and job. Future research may also examine the role of conformity, job-related self- esteem, self- monitoring, identification with organization, job involvement, emotional expressivity, supervisory support, and in the relationship

between emotional labor and its outcomes. As put by Wharton (1993), “The qualitative and quantitative results do not necessarily refute Hoschild’s (1983) about the potentially negative consequences of emotional labor, but they suggest that these negative consequences may occur only under limited conditions, not all of which have been identified” (p. 166).

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## APPENDIX A

### INFORMED CONSENT

Bu çalışma, ODTÜ Endüstri ve Örgüt Psikolojisi yüksek lisans öğrencisi Aslı Yalçın tarafından Doç. Dr. Reyhan Bilgiç danışmanlığında yürütülen bir çalışmadır. Yüksek lisans tezi olacak bu çalışma, çalışanların duygusal emekleriyle ilgilidir. Çalışmaya katılım tamamiyle gönüllülük temelinde olmalıdır. Çalışma için kullanılacak anketlerde veya günlüklerde sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamiyle gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir; elde edilecek bilgiler bilimsel yayımlarda kullanılacaktır.

Ankette (ya da günlükte) sizden genel olarak kişisel rahatsızlık verecek bilgiler istenmemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplama işini yarıda bırakıp, çalışmaya katılmamakta serbestsiniz. Böyle bir durumda anketi (ya da günlüğü) uygulayan kişiye, anketi (günlüğü) tamamlamadığınızı söylemek yeterli olacaktır. Anket sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için aşağıdaki isimlere danışabilirsiniz.

**Araştırmacı:** Aslı Yalçın ( Tel: 0 533 352 31 75; E- posta: asli\_yalcin@yahoo.com )

**Tez Danışmanı:** Doç. Dr. Reyhan Bilgiç (Tel: (0312) 210 31 85; E-posta: rey@metu.edu.tr)

*Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin bilimsel amaçlı yayımlarda kullanılmasını kabul ediyorum.* (Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

İsim Soyad

Tarih

İmza

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## APPENDIX B

### DEBRIEFING FORM

Bu çalışma daha önce de belirtildiği gibi ODTÜ Endüstri ve Örgüt Psikolojisi yüksek lisans öğrencisi Aslı Yalçın tarafından yürütülen ve çalışanların duygusal emek davranışlarının incelenmesi üzerine yapılan bir çalışmadır. Yüksek lisans tezi olacak bu çalışmada temel olarak, servis elemanlarının iş yerinde karşılaştıkları bir takım duygusal olayların çalışanların iş davranışlarını etkileyeceği öngörülmektedir.

İlgili literatüre baktığımızda, özellikle A. Grandey'nin çalışmaları iş yerinde meydana gelen bir takım küçük ama duygusal anlamda etkili olan olayların çalışanların performanslarını ve diğer iş davranışlarını belirleyebileceğini göstermektedir. Bu etkiyi ortaya çıkarmak amacıyla bu çalışmada, katılımcıların bir kısmına günlükler verilecek ve on beş gün boyunca karşılaştıkları bu tarz olayları ve bu olaylar karşısında neler hissettiklerini rapor etmeleri istenecektir. Bu günlüklerden elde edilen bilgiler doğrultusunda bir anket hazırlanacak ve bu anket diğer katılımcılara uygulanacaktır. Bunun yanında katılımcılara, konuyla ilgili olduğu düşünülen bir takım kavramları ölçmek amacıyla ek anketler verilecektir. Katılımcıların, ankette bulunan sorulara verecekleri cevapların kişilere göre ve olaylara göre değişmesi beklenmektedir.

Bu çalışmadan alınacak ilk verilerin Mayıs ayının başında elde edilmesi amaçlanmaktadır. Elde edilen bilgiler **sadece bilimsel araştırma ve yazılarda** kullanılacaktır. Çalışmanın sonuçlarını öğrenmek ya da bu araştırma hakkında daha fazla bilgi almak için aşağıdaki isimlere başvurabilirsiniz. Bu araştırmaya katıldığınız için tekrar çok teşekkür ederiz.

