

The Effect Of Organizational Justice On Emotional Labor: A Study On Five-Star Hotels In Antalya

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Extensive Summary

Introduction

Organizational justice gets its source from Equality Theory of Adams (1965). According to this theory, although the employees desire to see an equal behaviour in business relationships, they also want to get their efforts paid off exactly (İşcan and Naktiyok, 2004, s.187; Ozturk and Teber, 2006, p.73). That employee has a positive perception to their company, can reflect in the quality of the service process by creating positive emotions. In this case, employees would be willing to reflect feelings and behaviours of enterprises in the process of interaction with customers which were desired. The process of reflecting customer service processes by employees feeling desired by the organization is described with the concept of emotional labor in the literature (Ashforth and Humphrey, 1993, p.88). The aim of this study is to determine the effect of hotel employee's organizational justice perceptions on their emotional labor. 9 hypotheses which have been developed to reach the objectives of the study are below:

- H₁: The employee's distributive justice perceptions have a significant effect on their surface acting.
- H₂: The employee's procedural justice perceptions have a significant effect on their surface acting.
- H₃: The employee's interactional justice perceptions have significant effect on their surface acting.
- H₄: The employee's distributive justice perceptions have a significant effect on their deep acting.
- H₅: Employee's procedural justice perceptions have a significant effect on their deepacting.
- H₆: Employee's interactional justice perceptions have a significant effect on their deep acting.
- H₇: Employee's distributive justice perceptions have a significant effect on their naturally felt emotions.

H₈: Employee's procedural justice perceptions have a significant effect on their naturally felt emotions.

H₉: Employee's interactional justice perceptions have a significant effect on their naturally felt emotions.

Research Method

In the research 1280 survey were implemented to employees in 32 5 star hotels that operate in different regions of Antalya. In order to determine the participants organizational justice perceptions, the scale based on the Moorman (1991) 's study and used by Niehoff and Moorman (1993) was used. And also in order to determine the emotional labour impressions the scale which was developed by Diefendorff et al (2005) from Kruml and Geddes (2000) with Grandey (2003)'s scale was used. In order to determine the relationship between employee's organizational justice perceptions and emotional labor, correlation analysis was made, also simple linear regression analysis was made in order to determine to organizational justice what level effects on the emotional labor dimensions.

Results

As a result of simple linear regression analyse which was performed to determine the effect of organizational justice dimensions on the emotional labor dimensions, it has been understood that employees' surface acting 9.8% of change on the ($R^2=0,098$) distributive justice perception, and 8.8% ($R^2=0,088$) procedural justice perception, while the interactional justice perceptions appears 8.3% of ($R^2=0,083$). In this case; "H₁: The employee's distributive justice perceptions has a significant effect on their surface acting.", "H₂: The employee's procedural justice perceptions has a significant effect on their surface acting", "H₃: The employee's interactional justice perceptions has significant effect on their surface acting." hypothesis have been supported.

As a result of simple linear regression analyse which was made to determine the effect of organizational justice dimensions on the deep acting, it was identified that employee's deep acting 8.6% of change on the ($R^2=0,086$) stems from the distributive justice, 9% ($R^2=0,090$) procedural justice and 18.4% of ($R^2=0,184$) by interactional justice. In this case, "H₄: The employee's distributive justice perceptions has a significant effect on their deep acting.", "H₅: Employee's procedural justice perceptions has a significant effect on their deep acting.", "H₆: Employee's perceptions of interactional justice has a significant effect on their deep act." hypothesis have been supported.

The effects of organizational justice dimensions on naturally felt emotions are surface and lower compared to effects on deep acting. It can be seen that employee's changes of naturally felt emotions, 1,6% on the ($R^2=0,016$) distributive justice perceptions, 0,6% of ($R^2=0,006$) procedural justice perceptions, while the interactional justice perceptions appears 2.1% of ($R^2=0,021$). Although the related effects are low, "H₇: Employee's distributive justice perceptions has a significant effect on their naturally felt emotions." "H₈: Employee's procedural justice perceptions has a significant effect on their naturally felt emotions", "H₉: Employee's interactional justice perceptions has a significant effect on their naturally felt emotions" hypothesis have been supported.

