

Otel İşletmelerinde Tükenmişliğin Belirleyicisi Olarak Duygusal Emek Faktörü

Emotional Labour Factor as the Determinant of Burnout Syndrome in Hotel Establishments

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Extended Abstract

Introduction

As well as the quality of services to provide customer satisfaction in the businesses operating in the service sector, it is also important how these services are provided. As well as the physical and cognitive labor, the emotional behaviors of the employees also stand out in provided services. Burnout syndrome in employees due to intense work tempo can cause undesired situations in employees when combined with emotional masks worn with the need to exhibit positive and friendly behaviors to customers. The purpose of this study is to identify the emotional labor and burnout levels of the employees in hotels operating in the service sector and to determine the effect of emotional labor tendencies on their burnout levels.

Method

Considering that the relationship between the emotional labor and burnout levels of the employees can be better determined by long-term employees, the employees in the hotels operating in Alanya, district of Antalya province throughout the year were identified as the target group. A questionnaire was conducted by interviewing 265 personnel working in four and five star hotels. In order to determine emotional labor and burnout levels of employees, validity and reliability tested scale used in previous studies was used. Validity and reliability tests were performed, Cronbach Alpha values were calculated and confirmatory factor analysis and exploratory factor analysis were applied. The relationship between variables was analyzed by regression analysis.

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Findings

Demographic findings such as gender, age, marital status, working sectors and employment, number of children and working status of the participants to the questionnaire are included in the study. As a result of explanatory factor analysis, it was presented Emotional Labor variable was composed of two dimensions as Surface Acting and Deep Acting, and Burnout variable was composed of three dimensions as Emotional Exhaustion, Personal Accomplishment and Depersonalization. By means of the Confirmatory Factor Analysis, it was determined which statement was in which dimension and it was concluded that acceptable values were obtained. The KMO values are indicated in the table. It was concluded that each dimension had the validity. In addition, regression analysis concluded that the three dimensions of the Burnout Level variable were related to the two dimensions of the Emotional Labor variable.

Conclusion

As a result of the study which aimed at analyzing the relationship between Emotional Labor and Burnout Level variables in four and five star hotels operating in Antalya throughout the year, it was determined that Emotional Labor variable was composed of Surface Acting and Deep Acting dimensions and Burnout Level variable was composed of Emotional Exhaustion, Personal Accomplishment and Depersonalization dimensions. It was concluded that emotional labor variable emerging in the process of close relationship with customers was affected by Burnout Level variable. It is also observed that the employees try to live the emotions that they exhibit.

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Abstract

The aim of this study is to determine the emotional labor and burnout levels of hotel employees working in service sector and to determine the impact of emotional labor tendencies on the levels of burnout. The primary data required in this study have been obtained thorough questionnaire form. In this context, questionnaire application has been conducted by interviewing

one to one with 265 staff working in four and five-star hotels that operate in Alanya, Antalya and are open year-round. The reliabilities of scales used within the study have been determined as: Cronbach's alpha value of emotional labor scale: "0,81" and burnout scale: "0,80" respectively. Explanatory factor analysis (EFA) has been used to test structural validity of the scales. As a result of the analysis, "superficial acting" and "in-depth acting" factors related to emotional labor and "emotional exhaustion", "personal success" and "depersonalization" factors related to burnout scale have been obtained. The obtained factors have been tested by confirmatory factor analysis (CFA). As a result of the analysis, it has been seen that hotel employees' emotional labor levels have significantly affected the burnout levels at % 41,6, % 28,7, % 45,5 rates respectively.

Keywords: Emotional Labour, Burnout, Hotel Employees

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Öz

Bu çalışmanın amacı hizmet sektöründe faaliyet gösteren otel çalışanlarının duygusal emek ve tükenmişlik düzeylerini belirlemek ve duygusal emek eğilimlerinin tükenmişlik düzeyleri üzerindeki etkisini tespit etmektir. Çalışmada ihtiyaç duyulan birincil veriler anket formu aracılığı ile elde edilmiştir. Bu kapsamda Antalya'nın Alanya ilçesinde faaliyet gösteren ve yıl boyunca açık olan dört ve beş yıldızlı otellerde çalışan 265 personel ile bire bir görüşülerek anket uygulaması yapılmıştır. Çalışma kapsamında kullanılan ölçeklerin güvenilirlikleri sırasıyla duygusal emek ölçeğinin Cronbach Alfa değeri " 0,81", tükenmişlik ölçeğinin "0,80" olarak elde edilmiştir. Ölçeklerin yapısal geçerliliklerini test etmek amacıyla açıklayıcı faktör analizi (AFA) yapılmıştır. Analiz sonucunda duygusal emek ölçeğine ait "yüzeysel rol yapma" ve "derinlemesine rol yapma" olmak üzere iki faktör, tükenmişlik ölçeğine yönelik "duygusal tükenme" "kişisel başarı" ve "duyarsızlaşma" olmak üzere üç faktör elde edilmiştir. Elde edilen faktörler doğrulayıcı faktör analizi (DFA) ile test edilmiştir. Yapılan analiz sonucunda otel çalışanlarının duygusal emek boyutlarının tükenmişlik düzeylerini sırasıyla % 41,6, % 28,7, % 45,5 oranında anlamlı bir şekilde etkilediği görülmüştür.

