



**Araştırma Makalesi • Research Article**

**The Relationship between Burnout and Emotional Labor among Social Service Workers: The Case of Adıyaman**

***Sosyal Hizmet Çalışanlarında Duygusal Emek ve Tükenmişlik İlişkisi: Adıyaman Örneği***

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**Abstract:** Emotional labor, which can be defined as a set of regulatory behaviors performed by employees at workplace, and burnout, which is defined as a state of exhaustion, cynicism, and a reduction in professional productivity, are two important subjects in organizational behavior literature. It is, therefore, important to carry out empirical studies about these subjects. The aim of this study is to reveal the relationship between the three sub-dimensions of emotional labor and the three sub-dimensions of burnout. Ethical permission for this study was obtained from Adıyaman University Social and Human Sciences Ethics Committee with the date 28.01.2021 and number 51. In this context, employees from the Family, Labor, and Social Services Directorates in Adıyaman and other regions have been asked to fill out a questionnaire. The data obtained from the research have been transferred to the SPSS 25 program and analyzed. As a result of the research, it has been seen that surface acting has in a positive and significant relationship with emotional exhaustion and depersonalization. In addition, it has been determined that deep acting has a positive and significant relationship with depersonalization and personal achievement. Finally, while natural behavior has a negative and significant relationship with emotional exhaustion and depersonalization, it has been found to have a positive and significant relationship with personal achievement.

**Keywords:** Emotional Labor, Burnout, Deep Acting, Personal Accomplishment.

**Öz:** Çalışanların işyerinde gerçekleştirdiği düzenleyici davranışlar bütünü olarak tanımlanabilecek duygusal emek ve tükenme, sinizm ve mesleki verimliliğin azalması olarak tanımlanabilecek tükenmişlik örgütsel davranış literatüründe iki önemli konu olarak karşımıza çıkmaktadır. Bu yüzden bu konular hakkında ampirik araştırmalar yürütmek önemlidir. Bu araştırmanın amacı duygusal emeğin üç alt boyutu ile tükenmişliğin üç alt boyutu arasındaki ilişkinin ortaya çıkarılmasıdır. Bu çalışma için etik izin Adıyaman Üniversitesi Sosyal ve Beşeri Bilimler Etik kurulundan 28.01.2021 tarih ve 51 sayı ile alınmıştır. Bu bağlamda, Adıyaman merkezde ve diğer bölgelerde hizmet veren Aile, Çalışma ve Sosyal Hizmetler Müdürlüklerinde görev yapan çalışanlara anket uygulanmıştır. Araştırmadan elde edilen veriler SPSS 25 programına aktarılarak analiz edilmiştir.

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Araştırmanın sonucunda, yüzeysel rol yapmanın duygusal tükenme ve duyarsızlaşma ile pozitif ve anlamlı bir ilişkisi içerisinde olduğu görülmüştür. Ayrıca derinden rol yapmanın duyarsızlaşma ve kişisel başarı ile pozitif ve anlamlı bir ilişkiye sahip olduğu saptanmıştır. Son olarak doğal davranışın duygusal tükenme ve duyarsızlaşma ile negatif ve anlamlı bir ilişkisi bulunurken kişisel başarı ile pozitif ve anlamlı bir ilişkisi olduğu tespit edilmiştir.

**Anahtar Kelimeler:** Duygusal Emek, Tükenmişlik, Derinden Rol Yapma, Kişisel Başarı.

## **Introduction**

Organizations are safe havens for a variety of emotions such as fear, hatred, jealousy, melancholy, love, and compassion. (Shuler & Sypher, 2000: 54). Emotional labor takes place when the management of these and similar human feelings is dictated to the employees in the name of the interests of the organization (Shuler & Sypher, 2000: 55).

Emotional labor is the management of emotions as a prerequisite of the work, and it is a success when viewed from a communication perspective. Expressing, suppressing, or producing our emotions is accomplished through interaction (Shuler & Sypher, 2000: 51). Especially in the service sector, employees are encouraged to exhibit positive emotions and suppress negative emotions during these interactions (Gabriel & Diefendorff, 2015: 1804).

Employee attitudes toward emotional labor are usually three-dimensional. Some employees identify with the work and see their work as an integral part of themselves, which can lead to burnout after a while. Some employees isolate themselves from their jobs and prefer surface acting or deep acting when necessary, but run the risk of feeling pretentious and dishonest as a result. In the third attitude, employees separate themselves from their roles and accept that acting is a part of their job, but they also run the risk of being cynical (Gardner, Fischer & Hunt, 2009: 467).

In this study, the relationship between burnout and emotional labor will be discussed. Work-related burnout is a negative emotional state resulting from unresolved work stress and is often associated with work-related factors (Bianchi, 2018: 901). This is a health issue that can impact a wide range of professionals (Bouza, Gil-Monte & Palomo, 2020: 360). It is supported by the results of the study conducted by Bianchi (2018: 903) that burnout, which cannot be diagnosed or taken precautions, can go as far as neuroticism.

