

Does Emotional Labor Influence Burnout? A Case Study for Turkey on Five Star Hotel Employees

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Abstract

The purpose of this study is to examine the relationship between the emotional labor level and professional burnout of the personnel working face-to-face with the customer in accommodation businesses. For this purpose, the personnel working in the 5-star hotels and holiday villages in Manavgat, Antalya were set as the target population of the study. Upon the obtained permissions, 456 people working face-to-face with the customer in various departments of these hotels were surveyed. At the end of the analysis, it was indicated that emotional conflict, one of the sub-dimensions of emotional labor, was significantly and positively affecting the emotional burnout and depersonalization, but was significantly and negatively affecting the sense of personal achievement. It was indicated that emotional effort was significantly and negatively affecting the emotional burnout and depersonalization, but was significantly and positively affecting the sense of personal achievement.

Keywords: Emotion, Emotional Labor, Burnout, Depersonalization, Personal Achievement

1. Introduction

Businesses operating in service industry require the sincere behavior more than the superficial emotional behavior of the personnel working face-to-face with the customers in order to be able to provide their customers with better service. The concept of emotional labor, which is described as the emotion management of the employees in order to be able to provide the customers with better and qualified service in business processes and their emotional behavior towards the customers during this management process

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(Hochschild, 1983), can be regarded as a more important factor than physical elements presented by businesses to increase their loyal customer portfolio and, therefore, their income (Seçer, 2005: 826).

While the fact that the employees display emotional labor behaviors which the business expects from the employees during the interaction with the customers results in positive consequences, there may be significantly negative consequences for the employees if there is a discrepancy between the displayed emotional behaviors and the real feelings during this interaction (Hochschild, 1983; Grandey, 2000).

Considering the studies regarding the related literature, it is emphasized that emotional labor is closely related to especially burnout. Within this scope, it is pointed out that depersonalization and emotional burnout, one of the sub-dimensions of burnout, levels are high in employees with high level of displaying behaviors of especially emotional conflict. It is observed that similar results were obtained in the field researches (Lewig and Dollard, 2003; Zapf, Vogt, Seifert, Mertini, and Isic, 1999; Morris and Feldman, 1997). In addition, it was put forward with the related research results that the emotional burnout and depersonalization levels of the employees with high level of displaying emotional effort were low while their sense of personal achievement, another sub-dimension of burnout, was high (Brotheridge and Grandey, 2002; Grandey, 2000; Chau, et. al., 2009; Öz, 2007).

In this study, the relationship between emotional labor and burnout was examined with a field research. For this purpose, the concept of emotional effort was addresses in two sub-dimensions as emotional conflict and emotional effort, and it was aimed to determine the impact level of these two sub-dimensions on emotional burnout, depersonalization and sense of personal achievement, which are the sub-dimensions of burnout. The research was conducted on the employees of accommodation businesses due to that tourists were in high expectation during their short holidays and that employees were obliged to fulfill these expectations by their businesses. Also, as the customers, who were provided with service, were from different cultures, therefore, their requirements were different, it was considered that the employees might feel the burnout syndrome in a higher level in parallel with displaying emotional effort behaviors in order to fulfill these requirements.

2. Emotional Labor

The concept of emotional labor was first discussed in “The Managed Heart” written by Arlie Hochschild (1983). According to Hochschild (1983) who tackles emotional labor in terms of emotion management process, emotional labor is described as the labor power exerted to display the emotional performance which is required when the employees are in communication and interaction with the customers. According to Morris and Feldman (1996) who describe the concept in terms of emotion management, emotional labor is the required effort, planning and controls in order that the codes of behavior, which are desired and specified by the organization, can be displayed in interpersonal business processes by the employees. Besides, Seçer (2005) emphasizes that emotional labor requires an effort not only to display the desired emotional expressions, but also not to reflect the undesired emotional expressions onto the customers.

Looking at the related literature, it is seen that emotional labor is approached two-dimensionally as emotional labor and emotional effort in some studies, and three-dimensionally as superficial behavior, in-depth behavior and sincere behavior in some studies. In this study, due to the fact that the scales in use were two-dimensional, the concept of emotional labor was approached two-dimensionally as emotional conflict and emotional effort. Emotional conflict is that the employee fakes emotions within the frame of corporate and professional behavior displaying rules and reflects them onto the customer or recipient by differentiating them from his real feelings (Hochschild, 1983; Brotheridge and Grandey, 2002). Emotional conflict means

that the employee suppresses his real feelings and that there is a discrepancy between the emotional displaying rules and his real feelings. For example, when a receptionist has to smile at the customer, who is not satisfied at all no matter how well he is approached during his staying at the hotel, during the check-out process, this causes an emotional conflict in the receptionist.

