

THE EFFECTS OF JOB-FOCUSED AND EMPLOYEE-FOCUSED EMOTIONAL LABOR ON BURNOUT IN THE HOSPITALITY INDUSTRY IN TURKEY

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ABSTRACT

The purpose of this research is to examine two dimensions of emotional labor (job-focused and employee focused emotional labor) as the predictors of burnout in the hospitality industry. More specifically, the study investigated whether employee-focused emotional labor contributed uniquely to the prediction of burnout beyond the job-focused emotional labor. The data were collected from 236 hospitality management students in a southern university in Turkey. Employee-focused emotional labor contributed uniquely to the prediction only for emotional exhaustion dimension of burnout beyond the job-focused emotional labor. Deep acting was significantly related to emotional exhaustion. Contrary to previous study findings, employee-focused emotional labor dimension of surface acting was not related to any burnout dimensions. The study findings suggest essential recommendations for researchers and industry managers.

Keywords: Emotional labor, job burnout, job-focused and employee-focused emotional labor.

INTRODUCTION

In addition to involving physical and intellectual tasks, the nature of work in the hospitality industry is relational and emotional. Hospitality workers are expected to express friendly and smiling manners to customers, which often require emotional labor. This process is defined as “the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value” (Hochschild, 1983:7). The emotional expressions of employees, such as maintaining smiles and good cheer, showing friendly and close attitudes and suppressing feelings of irritation or anger, become the value added part of the product and act as a crucial factor for customer satisfaction and increased customer commitment (Chu and Murrmann, 2006).

While workers are recruited because of their knowledge, skills and physical abilities, employees of service sector are recruited to show caring attitudes to customers and put energy and enthusiasm to every guest experience (Chu and Murrmann, 2006; Tepeci and Wildes, 2002; Tepeci, 2005). The necessity of providing customer satisfaction must be adopted as a philosophy by the employees of service sector, and the thought that smiling must be accompanied with the service presentation is emphasized (Chu and Murrmann, 2006; Pala and Tepeci, 2014).

Emotional labor concerns with control of emotions by focusing on customer services and requires employees establish positive relations while interacting with customers. Emotions are managed and regulated by employees to accomplish work goals. Though hospitality employees frequently encounter demanding and unhappy customers, they show an upbeat attitude because it is expected. Employee behaviors are guided by the “invisible hand” of norms of for appropriate behaviour that are established by organizations (Hochschild, 1983). But, expressing desired behaviors of organizations leads employees to experience emotional dissonance, leading to job stress and burnout (Brotheridge and Grandey, 2002; Grandey, 2003; Kim, 2008; Kruml and Geddes, 2000; Wharton, 1993). “Burnout is a syndrome of emotional exhaustion and cynicism that occurs frequently among individuals who do ‘people work’ of

some kind” (Maslach and Jackson, 1986:1). Thus, this study is designed to examine emotional labor as a predictor of burnout in the hospitality industry, which is known for “high emotional labor” jobs.

LITERATURE REVIEW AND HYPOTHESES

Emotional Labor

Hochschild (1983:7) perceives the emotional labor as a drama where service is a scene, employees are actors and customers are the audience, and defines the emotional labor as “control of emotions to present facial and physical expressions which can be seen by anyone; which is sold, and therefore a value which can be exchanged.” Hochschild determines the required conditions of emotional labor as the following: (1) employees have to communicate face to face or by voice as a matter of course, (2) employees have to generate an emotional situation on customers, and (3) the employer has the control of employees’ emotional activities. Hospitality organizations expect front-line employees to display friendly and pleasant emotions and to express organizationally desired emotions so that they establish emotional bonds with the customers.

