



## The Effects of The Surface Acting Emotional Labor Strategy on AFAD Officials' Job Performance: The Role of Perceived Social Impact



### Yüzeysel Duygusal Emek Stratejisinin AFAD Yetkililerinin İş Performansı Üzerindeki Etkisi: Algılanan Sosyal Etkinin Rolü

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DOI: <https://doi.org/10.25204/iktisad.1354473>

#### Abstract

##### Article Info

**Paper Type:**  
Research Paper

**Received:**  
02.09.2023

**Accepted:**  
19.10.2023

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*In this study, it is aimed to reveal the moderator role of perceived social impact in the effect of surface acting on individual job performance. Quantitative research method and convenience sampling method were used in the research. The data was gathered through a questionnaire made with the emotional labor scale, the individual job performance scale, and the perceived social impact scale, the validity and reliability of which were tested before, and was used in a quantitative research method and convenience sampling method. The sample of the study consists of AFAD employees who worked in the earthquakes in Kahramanmaraş on February 6, 2023 (n=253). The data obtained at the end of the research were analyzed with SPSS, SPSS Process Macro and AMOS programs. According to the findings; it has been determined that the surface acting of AFAD employees do not have a significant effect on individual job performance. However, it has been determined that the social impact perceived by AFAD employees has a positive and significant effect on their individual job performances. In addition, it has been concluded that the perceived social effect does not play a moderator role in the effect of the surface acting on individual job performance.*

**Keywords:** Surface acting, individual job performance, perceived social impact, disaster, AFAD.

#### Öz

##### Makale Bilgileri

**Makale Türü:**  
Araştırma  
Makalesi

**Geliş Tarihi:**  
02.09.2023

**Kabul Tarihi:**  
19.10.2023

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Tüm hakları saklıdır.



*Bu çalışmada, yüzeysel duygusal emeğin bireysel iş performansı üzerine etkisinde algılanan sosyal etkinin düzenleyici rolünü ortaya koymak amaçlanmıştır. Araştırmada, nicel araştırma yöntemi ve kolayda örneklem metodu kullanılmıştır. Bu kapsamda toplanan veriler, geçerlilik ve güvenilirliği daha önceden sınanmış olan duygusal emek ölçeği, bireysel iş performansı ölçeği ve algılanan sosyal etki ölçeği ile oluşturulan anket (soru formu) aracılığıyla toplanmıştır. Çalışmanın örneklemini, 6 Şubat 2023 tarihinde Kahramanmaraş merkezli depremlerde görev yapan AFAD çalışanları oluşturmaktadır (n=253). Araştırma sonunda elde edilen veriler SPSS, SPSS Process Macro ve AMOS programları ile analize tabi tutulmuştur. Bulgulara göre; AFAD çalışanlarının yüzeysel duygusal emeklerinin bireysel iş performansı üzerinde anlamlı bir etkiye sahip olmadığı tespit edilmiştir. Ancak AFAD çalışanlarının algıladıkları sosyal etkinin bireysel iş performansları üzerinde pozitif yönlü anlamlı bir etkisinin olduğu belirlenmiştir. Ayrıca, yüzeysel duygusal emeğin bireysel iş performansı üzerine etkisinde algılanan sosyal etkinin düzenleyici rol üstlenmediği sonucuna ulaşılmıştır.*

**Anahtar Kelimeler:** Yüzeysel duygusal emek, bireysel iş performansı, algılanan sosyal etki, afet, AFAD.

Atf/ to Cite (APA): Bilen, G. ve Yıkılmaz, İ. (2023). The effects of the surface acting emotional labor strategy on AFAD officials' job performance: The role of perceived social impact. *Journal of Economics Business and Political Researches*, 8(Special Issue), 260-274. <https://doi.org/10.25204/iktisad.1354473>

