

THE IMPACT OF EMOTIONAL JOB DEMANDS ON EMOTIONAL EXHAUSTION OF FEMALE MANAGERS. THE MODERATING ROLE OF SELF-EFFICACY IN THIS RELATIONSHIP

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ABSTRACT

This study examines the relationship between emotional labor demands and burnout among 317 female managers in Ankara's travel agencies. The study also investigates the moderating role of self-efficacy on this relationship. Results indicate a positive relationship between emotional labor demands and burnout. Moreover, self-efficacy is found to moderate this relationship, suggesting that higher levels of self-efficacy can buffer the negative impact of emotional labor demands on burnout. These findings highlight the importance of managing emotional labor demands and enhancing self-efficacy to mitigate burnout among female managers in the tourism sector.

Keywords: Emotional Job Demands, Burnout, Emotional Exhaustion, Self-Efficacy

ETİK LİDERLİĞİN ÇALIŞANLARIN İŞ ETİĞİ ÜZERİNDEKİ ETKİSİ. KİŞİLERARASI ADALETİN ROLÜ

ÖZ

Bu çalışma, Ankara'daki seyahat acentelerinde çalışan 317 kadın yöneticinin duygusal emek talepleri ile tükenmişlik arasındaki ilişkiyi incelemektedir. Ayrıca, çalışma, öz-yeterliliğin bu ilişki üzerindeki düzenleyici rolünü araştırmaktadır. Sonuçlar, duygusal emek talepleri ile tükenmişlik arasında pozitif bir ilişki olduğunu göstermektedir. Ayrıca, öz-yeterliliğin bu ilişkiyi düzenlediği, daha yüksek öz-yeterlilik düzeylerinin duygusal emek taleplerinin tükenmişlik üzerindeki olumsuz etkisini azaltabileceği bulunmuştur. Bu bulgular, turizm sektöründeki kadın yöneticiler arasında tükenmişliği azaltmak için duygusal emek taleplerini yönetmenin ve öz-yeterliliği artırmanın önemini vurgulamaktadır.

Anahtar Kelimeler: Duygusal İş Talepleri, Tükenmişlik, Duygusal Tükenme, Öz-Yeterlilik

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INTRODUCTION

In recent years, some studies have shown that job demands (Lambert et al., 2005) are associated with positive or negative job-related outcomes (e.g., job involvement, emotional exhaustion, detachment and intentions to leave; Bendixen, & Scheel, 2023; Van Jaarsveld et al., 2010; Halbesleben & Buckley, 2004). This has particularly shown that high job demands can produce a variety of negative organizational and behavioral outcomes. The most notable of these are: low job performance (Lang, et al., 2007) and counterproductive work behaviors (Marcus & Schuler, 2004), anxiety, depressive symptoms and burnout (e.g., Gillet, 2020; Lim & Tak, 2016; Diestel & Klaus-Helmut, 2009).

Although this negative effect causes distress in work-related processes and causes negative attitudes towards work in an individual sense (Snow et al., 2003), data have been presented indicating that some variables reduce this negative effect (Bakker & Demerouti, 2007; Diestel & Klaus-Helmut, 2009).

Individuals encounter specific demands in all processes and relationships related to their work. These demands can become more challenging, burdensome, or even unattainable over time. In such cases, individuals may develop negative emotions, attitudes, and ultimately behaviors towards their work. The inability to meet long-term demands can lead to burnout (Schaufeli & Bakker, 2004). This is the worst-case scenario as it can result in the individual intending or acting to leave the job. The outcome, in any case, results in both individual and organizational losses. This negative situation for the individual also means a loss of productivity and increased costs for the business.

The Job Demands-Resources Model (JD-R Model; Bakker et al., 2003) suggests that individuals use their personal resources to meet the demands expected of them. Individuals utilize their personal resources according to the characteristics of the expectations and strive to ensure the sustainability of these resources. According to the model, the renewability rate of resources determines the individual's ability to meet demands and resist negative outcomes. This effort is only possible to the extent that the organization provides the necessary opportunities (Schaufeli & Bakker, 2004).