Anahtar Kelimeler: Duygusal Emek, Tükenmişlik, Otel Çalışanları

1. INTRODUCTION

Accommodation companies which comprise a significant part of service sector are among companies where customers use available services for 24 hours and therefore anxiety as to customer satisfaction is densely felt. Customer satisfaction is not only about service quality but also is related to how these services are provided to customers. Acting in a friendly manner and always being positive to the customer are a part of service provided by employees in accommodation companies (Kim, 2008). Therefore, besides physical and cognitive labor behaviors, employees have to show emotional labor behaviours, as well (Hochschild, 1983).

Employees in an accommodation company may experience burnout syndrome as they work every day of the week and they have to have a close face-to-face communication with customers (Pelit and Türkmen, 2008, p. 122). Emotional labor comprises one of the important parts of fast-paced and non-stop working style causing burnout syndrome. According to Lam and Chen (2012), mask of emotion that employees wear while serving to customer creates negative feelings on employees. The purpose of this study is to reveal how emotional labor affects burnout of employees in Alanya, an important tourism destination in Turkey. Limited number of studies carried out on this matter in accommodation companies increases the importance of the study.

2. EMOTIONAL LABOR

Does any individual only gain money in return for his/her physical and cognitive effort in a profession? If so, how can "being a debonaire person" which is a desired characteristic in many professions be explained? Emotions, which was "ignored" (Grandey, 2000, p. 95) by Organizational Behavior literature and are an important piece of human nature, are significant part of effort that an employee makes during performing his/her duties. Although Taylor, one of the most significant pacesetters in science of business, examined the organization as a pure rational structure, emotions are complementary and indispensable parts of organizational life (Ashforth and Humphrey, 1995, p. 98). The term 'emotional labor' was introduced to literature by Hochschild (1983) and became an important topic frequently examined by academicians. Hochschild (1983, p. 7) defines "emotional labor" as the control of emotions so as to create a facial and physical expression that

can be observed by everybody. In following years, many different definitions were made by researchers. Ashforth and Humphrey (1993, p. 88) defined emotional labor as "the reflection of desired emotions by the organization during service to the customer". According to Morris and Feldman (1996, p. 987), emotional labor is "effort, planning and control required for an organization to reflect desired emotions during interpersonal professional processes" Grandey (2000) describes emotional labor "as a process in which emotions are intensified, imitated or suppressed".

Emotional labor especially is a part of duties of employees in service sector. As stated by Hochschild (1983) in "Managed Heart"s preface published in 2012, the most important reason underlying the fact that academicians examine emotional labor intensively is the fast growth in service sector. Especially in 1950 and afterwards, it is seen service sector in developed and developing countries step forward compared to industrial and agricultural sector (Özsağır and Akin, 2012). Within years, various service-based emotional labor studies on professions were carried out. Study of Stenross and Kleinman (1989) on police officers in abroad, study of Smith and Kleinman (1989) on medical students, study of Tolich (1992) on employees working in supermarkets, study by Bryne and Hall (1989) on teachers at primary and secondary schools and the study by Başbuğ et al (2010) on employees in call centers in Turkey, study by Eroğlu (2014) on employees in banking sector and study by Beğenirbaş and Meydan (2012) on teachers can be given as examples.

Widely accepted emotional labor dimensions in literature are "surface acting", "deep acting" introduced by Hochschild (1983) and commonly used in following studies and "spontaneous and genuine emotion" dimension included by Ashforth and Humphrey (1993). These dimensions put forth to what extent emotional labor is internalized by the employee. Surface acting is the behavior that is not felt in real sense and cannot be reciprocated in inner world of the employee. An employee displaying a surface acting acts within the framework of directions given by the organization even though s/he does not want to act in this way; therefore s/he performs an imitation (Nylander et al., 2011, p. 471). In surface acting, it can be predicted inconsistency between what is felt and what is displayed would trigger an emotional dissonance. Studies claiming that surface acting creates more negative effects on employees rather than deep acting exist in the literature (Judge et al., 2009, p. 59).

