THE INFLUENCES OF EMOTIONAL LABOR MECHANISMS ON THE PROJECT TEAM'S CREATIVITY AND PERFORMANCE[1]

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Mehmet ÇELİKYAY
PhD. Student
Gebze Technical University
Social Sciences Institute
mcelikyay@gmail.com
ORCID ID: 0000-0003-4243-896X

Ali Ekber AKGÜN
Prof. Dr.
Yildiz Technical University
Faculty of Economic and Administrative Sciences
aakgun@yildiz.edu.tr
ORCID ID: 0000-0001-5922-3266

ABSTRACT| Emotional Labor (EL) is accepted as a rather new concept in the literature of organizational behavior that has been studied from the 1980s onwards to the present day. However, when the related literature is examined, EL is generally considered to be neglected in research at both the individual level and the role of the project teams.The purpose of this paper is to investigate the relationship between team contextual antecedents, emotional labor behaviors and team creativity and team performance in project teams in theTurkish information and communication Sector. By studying 85 Information and Communication Technologys (ICT)project, it was found that team contextual antecedents except top management support have a positive and significant effect on EL mechanisms. Furthermore, EL mechanisms except surface behaviour were found to generate a positive emotional influence on the team's creativity in reaching the expected performance of the team.

Keywords: *Emotional Labor Mechanisms, Team Creativity and Performance*

Jel codes: *M10,O30, O32*
Scope: *Business Administration*
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DUYGUSAL EMEK MEKANİZMALARININ TAKIM YARATICILIĞI VE TAKIM PERFORMANSI ÜZERİNDEKİ ETKİLERİ[2]

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Mehmet ÇELİKYAY
Doktora Öğrencisi
Gebze Teknik Üniversitesi
Sosyal Bilimler Enstitüsü
mcelikyay@gmail.com
ORCID ID: 0000-0003-4243-896X

Ali Ekber AKGÜN
Prof. Dr.
Yıldız Teknik Üniversitesi
İktisadi ve İdari Bilimler Fakültesi
aakgun@yildiz.edu.tr
ORCID ID: 0000-0001-5922-3266

ÖZ | Duygusal Emek(DE), örgütsel davranış literatüründe 1980'li yıllardan günümüze kadar üzerinde çalışılan oldukça yeni bir kavram olarak kabul edilmektedir. Ancak ilgili literatür incelendiğinde, yapılan araştırmalarda duygusal emeğin genel olarak bireysel seviyede ele alındığı , proje takımlarındaki rolünün ihmal edildiği görülmektedir. Bu çalışmanın amacı, Türkiye bilgi ve iletişim sektöründeki proje ekiplerinde takımsal öncüller, duygusal emek davranışları, takım yaratıcılığı ile takım performansı arasındaki ilişkiyi incelemektir.85 farklı Bilgi ve İletişim Teknolojisi (BİT) projesi incelendiğinde, üst yönetim desteği dışındaki takım yapısal öncüllerinin DE mekanizmaları üzerinde anlamlı etkisi olduğu bulunmuştur. Ayrıca yüzeysel davranış dışındaki DE mekanizmalarının, takımdan beklenen performansa erişilmesinde takım yaratıcılığı üzerinde olumlu duygusal etkiler yarattığı görülmüştür.

Anahtar Kelimeler: *Duygusal Emek Mekanizmaları, Takım Yaratıcılığı ve Performansı*

JEL Kodu*: M10,O30,O32*
Alanı: *İşletme*
Türü: *Araştırma*

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[2] Bu araştırma Mehmet Çelikyay'ın "Duygusal Emek Kavramı,Öncülleri ve Sonuçları: Proje Takımları üzerinde Bir Araştırma'' adlı doktora tez çalışmasından elde edilmiştir .

1. INTRODUCTION

All over the world, projects have become a means to enhance organizational performance and competitiveness. The use of project work is a clear trend in businesses and organizations, that makes project management a rapidly developing discipline in modern service societies (Seiler et al.,2012). In the ICT sector, which has a multidisciplinary and complex structure, project-based teamwork has become a widely preferred organizational norm. And as the use of teams becomes a structural norm, it is expressed as a requirement to be able to maximize the talents of team members in order to improve their performance and maintain their competitiveness (Günsel, 2008). As a social process in team work, the mutual interaction of the team members is important, and at these stage emotions are engaged. Clearly, understanding and controlling feelings in teams is important for correct decision making, open thinking and achieving performance at optimum levels. Especially in information-intensive projects, social interactions help various feelings to emerge and the management of these emotions in accordance with team goals and objectives is also significant in resulting team outcomes (Akgün et al.,2011; Barczak et al.,2010). Behaviors and expressions that team members exhibit in order to form a team are examined under the concept of "Emotional Labor", a specific type of labor.

2.LITERATURE REVIEW

In order to better understand the scope of this research, some concepts such as team and project should be explained briefly. *Teams* are one of the most important organizational structures possessing a level of difficulty and complexity that individual work can not.Also,teams are required to achieve business results that can be achieved by a joint study, which deals with multiple functional units. *A Project* is a temporary endeavour with a definite start and a definite end, undertaken to create a unique product, service, or result. Therefore a project is not an ongoing effort; the end is reached when the project objectives have been achieved, or when the project is terminated because its objectives will not or cannot be met, or when the need for the project no longer exists (PMI, 2013)

2.1. **Team Structurel/Contextual Antecedents**

An organizational structure, context or environment is defined as a set of inclusive structures and external systems that facilitate or inhibit the tasks for which the team is responsible (Denison et al., 1996), Organizational context,

structure and environment are a form that shapes both individual ,collective-group and organization-level behaviors in order to increase organizational effectiveness (Ghoshal &Bartlett, 1994). Organizational culture is related to the abstract qualities of the organization, and instead of the rules set forth by the formal systems and the managers, it rises above the belief systems and values of the members of the organization. In this respect, the structural context reflects a combination of organizational structures and cultures (Gibson &Birkinshaw, 2002). Ghoshal & Bartlett (1994) argued that discipline and stress can lead organizations to orient their members in the direction of organizational goals and objectives. In addition, they conceptualized the structural context as a discipline, stress, support, and trust in their work.

