

## Chapter 2

# Emotional Labor Behaviors in Tourism: A Study on the Students of Balikesir University, Faculty of Tourism

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### INTRODUCTION

Service sector has unique features unlike the other sectors. That the employees have a lot of interaction with the customers is one of these factors. In this sector, the thing which is essential is to ensure customer satisfaction. In tourism and hotel business located in the service sector, human factor is stated to have a critical importance to ensure customer satisfaction and loyalty. In order to be ensured the satisfaction as well as human factor, the quality of the interaction between the employees and customers is very important. In order to increase the quality of the interaction, various strategies are applied. One of the strategies is expressed as exhibiting some certain behaviors and emotions by the employees in order to create a positive attitude toward the product or service submitted to the customers (Hochschild, 2003: 7; Kuşluvan, Kuşluvan, İlhan & Buyruk 2010: 171). That the employees who have an interaction with the customers present the product or service by exhibiting positive attitudes may help customers to have a positive perception to product and service presented to the customers (Mengenci, 2015: 77). Besides, the products and services which are presented in service sector are important as well as their form of presentation to the customers. Employees who perform the presentation of products or services by interacting with customers mutually respond to the emotional requests of their customers with a sense they exhibit emotional exhibited during this interaction. This can play a key role in increasing customer satisfaction (Kaya & Özhan, 2012: 110). In an empirical study carried out by Pugh (2001), it has been reached to the conclusion that the emotions exhibited by the employees towards the customers during business may change the moods of the customers and this change may affect the attitude of the customers towards the business.

"Rules of conduct" are described with the aim of ensuring employees to give proper and true emotional responses to the customers by the businesses operating in the service sector. For customer satisfaction, the employees are required to manage their own emotions and demonstrate behaviors in compliance with these rules despite their own emotions (Seymour, 2000: 160; Yürü, Gümüş & Hamarat, 2011: 3827). The concept of emotional management is explained as "to create facial and body image that can be observed apparently by everybody" (Guy, Newman & Mastracci, 2008: 6). The thought of notifying emotional behavior rules related to which emotions the businesses expect from the employees and how these emotions will be displayed emphasize the concept of emotional labor (Diefendorff & Croyle, 2008: 310). In recent years, the requirement of using emotions in service sector has led to the concept of emotional labor come to the prominence (Kiffin-Petersen, Jordan & Geoffrey, 2011).

The concept of "emotional labor" that was first used by Arlie Russell Hochschild and brought into literature is explained in Hochschild (1983)'s study named "The Managed Heart," as "the management of emotions in order to ensure facial and body expression that can be observed by the public apparently with the aim of being compliant with the requirements of the job". Morris & Fieldman (1996) explains it as "the effort required to express the emotions desired as organizational during interpersonal communication, planning and controls". While Ashforth & Humphrey (1993) is expressing as "appropriate imaging act of feelings", Grandey (2000) expresses as "the suppression of feelings to shape emotional expressions, changing and imitation of them".

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Emotional labor covers providing cooperation of the employees with the customers and colleagues, seeing another aspect of the issues and displaying the emotions and feelings required to comply with the viewpoints about what the businesses will do (Meier, Mastracci & Wilson, 2006: 900). At the same time, it expresses the process of being managed of the feelings by the employees during presentation of the services in accordance with the rules and principles determined (Wharton, 2009: 147). The employees' feelings are subjected to the administration to perform the purposes of an employer (Guy & Newman, 2004: 289). The management of the feelings plays an important role during the businesses of the employees (Hunter & Smith, 2007). The management of the feelings is required for some support positions such as public education in health and service sector, the affairs and assistants requiring professionals help, receptionists, office staff and secretaries. These emotions focus on measurable skills, success levels or qualities and they are not accepted as a part of the description of official duty (Guy & Newman, 2004: 289).

Emotional labor have the following features (Wong & Wnag, 2009: 250):

- Emotional labor emerges as a result of the face to face or vocal interactions of the employees with the customers;
- The emotions are displayed to affect feelings, attitudes and behaviors of the others;
- There is an obligation to comply with the certain rules in displaying the applications.

The importance of this phenomenon called as emotional labor or emotional laborer is increasing day by day in the sense of businesses (Mann, 2007: 553). Hochschild 1983 classified the emotional laborers performed based on the acts from the management perspective of the emotions in (Kruml & Geddes, 2000: 11) and they are discussed in two dimensions as superficial behavior and deeply behavior. In a study performed by Ashforth & Humphrey (1993), the sincere behavior dimension that is a third dimension was added to these two dimensions.