Burnout, which is an extremely destructive health problem that affects work and personal life, affects the cognitive and emotional areas, family life and physical health of individuals negatively and harms the quality of the work performed (Bouza, Gil-Monte & Palomo, 2020: 360). One of the most common vocations where burnout occurs is that of social service workers (Brotheridge & Grandey, 2002: 19). Employees in this challenging field suffer from burnout, which is not just harmful to them. The individuals who work with social service employees may be harmed as a result of this predicament. Burnout employees give lower-quality care and service, according to Maslach, Jackson, and Leiter (1996: 193). They also state that employees who experience burnout exhibit negative characteristics such as leaving job, low morale, family issues, physical weariness, insomnia, and alcohol and drug consumption. Detecting and treating burnout, which is considered a health concern, is therefore critical for the individual, the group he serves, and the organization he works for. The field of social work is a demanding one, requiring a great deal of emotional labor as well. The job demands-resources (JD-R) model suggests that working conditions can be considered in two different dimensions. These dimensions are job demands and job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). According to this approach, high job demands cause stress and deterioration in health (health impairment process) for the employees. Additionally, the increase in motivation and productivity (motivational process) occurs with the provision of high job resources (Schaufeli & Taris, 2014). Social service is one of the jobs where high demands are expected in the dimension of emotional labor and it is important to address the results of these demands and the labor in order to ensure the health of the employees in the workplace. The job demands- resources (JD-R) model,

which argues that the job demands impair the employees' health and the job resources to be provided to the employees are effective in motivating them is the approach on which the foundations of this study are based. Investigation of the relationship between burnout, which has the potential to seriously impair both the psychological and physical health of employees (Salvagioni et al., 2017), and emotional labor will contribute to the literature. The goal of this research, which is founded on this premise, is to look into the relationship between emotional labor and burnout among social service workers. Firstly, we will focus on emotional labor and burnout from a conceptual standpoint. Then, we will evaluate the studies on the relationship between emotional labor and burnout in the literature. Finally, we will discuss the relationship between emotional labor and burnout in social service workers in the light of the results of the statistical analysis of the collected data.

## **1. Conceptual Framework**

In this section, we will present theoretical information about emotional labor, burnout, and their sub-dimensions. For this purpose, we have examined the Turkish and foreign literature comprehensively and tried to present useful information on the subject.

### **1.1. Emotional Labor**

Emotions exist wherever there are people, because they are an inextricable part of human life. As a result, emotions are a crucial consideration for companies that have human populations (Glomb & Tews, 2004: 1). Emotions are not always easily reflected in expressions. Individuals' efforts to control, regulate, and govern these expressions are accomplished through their own efforts. Managing emotions in terms of both experience and expression in order to achieve organizational goals is defined as emotional labor (Grandey, 2000). Hochschild (1983: 7) defined emotional labor as the management of emotions in order to create an observable face and bodily image. According to Hochschild (1983), the difference between emotional labor and emotion management is that emotional labor is performed for wages and is compulsory in organizations. In other words, emotional labor is managed by the control and administration of the organization. (Puglies, 1999: 126).

Emotional labor can also be defined as a set of regulatory behaviors performed by employees at work in response to facts or inconsistencies between felt emotions and expected emotional images (Goodwin, Groth & Frenkel, 2011: 538). Many companies have display norms that serve as guidelines for how to exhibit emotions appropriately. Employees are obligated to follow the exhibition regulations regardless of how they feel within the boundaries of these standards (Diefendorff, Croyle & Gosserand, 2005: 340).

The concept of emotional labor is often evaluated with two sub-dimensions. The first is surface role-acting, which is defined as hiding or replicating real-life emotions in order to portray appropriate emotions in the job. The second is deep acting, in which the employee really strives to feel the intended feeling (Diefendorff, Croyle & Gosserand, 2005: 340). In the first, the person only plays a role in the surface dimension by wearing a mask, while in the second dimension, the person also strives spiritually to feel the emotions they need to reflect (Grandey & Gabriel, 2015: 325). For example, in surface acting, employees force themselves to smile when they are in a bad mood or interacting with a difficult customer. However, in deep acting, employees try to treat the customer as someone who deserves real expression, and positive feedback from the customer can increase their sense of personal competence (Brotheridge & Grandey, 2002: 22).

According to Ashforth and Humphrey (1993), when only these two dimensions are considered, the prospect of employees truly feeling the emotions they express is disregarded. It is maintained that the third sub-dimension, sincerely felt emotions, should also be called emotional work from this perspective. In the literature, this dimension is expressed with the concepts of genuine acting and genuine emotions. An example of this dimension is a nurse's compassion for an injured child (Humphrey, Ashforth & Diefendorff, 2015: 751).

Hochschild (1983) identifies three common instances in employment that need a lot of emotional labor. The first is that it necessitates face-to-face or voice communication with people; the second is that in such jobs, the employee is expected to elicit an emotional response from the customer; and finally, the employer is permitted to exert some control over the employees' emotional lives through training and supervision (Gardner, Fischer & Hunt, 2009: 467).

Emotional labor is a form of social engineering in which organizational emotional standards are established. Emotions are starting to belong to organizations, not employees, as organizations try to adapt emotions for their own objectives. This situation may cause employees to become alienated from their own feelings over time (Lopez, 2006: 135). In addition, emotional labor increases job stress and tension, decreases job satisfaction (Pugliese, 1999:125), organizational identification (Schaubroeck & Jones, 2000: 79), affects employee turnover negatively, and causes emotional exhaustion (Goodwin, Groth, & Frenkel, 201: 538).