Emotional labor is conceptualized into job-focused emotional labor and employee-focused emotional labor (Brotheridge and Grandey, 2002). Job-focused approach focuses on the characteristics of the job and includes emotional demands from the occupation such as frequency of interactions with customers, the variety and intensity of emotional expressions, duration of interpersonal interactions and perceived displayed rules. Job-focused approach indicates the presence of emotional labor in one’s job. Organizations desire to standardize the emotional expressions of employees to provide and maintain customer satisfaction. Organizations manifest display rules to satisfy clients (Diefendorff and Richard, 2003; Rafaeli and Sutton, 1989). Display rules are expected part of employee performance, which involve showing and hiding emotions. Diefendorff et al. (2005) developed a scale to assess emotional behavior rules, which include show positive emotions and hide negative emotions.

Employee-focused emotional labor emphasizes employees’ emotion management processes. This category includes surface acting (fake required emotions), deep acting (try to experience required emotion) and genuine acting (felt emotions are same as expressed emotions which are desired by organizations). Surface acting involves modifying and faking the expected emotions; employees show expressions discrepant from feelings. In deep acting employees adjust their internal feelings to the enforced feelings. Genuine acting represents the convenience of emotions that employees actually feel and emotions that they have to express (Ashforth and Humphrey, 1993; Kruml and Geddes, 2000). Employees manage and regulate their emotions to meet work role demands in employee-focused emotional labor.

There are disagreements over the definition, conceptualization and operationalization of emotional labor construct in the literature. Morris and Feldman (1996) conceptualized the emotional labor in four dimensions as frequency of interactions, attentiveness to display rules, variety of emotional expressions, and emotional dissonance. Brotheridge and Lee (2003) consisted emotional labor into six dimensions. These are frequency, intensity and variety of emotional labor display, the duration of interaction, surface and deep acting. Asforth and Humphrey (1993) and Diefendorff et al. (2005) argued that many studies ignored genuine acting. Diefendorff et al. (2005) determined genuine acting is different from surface and deep acting.

Burnout

Burnout ascribe to severe psychological and physical response syndrome, resulting from extended attrition, frustration and stress (Maslach and Jackson, 1986). Burnout is a multidimensional construct consisting of three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion occurs because employees are emotionally overextended and being drained by constant contact with other people. Depersonalization indicates to the development of cynical and impersonal attitudes towards others. Reduced personal accomplishment involves a loss of or a drop in excitement and competence while working with people (Maslach and Jackson, 1986). The most frequently used assessment scale for burnout, Maslach Burnout Inventory, was developed to measure burnout on human and service workers.

Though burnout dimensions are distinct from each other, they work in parallel. For instance, when employees encounter excessive and constant emotional demands and where they are expected to perform mandated emotional responses, they may feel exhausted and drained. Employees then reduce their emotional and cognitive involvement with their work and develop a depersonalized attitudes and behaviors. Thus, employees feel less competent and negatively evaluate themselves in regard to effectiveness and personal accomplishments (Maslach and Jackson, 1986). Long time ago, Hochschild (1983) found that employees working for jobs which need intensive emotional labor lead to self-estrangement, alienation and exhaustion. However, very few studies in hospitality context investigated the relationship between emotional labor and burnout (Kim, 2008; Sohn et al., 2016), and no known study in the hospitality industry in Turkey. Accordingly, more studies are needed to better understand the relationships between these constructs.

Emotional Labor and Burnout

As stated above emotional labor was defined, conceptualized and operationalized in several ways. Brotheridge and Grandey (2002) pointed out these issues and conducted a study with employees working in several occupations including human service, sales, clerical, physical labor and managers. They operationalized emotional labor as job-focused and employee-focused in a study first time and compared the different definitions of emotional labor as predictors of burnout. For job-focused emotional labor, Brotheridge and Grandey (2002) found intensity, variety, frequency and duration of interaction and positive display rules were related positively with personal accomplishment but, they are not related with emotional exhaustion and depersonalization. Hiding negative emotions was the only factor related with emotional exhaustion and depersonalization. For employee-focused emotional labor Brotheridge and Grandey (2002) found surface acting was positively related with emotional exhaustion and depersonalization, but negatively related with personal accomplishment. Deep acting was only positively related with personal accomplishment.