As similar to emotional conflict, in emotional effort too, there is no complete harmony between the real feelings of the employee and the feelings that he has to reflect. Although emotional effort contains role playing behaviors, the employee makes an effort to reflect the required emotional expressions while performing these behaviors. According to Hochschild (1983: 38), while focusing on only changing the behaviors without changing the emotions in emotional conflict (superficial behavior), it is possible to command both the feelings and behaviors in emotional effort. Although the behaviors which are not felt in real are displayed in both the emotional conflict and emotional effort behaviors, it is stated that emotional conflict behaviors are displayed due to obligation and emotional effort behaviors are displayed due to necessity (Kaya and Özhan, 2012: 112-113).

3. Burnout

The concept of burnout entered the literature for the first time with a study conducted in 1974 by Freudenberger. In his study, Freudenberger emphasized that burnout was an "occupational hazard" and described burnout as the "loss of strength and energy due to failure, wear-out and overload, or the state of exhaustion of the inner resources of person due to unfulfilled requirements". In the study of Maslach and Jackson (1981: 99), the burnout phenomenon was addressed as a kind of psychological problem and was described as the "negative attitudinal reflection of fatigue, long-term exhaustion, helplessness and despair, which are observed in people who are subject to intense emotional demands as part of the job and who continuously have to work face-to-face with other people, onto the work, life and other people". In the study of Maslach and Zimbardo (1982: 3), it was pointed out that employees who worked in intense interaction with people as part of the job could feel the professional burnout much more due to stressful work environment. According to another description, burnout is the "emotional, physical and mental problems combined with low self-esteem or self-efficacy feelings due to being consistently subject to heavy stress" (Akbolat and Işık, 2008: 230).

In business life, the burnout phenomenon is examined three-dimensionally as emotional burnout, depersonalization and decreased sense of personal achievement. Among these dimensions, emotional burnout appears as the start point, center and the most important component of burnout phenomenon, and it is stated that it is present as a reaction to busy schedule (Maslach and Jackson, 1981). Emotional burnout indicates the individual and stress level of burnout and signifies the reduction in emotional and physical resources of person (Budak and Sürgevil, 2005: 96).

The depersonalization level of burnout appears as the stage following after emotional burnout. The person who suffers from emotional burnout limits his relationship with other people and psychologically moves away from them in the next stage (Ardıç and Polatçı, 2008:71). In this stage, there is a negative change in attitudes and responds towards other people. The employees who suffer from depersonalization may remain unresponsive to the requests and requirements of the customers whom they serve and the work becomes meaningless for the employee (Kaya and Özhan, 2012). Similarly, Maslach and Jackson (1981) describe depersonalization as that the person gives cold, indifferent and cynical answers to other people and to colleagues. According to Çalgan et.al. (2009: 63), depersonalization is the indifference of employees towards the existence of the people whom they serve, their consideration of these people as an object and their attempt to keep their distance with the customers.

The decreased sense of personal achievement is the third stage of burnout phenomenon. In this stage, the employee tends to gradually review himself in a pessimistic way in his work. In other words, in the second stage of burnout, while the employee has negative views towards the people whom he serves, he turns these negative views to himself in this stage (Gezer, Yenel and Şahan 2009: 245). That the employee has the feeling that he is unsuccessful in his job may be caused by such feelings that nobody loves him or trusts him and that he is inadequate to deal with the other people as part of the job (Izgar, 2001). The employees with low sense of personal achievement lose their self-esteem as they work very hard and cannot receive a recompense for their work and as they think that their achievements are ignored.

4. Relationship between Emotional Labor and Burnout

It is stated that burnout syndrome is amongst the most important negative consequences of emotional effort behaviors that the employees, who are in intense interaction with customers in service businesses, have to display (Özgen, 2010: 77). In her study that addresses the relationship between emotional labor and burnout, Grandey (1999: 36) mentions that there is a directly proportional relationship between these two phenomena. According to the author, especially superficial behavior (emotional conflict) level of emotional labor is in direct proportion to emotional burnout and depersonalization, but in inverse proportion to the sense of personal achievement. In another study, Grandey (2003) suggests that there are two basic reasons that cause emotional labor to create the burnout. According to this, the fact that the employee has to display emotions, which are not felt in real, as behaviors to the customers during business processes may cause him to experience emotional stress and consistent role-playing may trigger the exhaustion of the emotional resources of the employee. In their research, Kruml and Geddes (2000) found out that the employees who superficially displayed emotional labor behaviors felt the burnout syndrome in a higher level depending on the intensity of emotional conflict that they suffered. In addition to this, the sense of personal achievement, one of the sub-dimensions of burnout, is described as the consequence of positive perception of the employee towards his job and accordingly it is pointed out that the sense of personal achievement of the employees with high level of experiencing emotional conflict may be low (Grandey, 1999).