2.1.1.Discipline

Discipline is defined as an important element of organizational climate in studies conducted in the field of organizational behavior.Discipline in fact reflects a standard and a lifestyle that is valid for all jobs (Ghoshal & Bartlett, 1994). According to Gibson &Birkinshaw (2004), discipline must be created with the satisfaction of employees in order to reach high performance targets instead of strict sanctions and strict norms. The basic element that makes teams a real team is the discipline itself (Katzenbach & Douglas, 2005). The discipline makes it easier for employees to comply with the work schedule in the face of routine or extraordinary developments they encounter while performing their duties and contributes to the establishment of a cooperative team spirit in achieving the goals of the team successfully. In such cases, discipline is engaged as a constructive element (Manz, 2003).

2.1.2.Stress

Team stress is defined as a type of stress that affects the team as a whole and is associated with perceived terms and conditions (eg. work load, team size or time pressure) in the team environment. Team stress is defined as a concept involving two different perspectives called team crises and team anxiety, which are used to measure the feelings of crisis and anxiety experienced by team members during the new product development process. In the current work on team stress, it is stated that team members are experiencing fear, coercion and uncertainty, and they are surprisingly feeling it collectively. Team crises are related to the feeling of urgency, and team anxiety is defined in relation to fear (Akgün et al., 2007b).

2.1.3.Trust

Trust is also an expectation that other people will behave as expected and not become opportunistic(Barczak et al.,2010).Trust means that a team member believes that other team members have the necessary knowledge, skills and integrity to complete the tasks assigned to them.When team members help a team, their confidence increases. On the contrary, trust decreases when team members think that other members can not fulfill their obligations (O'Dwyer et al., 2012).Team-level trust is defined as the level of trust among team members and it is stated that trust between team members can be improved through social communication. Team members who trust each other are more likely to stay in teams and in the organization (Al-rais, 2011).

2.1.4.Top management support

Management support can also be defined as the involvement of senior management in the project process with guidance and assistance in the conduct of work within project teams (Grandey, 1999). Management support is conceptualized as understanding behaviors of the managers' employees and the managers who support the employees as professionals and human beings can have happier employees (Özbingol, 2013). It has been found that management support is one of the most important antecedents for a teams' high performance exhibitions and that managerial support provides psychological and useful support for employees during work processes, while promoting a harmonious environment, during emotional social interaction process times(Tai, 2012).

2.2.**Emotional Labor And Mechanisms**

According to Barczak et al. (2010), emotions are inseparable from an organization's internal work environment, and they have a great influence in teams as they are fundamental to how team members interact and work together. For this reason, the use of emotions in the workplace has become popular (Appolus et al., 2016). Although the study of emotions in organizational settings has attained considerable prominence, with varying focus and methodology, many organisations have operated under the belief that emotions and rationality are mutually exclusive and yet organisations have tried to control their members to promote rationality over emotions (Hekkala et al., 2012).Despite emotions in the workplace having received increasing academic attention in organization

research, the impact of emotions in project works has received very little attention within the literature to date.

The importance for organizational management of this effort, called emotional labor or emotional work is beginning to increase.Employees use emotional management and demonstration consciously or unconsciously to act as expected (Mann, 2006). (Hochschild, ,1983) who first used Emotional Labor as a type in the management literature, noted the concept of emotional labor is expressed as "emotions expressed in facial and bodily behaviors, and a certain salary is expressed in facial or physical representations such as gestures and mimicry". Emotional Labor is considered as a form of impression management that the employee performs both to shape his own perceptions and to create a cohesive working environment (Gardner&Martinko, 1988;Grove& Fisk, 1989). It is also stated that emotional labor includes active strategies for changing, creating or differentiating the representation of emotions during ongoing relationships and interactions (Pugliesi, 1999). In other words, this type of emotional effort is considered to be a type of labor, since an employee has to make a different and extra effort to complete the task. In addition, emotional labor is the act of regulating emotional expressions of individuals in the direction of their organizational goals. Among the most important approaches which are taken into consideration in the studies related to emotional labor and its sub-dimensions, and which consider this concept from different perspectives, Hochschild (1983),Ashforth& Humphrey (1993), Morris & Feldman (1996) and Grandey (2000) 's approaches have secured an important place. In this study, the three sub-dimensions of emotional labor (Surface and Deep Behavior, Automatic Emotional Regulation) derived from these four approaches are discussed.

2.2.1. Surface behavior

Surface behavior means that emotions that are not actually felt by the individual are displayed as facial expressions, mimics, or sound. Surface behavior refers to the emotional labor behavior that occurs when there is a serious difference between the feelings that are expected and displayed by the employee (Hochschild, 1983; Ashforth & Humphrey, 1993). When an employee changes their verbal, facial and body expressions without changing their basic emotions, superficial behavior arises. In this behavior, an actor plays the emotions of his role on the stage as if he was living this emotions, and an employee who exhibits surface behavior similarly reflects the emotions that he does not feel (Hochschild, 1983). However, in this case, it is stated that there may be a discrepancy between

the behaviors of the individual and the feelings expressed by him (Ashforth & Humphrey, 1993; Zapf, 2002).

2.2.2. Deep behaviour

The second level in emotional labor behavior is deep behavior and it is an effort to really feel the emotion that the employee wants to exhibit (Yalçın, 2012). Deep behaviour means that the employee tries to adjust his feelings for feeling that he has to exhibit according to the circumstances. Deep behavior can be described as an internally effort by the individual to really feel the emotions expected by the organization (Hochschild, 1983; Ashforth & Humphrey, 1993). In this state, deep behavior involves the harmonization of the feelings that a person actually feels (Grandey, 1998).Accordingly this harmonization involves efforts to control not only physical behavior but also to change internal feelings (Brotheridge &Grandey, 2002). The deep behavior is seen as a dimension of emotional labor with less negative effects on the worker compared to surface behavior.

Emotional labor research has generally focused on surface and deep behavior, because the employees live as if they act stage performance by stage performance like actors, sometimes by internalizing them without internalizing the role given to them (Brotheridge & Lee, 2003; Grandey, 2000).