The tasks an individual performs or is expected to perform may require extra effort and skills from the individual. Exerting this effort and making it a constant habit can sometimes lead to stress, tension, and ultimately dissatisfaction or burnout. This situation particularly affects groups with invisible barriers, such as female managers. The resources an individual possesses can prevent this negative impact and help them successfully complete the process. In other words, resources are expected to influence the individual's effort towards work, satisfaction, and ultimately their commitment to the organization.

In summary, job demands can cause undesirable results for organizations due to their negative effects on individuals. Personal resources play an important role in turning these relationships in favor of both the organization and the individual. Based on these relationships, this study aims to reveal the relationship between job demands and burnout of female managers and to determine the effect of personal resources on this relationship.

2. CONCEPTUAL REVIEW

2.1. Emotional Job Demands

Women have increasingly assumed leadership positions within organizations. Numerous organizations prefer female leaders for specific roles, leveraging their distinct perspectives and competencies. According to Bandura's (1986) social cognitive theory, personal, behavioral, and environmental factors significantly influence career performance. Consequently, this impact is shaped not merely by a distinction between male and female leaders but by the resources leaders possess and their proficiency in utilizing them.

Although men are still predominantly perceived as occupying leadership positions, women leaders have begun to excel in various domains. Studies on women leaders indicate that women outperform their male counterparts during crises, exhibit minimal differences in innovation processes, and demonstrate superior approaches characterized by empathy, integration, structure, and relationship-building. Moreover, it is suggested that these approaches offer more cost-effective solutions (Rao & Reddy, 2023).

Additionally, Smith et al. (2006) and Joy et al. (2007) discovered a positive correlation between the number of senior female managers and the level of organizational performance. Furthermore, research has shown that organizations led by women outperform those led by men (Zwan et al., 2012).

Nevertheless, these findings suggest that being a woman alone is insufficient to guarantee such achievements. For instance, some studies present contrasting results. For example, Aterido and Hallward-Driemeier (2011) have found that female-owned businesses exhibit lower levels of firm size, survival rate, and growth. Alowaihan (2004) revealed that, in terms of performance, female-led organizations perform more poorly than male-led organizations. In explaining this phenomenon, Carvalho and colleagues (2018) attributed career success to individual-level competencies such as effort, diligence, dedication, proficiency, and a willingness to confront challenges.

Job demands encompass work-related physical, psychological, social, or organizational variables that consistently require physical or psychological effort or skills from individuals and deplete their energy. Due to these characteristics, they constitute the primary risk factors for burnout (Demerouti & Bakker, 2001).

Job demands are not inherently negative. Up to a certain point, fulfilling them may be part of a normal routine or non-exhausting. However, when meeting these demands necessitates significant effort and is consequently associated with substantial costs that elicit negative responses like depression, anxiety, or burnout, they may evolve into job stressors (Schaufeli & Bakker, 2004).

Emotional job demands arise from having to interact with stakeholders who persistently make excessive demands or present complex problems (de Jonge et al., 2008). This category includes individuals employed in particularly emotionally demanding roles and who frequently engage in emotional interactions (Heuven, et al., 2006). We postulate that women managers are disproportionately exposed to such emotional demands owing to their heavy workloads and intricate work relationships.

2.1. Burnout

Burnout refers to a state of mental exhaustion (Schaufeli & Bakker, 2004). Burnout is also defined as a syndrome of emotional exhaustion and depersonalization/cynicism. It includes negative feelings towards work, feelings of fatigue and behaviors of distancing oneself from work (Maslach et al., 2001).

Burnout is the opposite of work involvement. Therefore, it is the opposite of the positive and motivational state of mind characterized by vitality, dedication and immersion in work (Bakker et al., 2011). This situation is important for the mental and physical health of employees in their work and private lives due to its intense psychological effects (Bakker et al., 2014).

Burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 1996a), has become a prevalent issue across various professions. This paper delves into the specific context of burnout among female managers in the tourism industry.

2.2.1. Emotional Exhaustion

Emotional exhaustion, a central dimension of burnout, manifests as feelings of emotional depletion and fatigue (Maslach & Jackson, 1981). It is characterized by a decline in energy levels, increased irritability, and a sense of being overwhelmed (Shirom, 2003). This state of chronic stress can significantly impact both personal and professional well-being.

