

## **Relationship Between Emotional Labor, Burnout and Turnover Intention: A Study on Hotel Business Employees<sup>1</sup>**

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### **Extensive Summary**

#### **Introduction**

The general aim of this work is to reveal the relationship between emotional labor, burnout and intent to leave work, and to develop appropriate recommendations regarding the findings obtained. For this purpose, it has been tried to determine the opinions of hotel management employees which represent one of the intensive occupations in terms of emotional labor about emotional labor process, burnout and intention to leave the work.

The concept of emotional labor can be expressed as the aim of providing customer satisfaction establishing positive relationships with customers and to display the emotions that employers want them to, instead of their own feelings (Kaya and Serçeoğlu, 2013). During the work process the employee exhibits emotional behavior that is disconnected from their real feelings; they intensively try to comply with the rules of emotional behavior required by the job by suppressing the real emotions, that is why such employees are exposed to "emotional incompatibility", "emotional exhaustion", "job dissatisfaction" and related to them "alienation of work". In this context, it is emphasized that showing pretend emotions in relation to customers, in other words masking real emotions, may be an obstacle to the employee to be himself/herself at work (Bolton, 2005, p. 120). This emotional labor is considered to be a negative aspect of occupations.

#### **Works on Emotional Labor and Work Behaviors**

Emotional labor term entered into use due to the work of Hochschild (1983) in the sense that emotions were sold for salaries. More and more works were published on emotional labor of service sector employees and can be subdivided to: studies concerning customer service representatives (Abraham, 1998; Brotheridge and Grandey,

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<sup>1</sup> This work was presented orally as an extensive abstract at the congress of "2nd International Congress

2002; Austin and others, 2008); call center employees (Rupp and Spencer, 2006; Goodwin, Groth and Frenkel; Ozkan, 2011), health workers (Mikolajczak, Menil and Luminet, 2007, Köksel, 2009; Çaldağ, 2010); shopping center employees (Bayram, Aytaç and Dursun, 2012, Diefendorf, Croyle and Gosserand, 2005, Rafaeli and Sutton, 1990), training staff (Uysal, 2007; Kaya, 2009), and finance staff (Öz, 2007; Pugh, 2001; Diamond, 2005).

Studies on emotional labor have begun to be investigated among tourism operators or tourism workers. Although there is a relatively new concept in tourism, there are many qualitative and quantitative studies on emotional labor (Chu and Murnmann, 2006; Kim, 2008; Wong and Wang, 2009; Van Dijk and Brown, 2006; Karatepe and Aleshinloye, 2009; Glomb and Tews, 2004, Grand, Fisk v Steiner, 2005, Gursoy, Boylu and Avci, 2011, Sohn and Lee, 2012). For example, Seymour (2000) interviewed employees of traditional silver service restaurants and fast-food businesses to measure levels of emotional labor between catering establishments with two different service delivery styles, indicating that emotional labor intensity is much higher in traditional businesses. Kim (2008) examined the priorities and results of the two emotional labor strategies (superficial and profound behavior) within the accommodation industry. Work has shown that employees who exhibit superficial behavior are more wear out and exhausted than those who exhibit profound behavior. Zapf and Holz (2006) found that there is a close relationship between emotional labor and burnout syndrome in research conducted in hotels, catering establishments and call centers in Germany (see Avci ve Kılıç, 2010, p. 293). Chen and others (2009) have tried to determine how work demands and emotional awareness affect job satisfaction during internship periods, and that emotional awareness and desire for work influences job satisfaction positively.

In the domestic studies, Avci and Boylu (2010) made a survey on the scale of the development of Chu and Murnmann (2006) with a research on the students studying tourism at the graduate and undergraduate level. Avci ve Kılıç (2010) tried to determine, on the same scale, the extent to which the emotional labor behaviors of the hospitality workers differ. In the research it has been determined that emotional labor behaviors like ``emotional effort`` and ``emotional contradictions`` show difference at the level of ``emotional contradictions`` in emotional labor of employees. Kozak and Güçlü (2008) conducted a survey to determine how emotional labor factors are taken into account in the recruitment process in tourism enterprises and found that the "sincere behavior" factor is the most important emotional labor factor. In the study conducted by Genç (2013), it was found that the level of emotional labor and emotional intelligence of tourism business workers affected job satisfaction and the emotional intelligence levels of employees partially mediated emotional labor in affecting job satisfaction. Similarly, many other studies in tourism literature have emphasized that emotional management affects employees' work performance (Morris and Feldman, 1997).

Emotional labor and management are considered to be an important phenomenon (Chu and Murnmann, 2006; Van Dijk and other, 2009) because the assumption is that servicemen who demand physical, mental and emotional labor for service delivery add value to their service product for the accommodation industry.