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## 1. Introduction

A disaster is characterized as an occurrence, whether natural, technological, or resulting from human actions, which causes physical, economic, and social damages to society or a specific group, and disrupts or halts the typical course of life and activities (AFAD, 2023a: 23). Turkey acts as a bridge between the continents of Asia and Europe and is a country with a surface area of 780 thousand square kilometers located in the Asian continent. Based on the Global Risk Index, our country is ranked 45th out of 191 countries and is classified as “high risk” with a score of 5.0. This is due to the fact that Turkey’s geological, meteorological, and topographic structure makes it frequently susceptible to natural disasters (AFAD, 2018: 8-10). Every year, Turkey experiences at least one earthquake with an average magnitude of 5 to 6 (AFAD, 2023b). The earthquakes that occurred on February 6, 2023 in the Kahramanmaraş Pazarcık and Elbistan were described as the disasters of the century by AFAD. After the earthquakes, 11,020 aftershocks occurred and approximately 45,089 citizens lost their lives (AFAD, 2023c). The Disaster and Emergency Management Presidency (AFAD) is one of the most important institutions actively involved in disaster and emergency management, preventing disasters, ensuring inter-institutional coordination, and post-disaster recovery activities. AFAD employees took an active part in emergency and response actions during the recent earthquakes centered in Kahramanmaraş. The employees of AFAD are affected mentally and physically due to the difficulties of disasters and emergencies. They risk their own lives while helping the victims, sometimes unable to assist them, feeling helpless, and experiencing stress after the disaster.

Emotional labor is a critical issue that pertains to an employee’s control over their emotions in the workplace in accordance with job requirements (Hochschild, 1983). One common emotional labor strategy is surface acting (SA), where employees display emotions and expressions required for their job without making any changes to their inner emotional state. In other words, SA is the display of positive and supportive behavior and expression by an employee, even if they do not genuinely feel a certain emotion. However, studies suggest that this kind of emotional labor technique may be detrimental to employee performance and wellbeing (Grandey, 2000; Yıkılmaz et al., 2021). When working in disaster relief and other urgent situations, AFAD staff members encounter this scenario frequently (Lee and Choi, 2016).

In fact, AFAD employees must display strong, emotional, and hopeful work behavior when in contact with victims who are in need of help and in very bad conditions, despite the negative conditions created by the crisis situation. For organizational effectiveness and the effective management of societal crises, it is critical to address the negative effects of surface acting by AFAD personnel on employee performance. In this situation, it is important to carefully study how these two factors interact, as well as the function that perceived social impact (PSI) plays in reducing the negative effects. According to Van Kleef et al. (2010), PSI refers to employees’ perceptions of how their job, despite challenges, positively impacts others. According to studies in the literature, PSI increases job satisfaction for employees by reducing the negative impacts of emotional labor (Van Kleef et al., 2010).

It is obvious that AFAD staff members must control their emotions as part of their job, particularly during earthquake disasters. They must carry out their jobs while maintaining a facade of normalcy in spite of unfortunate circumstances. This situation paved the way for the development of the present study. This study seeks to explore the connection between SA and job performance in the context of AFAD employees. The study also aims to investigate the possibility that perceptions of social impact may affect this relationship. The study makes significant contributions due to the importance of the concepts of SA, individual job performance, and PSI for both AFAD employees and disaster victims in disaster situations.

## 2. Literature Review

### 2.1. Surface Acting and Individual Job Performance

Emotional labor can be defined as the practice of controlling one's emotions to display socially acceptable expressions through body language, gestures, and facial cues that can be observed by others. Emotional labor pertains to the emotional tasks that workers undergo in the workplace, as opposed to solely their sentiments regarding their work. This emotional management is observable from the outside through facial expressions and body language. Like all labor, emotional labor has a wage and an exchange value (Hochschild, 1983: 7-8). The organization expects its employees to regulate their emotions in a manner that aligns with the organization's goals and policies. Employees are expected to fulfill predetermined roles by establishing empathy with the target audiences and to exhibit attitudes and behaviors determined by the organization even if they do not believe (Onay, 2011: 587). Emotional labor is observed particularly in job structures that require direct contact with people. Employees can be successful by using their emotions to create a new emotional state and having the power to control them (Başbuğ, et al., 2006: 256; as cited in Soydaş, 2023: 40).

Hochschild (1983) introduced the idea of SA, which falls under the umbrella of emotional labor and is one of the variables which is examined in the study. According to Hochschild, SA refers to the act of displaying the expected emotional behaviors to others without changing one's core emotional state. Employees who adopt SA feel compelled to exhibit the emotional expressions that their organization demands. This often involves falsifying or suppressing emotions that do not align with organizational expectations (Brotheridge and Grandey, 2002). In essence, SA involves regulating emotions to conform to the behavioral norms of the organization in the workplace. This type of behavior is based on the expectation of exhibiting the desired behaviors in order to eliminate emotional disharmony arising from the dilemma between the employee's actual emotions and the emotions expected to be exhibited due to job requirements (Crego et al., 2013: 570). However, studies have shown that employees who are expected to keep their emotions under control to a certain extent may have difficulty communicating with others. This can lead to an increase in absenteeism and reduced well-being, as well as emotional fatigue, decreased job satisfaction, and lower organizational commitment (Hochschild, 1983; Hülshager and Schewe, 2011). Today, the ability of employees to regulate their emotions in working life has started to be among the priorities in determining the performance of organizations (Çukur, 2009: 559-570).