Deep acting can be regarded as the transformation of method acting model of Stanislavski (1965) into organizational world. Through this method, actor or employee internalizes his/her feelings as to his/her behaviors s/he displays via activating his/her own experiences and imagination and this makes behaviors more realistic (Stanislavski, 1965 Dijk et al., 2011, p. 40). Although it is seen easily practicable, it is not so easy to internalize behaviors. As a matter of fact, Huber et al. (2005) in their study on employees working in hotel and restaurants revealed that customers perceive the difference between surface acting and deep acting and react more positively to deep acting. In brief, employees are able to understand the difference between a candid smiling and surface smiling.

Expressing emotions in natural way can only become possible in emotional labor dimension where employee puts quite little emotional labor (Ashforth and Humphrey, 1993) and acts how s/he wishes. As there is not any conflict in this dimension between emotional behaviors expected by the organization and real feelings of employee, s/he does not have to make any effort so as to control own feelings (Morris and Feldman, 1996, p. 992).

It is quite possible to touch upon many outcomes of emotional labor. Although it is mostly focused on negative results of the term (Köksel, 2009), emotional labor has many beneficial outcomes. For instance according to Ashforth and Humphrey (1993, p. 95) acting in line with behavioral directives given by the organization decreases conflict risk between employee and customer and enables employee to express him/herself more effectively. Similarly, Rafaeli and Sutton (1987, p. 30-31) argue that emotional labor would bring along more positive professional outcomes and higher financial benefit. For instance, a doctor showing necessary concern to his/her patient would be able to provide the most effective service and gain satisfaction of patient or a waiter putting a smile on his face would take more tips. In parallel with literature, research by Özdemir et al. (2013) covering Boyner shops in Turkey has revealed that emotional labor managed in a correct manner increases service quality.

On the other hand, emotional labor has many personal and organizational outcomes. According to study of Çelik and Turunç (2011, p.242), emotional labor is effective on psychological problems. Stress and conflict resulting from emotional labor create health concern, sleeping disorder, anxiety, pessimism and even suicidality on employees. Studies of Başbuğ et al. (2010)

and Zhang and Zhu (2008) reveal surface acting among emotional labor dimensions decreases job satisfaction. Many studies in literature put forth the fact that emotional labor decreases job satisfaction in general sense (Morris and Feldman, 1996; Pugliesi, 1999). Other negative outcome of emotional labor in personal term is burnout which is the subject of this study (Zhang and Zhu, 2008; Dursun et al., 2011; Biçkes et al., 2014). Negative outcomes of emotional labor in organizational context, on the other hand, are low job performance and turnover intention. According to study of Chu (2002), deep acting and surface acting dimensions of emotional labor positively affect job performance whereas 'expression of emotions in natural way' dimension has a negative effect. On the other hand, Grandey (1999) reveals surface acting dimension has a negative impact and deep action dimension has a positive impact on job performance. Grandey (2000, p. 105) indicates that employee suffering from emotional labor would leave his/her position and quit job in long term. Similarly, Cote and Morgan (2002), in their study on 111 employees, put forth emotional labor leads turnover intention. According to a study carried out in hotels in Yalova, a positive and significant relationship between surface acting, one of the emotional labor behaviors, and turnover intention was found (Yürür and Ünlü, 2011).

3. BURNOUT

The term "burnout" was firstly used in a novel named *A Burnt-Out Case* (Greene, 1961) in which the story of an architect suffering from psychological problems quits his job and starts living in a forest in Africa is told (Maslach, 2003). This term having attracted attention of researchers as a psychological and social problem was used in systematical aspect by Herbert Freudenberger in 1974 (Ardıç and Polatçı, 2008, p. 70). Freudenberger defines burnout as a "state of exhaustion in internal sources of an individual as a result of failure, fatigue, energy and power loss or unsatisfied desires" (Freudenberger, 1974, Ardıç and Polatçı, 2008).

Commonly used definition of burnout is the one developed by C. Maslach. According C. Jackson and Maslach (1982, p.2), burnout is "a syndrome referring to emotional exhaustion, depersonalization and diminished personal accomplishment feeling experienced by employees who are in contact with people". The term commonly used as the "burnout syndrome" in Turkish can be defined in a more clear way as a lack of psychological and physical energy (Arı and Bal, 2008). On the other hand, Ahola et al (2006,

p.11) describes burnout as a "chronic syndrome showing up as a result of continuous stress".

As understood by Maslach's (1982) definition, there are three dimensions of burnout (Maslach and Jackson, 1981, p. 99).