According to the findings of a study done by Schaubroeck and Jones (2000), feeling the pressure to exhibit only positive emotions at work is also linked to physical symptoms. It has been observed that there is less identification in organizations, and that employees are less interested in their work, with the effect of the necessity of the role of constantly expressing only positive emotions. Especially situations where the emotional expressions of the employees at the workplace are not a true representation of their personal beliefs are the situations in which emotional labor is most unhealthy.

Understanding the consequences of emotional labor in the workplace is important because emotional labor is an integral part of many service workers' daily work experience and is closely linked to indicators of employee well-being, customer satisfaction, and loyalty, and organizational performance (Goodwin, Groth & Frenkel, 201: 538).

## **1.2. Burnout**

Work-related burnout syndrome is a psychological reaction to persistent interpersonal and emotional work stress in businesses, particularly among service workers who interact with clients or employees. It is a syndrome that occurs with cognitive impairment (loss of enthusiasm for work or low personal satisfaction at work), emotional disorder (emotional and physical exhaustion), negative attitudes and behaviors towards customers and the organization, and in some cases, these symptoms are accompanied by a sense of guilt (Bouza, Gil-Monte & Palomo, 2020: 360).

Burnout is defined as a state of exhaustion, cynicism, and a reduction in professional productivity (Montgomery, Panagopolou, De Wildt & Meenks, 2006: 38). Signs of severe burnout are: the presence of clinical signs, mental disorders, aggressive behavior, depressive profile, and high prolactin levels (Bouza, Gil-Monte & Palomo, 2020: 361).

Burnout is a syndrome characterized by emotional exhaustion and cynicism, which often occurs especially among individuals who work with people. One of the most crucial aspects of burnout syndrome is that the person feels emotionally drained. Another dimension is to develop negative, cynical attitudes and feelings towards customers. A third dimension is the tendency to evaluate oneself negatively, especially in relation to working with customers (Lee, Wu, & Du, 2019: 296). These dimensions are titled by Maslach, Jackson & Leiter, (1996: 192) as follows:

**Emotional Exhaustion:** A great loss of energy is felt in emotional exhaustion, and the person believes his/her emotional resources have been emptied, and he/she now sees himself/herself as psychologically exhausted (Gardner, Fischer & Hunt, 2009: 473).

**Depersonalization:** In depersonalization, employees treat customers as objects rather than people, and they hold the view that they deserve this maltreatment. Because emotional exhaustion is the cause of the behaviors in this level, the two dimensions are linked (Gardner, Fischer, & Hunt, 2009: 473; Maslach, Jackson & Leiter, 1996: 192).

**Low Personal Accomplishment:** In this dimension, the person experiences a decreasing sense of personal accomplishment with the tendency to evaluate himself negatively (Gardner, Fischer & Hunt, 2009: 474). Employees are dissatisfied because they believe they have failed at their jobs (Maslach, Jackson & Leiter, 1996: 192).

Role overload and the frequency of interactions with clients are widely acknowledged as the most significant effects of burnout. However, such interactions may necessitate the need to compel employees to moderate their emotions (Montgomery, Panagopolou, De Wildt & Meenks, 2006: 38). The emotional labor component will arise if this regulation dimension is carried out inside the context of the organization's norms, especially for someone working in the service industry. The effort of the employee who is experiencing burnout to have to keep his emotions under control will start to become more difficult for him, and this may cause aggravating the health problem he is experiencing. From this point of view, addressing the relationship between emotional labor and burnout will provide significant benefits for individuals in particular and organizations in general.

### **1.3. The Relationship between Burnout and Emotional Labor**

Employees who are required to exhibit their emotions in accordance with organizational rules are typically expected to suppress unpleasant feelings. Even in healthy times, this process necessitates a strict management mechanism; nevertheless, an individual suffering from a major health issue such as burnout will find it difficult to handle. In addition, sometimes the behaviors determined by the organization itself can be the reason for the burnout of the employees. Addressing these negative situations, the results of which will impose serious costs on individuals in particular and on the organization in general, can provide preliminary indicators or concrete results in order for organizations not to be indifferent to the feelings of their employees. Based on this context, in this section, studies on the relationship between emotional labor and burnout are discussed.

Employees with higher levels of stress are found in positions that require high emotional labor and high burnout, according to Brotheridge & Grandey (2002: 19). In general, they noted that there are some common factors that increase the likelihood of experiencing burnout in health care, social work, teaching, and other "caregiving" occupations.

The urge to mask negative feelings and surface acting, one of the sub-dimensions of emotional labor, were linked to negative effects for organizations, according to the findings of a study done on 174 public officials in the Netherlands. It has been stated that the suppression of anger causes serious damage to the physiological dimension and immunity, and this is related to emotional exhaustion, one of the sub-dimensions of burnout (Montgomery, Panagopolou, De Wildt & Meenks, 2006: 36).