In consideration of these approaches, the following research hypotheses were developed:

Hypothesis 1 : Emotional conflict has a positive impact on emotional burnout.

Hypothesis 2 : Emotional conflict has a positive impact on depersonalization.

Hypothesis 3 : Emotional conflict has a negative impact on sense of personal achievement.

According to Grandey (2003), employees tend to display high level of emotional effort because they obtain some benefits during business processes. As displaying emotional effort behaviors means that the employee makes an effort to adapt himself, this may prevent him from suffering from emotional conflict and accordingly may prevent the exhaustion of emotional resources. Although emotional effort is a process which requires more effort in comparison with emotional conflict behaviors, it will make the employee, who adopts this behavior, look more sincere. As this situation gains sincerity to the relationship between the customer and the employee, it may have an impact on the employee's receiving positive feedback from the customers (Grandey, 2000). Perceiving the interaction and communication with customers as sincere may help the employees earn additional monetary gain such as tip, sales bonus, etc. and earn moral gain depending on being appreciated (Özgen, 2010: 75). This situation may be shown as a factor that reduces the employees', who have a high tendency towards displaying behaviors within emotional effort, suffering from burnout syndrome in business life.

In consideration of these approaches, the following research hypotheses were developed:

Hypothesis 4 : Emotional effort has a negative impact on emotional burnout.

Hypothesis 5 : Emotional effort has a negative impact on depersonalization.

Hypothesis 6 : Emotional effort has a positive impact on sense of personal achievement.

4.1. Research Model

As a result of the previous researches and theoretical approaches regarding emotional labor and burnout, 6 research hypotheses were developed in the literature section of the study and a model was drawn in order to describe these hypotheses better. For this purpose, the obtained research model is shown in Figure 1.

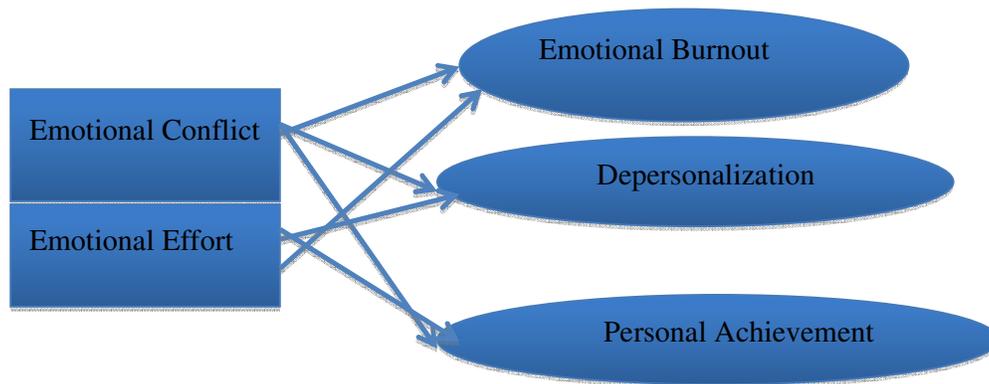


Figure 1: Research Model

4.2. Scope and Significance of Study

Today, it is observed that service industry has become very important in accordance with the gradual increase of its share in economy. This situation also increases the competition amongst the businesses operating in service industry. Businesses may much more need the efforts and endeavors of employees, who are mostly in face-to-face and one-on-one communication with service recipients, for increasing the service quality and customer satisfaction accordingly in order to draw away in the service field that they operate. Emotions are naturally important in this process and therefore, the employees are required and expected to use their emotions and to keep the customer satisfaction in the highest level (Özgen, 2010).

It was put forward in the researches that employees were negatively affected while displaying the emotional expressions, which business managements expected from them, towards customers. Therefore, while displaying emotional labor behaviors in the expected way during business processes may have positive results for the business, it may have some negative consequences for the employees who display these behaviors.

In this research, it is thought that the significance of business continuity for the employees is examined by suggesting if the seasonal work status of the hotel employees differs in terms of both emotional labor and burnout.