Nevertheless, Cordes and Dougherty (1993) found frequency or quantity of contacts with customers was related with higher burnout. Duration, level of intensity of interactions and variety of emotional expressions were also related with the burnout (Cordes and Dougherty, 1993; Morris and Feldman, 1996). Emotional labor can be perceived as a stressful process and can lead to exhaustion. Sense of falsity, dissonance between the real and reflected feelings mediates the negative results of emotional labor (Pugliesi, 1999). Many scholars find some evidence that emotional labor is one of the sources of job stress and burnout (Brotheridge and Grandey, 2002; Kim, 2008; Kruml and Geddes, 2000; Morris and Feldman, 1997; Pugliesi, 1999; Wharton, 1993).

Companies wish to standardize the emotional expressions to ensure and to maintain customer satisfaction. Diefendorff et al. (2005) thought that emotional behavior rules of showing positive emotions and hiding negative emotions were in relation with surface acting and deep acting. They actually found that expressing positive emotions was only related to deep acting and disguising negative emotions was only related to surface acting.

Hypothesis 1a. Perceived work demands, including duration, frequency, variety, and intensity of employee-customer interactions, relate positively to burnout.

Hypothesis 1b. Perceived emotion display rules relate positively to burnout.

According to many researchers there is a relation between three factors of job burnout and surface acting and deep acting. Brotheridge and Lee (2003) explored emotional exhaustion and depersonalization were positively related with surface acting, but personal accomplishment was negatively related with surface acting. Brotheridge and Grandey (2002) found surface acting had a positive effect on depersonalization and negative effect on personal accomplishment. Kim (2008) found a positive relation between surface acting and employee exhaustion and depersonalization. Glomb and Tews (2004) found suppressing and faking emotions were positively related with emotional exhaustion but showing positive genuine emotions had no significant relations with emotional exhaustion. Seery and Corrigan (2009) found surface acting and emotional exhaustion was positively correlated. In sum, many researchers revealed that surface acting was mostly related with burnout in general and deep acting was rarely a predictor of burnout (Andela, Truchot, and Borteyrou, 2015).

Although several studies examined relationships between surface acting and deep acting on burnout, genuine emotion dimension of employee-focused emotional labor was usually ruled out. Genuine acting was not associated with burnout in Ashforth and Humphrey (1993) study. Lee and Ok (2012) conceptualized surface acting, deep acting and genuine acting as emotional effort and emotional dissonance. According to this conceptualization emotional dissonance includes surface acting, emotional effort includes deep acting and genuine acting. Lee and Ok (2012) found positive relationship between emotional dissonance and depersonalization and emotional exhaustion. They also found positive relationship between emotional effort and personal accomplishment. Chu, Baker and Murrmann (2012) found emotive effort was positively related to emotional exhaustion and unexpectedly emotional dissonance was negatively related to emotional exhaustion. Brotheridge and Grandey (2002) claim that inauthenticity in surface acting causes employee put his own actual emotions on the back burner and therefore leading to stress. On the contrary, it is anticipated that employees displaying deep acting (because they try to feel the emotions that the organization demands) or genuine acting (because the emotions that the organization demands and the employee's actual emotions are the same) will encounter less emotional exhaustion and depersonalization and more personal accomplishment.

Hypothesis 2a. Surface acting relates positively, deep and genuine acting relate negatively to emotional exhaustion.

Hypothesis 2b. Surface acting relates positively, deep acting and genuine acting relate negatively, to depersonalization.

Hypothesis 2c. Surface acting relates negatively, deep acting and genuine acting relate positively, to personal accomplishment.