2.2.3.Automatic emotional regulation

Grandey (2000) presented emotional labor as a holistic view and defines emotional labor as both Regulation of Emotions and behavior to serve organizational goals. The concept of feeling regulation, underlined by Grandey (2000) is related to the emotions that individuals possess and the mechanisms by which they feel and reflects these emotions. Emotional regulation as a vital element of the emotional labor presentation process was firstly stated in the work of Gross (1998a;1998b) . Emotional regulation is defined as the processes that affect how individuals express their feelings. Emotional regulation is seen as a necessary process in order to comply with the rules of emotional impression. The inputs of this process consist of the stimulus which the individual takes from the environment, and secondly, the outputs that are also the answers that the individual gives through the warnings of emotions. There are also assumptions that the emotional regulation can occur both automatically and in a controlled manner within the context of behavioral theory. Automatic emotional regulation

is the automatic demonstration of emotions expected by the organization and occurs only when there are minor differences between the internal feelings of individuals and the rules of impression that the organization expects.In this context, individuals can present their feelings unconsciously by changing them unconsciously (Yalçın, 2012).In fact, automatic emotional regulation is a different form of deep behavior (Ashforth &Humphrey, 1993) , for example, a nurse can be sympathetic to a wounded child as a patient without making any role and this can be evaluated under the concept of automatic emotional regulation.With similar approach, it can be seen as surface behavior which occurs spontaneously with less effort(Mahato et al.,2014,; Zapf, 2002),For example, according to Zapf (2002), a salesperson can automatically smile at customer without feeling anything.

2.3. Emotional Labor Results in Project Team Works

When organizational behavioral literature is examined, emotional labor behavior is generally associated with emotional exhaustion (Morris&Feldman 1996; Grandey 1999), job satisfaction (Liu et al, 2008; Duke et al.,2009; Grandey, 1999;2000), internalization, organizational commitment and work tension (Liu et al. 2008), business performance (Duke et al.,2009), an intent to leave work, emotional alienation (Grandey, 1999;2000), an individual creativity (Geng et al., 2013).

Although existing research on emotional labor focuses more on attitudes and behaviors of employees in the service field (Geng et al., 2013), there are a very few arguments that emotional labor should be explored on performance outcomes such as creativity and innovation. However, there are also studies investigating the impact of emotional labor on team-level outputs of team innovation (Liu et al., 2008), team performance (Günsel, 2014), and team creativity (Tierney et al.,1999). In this research that is still being investigated, emotional labor is considered to have a collective variable at team level the first time , a direct effect on team creativity, and an indirect effect on team performance through team innovation.

2.3.1.Team creativity

Team creativity also means creating new ideas and solutions to protect the competitive power of the company. Compared to individual creativity, team creativity may be inclined to be more creative and innovative. (Barczak et al.,

2010; Chen, 2006). Team creativity is generally considered to be more effective than individual creativity and is believed to help generate ideas at a higher quality (Paulus,2000). Team creativity also includes encouraging a discussion process between members and team interaction, where promoting creativity in project teams encourages team members to learn from customers and market and design new products. In fact, it is said that ,creative problem solving processes led the project members to further interact with each other and lead to the performance of new product market performance (Chen, 2006).Definitively complex tasks require unconventional approaches and solutions. Particularly in complex and knowledge-intensive projects, members must face emotional, procedural, and resource problems, sudden changes in customer demand and desire, and uncertainties in a competitive market environment. As a result, team creativity also stimulates discussion process and interaction between team members.Furthermore it encourages team members to design new products and services that meet the customers demands and the requirements of the market.

2.3.2.Team performance

Team performance represents more than the sum of each individual performance separately and this, in turn represents a collective and synergetic output above individual performance (Pirola & Mann, 2004). The success of new product development efforts is assessed with a number of outcomes including product development team performance, or externally-focused results a long with integrally related results, new customer acquisitions, or new product-based sales, such as project life span (Stanko al.,2012). In the related article, it is generally acknowledged that the term team activity is used to evaluate team performance.

There are a number of studies that show that the performance of new product development teams can be evaluated under two main headings: product success and market speed. Product success shows the market performance of a new product and market speed is related to the time interval between the development of the product or the project and the presentation of the market (Dayan &Elbanna, 2011). Different terms can be used to explain new product development steps such as market speed, lifetime, innovation speed, market presentation speed (Stanko et al., 2012). As a result, in this study, market speed and market success are examined as indicators of project team performance, based on the new product development literature and ICT sector.

3.RESEARCH METHODOLOGY

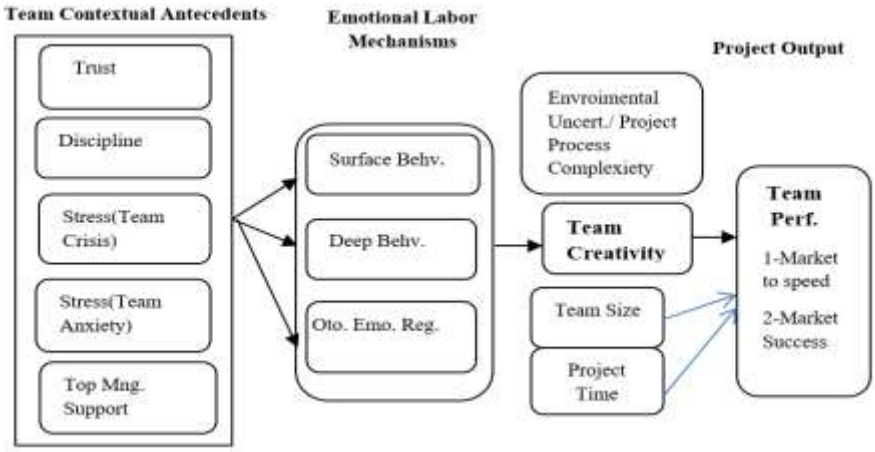
3.1.The Purpose and Importance of the Research

The purpose of this study is to investigate whether some emotional labor behaviors determined by the organizations in order to ensure team harmony within the project teams operating in ICT sector have negative effects on team creativity and performance. Besides in with this study, it is aimed that (1) to recognize the emotional labor mechanisms and some contextual antecedents which affect them, and (2) to investigate whether or not this EL mechanisms would be used to improve the team creativity and performance. Moving from this, the concept of Emotional labor dynamics, which will facilitate the creation and management of effective ICT project teams, has been presented for the first time to organization literacy.