Superficial behavior is expressed as displaying the unfelt emotion or changing the real feelings by surpassing. In other words, it is expressed as reflecting it to the customer in front of him by differentiating the feelings of the employees from the real feelings, by becoming counterfeit in a sense. Unwilling smile of an employee during the interaction of the employee with a rude customer is shown as a superficial behavior by this employee (Hochschils, 1983; Buckner & Mahoney, 2012: 251-252). The feelings exhibited in superficial behavior are mimic emotions that is not really felt, internalization of emotion is not in question. Just the given responses are adjusted (Güzel, Atilla Gök & Büyüker İşler, 2013: 107; Sarıışık, Ulama & Nergiz, 2014: 1031). Besides, this doesn't mean that the employees do not feel anything while the superficial behavior is being displayed; here the feelings felt by the employee are differentiated from being felt (Chu & Murrmann, 2006: 1182). Emotions can be demonstrated with facial expressions, verbal or non-verbal communication (Korkmaz, Sünnetçioğlu & Koyuncu, 2015: 17).

Depth behavior involves changing the emotional state by trying to feel the exhibited behavior. Employees exhibit depth behavior in interaction with rude customers to maintain positive outlook while being "under stress" (Buckner & Mahoney, 2012: 251-252). This behavior is accepted as the basis of emotional labor by Kruml & Geddes (2000) since the employees are required to spend much effort during displaying this behavior. Depth behavior involves replacement the emotions felt with the behavior that should be to comply with the rules (Diefendorff, Croyle & Gosserand, 2005: 340). The emotions required to be displayed by force of the work performed require to suppress the emotions felt by the employees. They realize this by thinking the similar events or the events experienced by the other workers as if they experienced themselves (Korkmaz et al., 2015: 17).

Sincere behavior is described as being overlapped and convenient of the emotions displayed by the employees with the emotions felt (Chu & Murrman, 2006: 1182). It is no necessary for the employees to perform the requirements of the work to imitate and/or play roles and they can display the real emotions they felt. In this case, the emotions felt by the employees are evaluated in the dimension of sincere behavior (Ashforth & Humphrey, 1993). In the dimension of this behavior, displaying a feeling different from the emotion felt in real, that's to say performing a superficial behavior or trying to replace the emotion felt in real with the emotion required by the work that is to say performing depth behavior are not in question (Başbuğ, Ballı & Oktuğ, 2010: 257).

## 1.RELEVANT RESEARCHES

Emotional labor concept submits a wide research field for researchers and the researches performed are built on the ideas presented in Hochschild (1983)'s original study (Erickson & Ritter, 2001: 146). It is seen that the studies carried out in this scope focus on different employee groups and study on the samples from different professions (Türkay, Ünal & Taşar, 2011: 205).

In revealing the psychological results of emotional labor, qualitative and quantitative researches were carried out and are being carried out based on Hochschild's study. In these researches, the subjects generally stressed on are as follows (Wharton, 1999: 158):

- The experiences of the employees displaying emotional behavior,
- The comparisons between those who display and do not display emotional labor,
- Under which conditions the emotional labor is positive or negative,
- The changes brought by the differences in the attitudes of the employees for emotional labor,
- It is the effect of the emotional labor displayed in the workplace on the employees' private life.

When it is made literature scanning, it is seen that there are some studies on the samples taken from different universes on emotional labor. As public employees, there are nurses, police officers and administrators (Steinberg & Figart, 1999; Hunter & Smith, 2007; Seery & Corrigan, 2009), service sector employees (Bayram, Aytaç & Dursun, 2012), service providers and call center employees (Man & Selek Öz, 2009) etc. among these groups. In tourism sector, some of the studies carried out about emotional labor are as follows:

The study carried out by Sandiford & Seymour (2002) was carried out in accommodation sector in England. In this study, ethnographic study methods described as "the investigation of an individual or culture with a participant observations supported by depth interviews" were used. As a result of the study, the factors affecting emotional labor most are detected to be negative experiences and positive experiences between the customers and employees. Besides, the presence of many different factors affecting emotional labor such as customers, the situations encountered and business conditions were mentioned.