- *Emotional Exhaustion*: It is the most experienced and important stage of exhaustion (Maslach et al., 2001). The employee working under huge stress cannot focus on his/her job and liabilities as to relationship between him/her and customers because of feeling exhausted and fatigue (Ardıç and Polatçı, 2009, p. 23). An employee experiencing emotional exhaustion loses motivation and cannot find the necessary energy to start the day (Okutan et al., 2013, p. 3).
- *Depersonalization*: More observable dimension of burnout is depersonalization reflecting on behaviors of the employee in a crystal clear way. An employee experiencing burnout generally starts acting in an insensitive and rough manner to those s/he provides service (Leiter and Maslach, 1988, p. 297). The employee may reject being kind and respectful and ignore demands of customers (Kılıç and Seymen, 2011, p. 50).
- *Reduced Personal Accomplishment*: Reduced personal accomplishment is defined as individuals' intention to negatively evaluate themselves in terms of their relation with job and especially customers (Maslach and Jackson, 1981, p. 99). Employee feels him/herself incapable for the job.

Especially in the light of Maslach's definition (1982), it would be the right decision to examine burnout especially in employees working in service sector where relationships with customers are of quite importance. It has been revealed by researchers that employees in service sector are more subject to burnout than those in other sectors (Perlman and Hartman, 1982; Bryne and Hall, 1989).

Researches in literature indicate various reasons underlying burnout. Cordes and Dougherty (1993) examined reasons of burnout under three categories as job and role-related reasons, organizational reasons and personal reasons. Job and role-related reasons are those related to role of the employee within the organization such as problems resulting from interaction with customers, role ambiguity, role conflict and role overload. The study carried out by Sabuncuoğlu (2008) on the academic personnel in a university puts forth the fact that role ambiguity and role conflict increases burnout. In the

study conducted on school managers, Whitaker (1996) indicates school managers feel exhaustion because of role overload and role conflict resulting from being in close interaction with many people and groups. Leiter and Maslach (1988) have also concluded role conflict causes burnout. The study carried out by Burke et al. (1984) on employees in police department reveals that job and role-related reasons and organizational reasons trigger burnout further than personal reasons. Accordingly, organizational factors such as lack of orientation, lack of autonomy, working environment, managerial factors and bureaucratic interventions have an important effect on burnout. Psychological environment and career level are among organizational factors effective on burnout (Pretty et al., 1992). The study by Byrne and Hall (1989) on teachers indicates such personal characteristics as age, gender and marital status are influential on burnout. Moreover, it has been concluded in another study carried out across the country in Finland that burnout is affected by age, socio-economical status, gender, marital status and educational level (Ahola et al., 2006). In their study on 700 employees in a telecommunication company, Pretty et al. (1992) show the fact that gender has a quite important effect on burnout. Accordingly, women are subject to burnout as they are not at managerial positions whereas men feel exhausted as they are at manager position.

Burnout or burnout syndrome can lead critical consequences both in personal and organizational aspects (Cordes and Dougherty, 1993). In personal aspect, burnout causes physical exhaustion and fatigue, sleeping disorder, anxiety, and therefore obstacles in job and family life (Ardıç and Polatçı, 2008, p. 74). Kahill (1988) indicates exhaustion results in physical weakness (headache, insomnia, digestion problems etc), depression and bad relationship with people. According to research by Jackson and Maslach (1982) on employees in police department, policemen experiencing burnout are more nervous in their family lives and estrange from their families. In organizational aspect, low job performance and job satisfaction and high turnover rates show up as a result of burnout (Halbesleben and Buckley, 2004; Low et al., 2001; Kahill, 1988). Another consequence of burnout is low organizational commitment (Leiter and Maslach, 1988; Derin and Demirel, 2012). The study carried out by Lee and Ashforth (1993) on human resources managers indicates organizational consequences of burnout are low organizational commitment and high turnover intention.

4. RELATIONSHIP BETWEEN EMOTIONAL LABOR AND BURNOUT

The relationship between emotional labor and burnout, its most critical outcome, is of vital importance in literature (Hochschild, 1983; Dursun et al., 2011; Brotheridge and Grandey, 2002; Dursun et al., 2011; Yürür and Ünlü, 2011; Kim, 2008, Korkmaz et al., 2015; Yıldırım and Erul, 2013; Bayram et al., 2012). According to Hochschild (1983) who introduced the term 'emotional labor', employees making emotional labor generally experience self-alienation and burnout. The study carried out by Dursun et al. (2011) on social service experts puts forth the fact that there is a positive and significant relationship among frequency, intensity and variety dimensions of emotional labor and personal accomplishment. In addition, there is a positive and significant relationship between depressed feelings and depersonalization. The study by Karatepe (2010) on hotel personnel in Ankara indicates emotional dissonance causes burnout. The study by Eroğlu (2014) on employees in banking sector shows emotional labor causes burnout.

It is beyond doubt that tourism which is one of the important branches of service sector is a sector in which emotional labor is dense and burnout is commonly experienced. The study carried out by Kim (2008) on hotel personnel in Washington reveals surface acting dimension of emotional labor causes burnout. Besides, Lee and Ok (2012) have proved in their study on 309 employees in a hotel who are in direct interaction with customers that emotional labor is effective on their burnout and job satisfaction. Similarly, Korkmaz et al. (2015) indicates in their study on employees working in F&B department of 5-star-hotels in İzmir that surface acting triggers burnout. On the other hand, the research by Yürür and Ünlü (2011) on hotel personnel in Yalova indicates that emotional labor does not have a significant effect on burnout.