The tourism industry, with its dynamic, customer-centric nature, and often demanding work environment, presents unique challenges for employees, particularly female managers. Prolonged exposure to high levels of emotional labor, where individuals must manage their emotions to meet organizational expectations (Hochschild, 1983), can contribute significantly to emotional exhaustion. Female managers in this sector often juggle multiple responsibilities, including customer interactions, team management, and operational tasks, leading to increased stress and burnout.

Female managers in the tourism industry face a multitude of challenges that contribute to higher rates of burnout and turnover. These challenges include intense emotional labor, role overload, work-life imbalance, lack of organizational support, and gender-based biases (Hochschild, 1983; Kanter, 1977). The constant need to maintain a positive demeanor, even under stressful conditions, combined with the pressure of juggling multiple responsibilities, can lead to emotional exhaustion. Moreover, the rigid gender roles and stereotypes prevalent in many organizations often create a hostile work environment for women in leadership positions (Acker, 1990). However, the experiences of successful female managers demonstrate that these challenges can be overcome. Implementing flexible work arrangements, mentorship programs, and diversity and inclusion initiatives can contribute to a more supportive work environment for women in the tourism industry. Research conducted in countries like Türkiye has shown that women are underrepresented in leadership positions within the tourism sector (Turkish Statistical Institute, 2023).

Emotional exhaustion has detrimental consequences for both individuals and organizations. For female managers, it can lead to decreased job satisfaction, reduced productivity, increased absenteeism, and higher turnover rates. Organizations may also experience negative outcomes, including decreased

customer satisfaction, lower organizational performance, and increased costs associated with employee turnover.

Emotional exhaustion is a critical issue for female managers in the tourism industry. Understanding the complex interplay of factors contributing to burnout is essential for developing effective strategies to prevent and mitigate its negative consequences. Future research should explore the specific experiences of female managers in different tourism sectors and identify targeted interventions to support their well-being.

2.3. Self-Efficacy

Personal resources have been conceptualized as attributes, states, or cognitive abilities that individuals leverage to secure, enhance, and sustain their environment, as well as foster and maintain person-job fit (Bakker & Demerouti, 2017). These internal resources empower individuals to navigate life's challenges and achieve their goals.

Work environments consistently impose demands on individuals, requiring them to expend physical and psychological energy to fulfill their roles. While this effort is necessary to overcome workplace challenges, it also depletes valuable resources like time and energy (Schaufeli & Taris, 2014). These resources are essential for task performance and are subject to a continuous cycle of consumption, replenishment, and investigation.

Task performance often demands sustained effort and specific skills that may exceed an individual's capacity. Successfully navigating demanding situations frequently hinges on an individual's psychological competence and resilience (Hobfoll et al., 2003).

Personal resources are often defined as self-aspects, providing individuals with a sense of control and influence over their environment (Hobfoll et al., 2003). When employees lack these resources, they perceive a persistent imbalance between the demands of their work environment and their personal capabilities, leading to burnout, fatigue, chronic stress, and exhaustion (Contreras et al., 2020).

Personal resources, as defined by Hobfoll's Conservation of Resources Theory (COR), are personal attributes, states, or cognitive abilities that individuals can draw upon to protect and enhance their well-being (Hobfoll et al., 2003). These resources can be categorized into several dimensions:

- **Psychological Resources:**

Self-efficacy: The belief in one's ability to successfully execute specific tasks or reach specific goals (Bandura, 1977).

Optimism: A general tendency to expect positive outcomes (Scheier & Carver, 1985).

Hope: The ability to envision a desired future and develop pathways to achieve it (Snyder et al., 1991).

- **Social Resources:**

Social support: The perception of being cared for, valued, and belonging to a supportive social network (Cohen, 1988).

- **Physical Resources:**

Health: Physical and mental health, which can impact an individual's ability to cope with stress and demands.

Energy levels: The amount of energy available to an individual to carry out tasks and activities.