In a study carried out by Bolton & Boyt (2003), the emotions displayed in the businesses and the employees having the skill of managing these emotions have been investigated. The scope of the study involves the cabin attendants working in the businesses making three different passenger transportations in England. The data were obtained by applying semi-configured survey form to the applicants. Additional qualitative data were collected through configured interviews. It has been reached to the conclusion that it is possible that cabin attendants described as skilled emotion administrators can balance and synthesize the emotions in different types exhibited depending on the situational demands by using comparable data. Additionally, it has been stated that the resistance to emotions and managing emotions capacities of plane cabin attendants and the emotions they displayed the next customers conflict with Hochschild's suggestion about the transformation of the emotions.

In a study carried out by Kim (2008), investigated the reasons and conclusions of superficial and depth behavior that are among the emotional labor in accommodation sector. As a result of the study, it has been determined that the employees having higher neurotic personality reflect mostly the fake and factitious emotions (superficial role play) but the employees having extroverted personality reflect their adopted emotions (depth role play) to the customers. It has been determined to be a positive correlation between depth role play that is the dimension of emotional labor and personal success feeling that is the dimension of exhaustion. Besides, it has been found that the employees playing a superficial role exhaust more than the ones playing role in depth.

Another study was carried out on tour leaders by Wong & Wang (2009). Besides them, in the study which focused on qualitative data and analysis, it was made interviews with the people performed tour leadership at least for 4 years. In the study, it has been concluded that the various cases during tour brought along the exhibition of more intensive emotional labor behaviors. The factors such as redundancy of tour participants, length of tour times and selling the souvenirs and the tours which emerged depending on the desire will be given as examples to these situations.

Kaya & Özhan (2012) has carried out a study for tourist guiding displaying emotional labor at high level by force of his profession. In the study, it has been aimed to determine the relationship between

the emotional labor displayed by tourist guides and their exhaustion status. As scale, "Emotional Labor Scale in Tourism Businesses" developed by Chu and adopted to Turkish by Pala and "Maslach Exhaustion Scale" developed by Maslach and adopted to Turkish by Ergin were used. As a result, it cannot be reached to a significant difference between the demographic features of the tourist guides and displaying emotional labor behaviors. Besides, it has been reached to the conclusion that there is a negative correlation between the displayed emotional labor behaviors and the dimension of desensitization that is among the exhaustion dimensions and positive correlation with personal success feeling.

Another study carried out on tourist guides who are called as leading actors of tourism sector has been carried out by Güzel et al. (2013). In the study, only the region of Muğla was taken into account and the emotional labor behaviors displayed in tours by professional tourist guides were determined and its correlation with the intention of leaving of employment was revealed. Emotional labor scale received from Ünler Öz and the questions of the scale to determine the intentions of leaving of employment were used. It has been revealed that tourist guides spend extremely high emotional labor during tours. It has been concluded that depth role playing and suppression dimensions have significant correlation with the intention of leaving of employment.

In a study carried out by Saruışık et al. (2014), it was focused on a sample selected from the employees of service business. With the scale formed by making use of three different studies, it was aimed to measure the participation levels to the statements related to the experience frequency of the statements describing labor behaviors of the participants and sympathy variable were tried to be measured. As a result of the study, it has been reached to the conclusion that the participants generally display emotional labor behaviors suitable for the business expectations, they have sympathy towards the other people and they generally feel positive emissions.

## 2.METHODS

In the research, it was aimed to determine the emotional labor behaviors displayed by the students of Balıkesir University, Faculty of Tourism towards the customers in the businesses where they are undergoing training or working. As data collection tool, survey form was used. The universe of the research consists of 2nd, 3rd and 4th grade students continuing their education in Balıkesir University, Faculty of Tourism. In the research, it was aimed that everybody reached and desired can participate in the survey and form sample mass in simple way and 247 students were selected with convenience sampling method from sampling methods that are not based on the probability (Altunışık, Coşkun, Bayraktaroğlu & Yıldırım, 2012: 140). Survey forms prepared were applied to the students face to face by the researchers between the dates of April 18-May 6, 2016. 242 of 247 surveys obtained in the application were taken to the evaluation and 5 surveys were taken out of the evaluation. The reason of not being included of 5 surveys in the evaluation is being answered to the surveys by thinking the businesses they work in (bank, textile, etc.) out of tourism sector. Emotional labor scale used in the research was developed by Chu & Murrman (2006). The original of the scale consists of 2 dimensions and 19 items. The items whose Turkish translation was made were classified under three emotional labor dimension headings whose meanings were clarified as a result of literature scanning (superficial behavior, depth behavior and sincere behavior), and the scale used in the research has been formed. The expressions used in the scale were grades "1... Strongly disagree and 5 ... Strongly Agree". The data obtained through survey forms were transferred to electronic media with SPSS 20.0 software and analyzed. The analysis were made with the data obtained in the emotional labor scale as well as demographic data belonging to the participants. In line with the answers given to the expression, the scores belonging to the sub-dimensions of emotional labor scale for each participant were calculated. Whether these scores are convenient for the normal distribution or not was examined with "kolmogrov-smirnov test". Since it has been seen to show normal distribution, whether the sub-dimensions of emotional labor scale show a change according to the demographic information has been investigated through parametric tests. The distribution related to demographic information was identified with frequency analysis. The change of sub-dimensions of emotional labor scale according to two-grouped variables such as openness status in a year was examined with "t-test in independent groups". Whether it has a significant level of change or not according to the the variables including more than two groups