5. METHOD

5.1. Sample

Research population is composed of employees in four and five-star-hotels providing service during whole year in Alanya, Antalya. So as to find hotels operating in Alanya destination, official web-site of ALTSO (Alanya Chamber of Commerce and Industry) was visited on 03.02.2016 and 53 five-star and 92 four-star hotels were found. Out of 145 hotels, 13 five-star and 9 four-star hotels provide service in winter season. It was interviewed with

hotels in question and questionnaires were carried out with personnel in 2 five-star and 3 four-star hotels. The reason why the research was conducted on hotels operating in whole year is that organizational structures of these hotels are more complicated, emotional labor and burnout factors can be more easily observed in long-term employees and these dimensions cannot be examined in short-term ones.

5.2. Measurement Tools

So as to determine emotional labor and burnout levels of employees working in hotels, scales validity and reliability of which was tested in previous studies were used in the research. For testing validity and reliability of scales in the study, Cronbach's alpha values were calculated and confirmatory factor analysis was performed.

Emotional Labor Scale was developed in a way of adapting and changing particular items in emotional labor scales of Diefendorff et. al (2005), Grandey (2003) and Kruml and Geddes (2000). At first, emotional labor scale was composed of 14 items and 3 dimensions as "surface acting, deep acting and natural behaviors"; however, third dimension was removed as a result of EFA. Analyses were performed on two dimensions as "surface acting" and "deep acting". Burnout scale was developed by Maslach and Jackson (1981) and adopted in Turkish by Ergin (1992). Burnout scale in this study is composed of 22 items and three dimensions as "emotional exhaustion, personal accomplishment and depersonalization".

5.3. FINDINGS

Table 1. Demographical Findings

Gender	n	%	Marital Status	n	%
Male	182	68.7	Married	114	43
Female	83	31.3	Single	151	57
Total	265	100	Total	265	100
Age	n	%	Department	n	%
18-25)	119	44.9	Human Resources	11	4.2
26-30)	44	16.6	Front office –	55	20.8

31-35)	22	8.3	Accounting		
36-40)	34	12.8	Service	49	18.5
41-45)	25	9.4	Kitchen	45	17.0
46 and over	21	7.9	Housekeeping	23	8.7
Total	265	100	Security	31	11.7
			Other	51	19.2
			Total	265	100
Education	n	%	Working Year	n	%
Primary School	66	24.9	Less than one year	133	50.2
High School	114	43	1-3 Years	67	25.3
Associate Degree	34	12.8	4-5 Years	23	8.7
Bachelor's Degree	35	13.2	6 Years and over	42	15.8
Postgraduate	16	6	Total	265	100
Total	265	100	Working Status	n	%
Number of Children	n	%	Temporary	135	50.9
1 child	27	10.2	Continuous	130	49.1
2 children	42	15.8	Total	265	100
3 and more children	38	14.4			
No child	158	59.6			
Total	265	100			

68.7% of respondents are male and 31.3% of them are female. 43% of respondents are married and 57% of them are single. 10.2% of respondents have one child, 15.8% have two children and 14.4% have 3 or more children. 44% of respondents are between 18-29 ages, 16.6% are between 26-30, 8.3% are between 31-35, 12.8% are between 36-40, 9.4% are between 41-45 and 7.9% are at 46 ages and over. In terms of respondents' educational level, 24.9% of them have primary school education, 43% have high school education, 12.8% have associate degree, 13.2% have bachelors' degree and 6% have post-graduate degree. 50.9% of respondents work temporarily and 49.1% work continuously. 50.2% of respondents have been working less than 1 year, 25.3% have been working for 1-3 years, 8.7% have been working for 4-5 years and 15.8% have been working for 6 years and over. In terms of their departments, 4.2% of respondents work in "human resources", 20.8% work in "front office-accounting", 18.5% work in "service sector", 17% work in "kitchen", 11.7% work in "security" and 19.2% work in other departments.

5.3.1. Explanatory Findings

Explanatory statistics are provided in Table 2.

Table 2. Explanatory Statistics as to Sample

		n	\bar{X}	SD
Emotional labor	Surface Acting	265	2.79	1.53
	Deep Acting	265	3.45	1.15
Burnout	Emotional Exhaustion	265	2.66	1.10
	Personal Accomplishment	265	3.33	1.04
	Depersonalization	265	2.59	1.14

In Table 2, means as to emotional labor and burnout levels of hotel personnel included in sample group are presented. It can be said that mean values are close and "deep acting" intentions (3.45) out of emotional labor dimensions and "personal accomplishment" intentions (3.33) out of burnout dimensions are high.