4.3. Research Sample and Method

The target population of this study is the personnel of front desk, serving-bar, kitchen-snack bar, housekeeping and the other departments (animation, sales-marketing, etc.) of the 5-star hotels within the boundaries of Antalya/Manavgat. The research data were collected via survey method. The surveys were

conducted on the personnel of the above-mentioned departments, who especially work face-to-face with the customer, during the busiest working hours and in July when the tourism industry is in the busiest period in Turkey.

In this study, cluster sampling method amongst the probability sampling methods was used. In cluster sampling method, instead of the units that constitute the target population, the clusters that these units exist are considered. In selection of these clusters, if the clusters within research have a homogeneous structure, a definite number of clusters are selected via simple random sampling method or systematic random sampling and the units within these clusters constitute the sample of the research (Ural and Kılıç, 2006).

As of the date of the research, there are 86 five-star hotels in Manavgat according to the list obtained from the Ministry of Culture and Tourism of Antalya. It is assumed that the listed hotels have a homogeneous structure and that each hotel represents a cluster. According to this, 17 hotels that accepted to be surveyed amongst these 86 hotels within the target population of the study were selected via simple random sampling method. According to the data obtained from the hotels, the number of the personnel working in the above-mentioned departments of these 17 hotels is 4726. The surveyed people were selected on voluntary basis from the people working in the above-mentioned departments of these 17 hotels. The sample size was specified as $n=378$ with $e=5\%$ margin of error within 95% confidence interval. In calculation of the number of the samples, the sample size calculator on <http://www.surveysystem.com/> was used. However, considering that there may be invalid ones amongst the answered surveys, 500 surveys were conducted. As 44 of these surveys had missing information, they were declared null and void and the remaining 456 surveys were included in the analysis.

4.4. Data Collection Tool

In the research, the questionnaire technique, one of the quantitative research methods, was used. For this purpose, a questionnaire form was prepared. In the questionnaire form, 13 questions were asked in order to determine the demographical and socio-economical features of the participants. Also, in the questionnaire form, there are 35 expressions in total in order to reveal the levels of displaying emotional labor behavior (13) and burnout (22) of the participants and the relationship between the two phenomena.

The required expressions for measuring the burnout were quoted from the study of Maslach Burnout Scale, which is a common scale used in researches on business life, validated by Ergin (1992). The scale consists of 22 expressions in total and 3 sub-dimensions as emotional burnout, depersonalization and sense of personal achievement. The emotional labor scale in the questionnaire form was taken from the article "Validation of Turkish Hospitality Emotional Labor" that Avcı and Boylu (2010) validated being inspired by the study of Chu and Murrman (2006). 15 expressions in the HELS: Hospitality Emotional Labor Scale, which was developed by Chu and Murman (2006), were translated into Turkish by Avcı and Boylu (2010) and 2 expressions which were unclear for the Turkish hospitality were removed from the scale after the pre-application.

"Turkish Hospitality Emotional Labor Scale", which was developed by Avcı and Boylu (2010), consists of 13 expressions and 2 sub-dimensions as emotional conflict and emotional effort. In this study, a pilot study was conducted on 100 people, who were selected from samples via simple random method, intended for the obtained emotional labor scale consisting of 13 expressions. A factor analysis was conducted on this scale in order to prove the construct validity and reliability of emotional labor scale with the data obtained from the pilot study, and Cronbah's Alpha coefficients of both the general and sub-dimensions of the scale were taken. While conducting the factor analysis, it was noted that the factor load of the expressions in the emotional labor scale should not be under 0.50 and should not decrease the general reliability of the scale. The statistical values obtained from the analysis are shown in Table 1.

Table 1. Factor Analysis of Emotional Labor Scale

Factors&Variables of Emotional Labor Scale	Factor Load	Eigenvalue	Variance (%)	α	Average
Factor-1 Emotional Conflict		5,052	38,861	,90	2,89
I show the same feelings to customers that I feel inside	,898				
I need to hide my actual feelings while dealing with customers.	,596				
My emotions are fake while dealing with customers	,893				
The emotions I show the customer match what I truly feel	,894				
I'm like a robot when dealing with customers.	,537				
I act to customers so as to behave appropriately	,772				
I act the customers differently what I actually felt	,707				
My behaviors are not conjuring when dealing with customers	,829				
Factor-2 Emotional Effort		3,351	25,776	,82	3,67
I endeavor to exhibit behaviors that are required for customers	,824				
I am forced to pay more attention to my behaviors while exhibiting my non-real feelings	,794				
I force to get rid of my real feelings while helping the customers	,851				
I try to change my feelings so as to impersonate the required feelings to customers	,875				
When working with customers, I attempt to create certain emotions in myself that present the image my company desires.	,524				