Globalization and competition in the workplace are increasing. As a result, organizations need to achieve and maintain a competitive advantage. It is seen that some concepts gain importance in terms of achieving competitive advantage and surviving by maintaining their success (Doğan and Kır, 2018: 9). At this point, to effectively adapt to changing world conditions and succeed in a competitive environment, organizations require high-performing employees (Çöl, 2008: 39; Erdal, 2020: 310; Tutar and Altınöz, 2010). Therefore, the individual performance of an organization's employees is a critical factor that can either decrease or increase the overall performance of the organization (Aydın et al., 2010: 47).

### 2.2. Perceived Social Impact

People are social creatures who may both have an impact on and be affected by the society in which they live. The interaction between the person and society is therefore dynamic. An important topic in the field of study in several disciplines is how an individual's activities impact or are affected by others around them. Accordingly, social effect is a crucial area of study for social psychology and other disciplines (Yüksel, 2013: 456).

Perceived social impact refers to the influence that individuals have on each other's attitudes and behaviors. This influence can be direct or indirect and can result in changes in individuals' behavior that align with the norms and values of their social group. In other words, the perceived

social effect is the effect of the individual's behavior as a result of the conscious or unconscious pressures applied by the individuals or groups around the individual (Dumlu, 2019: 35). The change that the individual or individuals create directly or indirectly on each other's attitudes and behaviors is expressed as "social impact" (Aydın, 2002: 263). Perceived social impact is the effect of pressure, knowingly or unknowingly exerted by an individual or group, resulting in changes in the behavior or attitudes of individuals. This impact can manifest in various ways, including conformity, acceptance, and obedience (Aydın, 2002: 263-272; Bilgin, 2008: 59). Compliance behavior refers to a person's behavior, and in some cases, the change of their thoughts and feelings through social influence, i.e., hypothetical pressure, and adaptation (Tolan et al., 1991: 284). In acceptance behavior, the perceived social impact manifests itself in the form of expressing what is expected from the individual directly in the form of a request. The perceived social impact that leads to obedience, on the other hand, is clearly expressed, as is the behavior of acceptance. The desire fulfilled by the individual comes from the individuals and individuals who are in a position of authority, unlike the acceptance behavior (Aydın, 2002: 263-272). While the reasons for an individual's obedience behavior may include gaining a reward, acceptance, or avoiding punishment, fear, coercion, and sanctions can also be used to enforce this behavior (Tutar, 2016: 257).

### 2.3. Relationship Between Variables

In order to accomplish the aims and objectives of the business, organizations need their employees to control and manage their emotions. The efforts of individuals while controlling their emotions affect their individual performances and thus the performance of the organization, and can produce positive or negative results (Bağcı and Bursalı, 2015: 76). In this context, it can be said that the emotional effort of the employees is one of the determining factors of the performance of the employee and the organization. In fact, numerous studies have demonstrated a link between employees' emotional states and their work performance as well as how their emotional labor affects both their interpersonal relationships and individual performances (Bağcı and Bursalı, 2015: 71-72). Employees who display positive emotions towards others willingly reflect positively on their performance, which is welcomed by others. In other words, positive emotional displays of employees have a positive impact on their job performance (Grandey, 2000; Goodwin et al., 2011). Conversely, the opposite is also true. When employees have to exhibit their emotions and behaviors through SA (faking) rather than naturally in line with the organization's expectations, it can negatively impact their job performance, even if they do not want to do it (Goodwin et al., 2011; Tice and Bratslavsky, 2000; Gross, 1998).

Whether the employees display the expected behaviors or not is also related to the emotional intensity they experience while performing their duties (Kiffin-Petersen, et al., 2011). Within the scope of "Affective Events Theory" the reason for this situation is that positive or negative events in the organization are caused by emotional reactions that lead to differences in the behavior of employees (Weiss and Cropanzano, 1996). According to this theory, positive emotions lead employees to positive behavior, and negative emotions lead to negative behavior. Different studies are showing that there are both positive and negative relationships between emotional labor and job performance. Some studies' results determined that there is a negative relationship between SA and job performance. This situation can be explained by the fact that employees often behave as if they are experiencing emotions that they do not actually feel in order to ensure customer satisfaction while fulfilling their duties. However, this can cause psychological pressure on the individual, ultimately leading to a decrease in their performance (Bağcı and Bursalı, 2015: 85). When studies in the literature (Grandey, 2000; Kim et al., 2017; Beğenirbaş and Çalışkan, 2014; Taşdemir, 2020) that found negative and significant relationships between SA and individual work performance are examined, it is seen that AFAD employees' SA can affect their individual job performance. Building on this assumption, the following hypothesis (H<sub>1</sub>) was developed.