5.4. Validity and Reliability Analysis

In this section, validity of the scale was tested through explanatory factor analysis and confirmatory factor analysis. Then, Cronbach's alpha values were examined and reliability levels were analyzed.

5.4.1 Explanatory Factor Analysis (EFA)

So as to test validity of emotional labor and burnout scales used in the study, explanatory factor analysis was performed. Analysis results are presented in Table 4 and Table 5.

Table 4. Explanatory Factor Analysis of Emotional labor Scale

		SA	DA
		Eigenvalue	3.842 3.251
		% Variance	34.930 29.557
S²	I pretend as if I feel good while talking to customers.		,735

	I feel as if I wear a mask so as to show emotions required by my profession.	,826
	While taking care of customers, I make extra effort just like showing a performance	,825
	I pretend so as to take care of customers in a correct manner.	,908
	While performing my profession, I pretend as if I feel emotions that I do not really feel inside of me.	,816
	I reflect different feelings to customers than those of I really feel.	,723
Deep Acting (DA)	I try to do my best in order to be able to feel emotions I have to reflect to customers.	,772
	I make hard effort in order to be able to feel emotions I have to reflect to customers.	,838
	I really try to feel emotions I have to reflect to customers.	,831
	Emotions that I reflect to customers show up automatically.	,735
	Emotions that I reflect to customers are sincere.	,772
Removed	I make an effort to really feel emotions I have to reflect.	,452
	Emotions I reflect to customers are the same as those I really feel.	,372
	I pretend to customers during service.	321
		KMO 0.845
		Barlett's 1475.261
		p 0.000

Table 5. Explanatory Factor Analysis of Burnout Scale

		EE	PA	D
	Eigenvalue	8.197	3.107	1.532
	% Variance	39.032	14.796	7.298
Emotional Exhaustion (EE)	Dealing with people whole day is quite backbreaking.	,774		
	I feel exhausted when I release from work.	,766		
	I feel I am overworking.	,763		
	At the end of the day, I feel exhausted.	,757		
	I feel my job makes me disappointed.	,749		
	When I get up, I feel I cannot bear this job.	,694		
	I feel I cannot put up with this job anymore.	,689		
	Being in close relationship with people creates huge stress on me.	,639		
	I feel I am alienated from my job.	,607		
Person	As a part of my job, I can create a cosy environment while in contact with people.		,821	

	I believe I positively inspire people through my service.	,807
	It makes me happy to work closely with people whom I'm in contact with.	,792
	I gained lots of considerable accomplishment in this job.	,743
	I can effectively solve problems of people whom I be in contact.	,739
	I feel so energetic.	,694
	As a part of my job, I can figure out what people feel about incidents.	,625
Depersonalizati on (D)	I feel as if I consider people as an object.	,805
	Since the start of this job, I have become more strict to people.	,743
	I really do not care what happened to people whom I am in contact.	,634
	This job makes me rough in emotional sense.	,625
	I feel some people whom I am in contact with blame me for a particular problem they face.	,575
Removed item: I unaggressively deal with emotional problems in my job		0.250
	KMO	,907
	Barlett's	3202.234
	p	,000

Within the scope of the study, EFA was performed for each of two scales. "Varimax" method was used in analysis as a spinning method. EFA was firstly performed on emotional labor scale. Three statements in emotional labor scale factor loadings of which are under 0.50 are ignored. As a result of analysis, it is observed KMO value of emotional labor scale is 0.850, Barlett test's result is 1475.261 and statistically significant ($p=0,000<0,50$). As a result of analysis, two dimensions as "surface acting" and "deep acting" were obtained. Secondly, EFA was performed on statements in burnout scale. One statement in burnout scale factor loading of which is under 0.50 is ignored. As a result of the analysis, it is observed KMO value of the scale is 0.907; Barlett test's result is 3202.234 and statistically significant ($p=0,000<0,050$). Considering the statements comprising factors, it has been observed they fall under three factor groups as "emotional exhaustion, "personal accomplishment" and "depersonalization" respectively.

5.4.2 Confirmatory Factor Analysis (CFA)

CFA was performed so as to test validity of scales used within the scope of the study. Values as to CFA are presented in Table 6.