Emotional Labor Explained Variance: 64,637, KMO: .870; Bartlett Test, $p < .000$

As it is seen in Table 1, it was confirmed that emotional labor scale consisted of two sub-dimensions as emotional conflict and emotional effort. In addition, the factor loads of all the expressions in the scale are above 0.50 and there is not any expression that decreases the reliability of the scale. Therefore, there is no

need to leave any of 13 expressions in the scale out of analysis. Looking at the total variance statement rates of the above-mentioned sub-dimensions, it is seen that the variance of emotional conflict level is in the first rank with approximately 39%. From a different viewpoint, two expressions as "*The emotions that I display towards customers are the same as my natural feelings*" and "*I display the same emotions towards customers as I feel*" in accordance with sincere behavior were *reversely coded* while entering them in the statistical packaged software and at the end of the factor analysis, they were included in the emotional conflict level as in the study of Avcı and Boylu (2010). This result supports the approach that sincere behaviors are the exact opposite of the superficial behaviors that cause emotional conflict (Diefendorff et. al., 2005). The total variance statement rate of emotional effort level is approximately 26%. Considering the reliability of these two sub-dimensions, it can be said that their reliability coefficients are high for the researches conducted in social sciences.

Looking at the averages of the participants' answers to emotional labor behaviors, the employees' level of experiencing emotional conflict during providing service is above the average. This situation is also valid in terms of displaying behaviors within emotional effort. Besides, the agreement level of the participants to the expressions within emotional effort is higher in comparison with the behaviors within emotional conflict. Considering these two results together, it can be said that the participants generally use both types of emotional labor behavior in their interaction with customers.

4.5. Research Findings

Demographical Findings

A descriptive statistics was conducted in order to put forward the profile of the research sample. The obtained results are shown in Table 2. As it is seen in Table 2, the sample mostly consists of male employees. It can be stated that this result is in parallel to the general characteristics of tourism industry. Considering the marital status, it is seen that the representation rate of single employees is significantly higher in comparison to married employees. Looking at the variance of the age groups in Table 2, the result can be considered normal. Because the majority of the samples consists of young employees. The fact that the sample consists of high quantity of young employees can be associated with the short duration of experience of the participants. Considering the working status, it is observed that the employees are employed mostly seasonally. This result can be explained with that the hotel businesses in the researched site heavily engage in activities especially in summer.

Another striking result in Table 2 is that the level of earnings of more than half of the sample is under 1500 TL. Also, in this group, there is a section of 13.2%, the level of earnings of which is under 750 TL. Considering the occupational positions of the participants, it can be said that the group that earns income under 750 TL consists of mostly interns. The reason is that the salary of interns is generally under the minimum wage level. This level of earnings can be considered low in terms of the satisfaction of the employees working at a busy pace in especially summer. From another viewpoint, taking the interns into account as well, it is seen that the sample mostly consists of low-level employees who do not have any management duty. Considering the educational status, it is seen that the participants mostly have secondary education graduation level. In addition to this, considering the fact that there are college students who work in order to meet their educational needs in especially summer, it is not wrong to state that the educational level of the sample is high.

Table 2. Descriptive Statistics for Demographic Characteristics

Sex	N	%
Male	273	59.9
Female	183	40.1
Marital Status		
Single	297	65.1
Married	159	34.9
Age		
Below 18	45	9.9
18-25	168	36.8
26-33	129	28.3
34-41	81	17.8
42 and over	33	7.2
Occupational Experience		
Below 1 year	99	21.7
1-3 years	96	21.1
4-6 years	81	17.8
7-9 years	81	17.8
10-12 years	54	11.8
13 years & over	45	9.9
Experience at the Current Workplace		
Below 1 year	198	43.4
1-3 years	129	28.3
4-6 years	87	19.1
7 years & over	42	9.2
Work Status		
Permanent	135	29.6
Seasonal	321	70.4
Monthly wage		
0-749	60	13.2
750-1499	222	48.7
1500-2249	135	29.6
2250 & over	39	8.6
Education		
Grammar	42	9.2
Secondaries	276	60.5
Associate	51	11.2
Undergrad and Grad	87	19.1
Workplace Position		
Administrative	60	13.2
Not Administrative	330	72.4
Intern	66	14.5
Weekly Working Hours		