such as age group, the type of tourism business, personal income and average daily working time was investigated with "one-way variant analysis (one way ANOVA)". As a result of one way variant analysis, in the cases when significant difference was found, "TUKEY test" that is a multiple comparison test was used to detect from which group the difference is resulted. During the data analysis, 22 different groups belonging to title/position question that is one of the demographic elements emerged. Since the number of people in the groups are not convenient for making generalization (in small number), it includes their distribution only with frequency analysis only with frequency analysis. Analysis were carried out 95% of reliability level.

### **2.1. Reliability Analysis**

The reliability analysis has been made to determine the whole and sub-dimensions of emotional labor scale used in the study and Cronbach's Alfa coefficient has been obtained.

If the evaluation criterion that us complied in the evaluation of Cronbach's Alfa Coefficient is  $0.00 \leq \alpha < 0.40$ , the scale is not reliable; if it is  $0.40 \leq \alpha < 0.60$ , the scale is in low reliability; if it is  $0.60 \leq \alpha < 0.80$ , the scale is extremely reliable; if it is  $0.80 \leq \alpha < 1.00$ , the scale is high level of reliable. For the sample used in the research, Cronbach's Alfa coefficient was found to be 0,919 for superficial behavior sub-dimension; 0,820 for depth behavior sub-dimension; 0,822 for sincere behavior sub-dimension, 0,805 for the whole of the scale. When literature was examined, Cronbach's Apha coefficient's being over 70% is seen to be sufficient in the evaluation of the statements as reliable (Pallant, 2001: 85).

In line with the aim of the study, basic hypothesis were determined as follows:

**H1:** There is a significant difference between emotional labor behaviors displayed in the tourism businesses and gender.

**H2:** There is a significant difference between emotional labor behaviors displayed in the tourism businesses and age.

**H3:** There is a significant difference between emotional labor behaviors displayed in tourism businesses and the type of tourism business where it is worked.

**H4:** There is a significant difference between emotional labor behaviors displayed in tourism businesses and the activity period of the tourism business where it is worked.

**H5:** There is a significant difference between emotional labor behaviors displayed in tourism businesses and the department where it is worked.

**H6:** There is a significant difference between emotional labor behaviors displayed in tourism businesses and income.

**H7:** There is a significant difference between emotional labor behaviors displayed in tourism businesses and working time.

## **3.FINDINGS**

### **3.1.The Distribution of Demographic Findings of the Participants**

With the aim of determining the distribution of demographic findings of the participants, frequency analysis has been made and the results are shown in Table 1.

When the distributions of the participants were investigated according to their gender, the ratio of the men is 53,3% and the ratio of women is 46,7%.

When the distribution according to age groups was investigated, the ratio of the people in 17-19 age group is 2,5%; the ratio of the people on 20-22 age group 63,2%; the ratio of the people in 23-25 age group is 29,3%. The least age group participation belongs to 26-28 age groups with 5%.

When the distribution of business type where they work was investigated, the ratio of the employees in travel agency is 23,1%; the ratio of the ones working in the accommodation agency is 62,8% and the ratio of the ones working in the transportation agency is 1,2%. The ratio of those working in food-beverages agency is 11,2%, while the ratio of those working in recreation agency is 1,7%.

When the opening status of the businesses throughout the year was investigated, while the business where 55,8% of them are working throughout the year, 44,2% of the businesses work as seasonal.