Brotheridge and Grandey (2002) further investigated whether employee-focused emotional labor contributes uniquely to the prediction of burnout beyond the job-focused emotional labor. For emotional exhaustion, employee-focused emotional labor had a significant and unique contribution but a small effect size (1%). For depersonalization, the entry of employee-focused emotional labor contributed uniquely to the explanation of variance by 7% and surface acting was the significant predictor. For personal accomplishment, employee-focused emotional labor explained an additional 7% of the variance. Surface acting and deep acting were significantly related in the expected directions.

Hypothesis 3. Employee-focused emotional labor contributes uniquely to the prediction of burnout beyond the job-focused emotional labor.

Negative affectivity and sex were used as control variables on burnout. Individuals who experience high negative affectivity have negative emotional states such as sadness, anxiety, and hostility (Watson and Clark, 1984). Schepman and Zarete (2008) found a positive relationship with the three dimensions of burnout and negative affectivity on a study with social service workers. The reason why sex was a control variable that with regard to Hochschild (1983) women usually have lower social status and women display more emotional labor than men do. So sex is an important variable on the relationship between emotional labor and burnout.

METHODOLOGY

Sample and Data Collection

The study sample consisted of 236 hospitality management students in a southern university in Turkey. The majority of the students were single and in the ages of between 19 to 27 ($\bar{x}=23$). Sixty-five percent of the respondents were male, and the rest of the sample was female. Majority of the students worked in hotels (%82), the remaining %10 in travel agents and %8 in restaurants. The students had hospitality and tourism industry work experience as a requirement of the major. Seventy percent of the students worked over 9 months, and %30 worked in the industry eight and less than 8 months. The questionnaire was distributed and collected in class, and it took 10 to 15 minutes to fill out. The students were asked to fill out the survey for their current job or for the latest job they had.

Instruments

Negative affectivity was included as a control variable since previous studies determined that negative affectivity is both related with emotional labor and burnout (Brotheridge and Grandey, 2002). The PANAS negative affectivity measure was used with a 5-point scale (1=very slightly, 5=extremely). The students were provided 10 emotion words (e.g., hostile and irritable) and were requested to respond to the extent to which they felt the specific words.

Job-focused emotional labor was measured by the 9 items scale developed by Brotheridge and Lee (2003). One item for measuring *duration* (A typical interaction I have with a customer takes about..... minutes), three items for measuring *frequency* (e.g. Adopt certain emotions required as part of your job), two items for *intensity* (e.g.express intense emotions) and three items for *variety* (e.g.Express many different emotions). The items were rated on a seven-point Likert-type response scale (1=Strongly Disagree, 7= Strongly Agree).

Perceived display rules: The Emotion Work Requirements Scale (Best et al., 1997), items were rated on seven-point Likert type scale (1 = strongly disagree, 7 = strongly agree). The items measure what employees are required to show or hide emotions connected with the work requirements. Four items measured requirement to display positive emotions (e.g. Remaining calm even when you are astonished) and three items measured requirement to hide negative emotions (e.g. Hiding your anger or disapproval about something someone has done).

Employee-focused emotional labor was assessed using 19 items scale called Hospitality Emotional Labor Scale developed by Chu and Murrmann (2006). Nine items measured surface acting, five items measured deep acting, five measured genuine acting. The items were rated on a seven-point Likert-type scale (1 = strongly disagree, 7 = strongly agree). Pala and Tepeci (2009; 2014) adapted the instrument into Turkish and recently Pala et al. (2017) conducted a study with hotel employees in Izmir and the study findings supported the three-factor structure of employee-focused emotional labor construct, internal consistencies ranging from .728 to .825 for the dimensions.

Burnout was measured by Maslach Burnout Inventory (Maslach and Jackson, 1986). This measurement scale has 22 items and three dimensions: emotional exhaustion (9 items; e.g. I feel used up at the end of the workday), depersonalization (8 items; e.g. I don't really care what happens to some customers) and personal accomplishment (5 items; e.g. I deal very effectively with the problems of my customers). Items were rated on five point Likert-type scale (1 = never, 5 = always). Tepeci and Birdir (2003) provided reliability and validity evidence for three dimension measures with hotel employees in Turkey.