3.2. Research Model and Hypothesis Development

In the research model presented in Figure 1, Emotional labor mechanisms are schematized in the form of input, process and output in teams. Inputs in this process are composed of the basic components of the organizational/team context that emerge as emotional labor antecedents (Ghoshal & Bartlett, 1994). The relationship between these antecedents and emotional labor and ultimately outputs as team creativity and team performance are being investigated.

Figure 1:Research Model



3.2.1.The relationship of the team contextual antecedents and emotional labor mechanisms

Teamwork requires more trust than individual work, as the completion of team tasks requires a high level of solidarity. It is expected that a work environment that includes both intra-team trust and co-operation will lead to more creative efforts and output, as it provides more opportunities for members to communicate, share information and focus (Barczak et al.,2010) . It has been pointed out, in the research done that, when employees start to distrust each other, this leads to significant changes in the organizational climate. The high level of trust between team members will make it even easier for team members to show their true feelings. Thus, team members are expected to have much less emotional labor presentation in order to achieve the synergy and efficiency expected from teamwork. Based on these explanations, the following hypothesis was developed;

H_1: Trust will have a positive significant influence on emotional labor mechanisms.

The discipline is generally known as coercion and oppression but in fact it is consistency. Discipline is reflected in the daily activities of the team thereby creating the expected behavioral standards for the team, namely display rules. Discipline is gained by regular work done every day. Regular and routine work is often boring and monotonous, so the emotions of an individual can be negatively affected. As a team member, it may be necessary to engage in emotional labor in order to not reflect his psychological status to other individuals. It may even be said that the reaction of members is much stronger regardless of the fact that their teammates' informal sanctions are much less important than the official sanctions of the administration or even the in-team official discipline. It is stated that in the work on team discipline, the common control of team members create strong norms of behavior resulting in common values.

In order to achieve team effectiveness, there may be cases where team discipline, which develops the ability to adapt to the predetermined task distribution, rules, processes and responsibilities and, to obey the internal control mechanisms at the maximum level without the need for compulsory and warning of others, may not be adequately adopted by some members of the team. In this case the member will need to show more emotional labor behaviors from other friends in order to avoid being influenced by emotional problems that cause

negative consequences such as exclusion, criticism and even out of team responses. That is, the more disciplinary practices within the team, the more emotional labor the team members will need to exert. Based on these explanations, the following hypothesis was developed;

H_2: Discipline will have a positive significant influence on emotional labor mechanisms

When crisis and anxiety emerge in a team, team members become insecure, frustrated and frightened. Likewise ,when a crisis or anxiety is experienced within the scope of a project the team needs high level emotional support and encouragement to solve the problems, to accelerate the development process and to speed to market in the product's time(Akgün et al., 2007b). It has been shown that if team members receive similar stimuli, they process these stimuli with similar ways to a certain degree, and that such similar actions result in team members having comparable reactions, even causing an infection in emotional reactions is indicated (Zahavy & Freund, 2007; Liu et al,2008).It is even argued that team members can feel the crisis and anxiety collectively through the influence of the pressures during the project. Team crises are related to the feeling of urgency, and team anxiety points to the fear that is experienced. Team stress refers to crisis and anxiety as a whole (Akgün et al., 2007b). Controlled stress causes employees to automatically shape their behavior in the direction of expectation and emotional display rules. From here it can be understood that team members need to learn to control their emotions individually, and as a team, and to engage in an emotional labor effort without expecting any enforcement or demand from top management (Jarvi, 2015). Team members may usually need to show more emotional labor behavior in order to adapt to their stress sources and, based on these explanations, the following hypotheses were developed;

H_3: Crisis-induced team stress will have a positive significant influence on emotional labor mechanisms.
H_4: Anxiety-based team stress will have a positive significant influence on emotional labor mechanisms.

A management support is one of the most important antecedents for a teams' high performance exhibitions and provides psychological and useful support for employees during work processes, promoting a harmonious environment and emotions in an important social interaction process (Tai, 2012). When team members feel support from top management, they more deeply feel

the patterns of emotional behavior expected from them. Individuals need more moral support, emotional comfort and security than just financial incentives, as anxiety and crisis in the team can encourage emotional distress and pressure and fatigue in individuals. This supportive climate promotes self-esteem and risk taking, as well as the flexibility needed to cope with anxiety and crisis. From here it is stated that management support is a stimulus for successful project outputs in case a crisis and anxiety exist within a team(Akgün et al., 2007b). In the study of Chen et al. (2012), it was found that manager support strengtheneds the positive effect of deep behavior on job satisfaction and burnout, and alleviateds the negative effect of superficial behavior. When team members feel support from top management, they deeply experience the patterns of emotional behavior expected from them. Based on these findings in the literature, the following hypothesis was developed;

H_5: Top management support will have a positive significant influence on emotional labor mechanisms.

3.2.2.The relationship of emotional labor mechanism and team creativity

Studies on the effects of an employee's' mental state and their creativity indicate that having positive moods develops their cognitive and motivational processes and increases their creative thinking and problem-solving skills. It is suggested that the positive mood in the research conducted is a mediator between the manager and co-worker support and creativity (Shalley et al., 2004). Also the fact that employees are in a negative mood can have an important role on the creativity of the employee, and furthermore, negative influences such as dissatisfaction may be positively correlated with employee creativity(Zhou & George, 2001). When employees feel job pressure, they can neglect more difficult and abstract ways of thinking within their job, and also when they are panicked in trying to cope or reduce pressure, they prefer ordinary actions and give up the creative activities (Dyne et al., 2002)

When an emotional labor study is conducted, whatever their real emotions, it is stated that the employees can shape their inner emotions as organization expects or can reflect them to the outside as they actually feel. As a result of the studies done, it was found that deep behaviour requires less cognitive resource use, and surface behaviour negatively affects the creativity of the employees; conversely, the deep behaviour positively affects creativity (Geng et al.,

2013).Based on these explanations, the following hypotheses were developed;

H_6: Surface behaviour will have a negative significant influence on team creativity.
H_7: Deep behaviour will have a positive significant influence on team creativity.
H_8: Automatic emotional regulation will have a positive significant influence on team creativity.