45 hours & below	75	16.4
45 hours & over	381	83.6
Overtime Payment over 45 hours		
Yes	51	11.2
No	330	72.4
Department		
Front Office	131	28.8
Service Bar	180	39.5
Kitchen-Buffer	49	21.7
Floor service	81	10.7
Other	15	3.3
Training towards Tourism		
Yes	175	38.4
No	281	61.6
Total	456	100

The answers regarding the weekly working hours reflect one of the most prominent features of tourism industry in a sense. According to this, as it is seen in Table 2, most of the participants cannot receive a sufficient recompense for their work although they work overtime. This situation can be regarded as an important data in terms of that it has a potential to cause negativity in the perception of the participants regarding their business life quality. Looking at which departments the participants work in the hotels and how much they take in charge, it is observed that the employees of catering department take the lead. It can be said that this result reflects a part of the general employment profile in hotel businesses. Lastly, considering the educational level of the participants in any vocational school or course of tourism, it is observed that most of them do not have any vocational education in this field. High level of employment of the employees without vocational education in tourism industry can be shown as a significant problem within the context of that it may directly affect the perceived low satisfaction level of customers and the low service quality provided to them.

Differentiation in Displaying Emotional Labor Behaviors and in Burnout Level According to the Work Status (Seasonal/Permanent)

A discriminant analysis was proposed in order to determine if there were significant differences on the viewpoints of the participants towards emotional labor and burnout levels in accordance with their work status (seasonal/permanent). However, before conducting the analysis, Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted in order to determine if the points of both emotional labor and burnout levels had a normal range. At the end of these tests, it was observed that the mentioned dimensions were in $p < 0.05$ significance level and that the variance was not normal. With reference to the test results, Mann-Whitney U test, one of the nonparametric tests, was conducted in order to determine if there were significant differences on the viewpoints towards emotional labor and the dimensions of burnout in terms of the work status groups. As it is seen in Table 3, it was found out that there were significant differences on emotional conflict level of emotional labor and all the sub-dimensions of burnout according to the work status groups at the end of the test.

Table 3. Differentiation in Displaying Emotional Labor Behaviors and in Burnout Level According to the Work Status

	Emo. Conflict	Emo. Effort	Emo. Burnout	Depersonalization	Pers. Achiev.
Mann Whitney U	16452,000	20146,500	14143,500	18657,000	12721,500
Wilcoxon W	25632,000	71827,500	23323,500	27837,000	64402,500
Z	-4,065	-1,188	-5,864	-2,350	-6,983
Significance Value	,000	,235	,000	,019	,000

The average ranking values of the dimensions that had significant differences were reviewed in order to see which groups the differences originated from. According to this, as it is seen in Table 4, while emotional conflict, depersonalization and emotional burnout levels of seasonal employees are higher in comparison with permanent employees, their sense of personal achievement level is lower.

Table 4. Differentiation in Displaying Emotional Labor Behaviors and in Burnout Level According to the Work Status

Factor	Work Status	N	Average
Emo. Conflict	Permanent	135	189,87
	Seasonal	321	244,75
Emo. Effort	Permanent	135	239,77
	Seasonal	321	223,76
Emo. Burnout	Permanent	135	172,77
	Seasonal	321	251,94
Depersonalization	Permanent	135	206,20
	Seasonal	321	237,88
Pers. Achiev.	Permanent	135	294,77
	Seasonal	321	200,63

Based on the statistical values in Table 4, it can be said that seasonal employees display mostly role-playing and superficial behaviors without making an effort to internalize their behaviors in their communication and interaction with customers. This situation may cause high level of emotional conflict due to displaying emotional labor behaviors which the seasonal employees do not feel in real during the business processes. In addition to this, the burnout level of seasonal employees is generally higher in comparison with permanent employees. Therefore, in terms of both emotional labor and burnout, it can be

suggested that seasonal employees have much more difficulty in business life in comparison with permanent employees.

Relationship between Emotional Labor and Burnout

In this part of the study, correlation analysis was conducted in order to determine the relationship between emotional labor and burnout. The analysis results are shown in Table 5.