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## APPENDIX C

### GUIDELINE FOR DIARY KEEPING

Daha önceden de belirtildiği üzere bu çalışma ODTÜ Endüstri ve Örgüt Psikolojisi yüksek lisans öğrencisi Aslı Yalçın tarafından Doç. Dr. Reyhan Bilgiç danışmanlığında yürütülmektedir. Yüksek lisans tezi olacak bu çalışmada temel olarak, servis elemanlarının iş yerinde karşılaştıkları bir takım duygusal olayların çalışanların iş davranışlarına etkileri araştırılmaktadır. Bu olayların iş davranışlarına olan etkisini iyi bir şekilde anlayabilmemiz ve yorumlayabilmemiz için, sizin de katılımcı olarak yer aldığınız günlük çalışmasına ihtiyaç duyulmuştur. Sizden istediğimiz şey, gün içerisinde İŞ YERİNDE karşılaştığınız ve sizi duygusal anlamda etkilediğini düşündüğünüz olayları, size verdiğimiz günlüklere on beş gün boyunca yazmanızdır. **Bu olayları not alırken lütfen aşağıdaki uyarıları göz önünde bulundurunuz.**

1. Günlük çalışmasında sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Ancak günlüklerinizin başkalarınınkiyle karışmasını engellemek amacıyla, günlüğün ilk sayfasına size ait olduğunu belirten, hatırlayabileceğiniz, bir kod ve ya rumuz yazınız.
2. Günlüklerinizi tutarken her sayfanın sağ üst köşesine tarihi yazmayı unutmayınız.
3. Günlüğünüzü tam olarak on beş gün tuttuğunuzdan emin olunuz.
4. Lütfen yaşadığımız olayları günü gününe rapor ediniz. (Çünkü zaman geçtikçe yaşanan olay canlılığını kaybeder ve bazı detaylar anımsanamaz ve/veya yanlış anımsanır. Bu da çalışmamızdan etkili bir sonuç almamızı engeller.)
5. Olayları mümkün olduğunca detaylı bir şekilde anlatmaya gayret ediniz.
6. Yaşadığınız her bir olayın sonunda bu olayın sizi duygusal olarak nasıl etkilediğini(üzüldüm, şaşırđım, sevindim, hayal kırıklığına uğradım vb. ), hangi duyguları hissettiğinizi yazmayı unutmayınız.
7. Yazınızın okunaklı ve düzgün olmasına dikkat ediniz.
8. Lütfen özel hayatınıza ait bilgileri değil, iş yerinizde karşılaştığınız olayları not ediniz.
9. Diğer iş arkadaşlarınızın ve ya başkalarının günlüğünü okumasına izin vermeyiniz, günlüklerinizi güvenli bir yerde saklayınız.

**Daha önce de belirtildiği üzere bu çalışma sadece servis elemanlarının (garsonların), iş yerinde hangi olaylarla karşılaştıklarını anlamak için yapılmaktadır. Sizden aldığımız bu bilgiler daha sonra araştırmacılar tarafından analiz edilecek ve ankete dönüştürülecektir. Başka hiçbir kimse bu bilgilere erişemeyecektir. Ayrıca sizden kimlik belirleyici hiçbir bilgi istenmemektedir. Bu yüzden yazdığımız bilgilerin güvenirliliği ve doğruluğu bizim için önem taşımaktadır.**

Çalışmamıza vakit ayırdığınız ve bilime katkıda bulunduğunuz için çok teşekkür ederiz.

Aslı Yalçın

## APPENDIX D

### EMOTIONAL LABOR SCALE

Aşağıda, çalıştığınız iş yerinde müşteriler ile girdiğiniz etkileşimle ilgili bazı ifadeler bulunmaktadır. Bu ifadelere şu anda çalıştığınız iş yerinizde müşteriler ile etkileşim anını düşünerek cevap veriniz. Lütfen soruları dikkatlice okuyunuz ve okuduğunuz cümleyi ne derece yaşadığınıza göre değerlendiriniz. Değerlendirmenizi yaparken aşağıda “*hemen hemen hiçbir zaman*”dan (1) “*hemen hemen her zaman*”a (6) doğru uzanan cevap seçeneklerini kullanınız. Her bir ifade için **size uygun olan basamak hangisi ise** o basamağın rakamını ifadenin yanındaki boşluğa yazınız.