**H<sub>1</sub>:** The SA of AFAD employees has a negative effect on their individual job performance.

Today's challenges in the business world have led employees to seek meaning in their work. There has been a growing enthusiasm for work that has a favorable impact on the lives of others and contributes to the betterment of society (Colby et al., 2001). According to the Social Information Processing theory and traditional job design models, employees' perceptions of their tasks can give them a greater sense of purpose in their jobs (Salancik and Pfeffer, 1978; Hackman and Oldham, 1976; Zalesny and Ford, 1990). According to Fried and Ferris (1987), employees who feel that their work is significant are more likely to exert greater effort, leading to improved motivation and performance. Perry (2000), conducted a study on public service employees and found that working in a job that benefits others and being aware of this impact has a positive effect on employee performance and interactions with clients, by increasing employee motivation. In a study of 370 employees who work in retail sales businesses and have direct contact with customers, Castanheira (2016), found that PSI has a direct effect on high business performance. Meanwhile, in a series of studies, Grant (2008a, 2008b, 2008c) showed that when employees perceive that they have a social impact on service recipients, their performance increases by operating with higher persistence. The study, conducted by Grant and Sonnentag (2010), in the sanitation department of a public service, revealed that the PSI of public officials can reduce the emotional load generated by work and other processes, and increase employee performance.

As it is seen, if organizations make their employees aware of their perceptions of the social impact levels of their jobs and motivate them, their performance and efforts against the organizational goals and the people they serve can increase. When considering this situation, especially in terms of AFAD employees who carry out public services, PSI is a critical source of motivation that has a decisive impact on performance. This is because AFAD employees work in an environment where they experience a significant amount of workload, difficulty, and emotional trauma while directly touching the lives of those they serve. Given the existing literature, a hypothesis has been formulated in this context:

**H<sub>2</sub>:** PSI levels of AFAD employees have a positive effect on their individual job performance.

Emotional labor involves using different methods to manage emotions when interacting with clients or other individuals as specified in the job description and organizational standards (Hochschild, 1983; Grandey, 2000). The influence of SA on performance offers insight into the efficacy of many dynamics inside the business and the degree of management efficiency in this process of controlling emotions. Therefore, it is essential to consider the factors that affect the relationship between SA and performance.

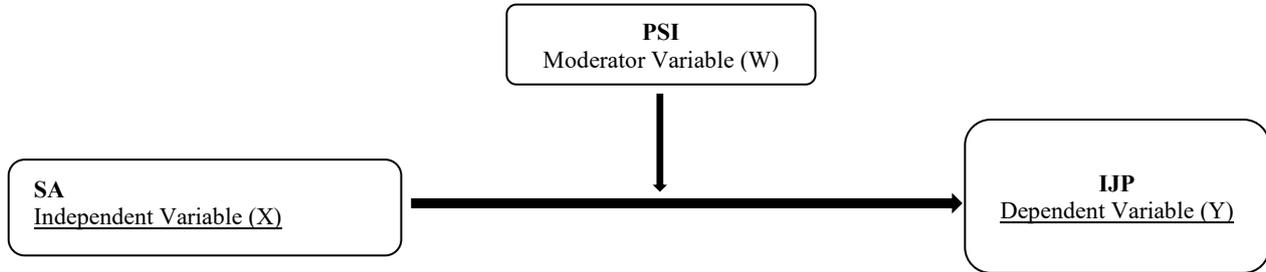
Despite the distressing circumstances brought on by the crisis scenario, AFAD staff are required to behave in a strong emotional and optimistic manner when meeting with victims who are in desperate need of assistance. This is essential for enhancing corporate performance and societal crisis management. It is crucial to take into account how employees' SA displays may impact their job performance. To fully understand the interaction mechanism between these two variables and reduce any negative impact, it is important to take into account the PSI as a key factor.