**Table 1: The Distribution of Demographic Findings**

		n	%
Gender	Male	129	53,3
	Female	113	46,7
	Total	242	100,0
Your Age	17-19	6	2,5
	20-22	153	63,2
	23-25	71	29,3
	26-28	12	5,0
	Total	242	100,0
The Type of Tourism Business Where You Work	Travel Business	56	23,1
	Accommodation Business	152	62,8
	Transportation Business	3	1,2
	Catering Business	27	11,2
	Recreation (Fun-Relax) Business	4	1,7
	Total	242	100,0
The Business Where You Work	Open Throughout The Year	135	55,8
	Seasonal	107	44,2
	Total	242	100,0
The Department Where You Work	Operation	26	10,7
	Accountancy	6	2,5
	Front Office	82	33,9
	Floor Services	6	2,5
	Food and Beverage	91	37,6
	Animation	5	2,1
	Facility-Hotel Consultancy	24	9,9
	Other (Specify)	2	,8
Total	242	100,0	
Personal Income	0-500	32	13,2
	501-1000	65	26,9
	1001-1500	109	45,0
	1501 and above	36	14,9
	Total	242	100,0
Average Daily Working Time	6-8	89	36,8
	9-12	123	50,8
	13 and above	30	12,4
	Total	242	100,0

When the distribution of the departments where participants are working were investigated; the ratio of those working in the operation is 10,7%; the ratio of those working in the accountancy is 2,5%, the ratio of those working in the front office is 33,9%. The ratio of those working in housekeeping is 2,5% and the ratio of those working in food and beverage department is 37,6%. The ratio of those working in the animation department 2,1% and the ratio of those working in the department of facility-hotel guiding is 9,9%. When the distributions of the participants according to the income of the participants were examined, the ratio of the ones whose income is

0-500 TL is 13,2%; the ratio of those whose income is 501-1000 TL is 26,9% and the ratio of the ones whose income is 1001-1500 TL is 45%. The ratio of those whose income is 1501 and over is 14,9%.

The distribution of the average daily working time of the participants was examined; the ratio of the employees working for 6-8 hours is 36,8%; the ratio of those working for 9-12 hours is 50,8%, the ratio of those working for 13 hours and more is 12,4%.

**Table 2.** The Distribution According to Title

		n	%
Title/Position	Receptionist	45	18,6
	Waiter	40	16,5
	Concierge (Facility-Hotel Guidance)	24	9,9
	Footboy	17	7,0
	Transfer Element	12	5,0
	The Officer of Customer Relations	12	5,0
	Bellboy	11	4,5
	Kitchen Staff	11	4,5
	Barman/Barmaid	8	3,3
	Reservation Officer	7	2,9
	Apranti Guidance	7	2,9
	Telephone Operator	6	2,5
	Maid/Valet (Housekeeper)	6	2,5
	Bar Chef	6	2,5
	Cook	6	2,5
	Accounting Officer	5	2,1
	Animator	5	2,1
	Sales and Marketing Officer	4	1,7
	Reception Chef	3	1,2
	Pastry Cook	3	1,2
	Other (Specify)	3	1,2
	Reservation Chef	1	,4
	Total	242	100,0

The distributions of the participants according to their title/position are given in Table 2. Accordingly, it consists of the receptionist with 18,6% and waiters with 16,5% form the biggest group. Concierge with 9,9% (facility-hotel guidance), footboy with 7%, transfer element with 5%, the officer of customer relations with 5%, bellboy with 4,5%, kitchen staff with 4,5%. The rest of them in the other title and positions.

### 3.2.The Change of Emotional Labor Scale According to Gender

The results of t-test in independent groups carried out for the detection of the averages of the Sub-Dimension of Emotional Labor Scale according to the gender and whether the difference between these averages is significant or not are given in Table 3.

**Table 3.** The Sub-Dimensions of Emotional Labor Scale According to Gender

		n	Mean	Std. Deviation	f	p
Superficial Behavior	Male	129	3,00	1,06	2,549	0,011*
	Female	113	2,65	1,05		
Depth Behavior	Male	129	3,71	0,69	-1,262	0,208
	Female	113	3,82	0,69		
Sincere Behavior	Male	129	3,64	0,99	-1,168	0,244
	Female	113	3,79	1,00		

According to the results of t-test in independent groups; the sub-scale of superficial behavior show significant difference according to gender ( $p < 0,05$ ), depth behavior and sincere behavior sub-scales don't show significant difference according to the gender ( $p > 0,05$ ). For the superficial behavior sub-dimension having significant difference, the mean of men is significantly higher than the mean of women ( $p < 0,05$ ).

