



THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND JOB SATISFACTION: A CASE STUDY OF LOGISTICS SECTOR

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ABSTRACT

The human factor, which is among the most effective sources that organizations can use in the process of achieving a long-term and sustainable growth in today's market conditions, should be evaluated within the context of individual and organizational performance also with its emotional and psychological aspects. As the level of interaction between employees and customers increases and the dependency level of service quality on employee performance rises, the importance of emotional labor increases in terms of working life. The fact that the employees are obliged to act in accordance with the display rules set out by the organization, on the one hand, increases the customer satisfaction, but on the other, negatively affects the employees due to probable emotional disharmonies, decreasing job satisfaction and performance. The aim of this study is to reveal the relationship between emotional labor and job satisfaction by regression analysis, in the logistics sector where there is an intense working environment and which requires a one-to-one relationship with customers. As a result of the analysis, emotional labor positively affects job satisfaction by 22.7%.

Keywords: Emotional Labor, Job Satisfaction, Corelation Analysis

JEL-Classification: C50, M21, M50

DUYGUSAL EMEK VE İŞ TATMİNİ İLİŞKİSİ: LOJİSTİK SEKTÖRÜ ÖRNEĞİ

ÖZET

Günümüz piyasa koşullarında örgütlerin uzun dönemli ve sürdürülebilir bir büyüme elde etme sürecinde kullanabilecekleri en etkin kaynaklar arasında yer alan insan faktörü, sahip olduğu duygusal ve psikolojik yönüyle de bireysel ve örgütsel performans kapsamında değerlendirmeye alınmalıdır. Çalışanlarla müşteriler arasındaki etkileşim düzeyi arttıkça ve hizmet kalitesinin çalışan performansına dayanma düzeyi yükseldikçe, çalışma hayatı açısından duygusal emeğin önemi artmaktadır. Çalışanların örgüt tarafından belirlenen gösterim kurallarına uygun hareket etmek durumunda kalması bir yandan müşteri memnuniyetini artırırken, bir yandan da yaşanabilecek duygusal uyumsuzluklar nedeniyle



çalışanları olumsuz etkileyip, iş tatminini ve performansı azaltmaktadır. Bu çalışmanın amacı yoğun çalışma ortamının bulunduğu ve müşterilerle birebir ilişki gerektiren lojistik sektöründe duygusal emek ve iş tatmini ilişkisini regresyon analizi yardımıyla ortaya koymaktır. Analiz sonucunda, duygusal emek iş tatminini %22.7 pozitif yönde etkilemektedir.

Anahtar Kelimeler: Duygusal Emek, İş Tatmini, İlişki Analizi

1. INTRODUCTION

Today's intense competition puts customers at the focal point of the organizations. The service sector takes a more important place than ever in today's world. The secret of success of the customer-oriented organizations lies in the quality of the service they offer and ensuring customer satisfaction. As the customer-oriented behaviors of organizations increase, the emotional demands expected from the employees also increase. Organizations expect their employees to act within the framework of the predetermined role patterns, in line with customer expectations. Ensuring customer satisfaction is seen as an important condition of sustainable competition in terms of enterprises. In achieving customer satisfaction, as much as the service offered, the way the service is presented and the attitudes of the employees also gain importance. Therefore, service sector employees are expected to regulate their feelings in line with customer expectations. Emotional labor is a new concept in the field of organizational behavior. In the literature, the concept of emotional labor which was first coined by Hochschild (1983) is expressed as the individuals display the emotions expected by the organizations while doing their jobs.

The emotions that employees actually feel are not always the same as what they exhibit. Therefore, employees are forced to behave in accordance with what is expected of them. The conflict between the emotions actually felt and the emotions required from the individual prompts an emotional dissonance. If this dissonance between the felt emotions and the displayed emotions is long-term, emotional labor can lead to some unintended and straining negative consequences in the individual. These developments increase the importance of the concept of emotional labor in working life.

The aim of this study is to determine the effects of emotional labor perceptions on job satisfaction of the employees working in different positions in the five major well-known logistics companies in Istanbul, by means of correlation and regression analysis.

2. THE CONCEPT AND DIMENSIONS OF EMOTIONAL LABOR

With the globalization process, the increase in "human relations"-based behaviors in organizations has also raised the importance of the service sector. In the service-providing occupations, the quality of the service is usually determined by interpersonal relationships (relations established between the employee and the client). In this respect, organizations are committed to providing their customers with the service provided, as well as friendly and respectful treatment. In order to guarantee the quality of the services, organizations set a number of rules that must be followed for delivering the service and supervises the implementation of these rules. The effort that employees spend by changing their emotional



expressions or inner feelings in order to fulfill the requirements of these rules that organizations expect their employees to apply is defined as emotional labor.