PSI refers to the perception of employees about how their job contributes positively to other people despite all the difficulties (Van Kleef et al., 2010). After reviewing the existing literature, it has been found that the PSI can reduce the negative effects of emotional labor, which can boost employee work satisfaction (Van Kleef et al., 2010). However, no study has been found in the literature review that looks at how PSI affects SA's impact on work performance. It is obvious that AFAD staff must manage their emotions in order to carry out their responsibilities (Lee and Choi, 2016), especially in light of the earthquake catastrophe in Turkey. They must also manage their emotions in the face of difficult circumstances. The development of the H<sub>3</sub> hypothesis was predicated on the notion that the PSI would moderate the association between SA and individual job performance.)

**H<sub>3</sub>:** PSI moderates the effect of SA on individual job performance.

### 3. Methodology

After reviewing existing studies, a research model was developed (as shown in Figure 1) to investigate the connection between surface acting (SA) and job performance among AFAD employees working in Kahramanmaraş following an earthquake. The study also considers the potential moderating role of perceived social impact (PSI) on this relationship.



**Figure 1.** Resarch Model

To achieve research objectives and test the relationships between variables, the study employed a quantitative approach. The research design utilized both “relational research” and “field research”, with convenience sampling as the selected method for examining variables. The study used data obtained from 260 AFAD employees who played an active role in the earthquakes that occurred in Kahramanmaraş on February 6, 2023, affecting 11 provinces. The study participants were chosen from individuals who promptly responded to the Kahramanmaraş earthquake and were involved in rescue efforts within the initial 72 hours. These first hours are crucial in disaster and emergency situations, as they are prioritized for saving human lives. All participants had been working in the Disaster and Emergency Management Presidency (AFAD) for at least one year and had been actively involved in earthquake response. Data was collected online through Google Forms with the consent of the participants, and analyzed from 253 AFAD employees (Decision No: 2023/05 dated 27/04/2023).

The kurtosis values for the scales in the study ranged from -0.379 to 0.161, while the skewness values ranged from -0.442 to 0.469. These values were all within the acceptable range of -1.5 and 1.5, indicating that the data was normally distributed. Therefore, parametric tests were deemed appropriate to use (Tabachnick and Fidell, 2012). In order to assess the extent to which individuals employed the surface-acting emotional labor strategy, the “Emotional Labor Scale” was utilized. This scale was originally developed by Diefendorff et al. in 2005 and was adapted for use in Turkish by Basım and Begenirbaş (2012). The reliability coefficient (Cronbach’s Alpha) was calculated as 0.874. In order to measure the level of individual’s job performance, the “Individual Job Performance Scale” employed in an article by Yıkılmaz et al. (2021) was utilized. The reliability coefficient (Cronbach’s Alpha) was calculated as 0.860. Also, the “Perceived Social Impact Scale” which was developed by Grant (2008a) and used in Mayr’s (2017) article was utilized. The reliability coefficient (Cronbach’s Alpha) was calculated as 0.899. A Cronbach’s Alpha value of 0.70 and above indicates that the scale is at a sufficient level in terms of reliability (Nunnally, 1978; Sürücü and Maslakci, 2020). The data collected within the scope of the research were analyzed and interpreted using SPSS 26, AMOS 24, and PROCESS Macro V4.1 programs.

## 4. Findings

Research analyzes and findings are given below.

### 4.1. Demographic Features

The analysis takes into account various factors, such as the participants' gender, age, and marital status. A breakdown of the demographic characteristics of the participants is provided in Table 1.

**Table 1.** Demographic Characteristics of Participants

Demographic Features	F (Frequency)	% (Percentage)
<b>Gender</b>		
Female	75	29.6
Male	178	70.4
<b>Age</b>		
25 years and below	20	7.9
Ages 26-35	70	27.7
Ages 36-45	88	34.8
Ages 46-55	62	24.5
Age 56 and above	13	5.1
<b>Marital Status</b>		
Married	183	72.3
Single	70	2.7

Of the employees participating in the research, 70.4% are men and 29.6% are women. 72.3% of participants are married, while 27.7% are single. A majority of the participants (34.8%) are between 36-45 years old, and 5.1% are 56 years old or older.

### 4.2. Findings Related to Factor Analysis

Exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) are the two stages of the statistical procedure known as factor analysis. While the goal of CFA is to confirm the validity and reliability of scales using the available data, the goal of exploratory factor analysis is to find underlying structures based on observable variables (Civelek, 2018: 26).

After examining the reliability analyzes of the scales, first of all, EFA was performed in order to test the construct validity of the scales. As a result of the EFA, it is recommended that the Kaiser-Meyer-Olkin (KMO) value should be 0.60 or higher, and that the p value resulting from the Bartlett's Sphericity test should be significant (Tabachnick and Fidell (2007: 614).