3.2.3.The relationship of team creativity and team performance

When the related literature is examined, there are contradictory results in different studies on the relationship between innovative performance and the supportive working environment of the company (Çokpekin & Knudsen, 2012; Parry, et al.,2009; Gumusluoglu & İlsev, 2009). The increase in the individual creativity capacity within the team indicates that the other members of the team will be able to apply and develop new and useful ideas in their own work and ultimately increase the performance of the entire team or organization (Dul &Ceylan, 2014).

Team creativity also includes encouraging a discussion process between members and team interaction. In fact, it is said that creative problem solving processes led the project members to further interact with each other and lead to the performance of new product market performance (Chen, 2006). Complex tasks require unconventional approaches and solutions. Particularly in complex and knowledge-intensive projects like ICT projects, members must face emotional, procedural, and resource problems, sudden changes in customer demand and desire, and uncertainties in a competitive market environment. Despite these problems, it is expected that team creativity will make a significant contribution in finding and implementing new, different, and fast solutions to achieve expected performance and results in the organization. Based on these explanations, the following hypotheses were developed;

H9: Team creativity will have a positive influence on speed to market.
H10: Team creativity will have a positive influence on market success.

3.2.4.The Moderator role of project process complexity and environmental uncertainty in the relationship between project outputs and EL mechanisms

Environmental ambiguity and project complexity may have a significant effect on team perception and anxiety (Akgün et al., 2007b), team learning and performance (Chollet et al., 2012), and market presentation speed (Akgün et al., 2007b).In new product development teams, there are two important sources of uncertainty: the environment that shows the degree of uncertainty involving design work for the project, and markets that show the uncertainty that arises from the customers' product requirements. In addition to these sources, there are time pressures and an, awareness of the project's importance(Edmondson &Nembhard, 2009).

The complexity of the project suggests how communication channels in the current project, development phases and commercialization process are differently applied by team members from previous implementations in new product development projects (Lynn & Akgün,1998). Project complexity makes it more difficult to implement new product development projects and according to Standish Group studies (2001), Information-intensive projects are expressed as a reason for the high degree of failure, especially in new product development projects (Açıkgöz et al.,2014).At the team level, task type and project complexity are considered as the main factors affecting team behavior and team performance (Awiram et al., 2013). However, the complexity of the project may encourage team members to share information, and the project team can provide significant opportunities in accessing successful team performance (Park & Lee, 2014). Therefore, because the high complexity of new product development projects involves process and environmental uncertainties, it can cause team members to feel pressure both individually and collectively. Numerous studies have shown that environmental uncertainty and project complexity are significant effects on team learning, performance (Chollet et al.,2012) and market speed (Akgün et al., 2007b), and team perception and anxiety perception(Akgün et al., 2007b) conflicts. Project characteristics such as project complexity and project uncertainty were found to moderate performance relations with project management(Salomo et al., 2007; Stanko et al., 2012), and the complexity and uncertainty in developing new products are closely related to the level of team innovativeness.

As a result, project complexity refers to a situation in which a project is

different from the projects in the past and requires a departure from the routine. The complexity of the project may be a trigger for team members to share information with each other (Park & Lee, 2014), indicating that the project team can provide significant opportunities in accessing successful team performance (Awiram et al.,2013). Similarly, the related literature shows that project outputs are closely related to environmental uncertainty (Akgün et al.,2007b).Based on these explanations, the following hypotheses were developed;

H_{11}: As the project process complexity increases, the relationship between team creativity and speed to market is exacerbated.
H_{12}: As the project process complexity increases, the relationship between team creativity and market success is exacerbated.
H_{13}: As environmental uncertainties increase, the relationship between team creativity and speed to market is exacerbated.
H_{14}: As environmental uncertainties increase, the relationship between team creativity and market success is exacerbated.

3.3- Measurement and Sampling

In the research model presented in Figure 1. Emotional labor mechanism is schematized as a process in teams. Inputs in this process are composed of the basic components of the organizational context that emerge as emotional labor antecedents (Ghoshal&Bartlett,1994).Considering the work of (Hochschild,1983;Grandey 1999;2000;Gross 1998b; Ashforth &Humphrey 1993; Morris &Feldman 1996;Frese &Zapf 1994),emotional labor behaviours were studied in three sub-dimensions. As a matter of fact, this three-dimensional fiction about emotional labor in project teams reveals a new kind of emotional labor strategy about "effective team management" and can be expressed as "emotional labor mechanisms or inner dynamics".

The scales used in the model are as follows. All of scales were adopted to team level:Park &Lee(2014) for trust(6 items) , Gibson & Birkinshaw (2002) for discipline(4 items) , Akgun et al.(2007b) for stress(6 items) , Ghoshal &Bartlett (1994),Birkinshaw & Gibson(2002) for top management support(5 items) were used as to be adapted to team level in order. Brotherdige & Lee (1998) for the surface(5 items) and deep behavior(5 items), Çekmecelioğlu et al. (2012), adopted from Wong et al.(2006) for emotional regulation(7items), Rego et al.(2007) for team creativity, Akgün et al.(2011) for project performance(17 items). As a control variables,the team size is included as the logarithmic value

of the number of people actually engaged in the project work in the analysis section.The project duration is the logarithmic values measured in terms of the time elapsed between the beginning of the project and the presentation of the new product to the market (Akgün et al., 2007b). A multiple choice scale was used to test the hypotheses developed. Answers (1 = strongly agree, 5 = strongly disagree) were measured using the 1-5 type Likert scale.

The research universe of the study consists of middle or big scale firms which have been operating in the Telecommunications and IT sector in Turkey and engage in the new product or service development. These 30 companies cover 93% of the sector in terms of sales revenues and number of employees. The survey was carried out between May 2016 and April 2017. The final samples was determined as 291 questionnaires from 85 project in 25 firms. The partner participants in our sample consisted of senior engineers / technical specialists (32.6%), product / project managers (5.2%), department managers (4.8%), engineers / technicians (44.4%), general managers/director (1%), chairman / owner (0.7%) and other titles (11.3%).