There are research works on intentions of tourism workers to leave work (Pavesic and Brymer, 1990), burnout levels and job satisfaction (Akoğlan and Kozak, 2001,

Bahar, 2006, Dönmez, 2008, Pelit and Turkmen, 2008, Altay and Akgul, 2010, Üngürren and others 2010). These studies showed that employees are faced with burnout syndrome, which has influence on the performance of employees and therefore the quality of service of the enterprises.

### **Method of research**

The target of this research is the employees of the four and five star hotel enterprises in Antalya, Istanbul and Muğla provinces which are the most intensive touristic destinations in Turkey. The number of establishments, the number of beds and the number of rooms are given in Table 1, and based on the information of the Ministry of Culture and Tourism. In the tourism literature, it is known that in five star accommodation enterprises there is one employee per two beds, and one employee per four beds in four star hotel enterprises which are preferred and frequently applied methods for the real sector (Alkış, 2008). In this study, the number of samples was determined using the sampling formula given by Yamane (2001) (Yamane, 2001: 116). Accordingly, the sample number is 383. 1000 survey questionnaires were distributed to increase the reliability of the survey. Papers were filled in by face-to-face interviews or with supervisors' help, with permission from business managers in the summer season of 2014. A total of 536 participants were surveyed (239 in Antalya, 170 in Mugla and 127 in Istanbul).

### **Findings**

In studies of emotional labor and burnout, Dijk and Brown (2006) have found that emotional labor affects emotional exhaustion examining the work of two traditional enterprises serving tourists. Hwa (2012, p. 121) found that superficial behavior positively affected emotional exhaustion in frontdesk employees' work, while profound behavior negatively affected emotional exhaustion. Kim (2008) states that in the study of the workers in the tourism sector, the superficial behavior had a moderate and positive effect on emotional exhaustion and the profound behavior had no significant effect. Basım, Beginirbaş and Can Yalçın (2013) found that superficial behavior positively affected emotional exhaustion, and profound behavior negatively affected emotional exhaustion. Grandey, Fisk and Steiner (2005, p. 900) say that the necessity regulate emotions leads to emotional exhaustion. Brotheridge and Grandey (2002) in their study of emotional labor effects on emotional exhaustion among workers in different sectors, found that the superficial behavior positively affected the desensitization dimension and negatively affected the personal sense of achievement dimension, while the profound behavior positively affected only the low personal sense of achievement dimension. Glomb and Tews found a meaningful and positive relationship between superficial behavior and emotional exhaustion in the scale development study of emotional labor. Mikolajczak, Menil and Luminet (2007) have found that superficial behavior has a negative and significant influence on burnout, while profound behavior has a positive and significant effect on burnout.

Karatepe and Aleshinloye (2009) state that emotional incompatibility and emotional exhaustion of the hotel workers affect the intention to leave the work positively and significantly; while emotional incompatibility affect the emotional exhaustion and has the partial mediating effect on the intention to leave the work. Goodwin, Groth, and Frenkel (2011) in a study examining relations between emotional labor, job performance, and intent to leave work, found that profound behavior

positively and significantly influences burnout and intent to leave the work, whereas superficial behavior positively and significantly affects emotional burnout

According to the above results, it can be said that profound behavior has the full effect of burnout in influencing intention to leave work, but it can be said that superficial behavior is partly mediated by burnout in affecting intention to leave work. It can be said that model compatibility is among accepted values. Chu (2002) in the study of hotel management workers examined the mediating effect between emotional labor and job satisfaction and emotional labor and burnout on the variables of social support and job autonomy, and found no mediating effect of social support and work autonomy.

### **Result**

This study was carried out in order to reveal emotional labor levels, burnout levels and intentions to leave work and the relations between employees working in hotel enterprises.

According to the results of studies, emotional labor behaviors are higher in Muğla province. It can be said that the people working in the province of Muğla spend more emotional labor than the others despite their temporary status. This finding is an unexpected result in the study. It is also observed in other studies that emotional labor dimensions do not differ according to some demographic factors. In the study carried out by Seçer and Tınar (2004), no difference was found in the emotional labor dimensions depending on demographic characteristics such as age, educational status, seniority, marital status and total work duration of the sample. Öz (2007) and Uysal (2007), on the other hand, obtained the results that the duration of the work affected the in-depth behavior. According to the results of the above mentioned researches, the increase in the working time raised the tendency to show in-depth behavior in the work.

The emotional labor's dependent variable and performance, motivation, commitment, identification, and other emotion-based outcome variables will be taken and examined in future studies of the researchers.