Surface acting, one of the sub-dimensions of emotional labor, is strongly associated to emotional exhaustion, one of the sub-dimensions of burnout, according to the findings of another study conducted with call center workers by Goodwin, Groth, and Frenkel (2011).

Morris and Feldman (1996: 986) found that emotional exhaustion, one of the sub-dimensions of burnout, is linked to the frequency of emotional expression, the effort to follow the norms, the diversity of emotions to be displayed, and emotional discord.

The research conducted by Yin, Huang & Chen (2019) using the meta-analysis method is based on 85 empirical articles and 86 independent samples containing the experience of 33,248 teachers. According to the results of this research, Surface acting is positively associated to the individual and interpersonal components of burnout, but negatively related to teaching satisfaction. Deep role-playing is not associated with the individual or interpersonal components of burnout, but is positively associated with teaching satisfaction and effectiveness. Expression of naturally felt emotions is negatively associated with teacher burnout and decreased teaching satisfaction.

The study conducted with 207 nurses in Italy revealed that emotional labor at a high level increases the burnout syndrome. It is supported by the results of the study that work-related stress mediates the relationship between emotional labor and burnout (Zaghini, et al., 2020: 1).

The results of a study conducted in Turkey with the participation of 386 bankers revealed the existence of a significant positive relationship between emotional labor behavior and burnout (Köse, 2020). This result is parallel with the results of the study conducted by Kürü (2021) with 784 health employees again in Turkey.

This section contains thorough information about studies that looked into the relationship between emotional labor and burnout. Since all these studies have been carried out on distinct samples and with different variables, the results of the studies may be inconsistent with each other. Based on these contradictions, the following hypotheses have been put forward in accordance with the purpose of the study, targeting social workers who have intense emotional labor.

#### The Research Hypotheses

Depending on the purpose of the research, we have developed the following hypotheses to test:

H1. Surface acting has a positive relationship with emotional exhaustion and depersonalization, but a negative relationship with personal achievement.

H2. Deep acting has a positive relationship with personal accomplishment but a negative relationship with emotional exhaustion and depersonalization.

H3. Genuine acting has a positive relationship with personal accomplishment but a negative relationship with emotional exhaustion and depersonalization.

## 2. Research Methodology

This section covers the research's objectives and bounds, as well as the population and sample, research hypotheses, data collection and analytic methods, data analysis, and results.

### 2.1. The Purpose and Limitations of the Study

The aim of this study is to determine the relationship between the sub-dimensions of emotional labor and the sub-dimensions of burnout. Emotional labor has three sub-dimensions: surface acting, deep acting, and genuine acting (genuine emotions/hiding emotions). Burnout also consists of three sub-dimensions: emotional exhaustion, depersonalization, and personal accomplishment. As a result, the most essential goal of this study is to investigate the association between emotional exhaustion, depersonalization, and personal accomplishment and surface acting, deep acting, and genuine acting. In the relevant literature, we could not find any study examining the relationship between emotional labor and burnout (without other variables) among social service workers. Therefore, another aim of this study is to fill this gap.

This study also has its own limitations. The most important limitation is that the research is limited to social service workers in Adiyaman province. Because while this study was being carried out, the Covid-19 pandemic, which shook the whole world, broke out and the pandemic conditions made it almost impossible to reach employees in other provinces. An essential drawback of this study's investigation into the association between emotional labor and burnout is the inability to identify whether other variables that play a moderator or mediator function create significant changes in the direction of this relationship.

### 2.2. The Population and Sample

The main population of the research consists of all employees working in Adiyaman Provincial Directorate of Family, Labor and Social Services and Family, Labor and Social Services District Directorates in Adiyaman districts. According to the information received from the authorities of the institution, this number is 200. Small deviations in this number may occur depending on seasonal

conditions. Considering that this deviation doesn't adversely affect the research, we have asked a total of 200 people for their opinions through questionnaires. After eliminating the erroneous, unanswered, and half-answered questionnaires, we have analyzed 151 questionnaires.

### 2.3. The Data Collection Tool and Analysis Methods

In this study, we have used the face-to-face survey method to determine the relationship between emotional labor and burnout in the employees working in the Provincial and District Directorates of Family, Labor and Social Services in Adıyaman and its districts.

In the first part of the questionnaire, there are 13 statements about emotional labor. To measure emotional labor, we have used the emotional labor scale developed by Diefendorff et al. (2005) and adapted into Turkish by Basım and Begenirbaş (2012). The first 6 items in the scale measure the surface acting dimension, the following 4 items measure the deep acting dimension, and the last three items measure the genuine acting dimensions. Thus, the scale consists of a total of 13 statements and 3 sub-dimensions (İpek, 2020). However, since the participants are social service workers and the clients they serve are citizens in general, we have found it more appropriate to use "citizens" instead of "students" / "customers" in the scale.