ANALYSES AND RESULTS

The analyses included exploratory factor analysis of employee-focused emotional labor, reliability assessment of the scales used in the study, correlation analysis, and regression analysis. The composite scores were calculated for multi item constructs in the study by averaging the items to obtain an overall measure of the scales.

Factor Analysis of Employee-Focused Emotional Labor

Factor analysis was conducted to determine the dimensionality of the 19-item emotional labor scale. In the first run, the results indicated six of the items had either cross loaded on more than one dimensions or had low loadings (<.40). Therefore in the second run, Principal Components Analysis with varimax rotation was used to assess how the 13-items are combined. The KMO measure of overall sampling adequacy was 0.771. The analysis yielded three factors with eigenvalues greater than one, and the resulting solution accounted over 56% of the total variance among the data.

Table 1. Results of Exploratory Factor Analysis for Employee-Focused Emotional Labor

Factors	Item Loadings	Eigen value	Explained variance	Cronbach Alpha
<i>Factor 1: Surface Acting</i>				
I have to cover up my true feelings when dealing with customers.	.759	3.319	25.527	.783
I behave in a way that differs from how I really feel.	.759			
I put on act in order to deal with customers in an appropriate way.	.738			
I put on mask in order to express the right emotions for my jobs.	.663			
I fake the emotions I show when dealing with customers.	.660			
<i>Factor 2: Deep Acting</i>				
I think of pleasant images when I am getting ready for work.	.903	2.909	22.379	.737
When getting ready for work I tell myself that I am going to have a good day.	.829			
I try to actually experience the emotions that I must show when interacting with customers.	.558			
When helping customer, if I pretend I am happy, I can actually start to feel.	.499			
I have to concentrate more on my behavior when I display an emotion that I don't actually feel.	.452			
<i>Factor 3: Genuine Acting</i>				
I display sincere hospitality when interacting with customers.	.696	1,069	8,222	.542
I actually feel the emotions that I need to show to do my job well	.667			
I believe that I display very genuine hospitality when dealing with customers.	.618			

Note: Principal component analysis. KMO measure of sampling adequacy=0.771. Varimax with Kaiser normalization. Bartlett’s test of sphericity: $p=.000$ (chi-square 977.805, $df=78$).

Table 1 shows the item loadings in each factor along with their respective eigenvalues, percent of variance explained, and scale reliability scores. Surface acting and deep acting factors were distinct in explaining variance; but, genuine acting dimensions was also emerged as the third dimensions of emotional labor, which is identical to the research of Ashforth ve Humphrey (1993), Diefendorff et al. (2005) and Pala et al (2016). Cronbach’s alphas for surface and deep acting were .783 and .737 respectively, indicating inter-item consistency. But even 0.542 for genuine acting is sufficient in the early stages of exploratory research (Nunnally and Bernstein, 1994).

Correlation Analysis

Table 2 shows correlation matrices of all thirteen variables (negative affectivity, 6 job-focused emotional labor dimesions, 3 employee-focused emotional labor dimesions, and 3 burnout dimesions) with one another. Correlation analysis reveals both the strength and the direction of the relationship between variables. For example, negative affectivity and emotional exhaustion are moderately and positively correlated ($r=.50$).