Hiçbir zaman	Nadiren	Bazen	Oldukça sık	Çok sık	Her zaman
1	2	3	4	5	6

**Ortalama bir İŞ GÜNÜ içerisinde müşteriler ile iletişim halindeyken aşağıdaki davranışları ne sıklıkta sergilersiniz?**

- 1. Gerçek duygularımı göstermemek için çaba sarf ederim.
- 2. Hissetmediğim duyguları hissediyormuş gibi yaparım.
- 3. Karşımdakilere göstermem gereken duygu hangisi ise o duyguyu hissetmek için çaba sarf ederim.
- 4. Genellikle o sırada hissettiğim gerçek duygularımı gizlemeye çalışırım.
- 5. Asabi bir müşteri ile konuşurken sinirlenmemek için kendimi rahatlatacak şeyler düşünmeye çalışırım.
- 6. Müşterilere uygun davranmam gerektiği için gerçek tepkilerimi bastırırım.
- 7. Sinirli bir müşteri ile konuşurken, esasında benim görevimin ona yardım etmek olduğunu düşünürüm.
- 8. Kurumumun benden göstermemi istediği duyguları yansıtabilmek için rol yaparım.
- 9. Kendi duygularımı kontrol etmeye çalışırım.
- 10. Sinirli müşterilerimle bile, olaylara onların bakış açısından bakmaya çalışarak konuşurum.
- 11. İşimin benden beklediği ‘kişi’ olabilmek için içtenlikle çaba sarf ederim.
- 12. Kendimi çok kötü hissettiğim zaman bile arkadaşıca davranıp gülümserim.
- 13. Karşımdaki kişiyle ilgilenirken sıkıntılı ve sinirli olduğumu belli etmemek için rol yaparım.
- 14. Müşteri ile ilişkim sırasında yansıtmam gereken duygu, benim ruh halimle uyuşmasa bile o duyguyu yansıtmaya çalışırım.
- 15. Müşteri ile ilişki sırasında, benim duygularıma ters gelse bile, o sırada işim icabı göstermem gereken duygu ne ise, onu hissetmeye çalışırım.
- 16. Müşterilerle etkileşim sırasında içimden geçenleri hissettirmemek için gayret gösteririm
- 17. Sinirli bir müşteriyle konuşurken, onların aramızda geçenlere değil başka bir şeye hiddetlendiklerini düşünürüm.
- 18. Müşterilere yardım ederken neşeli olduğumu göstermeye çalışınca bir süre sonra kendimi gerçekten neşeli bulurum.

## APPENDIX E

### EMOTIONAL DISPLAY RULES SCALE

Aşağıda işyerinizin uygulamaları hakkında bazı ifadeler bulunmaktadır. Lütfen ifadeleri dikkatlice okuyun ve okuduğunuz ifadenin iş yerinizde ne derece uygulandığına karar veriniz. İfadelerin yanındaki boşluğa **size uyan değer rakamını** yazınız.

Hiçbir zaman	Nadiren	Bazen	Oldukça sık	Çok sık	Her zaman
1	2	3	4	5	6

#### *İşletmeniz aşağıdaki ifadelerin yansıttığı kuralları ne sıklıkta uygular?*

- 1. İşletmemiz, müşteri hizmeti sırasında, yansıtmamız gereken duygular konusundaki kuralları açık ve net olarak bildirir
- 2. İşletmemizdeki diğer çalışanlar genelde nasıl hissediyorlarsa öyle davranabilirler.
- 3. İşletmemiz bizden, olumsuz duygularımızı müşterilere yansıtmamızı bekler.
- 4. İşletmemiz bizden göstermekle yükümlü olduğumuz duygusal ifadeleri (dostça ifadeler gibi) göstermemizi bekler.
- 5. Müşterilerle ilişki sırasında göstermemiz gereken duyguları yansıtmamız karşılığında işletmemiz bize ödül veya ikramiye verir.
- 6. Müşterilerin iyi hissetmelerini sağlamanın işimizin bir parçası olduğu bize belirtilir.
- 7. İşletmemiz bizden olumlu duygusal ifadeleri müşterilere göstermemizi bekler.
- 8. İşletmemiz, müşterilere belli duyguları yansıtmamız için bize eğitim verir.
- 9. İşletmemiz işe alımlarda, uygun duyguları yansıtmaya yeteneğine sahip olanları seçmeye çalışır.
- 10. İşletmemiz, müşteri hizmeti verirken tüm çalışanların arkadaşça ve samimi davranmalarının gerekli olduğunu dile getirir.