3.4.Data Analysis and Results

3.4.1. Measure validity and reliability

Factor analysis was conducted for both the scales of the questionnaire separately. Firstly, the items were subjected to exploratory factor analysis with Statistical Package Program-SPSS 21.0. The best fit of data was obtained with a principal component analysis utilizing Varimax rotation with Eigenvalues of 1 as a cut of point. In the data reduction procedure, those items have a factor loading of lower than 0.50 and those having collinearity with more than one factor, were removed one by one while continuing the factor analysis until reaching the ideal factor. Following the elimination of two questions from our scale as a result of the analysis, it was determined that the contextual antecedents fit into 5 factors, emotional labor mechanism into 3 factors, team creativity into 1 factor , team performance into 2 factors, project complexity,environmental uncertainty into 1 factor. Cronbach alpha values for our measurements ranged from 0.827 to 0.929 and exceeded the threshold of 0.70. Furthermore, the Kaiser-Meyer-Olkin test which informs the researchers about the adequacy level of the scales has been found between KMO: 0,745 and 0,927, with a threshold value of 0.70 and Barlett's test ρ-sign (<0.1) were also seen to be 0,000 for all of our models. After the EFA analysis, 2 questions were taken out of the questionnaire consisting of

64 questions and a total of 62 questions were evaluated. Since our measurements meet the required validity and reliability criterias and it is seen that for our scale can be applied feasibility of confirmatory factor analysis (CFA) .

As shown in Table 1, all normalized pattern loadings are statistically significant ($p<0.01$), therefore convergent validity was demonstrated. Reflective scales were utilized in this study in order to calculate the reliabilities(Kleijnen et. al., 2007). In order to evaluate the psychometric features of measurement instruments, a null model, with which there is no structural relation, was utilized. To calculate reliability, a Chronbach's Alpha, Composite Reliability (CR), and the Average Variance Extracted (AVE) were utilized. Internalconsistency is demonstrated when the reliability of each measure in a scale is above 0.7 (Brown, 2006; Kline, 2011). Cronbach's alpha and composite reliability values explain over the threshold value of 0.7 as recommended by Nunnally &Bernstein (1994). As it is demonstrated in Table 1, the measurement model provided enough evidence for internal consistency.

Convergent validity has been established by the examination of factor analysis results displayed in Table 1. Each manifest variables (MV) are loaded above in relationship to the related latent variables (LV). Convergent validity is also ensured when the average variance extracted (AVE) is higher than 0.5 (Hair, Anderson, Tatham,&Black,1998) With these, the measurements were subjected to CFA in the sem and it was seen that all the remaining questions were loaded at a value exceeding 0.60 after deduction of three questions with a factor load less than 0.60.Following this, the data was subjected to correlation analysis to test the discriminant validity of the measurements. As Fornell & Larcker (1981) stated, the value of AVE calculated for each variable should be higher than the latent factor correlations between variable pairs. The correlation values between the pair of variables are lower than the square root of the AVE value as shown in Table 1.The Cronbach Alpha's reliability value of the discipline variable is 0.69. Although this coefficient is less than 0.70, Gupta & Somers (1996) suggest that for a relatively newly developed scale, the threshold value can be taken as 0.60. Therefore, it was seen that our metrics meet the criterias of validity and reliability.

Table 1:Measurement model results

Variables	Factor loadings	Indicator Weights	Mean	Std. Dev.	Cr.Alpha > 0,7	Comp.Real. >0,7	AVE > 0,5
Trust			**4,23**	**0,72**	**0,927**	**0,943**	**0,733**
G1	0,809	0,182					
G2	0,892	0,204					
G3	0,891	0,182					
G4	0,842	0,189					
G5	0,84	0,209					
G6	0,858	0,202					
Discipline			**3,19**	**0,9**	**0,697**	**0,825**	**0,612**
D1	0,743	0,394					
D3	0,75	0,303					
D4	0,850	0,565					
Stress(Team Cris.)			**3,96**	**0,74**	**0,834**	**0,9**	**0,75**
S1	0,876	0,388					
S2	0,873	0,381					
S3	0,85	0,385					
Stress(Team Anx.)			**3,14**	**1,06**	**0,827**	**0,894**	**0,738**
S4	0,853	0,41					
S5	0,856	0,473					
S6	0,869	0,283					
Top Mngt.Support			**3,93**	**0,74**	**0,848**	**0,891**	**0,621**
YON1	0,731	0,21					
YON2	0,827	0,323					
YON3	0,833	0,261					
YON4	0,728	0,223					
YON5	0,816	0,244					
Surface Behaviour			**3,19**	**0,9**	**0,823**	**0,875**	**0,584**
YD1	0,696	0,169					
YD2	0,701	0,267					
YD3	0,715	0,188					
YD4	0,851	0,311					
YD5	0,843	0,351					
Deep Behaviour			**3,81**	**0,75**	**0,83**	**0,88**	**0,598**
DD1	0,77	0,258					
DD2	0,868	0,336					
DD3	0,842	0,328					
DD4	0,8	0,293					

Auto.Emotional Reg.			**3,99**	**0,59**	**0,854**	**0,892**	**0,583**
ODD1	0,623	0,21					
ODD2	0,724	0,211					
ODD3	0,788	0,208					
ODD4	0,868	0,249					
ODD5	0,783	0,204					
ODD6	0,773	0,229					
Team Creativity			**4,04**	**0,65**	**0,921**	**0,936**	**0,645**
TAY1	0,826	0,172					
TAY2	0,857	0,168					
TAY3	0,824	0,154					
TAY4	0,823	0,158					
TAY5	0,753	0,162					
TAY6	0,782	0,141					
TAY7	0.774	0,138					
TAY8	0.781	0,152					
Team PERF.(Speed to Market)			**3,78**	**0,75**	**0,821**	**0,881**	**0,651**
TAP14	0,77	0,283					
TAP15	0,845	0,343					
TAP16	0,838	0,279					
TAP17	0,772	0,333					
Team PERF.(Market Success)			**3,72**	**0,66**	**0,91**	**0,93**	**0,691**
TAP1	0,826	0,224					
TAP2	0,794	0,188					
TAP3	0,875	0,166					
TAP4	0,869	0,208					
TAP5	0,85	0,21					
TAP10	0,765	0,209					
Project Process Complex.			**3,71**	**0,84**	**0,901**	**0,935**	**0,828**
PK1	0,883	0,252					
PK2	0,935	0,496					
PK3	0,912	0,344					
Environmental Uncertainity			**3,64**	**0,85**	**0,788**	**0,85**	**0,658**
ÇB1	0,943	0,763					
ÇB2	0,766	0,039					
ÇB4	0,704	0,356					

Note: Loadings shown are after oblique rotation and Kaiser normalization.