Table 2. Correlations Among Negative Affect, Job and Employee-Focused Emotional Labor, and Burnout

Variables	Mean (s.d)	1	2	3	4	5	6	7	8	9	10	11	12	13
1.Negative affectivity	2.12 (1.03)	<u>.90</u>												
2.Frequency of interactions	5.34 (1.20)	-.20	—											
3.Intensity of expressions	5.62 (1.01)	-.21	.44	<u>.75</u>										
4.Variety of expression	5.18 (1.31)	-.25	.33	.41	<u>.69</u>									
5.Duration of interact.(min)	29.80 (7.76)	-.03	.35	.20	.18	—								
6.Positive Emotion	5.35 (.94)	-.32	.31	.38	.32	.16	<u>.68</u>							
7.Negative Emotion	5.08 (1.30)	-.10	.14	.30	.22	.08	.43	<u>.86</u>						
8.Surface acting	3.86 (.91)	.05	-.02	.09	-.11	-.12	-.00	-.17	<u>.78</u>					
9.Deep acting	5.44 (.93)	-.27	.31	.44	.39	.24	.38	.30	-.08	<u>.74</u>				
10.Genuine acting	4.84 (1.14)	-.03	.25	.52	.22	.08	.26	.06	.41	.25	<u>.54</u>			
11.Emotional exhaustion	2.52 (.91)	.50	.14	.28	.19	.03	-.28	.10	.02	-.33	-.15	<u>.87</u>		
12.Personal accomplish	3.91 (.70)	-.42	.24	.32	.24	.18	.40	.15	-.06	.35	.14	-.20	<u>.79</u>	
13.Depersonalization	1.76 (.87)	.45	-.09	.14	-.19	-.01	-.18	-.08	-.05	-.18	-.11	.56	-.11	<u>.79</u>

Note: Correlations greater than 0.16 are significant at 0.01, and those greater than 0.13 are significant at 0.05.

Values in diagonal are the internal consistency coefficients for multi-item scales.

Hierarchical Regression Analysis

The purpose of this study was to compare job and employee-focused emotional labor as predictors of burnout beyond the effects of negative affectivity. Thus, to examine their effect on the burnout dimensions, the independent variables were entered into regression analyses in three steps. As given in Table 3, the three independent variables were (1) control variables (sex and negative affectivity), (2) job-focused emotional labor dimensions, and (3) employee-focused emotional labor dimensions.

For emotional exhaustion, the control variables of sex and negative affectivity explained 25% of the variance ($p < .01$). The job-focused emotional labor step had a significant contribution but with a small effect size ($\Delta R^2 = .039$, $p < .05$). The beta coefficient for Intensity ($\beta = -.19$, $p < .01$) was influential in the formation of emotional exhaustion. Employee-focused emotional labor added significantly ($\Delta R^2 = .027$, $p < .05$) to the explanation of variance. Deep acting ($\beta = -.18$, $p < .01$) was largely responsible. Negative beta weights of deep acting implies that emotional exhaustion was reduced by an amount equal to the beta

value for a unit change in deep acting. Negative affectivity, intensity and deep acting were the significant predictors of this outcome.

For personal accomplishment, control variables explained 18% of the variance ($p < .01$). The job-focused emotional labor step explained an additional 11% ($p < .01$). The intensity ($\beta = .17$, $p < .05$) and showing positive display rules ($\beta = .23$, $p < .01$) dimensions were largely responsible. Employee-focused emotional labor did not add significantly ($\Delta R^2 = .014$, $p > .05$) to the explanation of variance. Negative affectivity, intensity and displaying positive emotions were the significant predictors of this outcome.

For depersonalization, control variables explained 20% of the variance ($p < .01$). The job-focused emotional labor and employee-focused emotional labor did not add significantly to the explanation of variance ($p > .05$). Negative affectivity was the only significant predictor of depersonalization.