## APPENDIX F

### PERSONALITY SCALE

Lütfen aşağıda verilmiş olan özelliklerinin sizi ne derece tanımladığını belirtiniz. Soruları yanıtlarken kullandığımız tanımların sizi gerçekte yansıttığına emin olunuz. Soruları yanıtlarken aşağıda “yanlış” (1)’dan “doğru” (5)’e kadar uzanan cevap seçeneklerini kullanınız. Her bir ifade için size uygun olan basamak hangisi ise o basamağın rakamını ifadenin yanındaki boşluğa yazınız.

**NOT: Cevaplarınızı kendinizde olmasını istediğiniz özelliklere göre değil, kendinizin aynı yaş ve cinsiyetteki diğer kişilere göre ne derecede bu özelliklere sahip olduğunu düşünerek veriniz.**

Yanlış	Oldukça yanlış	Ne doğru ne de yanlış	Oldukça doğru	Doğru
1	2	3	4	5

*Kendimi ..... biri olarak görüyorum.*

..... 1. Konuşkan	..... 7. Biraz umursamaz
..... 2. Başkalarında hata arayan	..... 8. Rahat, stresle kolay başa çıkabilen
..... 3. İşini tam yapan	..... 9. Enerji dolu
..... 4. Bunalımlı, melankolik	..... 10. Başkalarıyla sürekli Didişen
..... 5. Çekingen	..... 11. Güvenilir bir çalışan
..... 6. Yardımsever ve çıkarıcı Olmayan	..... 12. Gergin olabilen

Yanlış	Oldukça yanlış	Ne doğru ne de yanlış	Oldukça doğru	Doğru
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

***Kendimi ..... biri olarak görüyorum.***

..... <b>13.</b> Heyecan yaratabilen	..... <b>24.</b> Dakikası dakikasına Uymayan
..... <b>14.</b> Affedici bir yapıya sahip	..... <b>25.</b> Bazen utangaç, çekingen olan
..... <b>15.</b> Dağınık olma eğiliminde	..... <b>26.</b> Hemen hemen herkese karşı saygılı ve nazik olan
..... <b>16.</b> Çok endişelenen	..... <b>27.</b> İşleri verimli yapan
..... <b>17.</b> Sessiz bir yapıda	..... <b>28.</b> Gergin ortamlarda sakin Kalabilen
..... <b>18.</b> Genellikle başkalarına Güvenen	..... <b>29.</b> Sosyal, girişken
..... <b>19.</b> Tembel olma eğiliminde Olan	..... <b>30.</b> Bazen başkalarına kaba Davranabilen
..... <b>20.</b> Duygusal olarak dengeli kolayca keyfi kaçmayan	..... <b>31.</b> Planlar yapan ve bunları takip eden
..... <b>21.</b> Atılgan bir kişiliğe Sahip	..... <b>32.</b> Kolayca sinirlenen
..... <b>22.</b> Soğuk ve mesafeli Olabilen	..... <b>33.</b> Başkalarıyla iş birliği yapmayı seven
..... <b>23.</b> Görevi tamamlayıncaya kadar sebat edebilen	..... <b>34.</b> Kolaylıkla dikkati Dağılan



## APPENDIX G

### BURNOUT SCALE

Aşağıda, işinize ilişkin duygularınızla ilgili bazı ifadeler bulunmaktadır.. Lütfen okuduğunuz **ifadeye aşağıdaki ölçeği kullanarak** ne derecede katıldığınıza karar veriniz. İfadelerin yanındaki boşluğa **size uyan değer**in rakamını yazınız.