In order to measure burnout, we have used the Maslach Burnout Scale, which was adapted into Turkish by Ergin (1992) and consists of twenty-two items. This scale, which is a five-point Likert type, consists of three sub-dimensions: emotional exhaustion, depersonalization, and personal accomplishment. Emotional exhaustion consists of nine items, depersonalization consists of five items and personal achievement consists of eight items (Ergin, 1992). Thus, there are a total of 3expressions (İpek, 2020) scaled as likert type (5-point likert). The answers given to the statements here are 1- Never, 2- Rarely, 3- Sometimes, 4- Often, and 5- Always. We have prepared 6 questions in the last part of the questionnaire to measure the demographic characteristics of the participants. Then, we have analyzed the data obtained from the research by transferring it to the SPSS 25 program. Here, we have calculated the frequency distributions of the results obtained from the expressions measuring the emotional labor performance and burnout levels of the employees and performed a correlation analysis to determine the relationships between them. In addition, correlation analysis has been conducted to determine how superficial acting, deep acting and genuine acting, which are the sub-dimensions of emotional labor, are related to emotional exhaustion, depersonalization and personal accomplishment, which are the sub-dimensions of burnout. Pearson correlation test has been utilized because the research data show normal distribution. The simple regression method has been used to determine the direction of these relationships, which have had been determined as a result of the correlation analysis. The results and comments of these analyzes are given in the relevant sections.

**Table 1: Reliability Analysis Results**

Survey Expression Groups	The Number of Expressions	Cronbach's Alpha Value
Surface Acting	6	0,943
Deep Acting	4	0,828
Genuine Acting	3	0,786
Emotional Exhaustion	9	0,926
Depersonalization	5	0,870
Personal Accomplishment	8	0,832
Emotional Labor Dimension	13	0,875
Burnout Dimension	22	0,867
Emotional Labor and	35	0,90

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 Burnout Dimensions
 

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In order to determine the reliability of the scales, we have calculated the most appropriate Cronbach's alpha coefficient for likert type scales with the SPSS program. The reliability of surface acting is 0,943, deep acting is 0,828, genuine acting is 0,786, emotional exhaustion is 0,926, depersonalization is 0,87, personal accomplishment is 0,832, emotional labor expressions is 0.875, and burnout expressions is 0.867 respectively. When we look at both emotional labor and burnout expressions together, we have calculated the reliability as 0.90. When we consider the reliability results, we can observe that the survey questions and study data have excellent levels of reliability (Yaşar, 2014:63).

#### 2.4. Confirmatory Factor Analysis (CFA)

Explanatory and confirmatory factor analyzes are among the factor analyzes frequently used in research. However, exploratory factor analysis hasn't been performed in this study. Because when it is known which variable measures which factor or the relative importance of the variables is known, there is no need to perform explanatory factor analysis (Özdamar, 2004). Since the scales used in this study are known and have been used by researchers before, confirmatory factor analysis has been performed. Confirmatory factor analysis has been performed with the help of the AMOS statistical program. Confirmatory factor analysis is used to test whether a previously defined construct is validated as a model. In other words, this analysis is used to "statistically explain whether the observed variables, which have been predetermined and tested in accordance with the theoretical structure, are in harmony with the latent variables" (Yilmazel, 2018: 143).

**Table 2: CFA Results**

Indices	Good Fit	Acceptable Fit	Found Values	
			Emotional Labor	Emotional Burnout
Cmin/DF	$0 < \chi^2/df < 3$		111,580/61=1,829	364,613/4=1,860
CFI	$0,97 \leq CFI \leq 1$	$0,90 \leq CFI \leq 0,97$	0,960	0,820
GFI	$0,95 \leq GFI \leq 1$	$0,90 \leq GFI \leq 0,95$	0,905	0,920
Rmse	RMSEA $\leq 0,05$	RMSEA $\leq 0,08$	0,074	0,076

The AMOS 23 program has been utilized to examine the first-level factorial structure of the emotional labor scale, which has three dimensions and 13 items, and the emotional burnout scale, which has three dimensions and 22 items. Due to the normal distribution of the data, the maximum likelihood method has been used. No item has been deleted from the model based on the first level confirmatory factor analysis (CFA) results of the scales. DFA results are presented in Table 2. According to these results, the goodness of fit values have good or acceptable values (GFI is very close to the acceptable level). As a result, the research findings are consistent with the hypothesized theoretical structure of the scales (Şahin & Gürbüz, 2018).

#### The Analysis of Data and Findings

We'll look at and assess descriptive statistics from people who took part in the surveys about the research's findings, then information on frequency distributions, and finally a correlation analysis using tables to test the hypotheses set out in the study.

#### 2.5. The Descriptive Statistics

This section contains data on descriptive statistics.

**Table 3: The Distributions of Descriptive Statistics**

Descriptive Statistics		
Personel Information	Frequency	Percentage(%)
<b>Distribution of Participants by Gender</b>		
Male	85	<b>56.3</b>
Female	66	43.7
<b>Total</b>	151	100
<b>Distribution of Participants by Age Range</b>		
18-25	4	2.6
26-35	69	<b>45.7</b>
36-45	56	<b>37.1</b>
46-55	20	13.2
56 ve üstü	2	1.3
<b>Total</b>	151	100
<b>Distribution of Participants by Educational Status</b>		
Primary-Secondary	1	0.7
High School	3	2.0
Associate Degree	10	6.6
Undergraduate	127	<b>84.1</b>
Graduate	10	6.6
<b>Total</b>	151	100
<b>Distribution of Participants by Monthly Income</b>		
2000-3000 TL	9	6.0
2000-4000 TL	8	5.3
2000-5000 TL	52	<b>34.4</b>
5000 TL and above	82	<b>54.3</b>
<b>Total</b>	151	100
<b>Distribution of Participants by Occupational Titles</b>		
Social Worker	36	23.8
ASDEP Sociologist	30	19.9
Manager	11	7.3
Others(Psychologist, Teacher, Driver, etc.)	74	<b>49.0</b>
<b>TOTAL</b>	151	100
<b>Distribution of Participants by Marital Status</b>		
Single	55	36.4
Married	96	<b>63.6</b>
<b>Total</b>	151	100