Table 3.
Hierarchical Regression Analyses Predicting Burnout with Job-Focused and Employee-Focused Emotional Labor

Variables	Emotional exhaustion				Personal accomplishment				Depersonalization			
	β^i	β^f	ΔR^2	ΔF	β^i	β^f	ΔR^2	ΔF	β^i	β^f	ΔR^2	ΔF
Controls			.253	41,15**			.182	27,12**			.203	30,98**
Sex (m=0, f=1)	.06	.07			-.05	-.05			-.06	-.06		
Negative affectivity	.45**	.43**			-.31**	-.29**			.42**	.43**		
Job-focused emotional labor			.039	2,20*			.112	6,26**			.009	.426
Duration	.02	.05			.10	.08			.01	.00		
Frequency	.04	.05			.01	.00			.04	.04		
Intensity	-.19**	-.12			.17*	.14			-.02	.04		
Variety	.01	.04			.01	-.01			-.07	-.07		
Display: Hide negative	.05	.07			-.05	-.07			-.01	-.03		
Display: Show positive	-.10	-.07			.23**	.22**			-.03	-.01		
Employee-focused emotional labor			.027	3,04*			.014	1,59			.011	1,11
Surface acting		.05				.02				-.06		
Deep acting		-.18**				.14				-.04		
Genuine acting		-.07				-.03				-.07		

Note. N= 250. β^i initial beta weight when first entered; β^f , final beta coefficient after all variables have been entered.

*p < .05
** p < .01

CONCLUSION

The current study assessed two types of operationalization of emotional labor as job-focused and employee-focused and investigated their impacts on the three burnout dimensions. The findings reveal interesting insights and differ from previous study findings in some levels. Job-focused emotional labor dimensions of frequency of interactions, intensity of expressions, and variety are positively related to *emotional exhaustion*; and displaying positive emotions is negatively related to *emotional exhaustion*. Duration and displaying negative emotions were not significantly related here. Hypotheses 1a and 1b are great extent were supported for these findings. Employee-focused emotional labor dimensions of deep and genuine acting were negatively related to emotional exhaustion, but surprisingly surface acting was not. Hypothesis 2a is partly supported that surface acting was not related to *emotional exhaustion*, and this contradicts previous study findings (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2003; Glomb and Tews, 2004; Kim, 2008; Seery and Corrigan, 2009).

Job-focused emotional labor dimensions of intensity of expressions was positively related to *depersonalization*; variety and displaying positive emotions were negatively related. Frequency of interactions, duration and displaying negative emotions were not significantly related here. Hypotheses 1a and 1b were not supported for these findings. Employee-focused emotional labor dimensions of deep acting was negatively related to depersonalization, but surprisingly surface and genuine acting were not. Hypothesis 2b is again partly supported with this finding, thus, contradicting previous study findings (Brotheridge and Grandey, 2002; Kim, 2008; Seery and Corrigan, 2009).

For *personal accomplishment*, all job-focused emotional labor dimensions are positively correlated. Hypothesis 1a and 1b are fully supported for these findings. Employee-focused emotional labor dimensions of deep acting and genuine acting were positively related to personal accomplishment, but

surprisingly surface acting was not. Hypothesis 2c was again partly supported by the findings. Brotheridge and Grandey (2002) tested the perspective of Hochschild (1983), who contended that surface acting creates guilt and dissatisfaction and deep acting creates the feeling of satisfaction and accomplishment while employees performing their job. Brotheridge and Lee (2002) found surface acting was negatively related with personal accomplishment, and deep acting was positively related with personal accomplishment. In the current study, no relationships was found between surface acting and personal accomplishment. But the findings indicated that deep and genuine acting have positive relationships with personal accomplishment.

Hypothesis 3 was only verified for *emotional exhaustion* dimension of burnout. Although only three percent of further explanations occurred, employee-focused emotional labor contributed uniquely to the prediction of emotional exhaustion dimension, beyond the job-focused emotional labor. Brotheridge and Grandey (2002) found significant explanations of the variance for all burnout dimensions. In their study, surface acting was influential in explaining variance on burnout; Deep acting was significantly related to emotional exhaustion in the current study. Deep acting allowed employees connect with their core values and beliefs at work and decreased their emotional exhaustion. The findings summarized here somehow contradict previous study findings, and these results indicate further studies are warranted for better understanding of the emotional labor and burnout relationships.

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