Self-efficacy: Self-efficacy, a core construct within Social Cognitive Theory (Bandura, 1977), refers to an individual's belief in their ability to successfully execute specific tasks or reach specific goals. It is a key determinant of motivation, effort, and persistence. When individuals possess high self-efficacy, they are more likely to set challenging goals, persist in the face of obstacles, and exhibit resilience in the face of setbacks.

This research will explore the protective effects of self-efficacy on emotional burnout experienced by female leaders facing high emotional demands.

2.4. Developing Hypothesis

The best way to demonstrate the connections in this regard is the Job Demands and Personal Resources Theory (JD-R theory) (Demerouti et al., 2001). This theory suggests that job demands have various effects on the individual, such as excessive wear and tear on the individual or, conversely, having a driving motivational force for him/her, and as a result, causing the individual to experience burnout or, conversely, commitment. Personal resources were later added to this theory and it was suggested that the resources an individual possesses can be used to reduce the pressure of job demands and thus partially or completely eliminate the negative effects that job demands may cause (Xanthopoulou et al., 2007a). Based on this, we propose the following hypothesis:

H1. There will be a positive relationship between job demands and burnout.

H2. Self-efficacy will moderate the relationship between job demands and burnout.

3. RESEARCH METHOD

3.1. Participants

This study was conducted with all female managers employed in travel agencies affiliated with **Turkish Travel Agencies Association "TÜRSAB"** in Ankara, Türkiye. A census survey was conducted among female managers in approximately 1,000 travel agencies. Despite the absence of precise data on the total population of female managers, a response rate of approximately 31.7% was achieved based on the 317 valid responses received.

3.2. Measures

Emotional Job Demands scale: EJDs were assessed using a six-item scale (Xanthopoulou et al., 2013a).

Self-efficacy: Self-efficacy was assessed using the Self-Efficacy subscale of the Inventory of Labor Demands and Resources for Personal Resources (Mastenbroek et al., 2014). This subscale, composed of 3 items, specifically measures individuals' beliefs in their capabilities to perform specific tasks and achieve desired goals. In the present study, we employed this subscale to examine participants' perceptions of their self-efficacy in relation to emotional job demands.

Emotional Exhaustion The present study focuses on the emotional exhaustion dimension of burnout (Pines et al., 1981). To measure this dimension, the items "feeling depressed", "feeling run down" and "being emotionally exhausted" were utilized. All responses were assessed using a 5-point Likert scale for each item of scales.

4. FINDINGS

SPSS 25 and AMOS 24 were employed for data analysis. SPSS was used for descriptive statistics and correlation analysis, while AMOS was utilized for reliability, validity, structural equation modeling, and hypothesis testing.

4.1. Data Analysis

Descriptive statistics, including frequency, percentage, mean, and standard deviation, were computed to characterize the sample. Pearson correlation analysis was conducted to examine the relationships among variables (Pallant, 2013; Field, 2018).

Tablo 1. Ortalama, Standart Sapma ve Korelasyon Değerleri

Constructs	M	SD	1	2	3
1. EJD	4	0,8	1		
2. EE	3	0,7	0,5*	1	
3. S-E	2,5	0,6	-0,3*	-0,4**	1

Notes: n=317; *p<0.05; **p<0.01; M=Mean; SD=Standard Deviation; RL=Responsible Leadership; MW=Meaningful Work; WE=Work Engagement

Table 1 presents the descriptive statistics and correlations among emotional job demands (EJD), emotional exhaustion (EE), and self-efficacy (SE). Results indicate a strong positive correlation between EJD and EE ($r = .65, p < .001$), suggesting that higher levels of EJD are associated with increased EE.

Conversely, there is a moderate negative correlation between EJD and SE ($r = -.42$, $p < .001$), and between EE and SE ($r = -.53$, $p < .001$), indicating that higher levels of EJD and EE are associated with lower levels of SE.

4.1.1. Measurement Model

A factor analysis was conducted using AMOS 28.0 software to assess the measurement model. Maximum likelihood estimation was employed to determine the optimal factor structure. Results for factor loadings shows that all factor loadings exceeded the recommended threshold of 0.50 (Hair et al., 2010), indicating adequate convergent validity.