Conclusion

In this study which was made to employees in Antalya, to assess the effect of organizational justice on emotional labor in the five-star hotels, it has been concluded that organizational justice dimensions have effects on emotional labor dimensions. Although the researches on the relationship between emotional labor and organizational justice are limited, it is possible to explain the relationship with theories which formed the both organizational justice and emotional labor.

According to some theories that formed organizational justice, individuals can experience negative emotions as a result of injustice and can show emotional and behavioral reactions. For example; according to the Relative Deprivation Theory, individuals may feel the acquisition and a sense of deprivation as a result of comparing their achievements with others (Van den Bos et al., 1997, p.95). According to the Equity Theory, individuals can give behavioral and cognitive responses like changing gain, replacement investments, changing investment gains deliberately, leaving the environment and changing compared persons as a result of inequality due to the sense of injustice (Adams, 1965, s.283-295).

According to the Social Change Theory individuals offer each other economically and socio-emotional outcomes. Economic outputs are financial characteristics while socio-emotional outcomes indicate the social needs of the people (Cropanzano and Mitchell, 2005, s.887). In this case, the feeling of insufficient economic and socio-emotional outcomes may create negative feelings on people. It will not be wrong to say that individuals who have negative feelings towards the organization as a result of injustice, will not show emotions which are expected by the organization. Negative feelings that individuals feel toward the organization and reducing their investments as a result of injustice, can reflect to customers through the feelings which are reflected during the interaction with customers. All these example show that, the feelings of individuals can be affected and reflected to customers as a result of injustice.

In addition to the studies considered in the theoretical foundations of organizational justice, it is possible to explain the relationship between organizational justice and emotional labor benefitting from Marx's labor-value theory. The concept of surplus value in Marx's Surplus Value Theory is considered as the difference between the exchange and use value produced by workers and the wages of workers. According to this, business make workers run eight hours or more a day but the workers for example, takes the money for five hours (Ollman, 2011, p.17). Here, the value defined as between the wages paid to employees by the company and the charge employee should take in reality, occurs conflicts in businesses. For emotional labor which can be expressed as commercialization format of emotions, residual value is becoming more important. While residual value issue is losing its importance with getting the machines replace people in different sectors, it can be said that this problem is up to date and will remain for many years in tourism sector where human resources are very important and intense emotional labor is held. For example, in the study of Constantine and Gibbs (2005), emotional labor has been investigated on holiday sales consultants with the framework of Marx's surplus value argue. Holiday reps work requires intense emotional labor representation. These requirement reveals the tension within the triangle in business management, customers and employees who work for as holiday sales consultant. The reason for this tension is considered as the exploitation of the labor of

working but the high level of employee turnover in the industry is considered as proof of this view. Constantine and Gibbs (2005), suggest the construction of equitable distribution of the residual value for the abolition of the exploitation of the environment. This suggestion emphasizes the emotional effect on the justice of the distribution of labor. Although the study was approached with a different theory and issues are evaluated under the equity distribution, it is very important for workers in occupations that require emotional labor, the organization/manager without emphasis on the importance of realization of expectations and thus in terms of providing insight to impact on the emotional labor of organizational justice.

As well as organizational justice theory, Affective Events Theory is providing clues about the relationship between emotional labor and organizational justice; and also bears reinforcing properties about relationships through organizational justice theories. According to the Affective Events Theory of Weiss and Cropanzano (1996, p.45) which is described as a reflection to organizational behavior of individuals past experiences and emotional experience of individuals being affected, business environment, through business events and personal variables can give positive and negative reactions. Among the organizations in their business events, distribution of individuals, from the operation of procedures and interpersonal relationships perceive justice of positive and negative reactions can reflect not only into the organizational one but also to the customers. This reflection can take place through the senses which are shown to customers. When looking at the issue in terms of business hotels which is located among the most important components of the labor-intensive feature prominent tourism sector the biggest expectations from employees are to reflect the true feelings to customers and to create a positive image for the company. Although there are many variables that affect emotions which are reflected to customers, organizational justice constitute a significant part of these variables.