**Table 2.** Factor Design for Scale

Variables	Factor Loads
<b>SA</b>	
1	0.695
2	0.782
3	0.757
4	0.854
5	0.830
6	0.804
<b>IJP</b>	
1	0.732
2	0.860
3	0.911
4	0.848
<b>PSI</b>	
1	0.883
2	0.920
3	0.925

As a result of the EFA, no item was excluded from the scales. Results revealed that the SA scale was one dimension and the KMO sample adequacy coefficient was 0.851; The individual job performance scale was determined as a single dimension with the KMO sample adequacy coefficient of 0.800, and the perceived social support scale as a single dimension and the KMO sample adequacy coefficient as 0.745. These coefficients indicate that the 253 data used are sufficient to reveal the factor structure. Additionally, the dimensions obtained from the Bartlet test ( $p=0.000$ ,  $p<0.05$ ), which tested the significance of the factor structures, were structurally significant. These results support the literature.

### 4.3. Hypothesis Testing

Correlation analysis is a statistical method that assesses the degree of linear relationship between two or more variables and predicts how it may change (Kalaycı, 2010: 115). The results of Correlation Analysis are shown in Table 3.

**Table 3.** Correlation Analysis

Variables	1	2	3
1.SA	1		
2.IJP	-.055	1	
3.PSI	.012	.337**	1
Mean	2.38	4.09	4.19

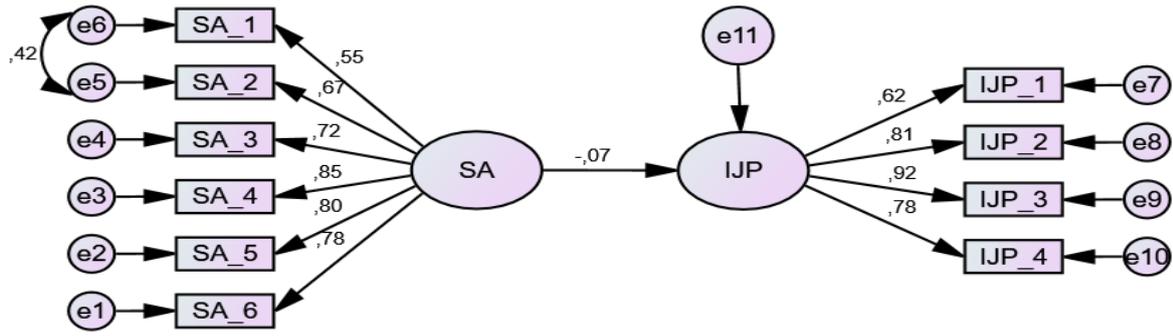
\*\* $p<0.01$ , \* $p<0.05$

A correlation coefficient of  $r > 0.70$  indicates a high correlation between the dimensions,  $0.50 < r < 0.70$  indicates a medium relationship,  $0.30 < r < 0.50$  indicates a low correlation, and values below 0.30 indicate a very low correlation (İçerli, 2009: 140). Table 3 shows that there was no significant relationship found between SA of employees and their individual job performance ( $r = -.055$ ;  $p<0.01$ ). However, a positive and significant relationship was observed between individual job performance and PSI ( $r = .337$ ;  $p<0.01$ ).

In the study, descriptive statistics were used to measure participants' levels of SA, individual job performance, and PSI. When the averages of the scales are examined, it is concluded that AFAD employees have a low level of SA ( $\bar{x}= 2.38$ ), a high level of individual job performance ( $\bar{x}= 4.09$ ), and a high level of PSI ( $\bar{x}= 4.19$ ).

In general, the scales showed consistent structures with the exploratory factor analyses and correlation analyses. As a result, it was concluded that the measurement tools used were reliable and valid. Therefore, the data collected with these scales are suitable for further analysis. Analysis using a structural equation model (SEM) was done to determine how SA affected each employee's ability to do their job. It is a technique that looks at how observable and latent variables are related (Aksu et al., 2017: 62). The direct interactions between related variables can be explained using a structural equation model (Keith, 2006). Within the scope of the model, the hypotheses put forward in the research and listed below will be tested.

First of all, to test the  $H_1$  (SA x Individual Job Performance) hypothesis, a structural model with implicit variables in which SA is exogenous (X) and individual job performance is endogenous (Y) was tested by drawing.