Furthermore, discriminant validity is supported by two criteria in this study:

- The AVE of each latent construct should be higher than the construct's highest squared correlation with any other latent construct (Fornell and Lacker, 1981).

- An indicator's loading should be higher than all of its cross loadings (Hair et. al., 2011).

Table2:Correlations among latent variables with sq. rts. of AVEs

Construct	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1.Trust														
2.Discipline	0,589**													
3.Stress(Team Crises)	0,612**	0,516**												
4.Stress(Team Anxiety)	-0,187*	-0,116*	0,01											
5.Top Management Support	0,567**	0,539**	0,427**	-0,222**										
6.Surface Behaviour	0,003	0,141**	0,273**	0,373**	-0,038									
7.Deep Behaviour	0,688**	0,612**	0,660**	-0,059	0,507**	0,235**								
8.Automatic Emotional Regulation	0,603**	0,527**	0,627**	-0,041	0,439**	0,268**	0,783**							
9.Team Creativity	0,621**	0,482**	0,570**	-0,065	0,508**	0,117*	0,676**	0,655*						
10.Team Perf.(Speed to Market)	0,528**	0,407**	0,607**	0,024	0,346**	0,115*	0,473**	0,479*	0,510*					
11.Team Perf.(Market Success)	0,292**	0,093	0,473**	0,196*	0,149*	0,302**	0,341**	0,368*	0,496*	0,601**				
12.Project Process Compleixty	0,249**	0,065	0,211**	-0,407**	0,210**	-0,112*	0,130*	0,036	0,179*	0,076	0,069			
13.Enviromental Uncertainity	-0,047	0,049	0,082	-0,266**	-0,056	0,125*	0,063	0,120*	0,072	0,135*	0,072			
14.Team Size	0,076	-0,022	0,143*	-0,099	-0,001	0,083	0,155*	0,200*	0,071	0,013	-0	0,06	-0,05	
15.Project Duration	-0,056	-0,078	-0,024	0,001	-0,097	0,03	-0,091	-0,098	-0,028	-0,081	0,007	0,030	-0,07	0,292**
*p<.05, **p<.01														
Note: Square roots of average variances extracted (AVEs) shown on diagonal														

Table 2 shows the correlations and descriptive statistics between variables. Table 2 displays that both criteria above for discriminant validity is supported. Concerning the results of the above statistical tests for reliability and validity, it is assumed that the factors of the variables are sufficiently valid and reliable to test hypotheses.

3.4.2. Structural model and hypothesis testing

In this research, the Partial Least Squares (with the PLS-Smart 3.0 statistical package program) approach was used within the Structural Equation Model (SEM) to perform survey-related measurements and to calculate the structural parameters. In the analysis of data the reason for using the small squares based structural equation model of the data are not based on multiple normality, which is one of the basic assumptions of covariance-based structural equation modeling, and the number of samples obtained in the study is low (Fornell &Bookstein,1982; Chin, 1998). In parallel with previous work, rather than treating emotional labor as a composite (or second order) variable, For learning how each emotional labor behavior / dynamics affects project outputs,emotional labor was examined as emotional labor mechanisms instead of a single composite variable.

Before parameter estimation of our conceptual model, we have increased the research sample to 500 by means of Bootstrapping method.Taking into

consideration the direct relations in our proposed model .The results confirm the majority of our hypotheses regarding contextual antecedents, there is a positive relationship between discipline and deep behavior (β = 0,219, p <0,05) and H1 is partially supported statistically. In addition, the results of the analysis showed that the team crisis has significant and direct effect to the surface behavior (β = 0,337, p <0,01), deep behavior (β = 0,310, p <0,01) and automatic emotional regulation (β = 0,358, p < 0,01) so that H2 is supported statistically. It is shown that there is a positive relationship between team anxiety and surface behavior (β = 0.334, p <0.01)), in this context H3 is partially supported statistically. Trust appears to be positively associated with deep behavior (β = 0.334, p <0.01) and automatic emotional regulation (β = 0.263, p <0.01), thus H4 is partially supported statistically.The relationships between top management support and all emotional labor mechanisms demonstrated no significant effects. Hence, hypothesis H5 has not been supported statistically. However, findings reveal that the existence of a positive relationship between deep behavior (β = 0.429, p <0.01) , automatic emotional regulation (β = 0.365, p <0.01) and team creativity so that H7 and H8 are supported statistically. Since there is no relation between surface behaviour and team creativity, H6 is not supported statistically . It is also seen that there is a positive relationship between team creativity and market speed (0,508, p <.0,0) and market success (β = 0,501, p <.0,01), so H9 and H10 are supported statistically.

In addition, the findings confirm that project process complexity has only a moderating role between team creativity(β=-0,255,p <0.01) and market success. In other words, as the project process complexity increases in the team work of firms in our sample, the relationship between team creativity and market success is negatively affected. Therefore, findings support H11 but not H12.Lastly and interestingly, the findings indicate that environmental uncertainty does not have a moderating role between team creativity and team performance outputs. Therefore, findings do not support H13 and H14.

According to the results obtained by using the Smart PLS program and taking the project complexity as a moderator variable, the model predicts that 24% (R2 = 0.24) of change in ssurface behavior, 60% of change in deep behavior, 49% `explains. The antecedents presented in the model, control variables, and emotional labor mechanisms explain 52% of the change in team creativity. They all together explain 26% market speed and 32% change in market success.Vijayasarathy (2010) utilizes the R2 categorization of Cohen (1998) according to the effect sizes as small; 0.02, medium; 0.13, and large; 0.26. Hence,

the results reveal explicitly that, all the dependent variables have a large effect size. Table 3. displays the results of the hypotheses.