Hiçbir zaman	Çok nadir	Bazen	Çoğu Zaman	Her zaman
0	1	2	3	4

- 1. İşimden soğuduğumu hissediyorum.
- 2. İş dönüşü ruhen tükenmiş hissediyorum.
- 3. Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı düşünüyorum.
- 4. İşim gereği karşılaştığım insanların ne hissettiğini hemen anlarım.
- 5. İşim gereği karşılaştığım bazı insanlara sanki insan değilmiş gibi davrandığımı hissediyorum.
- 6. Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.
- 7. İşim gereği karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.
- 8. Yaptığım işten tükendiğimi hissediyorum.
- 9. Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.
- 10. Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim
- 11. Bu işin beni giderek katılaştırmasından korkuyorum.
- 12. Çok şeyler yapabilecek güçteyim.
- 13. İşimin beni kısıtladığımı hissediyorum.
- 14. İşimde çok fazla çalıştığımı hissediyorum.
- 15. İşim gereği karşılaştığım insanlara ne olduğu umurumda olmaz.
- 16. Doğrudan doğruya insanlarla çalışmak bende çok fazla stres yaratıyor.
- 17. İşim gereği karşılaştığım insanlarla aramda rahat bir hava yaratırım.
- 18. İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissedirim.
- 19. Bu işte birçok kayda değer başarı elde ettim.
- 20. Yolun sonuna geldiğimi hissediyorum.
- 21. İşimdeki duygusal sorunlara serinkanlılıkla yaklaşıyorum.
- 22. İşim gereği karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarımı hissediyorum.

## APPENDIX H

### JOB SATISFACTION SCALE

Aşağıda, işiniz ve iş yerinize ilişkin duygularınızla ilgili bazı ifadeler bulunmaktadır.. Lütfen okuduğunuz **ifadeye aşağıdaki ölçeği kullanarak** ne derecede katıldığınıza karar veriniz. İfadelerin yanındaki boşluğa **size uyan değer rakamını** yazınız.

Katılmıyorum	Biraz Katılmıyorum	Ne katılıyorum ne de katılmıyorum	Biraz Katılıyorum	Katılıyorum
1	2	3	4	5

- 1. İşletme politikalarının uygulanma tarzından oldukça memnunum.
- 2. Patronumun/ amirimin elemanlarına davranış tarzından oldukça memnunum.
- 3. Yaptığım işe karşılık aldığım ücretten oldukça memnunum.
- 4. Çalışma koşullarımdan oldukça memnunum.
- 5. Müşterilerle iletişim kurmaktan oldukça memnunum.
- 6. Bu işletmede çalışmaktan oldukça memnunum.
- 7. Genel olarak yaptığım işi seviyorum.

## APPENDIX I

### TURNOVER INTENTIONS SCALE

Aşağıda, çalıştığınız işletme hakkında bazı ifadeler bulunmaktadır. Lütfen okuduğunuz **ifadeye** **aşağıdaki ölçeği kullanarak** ne derecede katıldığınıza karar veriniz. İfadelerin yanındaki boşluğa **size uyan değer**in rakamını yazınız.

Katılmıyorum	Biraz Katılmıyorum	Ne katılıyorum ne de katılmıyorum	Biraz Katılıyorum	Katılıyorum
1	2	3	4	5

- 1. Bu işteki insanlar sık sık ayrılmayı düşünüyorlar.
- 2. Sık sık işten ayrılmayı düşünüyorum.
- 3. Başka bir iş bulur bulmaz bu işten ayrılacağıma eminim diyebilirim.
- 4. Bir yıl içinde büyük bir olasılıkla başka bir işe başlamış olacağım.
- 5. Başka bir işletmede yeni bir iş arıyorum.

## APPENDIX J

### DEMOGRAPHICS

Daha önce de belirttiğimiz gibi anketimize verdiğiniz cevaplar sadece **bilimsel yazılarda** kullanılacaktır. Çalıştığımız işletmenin ismi ve kimliğiniz **tamamen gizli** kalacaktır. Bu yüzden **hiçbir şekilde** anket kitapçığına isminizi yazmayınız. Aşağıda, sizden istenen kişisel bilgiler yalnızca bilimsel amaçlı kullanılacaktır. Bu yüzden lütfen aşağıdaki kişisel bilgiler kısmını doldurunuz.