The concept of emotional labor which was first used by Hochschild (1983) is expressed as the individuals display the emotions expected by the organizations while doing their jobs. The emotions that employees actually feel are not always the same as what they exhibit. Therefore, employees are forced to behave in accordance with what is expected of them. As a result of the conflict between the felt emotions and the required emotions, emotional dissonance occurs. If this dissonance between the felt emotions and the displayed emotions is prolonged, emotional labor can lead to some unintended and straining negative consequences in the individual (Diefendorff and Gosserand, 2003:950). As a result of the fact that service sector employees, who establish the connection between the customer and the organization and who are the organization's window to the world (corporate face) manage their feelings and present to the customers within the predetermined patterns, a significant amount of emotional labor is spent, and it has been put forth in many studies that the level of this labor spent will directly affect the work performance. Nowadays, especially in the service sectors such as education, tourism, health, logistics and banking, customer satisfaction has become a priority, and it led the organizations operating in these sectors to embark on a quest for delivering better services to their customers. In this direction, organizations' attempts to try to influence customers by using their employees' feelings have been made into a necessity and even an imperative in a sense in the challenging market conditions and an intensely competitive environment; employees' emotions which are their subjective and abstract perception have been virtually turned into an economic commodity (Grandey, 2000:101; Diefendorff et al., 2005:341).

Rafaeli & Sutton (1987) and Wharton & Erickson (1993) defined emotional labor in their studies as the concept that incorporates all kinds of efforts that is reflected in the tone and behavior of the employees during the conversation with the customers. Grandey (2000) on the other hand, with a more inclusive approach, considers emotional labor as the regulation of the behaviors that arise from the emotions of the employees in a way to help to reach the objectives of the organization and provide convenience. Asforth and Humphrey (1993) refer to emotional labor as the behavioral pattern between the service provider and the service buyer rather than the intrinsic management of emotions, while Morris and Feldman (1996) consider as the effort, planning, implementation, and control required in order for the employees to exhibit the behavior displays demanded by the organization. In other words, emotional labor is also considered as the anonymous tasks expected by the organization, which should be demonstrated by the service providers during the performance of their duties.

Employees experience the service production process by surface acting, deep acting, and genuine behaviors according to the emotions they feel in their communications with the customers. What matters most is the completion of this process by obtaining positive results. For this to happen, employees should have the ability to manage their own emotions or should be trained in this regard. In addition, it is necessary for the organizations to establish an organizational culture that can direct the emotions of the employees.

Surface Acting: In such behaviors, any feelings or genuine expressions/behaviors are out of question. Employees, completely with social pressures, seek to display the emotions that are demanded from them. Their behaviors, gestures, and facial expressions are completely artificial. In order that fake feelings can be expressed, genuine emotions need to be suppressed. What an employee displays, when they are smiling to the customer although they



do not want to, is surface acting. For example; it is a convenient sample that a teacher tries to make a fake smiling face in the event of instant communication with a difficult student when he/she is in a negative mood. The surface acting process can lead to negative consequences such as stress, burnout, and depression caused by the psychological effort and internal tension of the employee to suppress his real feelings and can create negative reactions for the other party (students, colleagues, managers, etc.) (Steinberg and Figart, 1999:17; Brotheridge and Grandey, 2002: 22; Brotheridge and Lee, 2003:370, Grandey, 2003: 86).

Deep Acting: The employee tries to change their genuine feelings in order to be able to show the emotions required to be displayed. In deep acting, the employee performs the emotion change in a way that is not felt by the people they interact with, just like an actor, and plays the desired role in a way to match the reality. In deep acting, the employee performs the emotion change in a way that is not felt by the people they interact with, just like an actor, and plays the desired role in a way to exactly match the reality. For example; a teacher putting himself/herself in a difficult student's place, empathizing with them and showing interest is a suitable sample for this situation. Surface acting is related to the displayed emotions, whereas deep acting is related to the felt emotions (Grandey, 2000: 98; Brotheridge and Lee, 2003:372, Grandey, 2003: 89).