When we look at Table 3, we can see that the majority of the participants are male with 56.3%. As for the age distribution, we see that the 26-35 age range has the highest rate with 45.7% and the lowest rate for 56 years and over with 1.3%. When we take into consideration the educational status, the highest rate is composed of undergraduate graduates with 84.1%. When we analyze according to income distribution, the group with an income of over 5000TL has the highest rate with 54.3%. According to their professional titles, 49.0% of the participants are psychologists, teachers, drivers, etc., and according to their marital status, it is seen that the majority are married with 63.6%.

## 2.6. The Frequency Tables

In this section, there are frequency distributions related to emotional labor and burnout.

**Table 4:** The Distributions of Emotional Labor

Emotional Labor	Mean	S.D.	Never		Rarely		Sometimes		Often		Always	
			F	%	F	%	F	%	F	%	F	%
S.A.1	3.07	1.32	27	17.9	23	15.2	35	23.2	<b>44</b>	<b>29.1</b>	22	14.6
S.A.2	2.80	1.42	<b>41</b>	<b>27.2</b>	24	15.9	30	19.9	36	23.8	20	13.2
S.A.3	2.61	1.39	<b>50</b>	<b>33.1</b>	23	15.2	27	17.9	37	24.5	14	9.3
S.A.4	2.66	1.48	<b>52</b>	<b>34.4</b>	20	13.2	29	19.2	27	17.9	23	1.2
S.A.5	2.76	1.30	34	22.5	31	20.5	<b>39</b>	<b>25.8</b>	30	19.9	17	11.3
S.A.6	2.74	1.28	32	21.2	36	23.8	<b>37</b>	<b>24.5</b>	30	19.9	16	10.6
D.A.1	3.08	1.24	20	13.2	32	21.2	33	21.9	<b>47</b>	<b>31.1</b>	19	12.6
D.A.2	3.50	1.21	12	7.9	19	12.6	37	24.5	<b>46</b>	<b>30.5</b>	37	24.5
D.A.3	3.19	1.11	13	8.6	23	15.2	<b>56</b>	<b>37.1</b>	39	25.8	20	13.2
D.A.4	3.44	1.14	10	6.6	21	13.9	40	26.5	<b>52</b>	<b>34.4</b>	28	18.5
G.A.1	3.69	1.07	6	4.0	14	9.3	38	25.2	<b>55</b>	<b>36.4</b>	38	25.2
G.A.2	4.02	0.97	3	2.0	8	5.3	27	17.9	<b>57</b>	<b>37.7</b>	56	37.1
G.A.3	3.68	1.10	7	4.6	14	9.3	38	25.2	<b>52</b>	<b>34.4</b>	40	26.5

Note: S.A.=Surface acting, D.A.=Deep acting, G.A.=Genuine acting

When we analyze Table 4, we can observe the attitudes of the participants towards emotional labor. Accordingly, we can see that the participants marked the answer “most of the time” in the expressions of deep acting and genuine acting. However, we see that they generally give negative responses to surface acting statements. Accordingly, we can say that employees tend to act deeply and exhibit natural behavior.