Kişisel Bilgiler		
<b>Medeni Durum:</b>	Evli ----	Bekâr -- --
<b>Cinsiyet:</b>	Bay-----	Bayan-----
<b>Yaş: -----</b>		
<b>Öğrenim Durumu:</b>	İlkokul ----	Ortaokul ---- Lise ---- Üniversite ---- Y.Lisans/Doktora ----
<b>Ne kadar süredir bu işletmede çalışıyorsunuz?</b>	-----	
<b>Ne kadar süredir bu tür bir işte çalışıyorsunuz?</b>	-----	

## APPENDIX K

### AFFECTIVE EVENTS SCALE

Aşağıda iş yerinizde karşılaşılabileceğiniz bir takım olaylar listelenmiştir. Lütfen her bir olayı son **1 ay içinde** ne sıklıkta yaşadığınızı ve bu olay sonucunda hangi duyguyu yaşadığınızı (olumlu-olumsuz) belirtiniz. Söz konusu olayın sıklığı için aşağıda verilen “*hiçbir zaman*”dan (1) “*her zaman*”a (5) doğru uzanan cevap seçeneklerini kullanınız. Her bir ifade için **size uygun olan basamak hangisi ise** o basamağı işaretleyiniz.

**NOT:** Eğer söz konusu olay için “*hiçbir zaman*” (1) seçeneğini işaretlediyseniz, hissettiğiniz duygu kısmını boş bırakınız.

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

Örnek:

	Olayın Sıklığı	Hissettiğiniz Duygu	
		Olumlu	Olumsuz
İş arkadaşım/ arkadaşlarımla tartıştım.	1 2 3 4 5		√
Yeni bir iş teklifi aldım.	1 2 3 4 5		

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı	Hissettiğiniz Duygu	
		Olumlu	Olumsuz
1. Çok fazla müşterimiz olduğu için çok fazla iş yükümüz vardı.	1 2 3 4 5		
2. Bir iş kazası yaşadım (düştüm, yaralandım, elimi yaktım, elimi kestim vb.).	1 2 3 4 5		
3. İçeceğin/ yiyeceğin ücretini müşterimden almayı unuttum/ eksik ücret aldım.	1 2 3 4 5		
4. İş arkadaşım/ arkadaşların üzerine düşen görevi yerine getirmedi.	1 2 3 4 5		
5. Bir iş arkadaşım iş kazası geçirdi (düştü, yaralandı, elini yaktı, elini kesti).	1 2 3 4 5		
6. Müşterim bardak/ tabak kırdı (içeceğini/ yiyeceğini döktü) .	1 2 3 4 5		
7. İşten atılma korkusu yaşadım.	1 2 3 4 5		

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı	Hissettiğiniz Duygu	
		Olumlu	Olumsuz
8. Fazla mesai yaptım.	1 2 3 4 5		
9. İşin aksamasına neden olan bir hata yaptım (bardak/ tabak kırdım, müşterimin üzerine içecek/ yiyecek döktüm, müşterinin siparişini götürürken içeceği/ yiyeceği döktüm vb.)	1 2 3 4 5		
10. Hasta/ rahatsız olduğum halde çalışmak zorunda kaldım.	1 2 3 4 5		
11. Bir iş arkadaşım müşteri ile tartıştı.	1 2 3 4 5		
12. Amirim beni azarladı/ bana bağırdı.	1 2 3 4 5		
13. Amirim beni başarımdan /performansımdan dolayı takdir etti.	1 2 3 4 5		
14. İş arkadaşım bana bağırdı.	1 2 3 4 5		

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı					Hissettiğiniz Duygu	
						Olumlu	Olumsuz
15. İş arkadaşlarım ile keyifli zaman geçirdik.	1	2	3	4	5		
16. İş ile ilgili bir başarısızlıktan amirim beni sorumlu tuttu.	1	2	3	4	5		
17. Bir iş arkadaşım işten ayrıldı.	1	2	3	4	5		
18. Bir müşterimiz ile tartışım.	1	2	3	4	5		
19. Üst yönetimden/ müşteriden gelen bir eleştiri karşısında amirim beni korumadı/ suçladı.	1	2	3	4	5		
20. Terfi ettim.	1	2	3	4	5		
21. İş arkadaşım/ arkadaşlarımla tartışım.	1	2	3	4	5		
22. İş arkadaşım/ arkadaşlarımla dertleştim.	1	2	3	4	5		
23. Amirim iş ile ilgili bir talebimi önerimi reddetti.	1	2	3	4	5		



Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı					Hissettiğiniz Duygu	
	1	2	3	4	5	Olumlu	Olumsuz
24. Amirim iş ile ilgili bir talebimi/ önerimi kabul etti.	1	2	3	4	5		
25. Müşterim ile iyi bir diyalog kurduk.	1	2	3	4	5		
26. Müşterimiz yaptığım servisten çok memnun kaldı.	1	2	3	4	5		
27. Müşterimiz yaptığım servisten memnun kalmadı.	1	2	3	4	5		
28. Ayın elemanı seçildim.	1	2	3	4	5		
29. Maaşıma zam aldım.	1	2	3	4	5		
30. Amirimin bir iş arkadaşına haksız davrandığına şahit oldum.	1	2	3	4	5		
31. İş arkadaşım beni amirime şikayet etti.	1	2	3	4	5		
32. Müşterimiz bana bağırdı / beni azarladı.	1	2	3	4	5		
33. Müşterim bana bahşiş verdi.	1	2	3	4	5		
34. İş arkadaşlarımla takım ruhu içinde çalıştık.	1	2	3	4	5		

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı	Hissettiğiniz Duygu	
		Olumlu	Olumsuz
35. Bir müşterimiz beni amirime şikayet etti.	1 2 3 4 5		
36. Amirim bana haksızlık yaptı.	1 2 3 4 5		
37. İyi anlaşılamadığım bir iş arkadaşım ile çalışmak zorunda kaldım.	1 2 3 4 5		
38. İstemediğim bir shiftte/ serviste görevlendirildim.	1 2 3 4 5		
39. Bir müşterimizi yaptığı uygunsuz bir davranıştan dolayı uyarmak zorunda kaldım.	1 2 3 4 5		
40. Amirim bana birbiri ile çelişen görevler verdi.	1 2 3 4 5		
41. İş arkadaşım/ arkadaşlarım bana görevimde yardımcı oldu.	1 2 3 4 5		

Hiçbir zaman	Nadiren	Bazen	Sıklıkla	Her zaman
1	2	3	4	5

İşle ilgili Olaylar	Olayın Sıklığı	Hissettiğiniz Duygu	
		Olumlu	Olumsuz
42. Amirim bana görevimde yardımcı oldu/ yol gösterdi.	1 2 3 4 5		
43. İş arkadaşşıma/ arkadaşlarıma görevlerinde yardımcı oldum.	1 2 3 4 5		
44. Müşterimiz siparişini götürdüğümde içeceği/ yiyeceği beğenmedi.	1 2 3 4 5		
45. Müşterimiz siparişini götürdüğümde içeceği/ yiyeceği çok beğendi.	1 2 3 4 5		
46. İş ile ilgili yaptığım bir hata karşısında amirim bana destek oldu/moral verdi.	1 2 3 4 5		

## APPENDIX L

### FACTOR LOADINGS, EXPLAINED VARIANCE AND CRONBACH'S ALPHA VALUE FOR TURNOVER SCALE

Scale Items	Factor 1
(1) People in this job think of quitting frequently.	.66
(2) I often think about quitting.	.83
(3) I am almost sure that I will leave my current job as soon as I find another one.	.86
(4) Most probably I will shift to another job within next year.	.78
(5) I look for a new job at a different company.	.82
<b>Eigenvalue:</b>	<b>3.151</b>
<b>Explained Variance:</b>	<b>63.01%</b>
<b>Cronbach's Alpha Value:</b>	<b>.85</b>