Table 3:Hypotheses results

Hypotheses	Results
H1:Discipline -Emotional Labor(EL) Mechanism	**Partly Supported**
H2:Team Crisis-EL Mechanism	**Supported**
H3-Team Anxiety-EL Mechanism	**Partly Supported**
H4:Trust-EL Mechanism	**Partly Supported**
H5:Top Management Support-EL Mechanism	Not Supported
H6:Surface Behaviour-Team Creativity	Not Supported
H7:Deep Behaviour-Team Creativity	**Supported**
H8:Automatic Emotional Regulation-Team Creativity	**Supported**
H9:Team Creativity-TP.Speed to Market	**Supported**
H10::Team Creativity-TP. Market Success	**Supported**
H11-Team Creativity*Project Process Complexity.-TP.Market Success	**Supported**
H12-Team Creativity*Project Process Complexity-TP.Speed to Market	Not Supported
H13-Team Creativity*Environmental Uncertainty-TP.Market Success	Not Supported
H14-Team Creativity*Environmental Uncertainty-TP.Speed to Market	Not Supported
H15-Conrol Variables-Team Creativity	Not Supported
H16-Control Variables-Team Performance(TP)	Not Supported

4. DISCUSSIONS AND CONCLUSIONS

In this study, emotional labor behaviors in project teams were investigated both theoretically and empirically for researchers as well as project managers in various fields such as Technology and Innovation Management, Project Management and Organizational Behavior. The present research contributes to the related literature by presenting a model of relationships among team

contextual antecedents, emotional labor behaviors/mechanisms, team creativity and team performance. It also serves to fill an important gap in the literature of team management because the study examines the antecedents and outputs in a holistic perspective. Especially because the service and product development activities in the telecommunication and information sectors are of a complex nature and each project team has its own specific characteristics and values, this work is aimed to give a new perspective to emotional labor theory.

Within the scope of this research emotional labor behaviors in project teams are structured in three dimensions as surface behavior, deep behavior and automatic emotional regulation. In this three-dimensional emotional labor construction,project members will begin to work closely and act primarily in order to comply with the rules of display (see surface behavior), and will eventually try and internalize these display rules (see deep behavior) and ultimately become members that will automatically exhibit these rules of conduct future (see automatic emotion regulation). It is also argued that this three-dimensional or step-wise emotional labor project developed for project teams can be used in this work under the name of "Emotional Labor Mechanisms".

Findings provide evidence of positive and significant effects (i) on deep behaviour of the discipline ,(ii) on deep behaviour and automatic emotion regulation of the trust , (iii) on all emotional labor dimensions of the team crisis , (iv) and on the surface behaviour of the team anxiety. The fact that the top management support has no effect on emotional labor mechanisms has emerged as an interesting result. This reveals the role of the antecedent on the emotional labor mechanisms of the structural context.In the same way, only the deep behavior and automatic emotional regulation from the emotional labor mechanisms exhibited in the project teams reveal the statistically positive and significant effects on team creativity.

In addition, the results show that team creativity has a statistically positive and significant relationship to market speed and market success. This result is also parallel to past research in which a working environment that supports creativity has increased the amount of new products presented to the market (new product productivity) and new product sales (Chen,2006;Dul & Ceylan, 2014). As a parallel to past research,it is clear that the project processes complexity plays a moderating role on the relation between team creativity and team project performance **(**Lynn & Akgün, 1998; Akgün et al, 2007b; Salomo et al,2007; Stanko et al.,2012). This result also confirms Dul &Ceylan (2014) findings that

an increase in individual creativity capacity will be also lead to the implementation and development of new and useful ideas in the works of the other members and that will improve the performance of the whole team or organization. Just as striking, the results show that environmental uncertainty does not affect the relationship between team creativity and team performance as moderator. This result confirms the work of Günsel (2008), suggesting that industry workers are already accustomed to the economy, market demands, and dependence on foreign markets and vendors, due to the inherent nature of telecommunication sector projects.

The findings of this research offer some suggestions to managers, especially for senior executives of IT and Telecommunication sector and project managers. In order to increase the creativity at the team level, to accelerate the process of developing and introducing new products and services, and to increase the market success of the products, the emotional labor mechanisms in project teams appear as an important managerial tool. It will provide values such as a high trust climate, constructive questioning, positive feedback and forward notification, as well as sincere appreciation and rewarding within the organization or team, by correctly and effectively constructing and implementing emotional labor mechanisms by top and / or project managers. According to the results of this study, it is suggested that the persuasion and negotiation techniques that have been understood for their importance in the literature on organizational behavior have been used more by the senior management in order to enable the team members to easily adapt to the important emotional labor mechanisms such as deep behavior and automatic emotional regulation.

As a result, it is also expected that the possibility of innovation-oriented studies will increase in the ICT sector in addition to sectors.The results of this study also highlight the vital role of team creativity in project teams on team outputs (both market success and market success of the new product). With this study, both contextual antecedents as well as emotional labor mechanisms have been made measurable by bringing them together and adapting at the team level. From this point of view, emotional labor concept and mechanisms for future researchers constitute a rich field of research.

5.LIMITATIONS AND FUTURE RESEARCH

There are some methodological constraints that affect the generalized results of this study, it should be noted that this study is particularly vulnerable to a systematic bias, such as the common method bias. This potential problem

was controlled by the Harman single factor test (Podsakoff & Organ, 1986). The results of the unrotated core component analysis show that there is a large number of variables on the eigenvalue one and that the systematic error is not a problem in terms of operation, showing that no factor alone can account for the total variance change alone (the highest variance is 27.33%).

This research was carried out in a national context only on Turkish firms operating in the telecommunication and information sector in Istanbul and Ankara. In addition, the sample size (N = 85) is not very large and, it may be possible for a larger sample to represent project teams more successfully. In this study, the research universe is only telecom and information sector, mainly including project teams in service-oriented companies. Further research could be conducted for other industries in order to test the general validity of the results. This study was done in Turkey which has an emerging economy and the results could change according to the country, culture, economy, and sector, the welfare levels of the countries could have an impact on the results. In the field of ındustrial and organizational (I-O) psychology which examines the behavior of individuals in the working environment, and in order to understand and optimize the effectiveness, health and well-being of both individuals and organization, the emotional labor mechanisms discussed in this study could be examined as a new strategy.

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