Genuine Behaviors (Natural Emotions): The employee expresses the emotion they really feel. It is a genuine behavior that a teacher has a smiling face not because they need to be smiling, but because they really feel like that. When the emotions that an employee feels are consistent with the display rules and the emotional expression, it means that they exhibit genuine behavior. Genuine behavior becomes the third behavioral dimension added to the emotional labor behaviors. The most striking example is the kindness and first aid effort exhibited by a teacher, who really loves their job, at the time of a student's injury (Ashforth and Humphrey, 1993:90; Grandey, 2003: 87; Chu and Murrmann, 2006:1185). The main difference between surface acting and deep acting; in the surface acting, the aim is not to lose the job, whereas, in deep acting, it is to ensure the expectations of the organization and the satisfaction of the customer. Because of this difference, in the surface acting, it is felt by the counterparty that the emotion displayed is artificial, whereas, in the deep acting, it cannot be felt.

Job satisfaction is that an employee has positive emotions related to the job they do in general sense. Therefore, employees have an important role in terms of their general conduct and attitudes, behaviors and emotions and they also affect the perception and interpretations of different criteria related to their jobs (Grandey, 2003:91; Lu and Liou, 2015: 550). The employees' comprehensive positive feelings about their jobs and the effects of these feelings on the employees are expressed by the concept of job satisfaction. The concept of job satisfaction, which is expressed as the positive favorable emotional state that an employee feels as a result of their evaluation of their job and their experiences in the job, is associated with the concept of emotional labor. Particularly, genuine behavior dimension and cause and effect correlation have been put forth in several studies in the literature. The employees who exhibit the behaviors that the company expects from them as per the display rules by candidly and sincerely adopting will reach job satisfaction (Cote and Morgan, 2002:951).



3. THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND JOB SATISFACTION

In general, the job satisfaction, which is an attitudinal concept, can be considered as an indicator of the level of satisfaction of employees about their jobs and working environments. The level of job satisfaction is closely associated with the job-oriented expectations of the employees. Therefore, it can be said that the job satisfaction of the employees whose expectations are met for the job they do in the working life will be ensured, and their job satisfaction levels will rise as their expectations are exceeded. Thus, job satisfaction shows the emotional situation that a person reached as a result of evaluating their job or work experience, or it shows employees' perceptions of job-related past events, awards and current impressions (Spector, 1997: 12; Gohel, 2012: 36; Al Jenaibi, 2010: 60).

It is necessary to divide the concept of job satisfaction into two as intrinsic and extrinsic. *Intrinsic job satisfaction* is associated with the central or internal aspects of the work done by individuals. Factors such as employees' using their skills, responsibility, creativity, helping others, freedom, and success define intrinsic job satisfaction. *Extrinsic job satisfaction* is, on the other hand, related to the external aspects concerning job-related tasks. As the examples of extrinsic job satisfaction, promotion opportunities, remuneration, corporate policy and practices, working conditions, management mentality, and job guarantee can be cited (Landy and Conte, 2010: 414).

The situations where long-run and wide-ranging emotions are expected to be exhibited require more effort and thus, increase the emotional labor spent. It is stated that the frequency of emotional displays, the necessity for emotional diversity and the length of this period might negatively affect job satisfaction (Yang and Chang, 2008:880).

Grandey (2000) states in her study that keeping the emotions under control within the framework of the rules determined by the organization and forcing the individual to display a number of emotions they do not feel will affect job satisfaction in a negative way. Hochschild (1983) and Morris & Feldman (1996) point out in their studies that there is a negative relationship between emotional labor and job satisfaction. And Pugliesi (1999) detected that emotional labor increases perceived work stress and exhaustion and decreases job satisfaction. Nevertheless, there are also some studies assessing the relationship between emotional labor and job satisfaction positively. Adelman (1995), Cote and Morgan (2002), Chen et al., (2012), in the studies they conducted, determined a positive relationship between emotional labor and job satisfaction. In the aforementioned studies, it is expressed that if employees exhibit positive emotions by regulating their feelings, it positively reflects on the customers as well, and this positive feedback from the customers will increase employees' job satisfaction.