## APPENDIX M

### FACTOR LOADINGS, EXPLAINED VARIANCE AND CRONBACH'S ALPHA VALUES FOR BURNOUT SCALE

Scale Items	Factor 1	Factor 2	Factor 3
<b>Emotional Exhaustion</b>			
(1) I feel emotionally drained from work.	.74		
(2) I feel used up at the end of the work day.	.82		
(3) I feel fatigued when I get up in the morning and have to face another day on the job.	.77		
(6) Working with people all day is really a strain for me.	.49		
(8) I feel burned out from work.	.56		
(13) I feel frustrated by my job.	.62		
(14) I feel I am working too hard for my job.	.59		
<b>Accomplishment</b>			
(4) I can easily understand how customers feel about things.		.67	
(7) I deal very effectively with the problems of my customers.		.58	
(9) I feel I am positively influencing other people's lives through my work.		.56	
(12) I feel very energetic.		.67	
(17) I can easily create a relaxed atmosphere with customers.		.66	
(18) I feel exhilarated after working closely with customers.		.64	
(19) I have accomplished many worthwhile on this job.		.68	
(21) In my work, I deal with emotional problems very calmly.		.60	
<b>Depersonalization</b>			
(5) I feel I treat some customers as if they were impersonal objects.			.49
(10) I have become more callous toward people since I took this job.*	.48*		.47*
(11) I worry that this job is hardening me emotionally.*	.61*		.44*
(15) I don't really care what happens to some customers.			.71
(22) I feel customers blame me for some of their problems.			.75
<b>Eigenvalue:</b>	<b>4.95</b>	<b>2.97</b>	<b>1.40</b>
<b>Explained Variance:</b>	<b>24.76%</b>	<b>14.85%</b>	<b>7.01%</b>
<b>Cronbach' Alpha Value:</b>	<b>.80</b>	<b>.71</b>	<b>.78</b>

Note. \* : indicates items with cross- loadings

## APPENDIX N

### FACTOR LOADINGS, EXPLAINED VARIANCE AND CRONBACH' ALPHA VALUES FOR PERSONALITY SCALE

Scale Items	Factor 1	Factor 2	Factor 3	Factor 4
<b>Neuroticism</b>				
(4) Is depressed, blue	.46			
(10) Starts quarrels with others	-.49			
(12) Can be tense	.71			
(16) Worries a lot*	.40*			-.44*
(24) Can be moody*	.47*			-.40*
(28) Remains calm in tense situations	.58			
(30) Is sometimes rude to others	-.72			
(32) Gets nervous easily	.73			
(34) Is easily distracted	-.59			
<b>Agreeableness</b>				
(3) Does a thorough job		.53		
(6) Is helpful and unselfish with others		.54		
(11) Is reliable worker		.49		
(14) Has a forgiving nature		.69		
(26) Is considerate and kind to almost everyone		.72		
(27) Does things efficiently		.63		
<b>Extraversion</b>				
(1) Is talkative			.68	
(5) Is full of energy			.62	
(8) Is relaxed, handles stress well			-.54	
(9) Is full of energy*		.43*	.57*	
(13) Generates a lot of enthusiasm*		.41*	.45*	
(17) Tends to be quiet			.57	
(21) Has an assertive personality			.51	
(25) Is sometimes shy, inhibited*	-.47*		.42*	
(29) Is outgoing, sociable			.52	
<b>Conscientiousness</b>				
(7) Can be sometimes careless				.70
(15) Tends to be disorganized				.69
(19) Tends to be lazy*		.45*		.60*
(23) Perseveres until the task is finished.				.44
<b>Eigenvalue:</b>	<b>6.84</b>	<b>2.79</b>	<b>2.06</b>	<b>1.58</b>
<b>Explained Variance:</b>	<b>24.4%</b>	<b>9.98%</b>	<b>7.37%</b>	<b>5.66%</b>
<b>Cronbach's Alpha Values:</b>	<b>.81</b>	<b>.75</b>	<b>.76</b>	<b>.70</b>

Note. \* : indicates items with cross-loadings.

## APPENDIX O

### FACTOR LOADINGS, EXPLAINED VARIANCE AND CRONBACH'S ALPHA VALUES FOR JOB SATISFACTION SCALE

<b>Scale Items</b>	<b>Factor 1</b>	<b>Factor 2</b>
<b>Extrinsic Job Satisfaction</b>		
(1) I am very satisfied with the way company policies are put into practice.	.75	
(2) I am very satisfied with the way my boss handles his /her workers.	.77	
(3) I am very satisfied with my pay and amount of work I do.	.84	
(4) I am very satisfied with my working conditions.	.83	
<b>Intrinsic Job Satisfaction</b>		
(5) I am very satisfied with interacting with customers.		.86
(7) In general, I am very satisfied with my job.		.84
<b>Eigenvalue:</b>	<b>2.80</b>	<b>1.30</b>
<b>Explained Variance:</b>	<b>46.67%</b>	<b>21.73%</b>
<b>Cronbach's Alpha Value:</b>	<b>.82</b>	<b>.64</b>