**Table 5:** The Distributions of Burnout

Burnout	Mean	S.D.	Never		Rarely		Sometimes		Often		Always	
			F	%	F	%	F	%	F	%	F	%
E.E.1	2.62	1.23	35	<b>23.2</b>	34	<b>22.5</b>	48	<b>31.8</b>	20	13.2	14	9.3
E.E.2	2.80	1.21	26	<b>17.2</b>	36	<b>23.8</b>	46	<b>30.5</b>	28	18.5	15	9.9
E.E.3	2.47	1.25	45	<b>29.8</b>	33	21.9	39	25.8	24	15.9	10	6.6
E.E.4	2.64	1.20	32	<b>21.2</b>	37	<b>24.5</b>	45	<b>29.8</b>	26	17.2	11	7.3
E.E.5	2.45	1.19	41	<b>27.2</b>	40	<b>26.5</b>	37	24.5	26	17.2	7	4.6
E.E.6	2.66	1.23	37	<b>24.5</b>	29	<b>19.2</b>	42	<b>27.8</b>	34	22.5	9	6.0
E.E.7	2.98	1.18	24	15.9	23	15.2	47	<b>31.1</b>	45	<b>29.8</b>	12	7.9
E.E.8	2.60	1.07	25	16.6	47	<b>31.1</b>	48	<b>31.8</b>	25	16.6	6	4.0
E.E.9	2.18	1.24	60	<b>39.7</b>	38	<b>25.2</b>	27	17.9	17	11.3	9	6.0
Dep.1	2.07	1.18	66	<b>43.7</b>	36	<b>23.8</b>	27	17.9	16	10.6	6	4.0
Dep.2	2.19	1.24	60	<b>39.7</b>	39	<b>25.8</b>	23	15.2	21	13.9	8	5.3
Dep.3	2.28	1.23	50	<b>33.1</b>	46	<b>30.5</b>	28	18.5	16	10.6	11	7.3
Dep.4	2.18	1.26	67	<b>44.4</b>	25	16.6	29	19.2	24	15.9	6	4.0
Dep.5	2.27	1.19	53	<b>35.1</b>	39	<b>25.8</b>	29	19.2	25	16.6	5	3.3
P.A.1	3.71	1.09	8	5.3	13	8.6	30	19.9	63	<b>41.7</b>	37	<b>24.5</b>
P.A.2	3.92	1.01	6	4.0	7	4.6	27	17.9	64	<b>42.4</b>	47	<b>31.1</b>
P.A.3	4.03	1.01	3	2.0	14	9.3	15	9.9	61	<b>40.4</b>	58	<b>38.4</b>
P.A.4	4.00	0.92	4	2.6	6	4.0	21	13.9	74	<b>49.0</b>	46	<b>30.5</b>
P.A.5	3.92	0.90	4	2.6	5	3.3	28	18.5	75	<b>49.7</b>	39	<b>25.8</b>
P.A.6	3.90	0.88	1	0.7	11	7.3	28	18.5	72	<b>47.7</b>	39	<b>25.8</b>

P.A.7	3.80	0.96	4	2.6	10	6.6	33	21.9	68	<b>45.0</b>	36	<b>23.8</b>
P.A.8	3.98	0.92	4	2.6	4	2.6	29	19.2	67	<b>44.4</b>	47	<b>31.1</b>

Note: E.E.=Emotional exhaustion, Dep.=Depersonalization, P.A.=Personel achievement

Table 5 shows that the majority of the participants answered "sometimes," "very seldom," and "never" to the expressions of emotional exhaustion and, in particular, depersonalization. Participants mostly gave the answers to the statements about personal accomplishment as "often" and "always". According to these data, we can say that social service workers feel high personal achievement and low emotional exhaustion and depersonalization.

### 2.7. The Normality Test

We need correlation analysis to determine whether there is a link between emotional labor and burnout, or whether the variables move together. However, before correct correlation analysis we have to see if the data are normally distributed. The table below shows the normality test of the data.

**Table 6: The Normality Test**

	Skewness	Kurtosis
Surface Acting	,175	-1,170
Deep Acting	-,190	-,738
Genuine Acting (Emotions)	-,791	,532
Emotional Exhaustion	,312	-,598
Depersonalization	,600	-,638
Personal Accomplishment	-,518	1,144

We can conclude from Table 6 that the data are regularly distributed. According to George and Mallery (2010), skewness and kurtosis values between +2.0 and -2.0 indicate that the data are normally distributed. Based on this, we have used Pearson correlation analysis in the correlation analysis section.

### 2.8. Correlation Analysis

We have conducted the Pearson correlation test to determine the association between emotional labor and burnout in this section.

**Table 7: Correlations between Variables**

	1	2	3	4	5
1 Sa	1				
2 Da	,495**	1			
3 Ga	-,062	,271**	1		
4 Ee	,398**	0,066	-,247**	1	
5 Dep.	,491**	,171*	-,207*	,811**	1
6 Pa	0,142	,238**	,542**	-,272**	-,0159

Notes. Sa= surface acting, Da=deep acting, Ga= genuine acting, Ee=emotional exhaustion, Dep.=depersonalization, Pa= personal accomplishment  
 \*\*p<0,01, \*p<0,05

Table 7 shows the correlation analyzes between the variables. According to this, surface acting has a positive and significant relationship with deep acting (r=0.495, p<0.01), emotional exhaustion (0.398, p<0.01) and depersonalization (0.491, p<0.01). Surface acting has no significant relationship with personal accomplishment. These data do not fully confirm H1. However, the fact that surface acting has a significant and positive relationship with emotional exhaustion and depersonalization partially confirms H1. Deep acting has a positive and significant relationship with genuine acting (r=0.271, p<0.01), depersonalization (r=0.171, p<0.05) and personal accomplishment (r=0.238, p<0.01). Based on these data, H2 is not confirmed. It is among the assumptions of H2 that deep acting has a positive relationship with personal accomplishment. We can interpret the confirmation of this

result as something positive. Finally, genuine acting is associated with emotional exhaustion ( $r = -0.247$ ,  $p < 0.01$ ) and depersonalization ( $r = -0.207$ ,  $p < 0.05$ ). Genuine acting, on the other hand, has a strong and positive link with personal accomplishment ( $r = 0.542$ ,  $p < 0.01$ ). These findings overwhelmingly support H3, indicating that H3 has been accepted.