Some studies in the literature emphasized that the dimensions of emotional labor should be examined separately. When discussing the effects of emotional labor, they deem suitable to use the discrimination of surface behavior and deep behavior, to be able to explain generating both positive and negative results at the same time. Johnson (2004), in her research, determined negative-directional relation between surface acting and job satisfaction, positive-directional relation between deep acting and job satisfaction, yet not significant. In their study, Yang and Chang (2008) found a significant and positive relationship between deep behavior and job satisfaction. Zhang and Zhu (2008), in their study, found a significant and negative-directional relationship between surface acting and job satisfaction, and a significant and positive-directional relationship with deep acting and with exhibiting natural emotions. Oral and Köse (2011), in their study, found a significant and negative-directional correlation



between surface acting and job satisfaction, while they did not identify any significant relationship between deep acting and job satisfaction. Ghalandari and Jogh (2012) obtained a significant and negative-directional relationship between surface acting and job satisfaction and a significant and positive-directional relationship between deep acting and job satisfaction. Torland (2013), in his study, found that deep acting increased job satisfaction.

4. STATISTICAL ANALYSIS

4.1. Purpose of the Research and Hypotheses

The aim of this study is to determine the effects of emotional labor perceptions on job satisfaction of the employees working in different positions in the five major well-known logistics companies in Istanbul, by means of regression analysis. In the study, the logistics sector employees who are in constant contact with people during their daily activities and who have to regulate their emotions according to the expectations are selected as samples. With the help of Figure 1 below, the proposed theoretical model of this study is shown and the proposed research hypothesis is presented on the relevant model.

Figure 1. Research Model

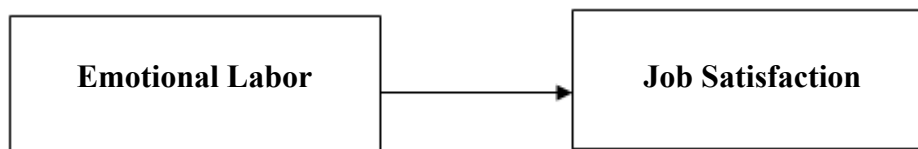


Table 1: Research Hypotheses

	Hypotheses
H1	Emotional labor (EL) is positively correlated with job satisfaction (JS)
H2	Surface acting (SA) is positively correlated with job satisfaction (JS)
H3	Deep acting (DA) is positively correlated with job satisfaction (JS)
H4	Exhibiting Natural Emotions (NE) is positively correlated with job satisfaction (JS)

4.2. Research Sample, Assumptions, and Constraints

In the study, the employees who perform different tasks in five well-known logistics companies operating in the city of Istanbul were determined as samples. The questionnaires were filled in on the internet and face to face, between the dates 10.09.2018 and 15.11.2018. There were 215 turnarounds in total. However, during the data entry phase, a total of 203 questionnaires were used for the application, with 12 questionnaires left out of the questionnaire because of leaving most of the questions blank. It was supposed that the individuals who responded to the research reflected their true feelings and thoughts while answering the questions in the measurement tools. It was assumed that the individuals who participated in the study responded to the questionnaire voluntarily and answered the questionnaire correctly and completely. It was accepted that the participants understood the words literally when answering the questions. Misconceptions that might have occurred were



ignored. There were difficulties in increasing the sample number of the questionnaire and the number of samples was increased by sending reminder emails many times.

4.3. Data Collection Tool

The study has non-experimental qualitative research design and is a screening model according to the method of construction. The corresponding survey was prepared as a result of a wide literature review, using the scales that had been approved for validity and reliability in the previous studies.

Emotional Labor Scale: Emotional Labor Scale developed by Diefendorff et al., (2005) was used to measure the emotional labor levels of the participants. The adaptation of the scale to Turkish was performed by Basım and Beğenirbaş (2012). The scale consists of three dimensions which are surface acting, deep acting and exhibiting natural emotions, and 13 expressions. Surface acting is measured by 6 items, deep acting by 4 items and natural emotions by 3 items. The participants evaluated the scale items with the help of the five-point Likert Scale (1=Never, 5=Always).

Job Satisfaction Scale: In order to measure the job satisfaction levels of the participants, the short form of the Minnesota Job Satisfaction Scale, which was developed by Weiss et al. (1967) and originally consisted of 100 questions, was used. The short form of the scale consists of 20 items covering the intrinsic and extrinsic job satisfaction dimensions. The short version of the Minnesota Job Satisfaction Scale comprising 20 expressions was used. The participants' opinions about each statement are in the form of a 5-point Likert scale which is between 1=strongly disagree and 5=strongly agree.