Table 5. Correlation Analysis towards the Variables of Emotional Labor & Burnout

Factors	N	Av.	St. Deviaton	Emo. Conflict	Emo. Effort	EMO.BURNOUT	DEPERSON	PERS.ACHIEV.
Emo. Conflict	456	2,90	,97	1	,213**	,691**	,544**	-,622**
Emo. Effort	456	3,68	,83	,213**	1	-,076	-,134**	,094*
EMO.BURNOUT	456	1,96	,87	,691**	-,076	1	,803**	-,724**
DEPERSON.	456	1,66	,69	,544**	-,134**	,803**	1	-,594**
PERS.ACHIEV.	456	2,27	,57	-,622**	,094*	-,724**	-,594**	1

As it is seen in Table 5, there is a positive and strong relationship between emotional conflict and emotional burnout ($r = ,691$; $p < 0.001$), a positive and medium-level relationship between emotional conflict and depersonalization ($r = ,544$; $p < 0.001$), and a negative and strong relationship between emotional conflict and sense of personal achievement ($r = -,622$; $p < 0.001$). According to this, while the emotional conflict levels of the employees during business processes increase, their emotional burnout and depersonalization levels increase as well, but their sense of personal achievement decreases. In addition, as it is seen in Table 5, there is not a linear relationship between emotional effort and emotional burnout ($r = -,076$), there is negative and weak or low relationship between emotional effort and depersonalization ($r = -,134$; $p < 0.001$), and there is not a relationship between emotional effort and sense of personal achievement ($r = ,094$; $p < 0.01$). That there is not a relationship between emotional effort and the sub-dimensions of burnout can be explained with that the employees exert themselves to reflect the emotions which they need to display during business processes. It can be suggested that the employees who consider displaying these behaviors necessary reflect the positive feelings with an internal motivation.

As it is seen in the same table, there is a positive and very strong relationship between emotional burnout and depersonalization ($r = ,803$; $p < 0.001$), and a negative and very strong relationship between emotional burnout and sense of personal achievement ($r = -,724$; $p < 0.001$).

Effect of Emotional Labor on Burnout

Multiple linear regression analysis was conducted on the data in order to be able to determine the impact of emotional labor, which is the main research subject of this study, on burnout. In the analysis, it was inspected if the emotional conflict and emotional effort levels of emotional labor had a significant impact on each sub-dimension of burnout, and what the impact level was if they had a significant impact. The values obtained from the analysis are shown in Table 6.

Looking at the statistical values in the significance column in Table 6, it is seen that both emotional conflict and emotional effort levels of emotional labor have significant impact levels on all three sub-dimensions of burnout. Looking at the R^2 values to see the ratio and direction of the impact levels, it is observed that the impact of emotional labor on the emotional burnout level of burnout is approximately 63%. Standardized beta value was generated in order to reveal which one of the sub-dimensions of

emotional labor had a higher significance in describing emotional burnout, and as a result of this, it was proved that emotional conflict had a higher significance rate. Considering the direction of impact, it is seen that emotional conflict positively affects emotional burnout (H_1), and emotional effort negatively affects emotional burnout (H_4).

Table 6. Regression Analysis towards the Effect of Emotional Labor on Burnout

Model	R ²	F	Std. Beta	t	Significance
EMO. CONFLICT	,358	127,963	,600	15,597	,000
EMO. EFFORT			-,262	-6,803	,000
<i>Dependent Variable: Depersonalization</i>					
Model	R ²	F	Std. Beta	t	Significance
EMO. CONFLICT	Emo. Effort	178,829	-,673	-18,723	,000
EMO. EFFORT			,237	6,601	,000
<i>Dependent Variable: Personal Achievement</i>					
Model	R ²	F	Std. Beta	t	Significance
EMO. CONFLICT	Emo. Effort	260,927	,450	11,603	,000
EMO. EFFORT			-,132	-4,324	,000
<i>Dependent Variable: Emotional Burnout</i>					

As it is seen in Table 6, the impact of emotional labor on the depersonalization level of burnout is approximately 36%. Standardized beta value was examined in order to reveal which one of the dimensions of emotional labor had a higher significance in describing depersonalization, and as a result of this, it was proved that emotional conflict had a higher significance rate. Considering the direction of impact, it is seen that emotional conflict positively affects depersonalization (H_2), and emotional effort negatively affects depersonalization (H_5).

In Table 6, it is also observed that the impact of emotional labor on the sense of personal achievement level of burnout is approximately 44%. Standardized beta value was generated in order to reveal which one of the sub-dimensions of emotional labor had a higher significance in describing sense of personal achievement, and as a result of this, it was proved that emotional conflict had a higher significance rate. Considering the direction of impact, it is seen that emotional conflict negatively affects sense of personal achievement (H_3), and emotional effort positively affects sense of personal achievement (H_6).