Table 6: Confirmatory Factor Analysis

			χ^2	sd	χ^2/sd	RMSEA	AGFI	GFI	CFI
Emotional labor	(Two Dimensional)		97.274	39	2.49	0.075	0.900	0.941	0.960
Burnout	(Three Dimensional)		323.661	153	2.11	0.065	0.856	0.895	0.943

As a result of CFA, fit indices of emotional labor model ($\chi^2 = 97,274$, $sd=39$ ($p<0,001$), $\chi^2 / sd = 2,494$, $RMSEA = 0,075$, $AGFI = 0,900$, $GFI =0,941$, $CFI = 0,960$) confirmed two dimensional structure of the scale. As a result of CFA, fit indices of burnout model ($\chi^2 = 323,661$, $sd=153$ ($p<0,001$), $\chi^2 / sd = 2,115$, $RMSEA = 0,065$, $AGFI = 0,856$, $GFI =0,895$, $CFI = 0,943$) confirmed three dimensional structure of the scale. In line with analysis results, it is seen fit indices of measurement models are at acceptable level (Engel, et al., 2003, p. 52).

5.4.3 Testing Reliability

In Table 3, internal consistency analysis results of each sub-dimension of scale used within the scope of the study are presented.

Table 3. Internal Consistency Analysis Results

		Cronbach's Alpha (α)
Emotional labor	Surface Acting	0.88
	Deep Acting	0.85
Burnout	Emotional Exhaustion	0.91
	Personal Accomplishment	0.88
	Depersonalization	0.82

Cronbach's alpha (α) values as to each sub-dimension of scales in the study are surface acting (0.88), deep acting (0.85), emotional exhaustion (0.91), personal accomplishment (0.88) and depersonalization (0.82) respectively.

Table 7: Correlation Analysis

		SA	DA	EE	PA	D
Surface Acting	SA	1				
Deep Acting	(DR)	-,301**	1			
Emotional Exhaustion	(EE)	.567	-,470**	1		
Personal Accomplishment	(PA)	-,116	.538	-,379**	1	
Depersonalization	(D)	.580	-,508**	.640	-,278**	1

So as to determine relationships among dimensions obtained through EFA and confirmed via CFA, correlation analysis was performed. According to analysis results, surface acting has a negative relationship with intention to deep acting ($r = -,301$; $p = 0,050$), a positive relationship with intention to emotional exhaustion ($r = ,567$; $p = 0,050$), a negative relationship with intention to personal accomplishment ($r = -,116$; $p = 0,050$) and a positive relationship with intention to depersonalization ($r = ,580$; $p = 0,050$). Deep acting has a negative relationship with intention to emotional exhaustion ($r = -,470$; $p = 0,050$), a positive relationship with intention to personal accomplishment ($r = ,568$; $p = 0,050$), a negative relationship with intention to depersonalization ($r = -,508$; $p = 0,050$).

5.5. Examination of Relationships

Table 8: The Effect of Emotional labor on Burnout

Emotional Exhaustion					
	β	t	R ²	F	Significance Level of F Value
Surface Acting	,469	9.500	,416	94.940	,000
Deep Acting	-,329	-6.664			
Personal Accomplishment					
	β	t	R ²	F	Significance Level of F Value
Surface Acting	,051	,933	,287	54.038	,000
Deep Acting	,554	10.155			
Depersonalization					
	β	t	R ²	F	Significance Level of F Value
Surface Acting	,470	9.860	,455	111.154	,000
Deep Acting	-,367	-7.702			

According to results of regression analysis which was performed in order to determine the influence of emotional labor on burnout, it was observed emotional labor has a significant influence (41.6%) on "emotional exhaustion" ($F= 94,940$; $p=,000<0,05$). Accordingly, one point change in intention to surface acting, one of emotional labor dimensions creates a positive impact at the value of ,469 on intention to emotional exhaustion ($\beta=,469$; $t= 9,500$). Similarly, one unite change in intention to deep acting creates a negative impact at the value of -,329 on intention to emotional exhaustion ($\beta= -,329$; $t= -6,664$). As employees' intention to emotional exhaustion increases, their intention to surface acting increases, as well and as their intention to emotional exhaustion decreases, their intention to deep acting decreases, Emotional problems employees face in job lead them to show surface acting, reflect untruthful emotions or display insincere behaviors.

It was also observed emotional labor had a significant influence (28,7%) on "personal accomplishment", one of the burnout dimensions ($F=54,038$; $p=,000<0,05$). Accordingly, one unite change in intention to surface acting, one of the emotional labor dimensions creates a positive impact at the value of ,051 on intention to personal accomplishment ($\beta=,051$; $t= 933$). Similarly, one unite change in intention to deep acting creates a positive impact at the value of 0,554 on intention to personal accomplishment ($\beta=,554$; $t= 10,155$). Personal accomplishments of employees as to their professions increase their intention to deep acting. As personal accomplishment level increases, they reflect more sincere feelings to customers.

It was also observed emotional labor had a significant influence (41,6%) on intention to "depersonalization", one of the burnout dimensions ($F=111,154$; $p=,0.000<0,05$). Accordingly, one unite change in intention to surface acting, one of the emotional labor dimensions creates a positive impact at the value of ,0.470 on intention to depersonalization ($\beta=,470$; $t= 9.860$). Similarly, one unite change in intention to deep acting creates a negative impact at the value of -,367 on intention to depersonalization ($\beta= -,329$; $t= -7,702$). As employees' intention to depersonalization increases, their intention to deep acting increases, as well. As individuals become non-sensitive to incidents and phenomena, feelings they reflect become surface as well.

