

## **Relationship Between Emotional Labor, And Job Satisfaction And Emotional Exhaustion: A Case Study About Hotel Personnel In Antalya**

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### **Extensive Summary**

#### **Introduction**

According to Martin (1999) emotions are affected by interpersonal, situational and social circumstances. While Hochschild (1983) described the emotional labor as a regulating someone's emotions to comply with social norms, Ashforth and Humphrey (1993) described emotional labor as a sense of demonstrating behavior. Morris and Feldman (1996) describe emotional labor as the control, plan and effort essential for displaying right emotions during interactions. Another description of emotional labor is given by Grandey (2000). Grandey claim that meaning of emotional labor can be wholly understand by synthesis of three descriptions given by Hochschild (1983), Ashforth and Humphrey (1993) and Morris and Feldman (1996).

Morris and Feldman said that emotional labor has four dimensions (frequency of emotional labor, kind of emotional labor, attention of emotional labor and emotional dissonance). However Kruml and Geddes claimed that emotional labor has only two dimensions: surface acting and deep acting. Surface acting is identified by Hochschild (1983) as "the difference between fake emotions and truly felt emotions". According to Grandey (2000) surface acting is emotions which do not actually exist. Other dimension is deep acting. Deep acting is the level to which expressed emotions of personnel align with their truly felt emotions (Kruml and Geddes, 2000).

There are two important consequences of emotional labor in the literature. These are emotional exhaustion and job satisfaction. Although, some researchers (Hochschild, 1983; Morris and Feldman, 1996; Tolich, 1993) found that emotional labor can decrease the job satisfaction, researches have not demonstrated this conclusion yet (Wharton, 1993). Hochschild (1983) claimed that using emotions for commercial aims will be unsatisfying for personnel. According to Grandey (1999) emotive dissonance and emotive effort are negatively related with job satisfaction. Similarly research of Morris and Feldman (1997) supported Grandey (1999) because they found that a decrease in emotive dissonance is related with job satisfaction negatively.

Emotional exhaustion is one of the important components of the burnout (Wharton, 1993). Some researchers (Rafaeli, 1989; Morris and Feldman, 1996; Abraham, 1998; Grandey; 2003; Brotheridge and Grandey, 2002) said that emotional exhaustion is one of the consequences of emotional labor. According to Frijda (1994) emotional exhaustion means emotions of being emotionally exhausted by work because emotions are exhaustible resource.

There are some researchers (Brotheridge and Grandey, 2002; Glomb and Tews, 2004; Ghalandari et al., 2012; Kruml and Geddes, 2000) conducted researches about the emotional labor related to the service sectors and manufacturing. However, number of researches on emotional labor in the tourism field is lower than other areas (Çelik et al., 2010). According to many studies (Ghalandari et al., 2012; Kruml and Geddes, 2000; Glomb and Tews, 2004) there is a relationship between emotional exhaustion and job satisfaction with emotional labor. The aim of this paper is to reveal the relationship between the emotional labor of hotel personnel with emotional exhaustion and job satisfaction. According to results some strategically suggestions are given.

### **Methodology**

To reveal the relationship between emotional labor of hotel personnel with job satisfaction and emotional exhaustion and give recommendations below hypotheses are suggested:

H<sub>1</sub>: There is a negative relationship between surface acting of hotel personnel and job satisfaction.

H<sub>2</sub>: There is a positive relationship between deep acting of hotel personnel and job satisfaction.

H<sub>3</sub>: There is a negative relationship between surface acting of hotel personnel and emotional exhaustion.

H<sub>4</sub>: There is a positive relationship between deep acting of hotel personnel and emotional exhaustion.

The aim of this paper is to reveal the relationship between the emotional labor of hotel personnel with job satisfaction and emotional exhaustion. According to results some strategically suggestions are given.

To collect data a questionnaire has been developed. The questionnaire consists of two parts. In the first part there are three scales. In the second part there are demographic questions. All variables were measured with scales adapted from existing scales. These three scales are scale of emotional labor (Kruml and Geddes, 2000), scale of emotional exhaustion (Maslach and Jackson, 1981) and scale of job satisfaction (Hackman and Oldham, 1975).

The questionnaire was conducted to 461 personnel of five star hotels operating in Antalya destination, between the months of May-July 2016. Face to face method was used in order to conduct questionnaires.

### **Results**

According to results of profiles of participants 28.6 % of participants are age group of 32 and over age. This group is followed by the 25-28 age groups of participants (21.3 %). In terms of educational level of hotel personnel participating to

research 58.6 % of participants (270) are high school graduated while personnel having graduated degree are 33.6 % (155). In research 63.3 % of participants are female (292). Also 38.4 % of participants (177) are married and 61.6 % of participants are single (284). The 41.3 % of participants (189) are working in the current hotel for 3 and under years. Only 33.4 % of the participants (33.4) are working in the current hotel for 4-8 years. According to results one can say personnel turnover rate is high in hotels operating in Antalya. Results have been shown that 54.4 %of participants (251) work as seasonal personnel and 45.6 % of participants (210) work as 12-months personnel. The 88.3 % of participants (407) do not have any extra jobs.

Correlation analyses were performed to test four hypotheses. According to correlation analyses results there is a positive correlation between job satisfaction and surface acting, positive correlation between job satisfaction and deep acting, negative correlation between emotional exhaustion and surface acting, and negative correlation between emotional exhaustion and deep acting. Results have supported the H<sub>2</sub> and H<sub>4</sub>, while H<sub>1</sub> and H<sub>3</sub> rejected. According to results deep acting and surface acting of hotel personnel increase the job satisfaction and decrease the emotional exhaustion. Regression analyses were also performed. According to regression analyses emotional labor has positive effect on job satisfaction (sig=.000) and has negative effect on emotional exhaustion (sig=.000).

### **Discussion**

According to correlation analyses results there is a positive correlation between job satisfaction and surface acting, positive correlation between job satisfaction and deep acting, negative correlation between emotional exhaustion and surface acting, and negative correlation between emotional exhaustion and deep acting. According to regression analyses emotional labor has positive effect on job satisfaction (sig=.000) and has negative effect on emotional exhaustion (sig=.000). For that reason hotels should have an emotional labor strategy. Hotel managers should monitor and evaluate their personnel according to their emotional labor strategy. Thus emotional exhaustion of personnel can be decreased and job satisfaction of personnel can be increased by hotel.