5. Conclusion, Discussion and Suggestions

Various analysis were conducted in accordance with the scope of the research. Mann-Whitney U test was conducted in order to determine if there were significant differences on the perception levels regarding emotional labor and the sub-dimensions of burnout in terms of the work status of the participants. According to the test results, it was found out that there were significant differences on emotional conflict level of

emotional labor and all the sub-dimensions of burnout. The levels of emotional burnout and depersonalization and displaying behaviors within emotional conflict for the seasonal employees are higher in comparison with the permanent employees, but their levels of sense of personal achievement are lower. It can be assumed that seasonal employees display behaviors within emotional conflict as a result of that they cannot internalize their job and that they consider it a temporary work. Because it can be stated that such employees do not have the sufficient motivation to perform their work more successfully and to display high-level performance. Due to the low organizational commitment of seasonal employees, this situation may cause them to display superficial behaviors in their relationships with customers instead of making more effort in their job (Kaya and Serçeoğlu, 2013). However, displaying long-term superficial behaviors may cause the employees to suffer from emotional conflict in business life and to exhaust their emotional resources. The fact that the emotional burnout and depersonalization levels of seasonal employees are higher can be interpreted as a result of the thought and feeling of finding embracing their job meaningless and of getting away from the work.

Regression analysis was conducted in order to be able to determine the impact of emotional labor, which is the main research question of this study, on burnout. At the end of the analysis, it was found out that both emotional conflict and emotional effort levels had a significant impact on the sub-dimensions of burnout. According to this, the biggest impact of emotional labor is on the emotional burnout level (63%). Considering the impact directions of emotional labor levels on emotional burnout, it is seen that emotional conflict has a positive and higher impact level and emotional effort has a negative impact on emotional burnout. Therefore, the H₁ and H₃ hypotheses developed within the research were accepted.

In the research, it was proved that emotional labor had a significant impact on the depersonalization level of burnout. On the other hand, the impact of emotional labor on depersonalization is lower (36%) in comparison with the other two sub-dimensions of burnout. Examining which one of the sub-dimensions of emotional labor has a higher significance rate in this impact, it is seen that emotional conflict has a higher impact level. However, while emotional conflict has a positive impact on depersonalization, emotional effort has a negative impact on it. Therefore, the H₂ and H₅ hypotheses developed within the research were accepted. This result can be interpreted that the employees with high tendency towards displaying affectation and role-playing behaviors which are detached from their real feelings are not sincere in their relationship with customers and that they do not make an effort for this. Moreover, the employees who display superficial behaviors within emotional conflict may approach the people, whom they serve, as an object rather than an individual. The employees who display superficial behaviors consider reflecting the requested emotional expressions onto the customers as a forcing factor rather than a requirement. Hence, there is no change of emotion in superficial behavior. There may be just short-term change of behavior. This situation may cause the employees not to be able to sincerely respond towards the emotional requests of customers in their relationship with them. As a result, it can be considered a natural consequence that employees with high level of experiencing emotional conflict have a high depersonalization level as well.

It was stated that the impact of emotional labor on the sense of personal achievement level of burnout is approximately 44%. Besides, considering the impact directions of emotional labor levels, it is seen that emotional conflict negatively affects the sense of personal achievement and emotional effort positively affects the sense of personal achievement. Therefore, the H₃ and H₆ hypotheses developed within the research were accepted. In addition to this, emotional conflict has a higher significance rate in affecting the sense of personal achievement. It is seen that similar results were obtained in the other researches regarding the subject (Seçer and Tınar, 2004; Brotheridge and Grandey, 2002; Öz, 2007; Chau, et. al., 2009; Grandey, 2000).

As a result, it can be said that emotional labor is a very effective phenomenon on professional burnout, which is shown among the important problems of business life. Considering the key role that the employees play in terms of providing high-quality service in tourism industry, the importance of professional burnout can be understood better. Because the emotional service performances of tourism employees, who have a high burnout level, may be low in their interactions with tourists. Therefore, it may not be sufficient for the businesses operating in tourism industry to focus on just gaining the required technical knowledge and skills to their employees in both personnel selection and orientation as well as in-service trainings. Therefore, it may be suggested that the applicants and the employees should be subject to tests or interviews in order to measure their levels of successfully displaying emotional labor behaviors both during personnel selection and after the recruitment period. From another viewpoint, the employees may be provided with courses and trainings regarding emotion management. In addition, the reasons why the employees cannot successfully display emotional labor behaviors can be researched by doing one-on-one interviews with them. If it is found out that such employees have some performance issues, e.g. due to low motivation, customer satisfaction can be fulfilled by increasing the performances of such employees with motivational factors.

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