CONCLUSION

Emotional labor which is getting more important every day, accepted as an essential part of many jobs and also regarded as an emotional expression reflected to customers is a different aspect of emotions researched within organizational context. Besides, excessively emotional interaction between employees and customers and lack of opportunities for employees to renew their emotional resources causes burnout phenomenon. Emotional labor term introduced by Hochschild (1983) is examined in literature in three dimensions as surface acting, deep acting and natural acting or in two dimensions as surface acting and deep acting. In this study, as a result of explanatory factor analysis, it is examined in two dimensions as "surface acting" and "deep acting".

Within the scope of the study, the effect of emotional labor intentions of employees in four and five-star hotels in Alanya, Antalya is researched. In the study, emotional labor is examined in two dimensions as "surface acting" and "deep acting" whereas burnout is examined in three dimensions as "emotional exhaustion", "personal accomplishment" and "depersonalization".

As a result of research findings, it has been observed employees' intention to "surface acting" were below the average (2.79) and intention to "deep acting" was a little bit above the average (3.45). It has been also seen that employees try to feel emotions they reflect to customer in real sense and show sincere behaviors to them. In addition, "emotional exhaustion" (2.66) and "depersonalization" (2.59) levels of employees are below the average and "personal accomplishment" levels are a little bit above the average.

According to results of correlation analysis carried out on data, intention to surface acting is in a positive relationship with emotional exhaustion and in a negative relationship with personal accomplishment. As employees' intention to surface acting increases their emotional exhaustion and depersonalization increases and personal accomplishment decreases. Intention to deep acting is in a negative relationship with emotional exhaustion and depersonalization and in a positive relationship with personal accomplishment. When employees' intention to deep acting increases, their emotional exhaustion and depersonalization decreases, and personal accomplishment increases.

As a consequence of regression analysis results, it has been seen that emotional labor dimensions has an impact (41,6%) on "emotional exhaustion" dimension. "Surface acting" has a positive impact on emotional exhaustion dimension whereas "deep acting" has a negative impact on it. It is seen emotional labor dimensions have an impact (28.7%) on personal accomplishment. Intention to "surface acting" and "deep acting" has a positive impact on personal accomplishment. Similarly, emotional labor dimensions have an impact (45.5%) on depersonalization dimension. "Surface acting" has a positive impact on depersonalization dimension whereas "deep acting" has a negative impact on it.

As a result of literature scanning, following results have been obtained as to emotional labor and burnout. In their study on employees in service sector, Chu et al. (2012) found a positive relationship between surface acting and burnout and negative relationship between deep acting and burnout. In other words, as emotional dissonance increases, burnout increases and as emotional dissonance decreases, burnout decreases, as well. In their study on tourist guides, Kaya and Özhan (2012) figured out that intention to deep acting decreased burnout. Morris and Feldman (1996) claim emotional dissonance causes burnout. In his study on employees working in customer services in different sectors, Abraham (1998) argued that surface acting would increase burnout. The study by Karatepe (2010) on hotel personnel in Ankara and the study by Eroğlu on employees in banking sector reveal the fact that emotional labor causes burnout. The study by Tolich (1992) on employees working in supermarket supports the relationship between emotional labor and burnout. In their study on doctors working in private sector, Köse et al. (2011) found data supporting the claim that surface acting dimension of emotional labor causes burnout. In the study that Kaya (2014) carried out on employees working in nursing homes in İzmir, it is revealed that surface acting dimension of emotional labor affects burnout in positive aspect and job satisfaction in negative aspects. In their study on employees working in airport in Thailand, Chang and Chiu (2009) found out emotional labor has an important impact on burnout especially for women. According to results of the study Lv et al (2012) carried out on hotel personnel in China, surface acting dimension of emotional labor increases burnout whereas deep acting dimension decreases burnout. The same study reveals the fact that burnout causes intention to quit job. İplik et al. (2014) in their study on employees in five-star hotel in Antalya, have found out emotional labor decreases burnout and increases job satisfaction. Authors argue that

emotional labor strategies should be developed so as to manage its positive impact.

As a conclusion, emotional labor term is related to effort process that employees experience while being in close relationship with customers. Therefore employees have to include their feelings into this process. In the light of research findings, particular suggestions could be provided so as to contribute to future studies to be carried out on this subject. Data to be obtained through larger population in which more employees from hotels operating in winter season are included will provide more correct and generalizable results. In addition, these data could be analyzed through making comparisons on employees working in hotels providing service in different sectors.

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