4.4. Reliability of the Survey

The most common tests to test the reliability of a scale are; "The Cronbach Alpha method, the Split-Half method (split), the Parallel method and the Absolute Strict Parallel method (strict)". The score obtained as a result of the Cronbach Alpha test is over 70%, which indicates that the survey was successful (Sezgin, 2016:1290; Sezgin ve Kınay, 2010:112; Altınok Gürel ve Sezgin, 2018:639). On the other hand, this value is expected to be over 75% by some researchers. As all the reliability criteria addressed exceeded 70%, it was concluded that the survey conducted was successful; the survey showed consistency in itself, and the results to be obtained would reflect the actual figures.

Table 2: Reliability Analysis Results

Criteria	Reliability Results of the Survey
Cronbach-Alpha	0.906
Split	0.905-0.908
Parallel	0.905
Strict	0.906

4.5. Percentage Distribution Data for the Survey

The socio-demographic data obtained from the research sample were evaluated through descriptive analyses. According to the findings, 39.1% of the employees in the sample group are between the ages of 23-35, 35.2% are between 36-45 years old and 25.7% are 46 and over. 58.1% of the participants are female and 41.9% are male. 42.5% of the employees are identified as married, 37.9% as single and 19.6% as divorced or widowed. 26.1% of the



participants have total professional experience for 1-10 years, 32.3% for 11-15 years, 25.9% for 16-20 years, and 15.7% for 20 years or more.

4.5.3. Exploratory Factor Analysis Results

In the exploratory factor analysis process for the scales, firstly the fitness of data to the factor analysis was tested. Accordingly, the Kaiser-Meyer-Olkin (KMO) sample adequacy of the dataset was found to be 0.912, which is above the good level 0.70. The Bartlett sphericity test, which measures the consistency of the items/variables analyzed, was found to be statistically significant ($\chi^2= 46721.78$ and $p= 0.000$), whereas, according to the results of the anti-image correlation matrix, the cross-correlation coefficients of the expressions were found to be above the critical level of 0.5, between 0.61-0.89. As a result of the tests, it was seen that the sample to be used for the exploratory factor analysis was adequate and the internal consistency of the expressions that appear in the scale was provided. After the conformity of the dataset was approved by the tests conducted, for the purpose of revealing the factor structure, as a factor retention method, the principal components analysis method was applied with the varimax rotation method. In the factor structure, the results of 3 factors for emotional labor and 2 factors for job satisfaction were obtained with eigenvalues higher than 1. Thus, a 5-factor structure explaining 74.29% of the total variance was determined.

Table 3: Factor Analysis Results and Response Averages

Factors	Percentage of variance explained	Cronbach-Alpha (CA)	Response Average
Surface Acting (SA)	%19.14	0.901	3.85
Deep Acting (DA)	%17.32	0.897	3.37
Exhibiting Natural Emotions (NE)	%14.81	0.902	2.91
Intrinsic Satisfaction (IS)	%12.35	0.894	3.02
Extrinsic Satisfaction (ES)	%10.67	0.900	3.08

KMO= 0.912; Bartlett $\chi^2= 46721.78$ and $p= 0.000$

4.5.4. Correlation Analysis Results

The results of Pearson correlation analysis for the 5 factors obtained as a result of factor analysis are given in Table 4. In this analysis, the interrelationships between emotional labor and job satisfaction sub-dimensions are given in detail.

Table 4: Pearson Correlation Analysis Results

		Intrinsic Job Satisfaction	Extrinsic Job Satisfaction	Surface Acting	Deep Acting	Natural Emotions
Intrinsic Job Satisfaction	Correlation coefficient	1.000	.581(*)	-.205(*)	.213(*)	.339(*)
	p	.	.000	.005	.005	.005
	N		203	203	203	203
Extrinsic Job	Correlation		1.000	-.216(*)	.218(*)	.327(*)



Satisfaction	coefficient					
	p			.000	.000	.000
	N			203	203	203
Surface Acting	Correlation coefficient			1.000	.385(*)	-.371(*)
	p				0.000.	0.000.
	N				203	203
Deep Acting	Correlation coefficient				1.000	-.384(*)
	p					.000
	N					203
Natural Emotions	Correlation coefficient					1.000
	p					
	N					203

* Significant relationship level for 0.05

According to the results of the correlation analysis, intrinsic satisfaction increases extrinsic satisfaction by 58.1%. Surface acting decreases intrinsic job satisfaction by 20.5% while reducing extrinsic job satisfaction by 21.6%. Deep acting increases intrinsic job satisfaction by 21.3% while increasing extrinsic job satisfaction by 21.8%. Natural emotions increase intrinsic satisfaction by 33.9%, on the other hand, extrinsic satisfaction by 32.7%. Surface acting, one of the emotional labor dimensions, plays a role of reducing job satisfaction. Expressing natural emotions is, on the other hand, obtained as a factor highly affecting job satisfaction. Besides, surface acting increases deep acting by 38.5% and decreases natural emotions by 37.1%. And deep acting reduces natural emotions by 38.4%.