**Table 8:** Regression Analyzes

Variables	$\beta$	Std. E.	t	R Square	Sig.
Sa-Pa	0,142	0,044	1,731	0,020	0,082
Sa-Ee	0,398	0,059	5,302	0,159	<b>0,000</b>
Sa-Dep	0,491	0,059	6,877	0,241	<b>0,000</b>
Da-Pa	0,238	0,054	2,985	0,056	<b>0,003</b>
Da-Dep	0,171	0,084	2,120	0,029	<b>0,036</b>
Da-Ee	0,066	0,081	0,806	0,004	0,421
Ga-Pa	0,542	0,051	7,864	0,293	<b>0,000</b>
Ga-Dep	<b>-0,207</b>	0,091	-2,589	0,043	<b>0,011</b>
Ga-Ee	<b>-0,247</b>	0,086	-3,105	0,061	<b>0,002</b>

Table 8 shows the regression analysis results, which show the direction of the relationships discovered by the correlation study. Surface acting, as can be seen from the table, positively affects emotional exhaustion and depersonalization. Similarly, deep acting positively affects personal accomplishment and depersonalization. Finally, while deep acting affects personal accomplishment positively, it negatively affects emotional exhaustion and depersonalization. The effect of surface acting on personal accomplishment and deep acting on emotional exhaustion is not significant.

### 3. Conclusion and Recommendations

In this study, we have aimed to find out whether there is any relationship between the sub-dimensions of emotional labor and the sub-dimensions of burnout. When the frequency data of the sub-dimensions of emotional labor are examined, we see that the participants generally give negative answers to the surface acting statements. Surface acting is distinct from deep acting and genuine acting and refers to pretending. In other words, we can consider surface acting as an insincere behavior style. In the long run, surface acting is not a sustainable activity. Surface-acting employees become emotionally exhausted over time. Such employees cannot communicate well with customers after a certain threshold. This damages the customer relations policies of the organizations and negatively affects the organizations in many ways. However, the participants mostly responded positively to the expressions of deep acting and genuine acting. This approach of the participants is a situation demanded by the organizations in the context of emotional labor. Because deep acting and especially genuine acting displays are seen as behaviors that strengthen the image of employees that they adopt their jobs and identify with their organizations. In this light, we may state that the social service workers who took part in the study conduct their tasks naturally, truly, and sincerely.

When we examine the frequency data of the sub-dimensions of burnout, we see that the participants mostly gave "sometimes", "very rarely" and "never" answers to the expressions of emotional exhaustion and especially depersonalization. Participants mostly gave the answers to the statements about personal accomplishment as "often" and "always". According to these data, we can say that social service workers feel high personal accomplishment and low emotional exhaustion and depersonalization. Burnout statements elicit similar responses as emotional labor statements. Namely, employees do not feel burntout to a large extent. Therefore, they seem more inclined to genuine and deep acting, which are desirable and sustainable types of behavior in emotional labor display.

Finally, we have applied Pearson correlation analysis to test the research hypotheses. According to the analysis results, H1 is partially and H3 is fully confirmed, but H2 is rejected. According to this, surface acting is in a significant and positive relationship with emotional exhaustion and depersonalization. Regression analysis has been performed to determine the direction of this relationship and the results of the regression analyzes demonstrate that as surface acting increases, emotional exhaustion and depersonalization increase, or as surface acting decreases, emotional exhaustion and depersonalization decrease. We have also found that deep acting is positively associated with personal accomplishment. In other words, we observe that as the person's deep acting ability increases, his personal accomplishment also increases. In addition, while genuine acting has a negative and significant relationship with emotional exhaustion and depersonalization, it has a positive and significant relationship with personal accomplishment. Accordingly, as the genuine acting abilities of the employees increase, there will be a decrease in the levels of emotional exhaustion and depersonalization and an increase in their personal accomplishment. These results we have obtained are in line with other scientific studies in the literature (Kaya & Özhan, 2012; Eroğlu, 2014; Koçak & Gürsoy, 2018; Mengenci, 2015; Yücebalkan & Karasakal, 2016; Korkmaz, Sünnetçioğlu, & Koyuncu, 2015; Yıldırım & Erul, 2013; Altan & Özpehlivan, 2019). So we can put forward that those who act deeply and genuinely are emotionally strong employees. It is essential for the organization to develop policies on this issue in order to create a positive organizational behavior climate and for employees to work with maximum efficiency.

The results of this study clearly reveal the relationship between emotional labor and burnout by considering the sub-dimensions. Evaluation of the stated results is an important issue that should be taken into account by the sector representatives. The results of this study provide important data in this sense. With this study, sector representatives will have information about the dimensions of emotional labor and burnout, and they will be able to learn the relations of these sub-dimensions with each other. At this point, they can engage in activities at many points such as strengthening, supporting or training sector employees, and increase the number of happy employees in the sector. Representatives who can evaluate their employees not as machines but as living things that can be burnout, exhausted and ultimately harm the organization and themselves, give efforts to provide happy employees in the organization to reach the goals. The results of this study are therefore important. It is possible to determine the causes that may be caused by the mood of the human capital factor before the results are realized, by evaluating the results of such studies. Taking measures to prevent the depletion of existing human resources and creating an organizational policy is possible by considering the results of such studies. An opposite attitude may cause the organization to go through the processes with great losses.

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