**Table 4.** The Sub-Dimensions of Emotional Labor Scale According to the Age Groups

		n	Mean	Std. Deviation	f	p
Superficial Behavior	17-19	6	2,42	1,05	2,349	0,073
	20-22	153	2,75	1,04		
	23-25	71	2,95	1,07		
	26-28	12	3,46	1,19		
	Total	242	2,84	1,07		
Depth Behavior	17-19	6	3,84	0,26	1,192	0,313
	20-22	153	3,70	0,73		
	23-25	71	3,88	0,59		
	26-28	12	3,80	0,84		
	Total	242	3,76	0,69		
Sincere Behavior	17-19	6	3,72	0,77	0,010	0,999
	20-22	153	3,72	0,99		
	23-25	71	3,70	1,02		
	26-28	12	3,70	1,11		
	Total	242	3,71	1,00		

### 3.3.The Change of Emotional Labor Scale According to the Age Groups

The results of one-way variant analysis carried out for the detection of the averages of emotional labor scale sub-dimension according to the age groups and whether the difference between these averages is significant or not are given in Table 4.

According to one-way variant analysis results, sub-dimensions of emotional labor scale don't show significant difference according to the age groups ( $p>0,05$ ).

### 3.4.The Change of Emotional Labor Scale According to the Tourism Agency Type

The results of one-way variant analysis carried out for the detection of the averages of the sub-dimension of emotional labor scale according to the business type where it is worked and whether the difference between these averages is significant or not are given in Table 5.

According to one-way variant analysis results, the sub-dimensions of emotional labor scale don't show significant level of difference according to the tourism agency type where it is worked ( $p>0,05$ ).

**Table 5.** Sub-Dimensions of Emotional Labor Scale according to the Tourism Agency

		n	Mean	Std. Deviation	f	p
Superficial Behavior	Travel Business	56	3,09	0,99	1,322	0,262
	Accommodation Business	152	2,78	1,07		
	Transportation Business	3	2,38	1,44		
	Catering Business	27	2,74	1,13		
	Recreation (Fun-Relax) Business	4	2,32	1,17		
	Total	242	2,84	1,07		
Depth Behavior	Travel Business	56	3,81	0,59	0,850	0,495
	Accommodation Business	152	3,75	0,74		
	Transportation Business	3	3,79	0,83		
	Catering Business	27	3,79	0,56		
	Recreation (Fun-Relax) Business	4	3,16	1,06		
	Total	242	3,76	0,69		
Sincere Behavior	Travel Business	56	3,67	1,05	0,218	0,928
	Accommodation Business	152	3,70	0,98		
	Transportation Business	3	3,89	0,84		
	Catering Business	27	3,86	0,90		
	Recreation (Fun-Relax) Business	4	3,67	1,80		
	Total	242	3,71	1,00		

### 3.5. The Change in Emotional Labor Scale according to the Department

For the detection of the averages of emotional labor scale sub-dimension according to the department where it is worked and whether the difference between these averages is significant or not, one-way variant analysis results are given in Table 6.

**Table 6.** Sub-dimensions of Emotional Labor Scale According to the Department where it worked

		n	Mean	Std. Deviation	f	p
Superficial Behavior	Operation	26	2,96	0,97	1,071	0,383
	Accountancy	6	2,63	0,80		
	Front Office	82	2,89	1,07		
	Floor Services	6	3,07	1,16		
	Food and Beverage	91	2,71	1,08		
	Animation	5	2,25	1,02		
	Facility-Hotel Consultancy	24	3,18	1,15		
	Other (Specify)	2	2,07	0,26		
	Total	242	2,84	1,07		
Depth Behavior	Operation	26	3,83	0,57	3,276	0,002*
	Accountancy	6	3,04	0,74		
	Front Office	82	3,79	0,64		
	Floor Services	6	3,00	0,72		
	Food and Beverage	91	3,85	0,75		
	Animation	5	3,15	0,92		
	Facility-Hotel Consultancy	24	3,81	0,49		
	Other (Specify)	2	3,07	0,45		
	Total	242	3,76	0,69		
Sincere Behavior	Operation	26	3,49	1,07	0,659	0,707
	Accountancy	6	3,45	1,11		
	Front Office	82	3,75	0,89		
	Floor Services	6	3,28	0,83		
	Food and Beverage	91	3,78	1,01		
	Animation	5	3,33	1,73		
	Facility-Hotel Consultancy	24	3,85	1,07		
	Other (Specify)	2	3,50	1,65		
	Total	242	3,71	1,00		

According to the one-way variant analysis results, while depth behavior sub-scale from emotional labor scale sub-dimensions show significant level of difference according to the department where it is worked, superficial behavior and sincere behavior sub-dimensions do not show significant level of difference according to the income ( $p>0,05$ ).