4.5.6. Regression Analysis Results

In the study, regression analyses were applied to the relationship between emotional labor and employee performance. Emotional labor dimension is defined as an independent variable (affective variable), job satisfaction as a dependent variable.

Table 5: Regression Analysis Estimation Results

Dependent Variable: Job Satisfaction	Coefficient	Std. error	t statistics	p (significance)
Constant	0.038	0.015	2.533	0.001*
Emotional Labor	0.227	0.051	4.450	0.000*
$R^2 = 0.231$ Calc. F =26.32 sig. F=0.000 Harvey test (p) = 0.174 LM test (p)= 0.158 Jarque-Bera (p)=0.231				

* Statistically significant variable for 0.05

As can be seen from Table 5, the effect of emotional labor on job satisfaction comes out statistically significant and important ($p < 0.05$). Emotional labor positively affects job satisfaction by 22.7%. The R^2 value of the model is obtained as 23.1%, emotional labor



explains employee performance by a rate of 23.1%. Naturally, even different variables have important effects on job satisfaction. Emotional labor is one of these factors and an effector of significant value with 23.1% explanatory power by itself. Since the F test p-value, which indicates the significance of the model, is <0.05 , the model is significant. For the hypotheses of the model, Harvey test was used for heteroscedasticity (absence of homoscedasticity). Since $p > 0.05$ was as a result of the Harvey test, the presence of homoscedasticity (constant variance) was determined. The LM test was applied for the autocorrelation problem. As a result of the test $p > 0.05$, so it was determined that there was no autocorrelation. As a result of the Jarque-Bera test for the normality of fudge factors, $p > 0.05$, hence it was identified that the errors were normally distributed. The model proved the hypotheses and the results obtained are reliable and suitable for interpretation.

4. CONCLUSION

Since service businesses are based on manpower, it is observed that employees are an important factor in establishing the quality standard. Therefore, for the sake of providing a competitive advantage and increasing profitability, businesses focus on employees and want them to change, control or suppress their existing feelings within the period when they are in communication with customers. For the employees to be efficient, the businesses determine business-specific behavior rules and expect the employees to comply with these rules. The code of conduct created in this regard obligatorily or voluntarily changes the emotions of the individuals working in the enterprises, which leads to positive or negative changes in the mood of the employees. And this situation introduces the concept of emotional labor and leads to positive or negative consequences that might affect the lives of individuals. As the level of interaction between employees and customers increases and the dependency level of service quality on employee performance rises, the importance of emotional labor increases in terms of working life. As a consequence of emotions becoming a part of the job in parallel to the transformations in economic life, the fact that the employees are obliged to act in accordance with the display rules set out by the organization increases customer satisfaction on the one hand, but on the other hand, might negatively affect the employees.

In this study, the effects of emotional labor perceptions on job satisfaction were investigated for the 203 employees who perform different tasks in five well-known logistics companies operating in the city of Istanbul. As a result of the correlation analysis, surface acting decreases intrinsic job satisfaction by 20.5% while reducing extrinsic job satisfaction by 21.6%. Deep acting increases intrinsic job satisfaction by 21.3% while increasing extrinsic job satisfaction by 21.8%. Natural emotions increase intrinsic satisfaction by 33.9%, on the other hand, extrinsic satisfaction by 32.7%. As a result of the regression analysis, emotional labor positively affects job satisfaction by 22.7%. The R^2 value of the model is obtained as 23.1%, emotional labor explains employee performance by a rate of 23.1%. H_1 , H_3 , and H_4 defined in the study were accepted and H_2 is accepted as negative-directional effective.

Job satisfaction has specific importance in organizational life due to the potential it possesses. Therefore, it is a requirement for organizational success to identify and develop the personality traits that can serve as catalysts in order to eliminate the negative consequences of emotional labor display, which is an inevitable situation for employees. In this process, it is also important to develop human resources policies for the selection of employees who can exhibit the display rules required by the job. For employees, policies that would increase job satisfaction and raise their potentials of exhibiting natural behaviors should be followed. In this direction, it should be ensured that the organizational environment is improved, and the positive effects (outputs) of the emotional labor spent arise.



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