CMIN=68,960;DF=33;p=,000;CMIN/DF=2,090;RMSEA=,066;GFI=,948;CFI=,971;AGFI=,914

Figure 2. Model and Analysis Values in the Scope of SEM

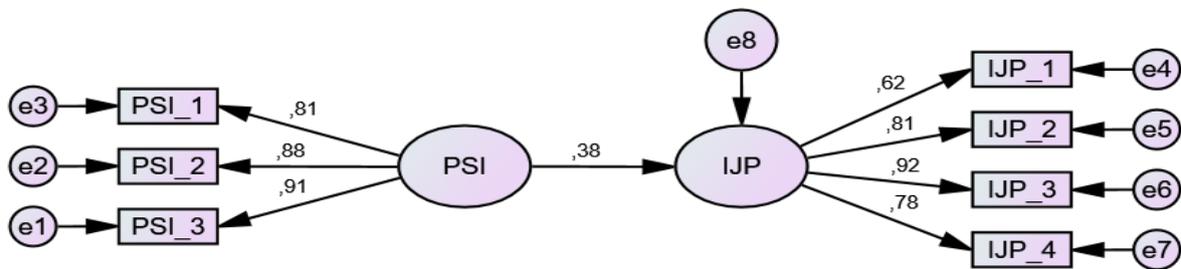
Table 4. Standardized and Unstandardized Regression Coefficients

			$\beta$	b	s.e.	t value (C.R.)	P
IJP	←	SA	-.072	-.033	.032	-1.024	.306

p\*\*\*< 0.001, p\*\*< 0.01, p\*< 0.05

When the model formed by the SA and individual job performance variables given in Figure 1 was tested, it was found that the SA did not predict individual job performance ( $\beta=0.72$ ;  $p>0.001$ ). In this case,  $H_1$  was not supported. The model have a good fit indices (Sürücü et al., 2023).

Secondly, to test the  $H_2$  (PSI x Individual Job Performance) hypothesis, a structural model with an implicit variable, in which PSI is exogenous (X) and individual job performance endogenous (Y) variable, was drawn and tested.



CMIN=14,756;DF=13;p=,323;CMIN/DF=1,135;RMSEA=,023;GFI=,984;CFI=,998;AGFI=,966

Figure 3. Model and Analysis Values in the Scope of SEM

Table 5. Standardized and Unstandardized Regression Coefficients

			$\beta$	b	s.e.	t value	p
IJP		PSI		.250	.048	5.222	***

p\*\*\*< 0.001, p\*\*< 0.01, p\*< 0.05

Results revealed that the PSI predicted individual job performance ( $\beta=0.383$ ;  $p<0.001$ ). The model have a good fit indices (Sürücü et al., 2023). In this case,  $H_2$  was supported. Process Macro (V4.0) and Model 1, developed by Hayes (2018) and run on the infrastructure of the SPSS program, were used for examining the moderating role of PSI in this study. The steps suggested by Hayes (2018) were followed while examining the interaction effect. The moderator effect of the model is determined by the impact of the interaction term on the dependent variable. The significance of the interaction effect term in determining the moderator effect, along with the lower limit (LLCI) and

upper limit (ULCI) values of the confidence interval for the existence of a moderator variable not containing 0 (zero) values, indicates the significant role of the interaction term (Gürbüz, 2021: 99). The H<sub>3</sub> and information regarding the moderating role of PSI in the relationship between SA and individual job performance are provided below in Table 6.

**Table 6.** Regression Analysis

	<b>b</b>	<b>se</b>	<b>t</b>	<b>p</b>
<b>Constant</b>	4.0860*** [4.02; 4.15]	0.0332	123.13	***
<b>SA (X)</b>	-0.0382*** [-0.11; 0.04]	0.0397	-0.96	0.33
<b>PSI (W)</b>	0.2955*** [0.19; 0.39]	0.0529	5.58	***
<b>Interaction X.W</b>	-0.0002 [-0.11; 0.10]	0.0558	-0.00	0.99

\*R=0.7646, R<sup>2</sup>= 0.5847; p\*\*\*< 0.001, p\*\*< 0.01; p\*< 0.05, [ ] = confidence intervals.

When examining Table 5, it becomes clear that SA does not have a significant effect on individual job performance (b=-0.0382, 95% CI [-0.11; 0.04], t=-0.96, p>0.001). However, it is evident that PSI has a effect on individual job performance (b=0.2955, 95% CI [0.19; 0.39], t=5.58, p<0.001). It can be concluded that there is no moderator effect (b=-0.0002, 95% CI [-0.11; 0.10], t=-0.00, p>0.001) since the interaction variable (SA x PSI) has a negative and insignificant effect on individual job performance. The confidence interval's lower limit (LLCI) and upper limit (ULCI) values containing zero suggest that the interaction term is not significant (Gürbüz, 2021: 99). Therefore, H<sub>3</sub> was not supported.