For depth behavior sub-scale showing significant difference, according to the results of TUKEY test results performed for the detection of which group the difference is resulted from;

The average of operation employees is significantly different from the average of the employees working in accounting, housekeeping, animation department.

The average of the employees working in accounting department is significantly different from the average of the employees working in operation, front office, food beverage and facility hotel guidance.

The mean of the employees working in front office is significantly different from the employees of accounting, housekeeping and animation department.

The mean of the housekeepers is significantly different from the employees of operation, front office, food and beverage and facility hotel guidance department, housekeeping and animation department.

There is not any significant difference between the other departments.

### 3.6. The Change in Emotional Labor Scale according to the Openness Status of the Business

The results of t-test in independent groups performed to detect the averages of emotional labor scale sub-dimension according to the openness status of the business and whether the difference between these averages is significant or not are given in Table 7.

**Table 7.** Emotional Labor Scale Sub-Dimensions according to the Openness Status of the Business

		n	Mean	Std. Deviation	f	p
Superficial Behavior	Open throughout the year	135	2,75	1,07	-1,474	0,142
	Seasonal	107	2,95	1,06		
Depth Behavior	Open throughout the year	135	3,85	0,66	2,301	0,022*
	Seasonal	107	3,65	0,72		
Sincere Behavior	Open throughout the year	135	3,81	0,94	1,790	0,075
	Seasonal	107	3,58	1,06		

\*p<0,05

According to the results of t-test in independent groups; while the depth behavior front the sub-dimensions of emotional labor scale shows significant level of difference according to the openness status of the business, superficial behavior and sincere behavior sub-dimensions don't show significant level of difference (p>0,05). For depth behavior showing significant difference, the average of the employees in the business that is open throughout the year is significantly higher than the employees working in the businesses that are open for seasonal (p<0,05).

### 3.7. Emotional Labor Scale Change According to the Income

The results of one-way variant analysis carried out to the detection of the averages of emotional labor scale sub-dimension according to the income it is worked for and whether the difference between these averages is significant or not are given in Table 8.

**Table 8.** Emotional Labor Scale Sub-Dimensions According to the Income

		N	Mean	Std. Deviation	f	p
Superficial Behavior	0-500	32	2,99	0,95	0,499	0,683
	501-1000	65	2,86	1,12		
	1001-1500	109	2,75	1,10		
	1501 and above	36	2,90	0,98		
	Total	242	2,84	1,07		
Depth Behavior	0-500	32	3,48	0,85	2,700	0,046*
	501-1000	65	3,75	0,58		
	1001-1500	109	3,87	0,66		
	1501 and above	36	3,70	0,77		
	Total	242	3,76	0,69		
Sincere Behavior	0-500	32	3,41	1,15	1,208	0,307
	501-1000	65	3,78	0,94		
	1001-1500	109	3,73	0,97		
	1501 and above	36	3,80	1,01		
	Total	242	3,71	1,00		

\*p<0,05

According to the results of one-way variant analysis, while depth behavior sub-scale from the emotional labor scale sub-dimensions shows significant difference according to the income, superficial behavior and sincere behavior sub-scales don't show significant difference according to the income (p>0,05).

According to the results of TUKEY test carried out for the detection of which group the significant difference is resulted from for depth behavior sub-scale showing significant difference, there is not any significant difference the average of those who have the personal income of 0-500 TL is significantly lower than the average of those who have the personal income of 1000-1500 TL ( $p < 0,05$ ). There is no significant difference between the other groups ( $p > 0,05$ ).

### 3.8. The Change of Emotional Labor Scale according to the Daily Working Time

The results of one-way variant analysis performed for the detection of the averages of emotional labor scale sub-dimension according to daily working time and whether there is a significant difference between these averages are given in Table 9.

**Table 9.** The Sub-Dimensions of Emotional Labor Scale According to the Daily Working Time

		n	Mean	Std. Deviation	f	p
Superficial Behavior	6-8	89	2,66	1,03	2,658	0,072
	9-12	123	2,89	1,04		
	13 and above	30	3,14	1,22		
	Total	242	2,84	1,07		
Depth Behavior	6-8	89	3,86	0,65	1,325	0,268
	9-12	123	3,71	0,65		
	13 and above	30	3,68	0,92		
	Total	242	3,76	0,69		
Sincere Behavior	6-8	89	3,83	0,89	1,112	0,331
	9-12	123	3,66	0,99		
	13 and above	30	3,58	1,27		
	Total	242	3,71	1,00		

According to one-way variant analysis results; none of the emotional labor scale sub-dimensions don't show significant level of difference according to daily working hours ( $p > 0,05$ ). In other words, each behavior style is at the different level of all working time groups.

## 4. DISCUSSION and CONCLUSION

Emotional labor concept called as acting by forming a certain emotion expression by the employees working in the business environment towards the customer was suggested by Hochchild (1983) and it has been a subject whose importance has been in increasing day by day and in which it has been made plenty of study in recent years. Service sector is a sector that obliges face-to-face interaction with the customers. The situation is similar for the tourism agencies in this sector.

Since there are many physiological, psychological and social factors that are effective on human behaviors, there are many factors affecting emotional labor behaviors. Some demographic factors such as gender and age can be listed among these factors (Oğuz, 2015: 93).

Based on this, the relationship between the emotional labor behaviors displayed by the students in Balıkesir University, Faculty of Tourism in the businesses where they do their internship or work and the identified demographic. The results that have been reached in the research carried out are as follows:

As a result of the relationship between emotional labor dimensions and gender, it has been concluded that gender factor has a significant difference only with superficial behavior dimension and there is no significant difference between depth behavior and sincere behavior dimensions. As a result of this, while the part of H1 related to superficial behavior was being accepted, the part of it related to the depth and sincere behavior dimension was rejected. The superficial behavior was revealed to be displayed by men mostly. In a study carried out by Şat, Amil & Özdevcioğlu (2015) on private school

teachers, it was reached to a similar result as "superficial acting levels of male teachers are significantly higher than the female teachers".

A significant difference was observed between being open of the businesses throughout the year and the depth behavior dimension displayed. No significant difference was found between being open of the business throughout the year and displayed superficial and sincere behavior sub-dimensions. Similarly, the part of H4 related to the depth behavior dimension was accepted and superficial and sincere behavior dimensions were rejected. The findings obtained revealed the conclusion that the depth behavior displayed is more in the businesses that are open throughout the year is more than the seasonal businesses.

When the relationship between the department where it is worked and emotional labor behaviors were examined, it has been seen that there is a relationship with the dimension of depth behavior displayed. However, no significant difference was found between superficial and sincere behavior dimensions. As a result of this, depth behavior dimension of H5 was accepted, but superficial and sincere behavior dimensions were rejected. The department where depth behavior is displayed mostly is food and beverage department and operation, facility-hotel guidance and front office departments follow this. As a result of this, in the departments where face to face communication with the customers is more, depth behavior can be said to be displayed more. However, in the study carried out by Bař & Kılıç (2014) about the employees working in disabled tourism bazaar, while a significant difference was being found between the department where it is worked and the superficial behavior displayed, no significant difference was found with depth behavior.

When it was examined in terms of income status, similarly a significant difference was found with the dimension of depth behavior; no significant difference was observed with superficial and sincere behavior dimensions. This caused to be accepted of depth behavior dimension of H6 but rejected of superficial and sincere behavior dimension. Among income groups, the group displaying the least depth behavior consists of the participants having the income of 0-500 TL. In the study, as a reason of showing difference by depth behavior dimension in terms of staff income, it is thought to be resulted from the fact that tourism agencies employ low waged staff. Revising personal satisfaction on the basis of wages will give opportunities to create positive changes in the behaviors of the employees working in tourism agencies towards the customers. On the point of being dissolved of this situation, the analysis of the negative table emerged with the execution of satisfactory level of wage policy by tourism agencies seems possible.

From demographic factors except for these, no significant difference was found in age, tourism agency where it is worked and working times with the dimensions of emotional labor behaviors. In the study carried out by Oral on the doctors, it has been reached to the conclusion that age and working time have no effect on any of the emotional labor behaviors. As a result of this observation, H2, H3 and H6 were rejected.

This research was carried out with the data obtained from 2nd, 3rd and 4th grade students studying in Balıkesir University, Faculty of Tourism. For this reason, the validity of the research findings is limited with the students in Balıkesir University, Faculty of Tourism. In the studies planned to be made in the future, the students in a different higher education institution or different education levels can form the universe of the study. Besides, this study is a comprehensive research in terms of the type of tourism organization, the type of tourism agency, the department where it is worked and the title/position and the studies to be made with the contraction of demographic factors will provide opportunity to the comparisons and will reveal different results.

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