## 5. Discussion and Conclusion

Investigating how PSI influences the link between surface acting and individual work performance was the aim of the study. The study's findings are significant in that they close a gap in the body of knowledge about how SA, individual job performance, and PSI are related. Future studies on related subjects may use this work as a starting point. First, it is important to stress that SA, one of the components of emotional labor, had not as strong an influence on AFAD employees' performance as was anticipated. The H<sub>1</sub> hypothesis was not supported by the findings. Emotional labor, according to Morris and Feldman (1996: 987), is the amount of planning, control, and competence required for a worker to display the appropriate emotions in a particular circumstance. This definition, situated within the "Interactive Model of Emotions" framework, takes an interactionist approach and emphasizes that environmental conditions can shape an individual's emotional behavior. The study's participants were employees who actively responded to the Kahramanmaraş earthquake. Given that fast and effective interventions during disasters are crucial for saving human lives, it's possible that AFAD employees become psychologically fatigued and unable to exhibit situational awareness under these circumstances. In such situations, it's understandable if they are not able to pretend to be "smiling" or some other behaviours. In this case, considering the importance of AFAD employees, who are the participants of the study, that they do not hope in vain while performing their duties in case of disasters and emergencies, and that they focus only on their work, leaving their emotions aside, without misleading, it can be considered normal that the performance of the employees is not affected by SA. In the literature, there are studies supporting the results obtained from this research. In these studies, the researchers concluded that there is no significant relationship between the SA of the participants and their individual job performance and that the individuals' SA perceptions do not have an effect on their individual performance (Kutluata, 2017; Acaray, 2019; Alper Ay and Türkdoğan, 2018; Gülsevgi and Bayraktar, 2021). In addition, the H<sub>2</sub> hypothesis was supported.

Based on the analysis results, it has been found that there is a relationship between the PSI and an individual's job performance. Previous research in this area has found evidence that supports the results obtained in this study. In these studies, researchers concluded that there is a significant relationship between the PSI and individual job performance of the participants and that the social impact perceived by the individuals has an effect on the individual performance of the employees (Perry, 2000; Grant and Sonnentag, 2010; Castanheira, 2016). The result of the study supported the literature and showed that the PSI of AFAD employees regarding their jobs significantly affects their performance.

To test the H<sub>3</sub> hypothesis, a Process Macro analysis was conducted to determine whether there is a moderation effect between the independent and dependent variables. The results did not support the H<sub>3</sub> hypothesis. Specifically, It was determined that the effect of PSI did not moderate the relationship between SA and individual job performance. The reason for this is that AFAD employees, who were participants in the study, were selected from those who actively responded to the Kahramanmaraş earthquake and were on duty within the first 72 hours, which are considered the golden hours in disaster and emergency situations where saving human lives is the top priority. During this period, they work with a strong desire to serve without suppressing their emotions. It is believed that their intense and sincere efforts to save both themselves and the victims from the crisis environment without SA result in low perceptions of emotional labor. Therefore, this low-level SA does not have a statistical effect on other variables, and the H<sub>3</sub> hypothesis is not supported. After reviewing the available literature, it appears that no studies have investigated the moderating effect of PSI on the relationship between SA and individual job performance, which supports these results. This situation reveals the unique aspect of the study but creates a limitation in comparing the findings of the study with the relevant literature.

Similar studies to be carried out in the future can be conducted on employees who hold different positions in different periods. This research was carried out on AFAD employees who were actively involved in the earthquakes in Kahramanmaraş on February 6, 2023; the results can be compared by researching employees working in different periods. In addition, more comprehensive results can be achieved by reaching all AFAD employees who undertake critical tasks in disasters and emergencies, including the employees of the Red Crescent or related non-governmental organizations involved in disasters and emergencies. In this study, quantitative research was conducted using the quantitative research method. To compare quantitative and qualitative research methods, future research can use qualitative research. This study examined demographic variables such as marital status, gender, and age. Future studies can differentiate the demographic variables examined. It is recommended to apply this study, which focuses on employees working in the field during disasters and emergencies, at different levels, occupational groups, and sectors. In similar studies to be conducted, other variables such as fear of death, mobbing, burnout, and commitment can be studied and the moderator or mediation effects of other variables can be examined. Thus, it may be possible to find answers to different results and some questions that cannot be answered in organizational terms.

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