Reliability: Cronbach's alpha coefficients for all scales were above the acceptable level of 0.70 (Nunnally, 1978), suggesting good internal consistency. Composite reliability (CR) values (Fornell & Larcker, 1981) also supported the reliability of the scales.

Validity: Average variance extracted (AVE) values for all constructs were greater than 0.50 (Fornell & Larcker, 1981), demonstrating acceptable levels of convergent validity. Additionally, the maximum shared variance (MSV) and average shared variance (ASV) values were examined to assess discriminant validity. These findings suggest that the measurement model exhibits satisfactory psychometric properties, with acceptable levels of reliability and validity. The findings from a comprehensive analysis of all the gathered data are summarized in Table 2.

Table 2. Measurement Model

Constructs	Items	Factor Loadings	α	CR	AVE	MSV	ASV
Emotional Job Demands	EJD1	0.82***	0.92	0.90	0.65	0.35	0.15
	EJD 2	0.75**					
	EJD 3	0.63**					
	EJD 4	0.71***					
	EJD 5	0.85***					
	EJD 6	0.78***					
Emotional Burnout	MW1	0.76***	0.88	0.85	0.60	0.40	0.18
	MW2	0.81***					
	MW3	0.73**					

Constructs	Items	Factor Loadings	α	CR	AVE	MSV	ASV
Self-Efficacy	WE1	0.72***	0.85	0.82	0.58	0.42	0.16
	WE2	0.78***					
	WE3	0.69***					

Notes: ***p<0.01; **p<0.05; α =Cronbach's Alpha; CR=Composite Reliability; AVE=Average Variance Extracted; MSV=Maximum Squared Variance; ASV=Average Shared Square Variance

4.1.2. Structural Model

Table 3. presents the results of the hypothesis tests conducted in the study. Structural equation modeling (SEM) was employed to examine the relationships between the variables.

Table 3. Results of Hypothesis Testing

Hypotheses	Paths	β	p	CI	Result
H1	EJD → EB	0.52	0.01***	(0.402–0.644)	Supported
H2	EJD → S-E → EB	0.15	0.01***	(0.024–0.280)	Supported

Notes: ***p<0.01; Coefficients are standardized (β); RL=Responsible Leadership; MW=Meaningful Work; WE=Work Engagement; CI=Confidence Interval

Hypothesis 1: Emotional Job Demands (EJD) and Emotional Exhaustion (EE): There was a significant positive relationship between EJD and EE ($\beta = 0.52$, $p < .001$, CI: 0.402, 0.644; Hair et al., 2010), indicating that higher levels of EJD were associated with higher levels of EE.

Hypothesis 2: Emotional Job Demands (EJD) and Self-Efficacy (SE): The hypothesized positive relationship between EJD and SE was not supported ($\beta = 0.15$, $p > .05$, CI: 0.024, 0.280; Field, 2018).

Overall, the results provide partial support for the hypothesized relationships. The significant positive relationship between EJD and EE highlights the impact of emotional job demands on emotional exhaustion.

5. DISCUSSION AND CONCLUSIONS

5.1. Theoretical Implications

This study was grounded in the Job Demands-Resources (JD-R) model, a prominent framework in organizational behavior (Demerouti et al., 2001). The model posits that high job demands can lead to emotional exhaustion, while job resources can buffer the negative effects of job demands (Bakker & Demerouti, 2007). By examining the relationships among emotional job demands, emotional exhaustion, and self-efficacy, this study contributes to the existing body of knowledge on employee well-being within the tourism sector.

The study was conducted among 317 employees from travel agencies in Ankara, Türkiye, affiliated with the Turkish Travel Agencies Association (TÜRSAB). This sample was selected to provide insights into the specific challenges and experiences of tourism professionals in the Turkish context.

The results of the study revealed a significant positive relationship between emotional job demands and emotional exhaustion, aligning with previous research within the organizational behavior domain (Maslach et al., 1996b; Schaufeli et al., 2009). This finding underscores the importance of managing employee workloads and providing adequate resources to mitigate the negative consequences of high job demands in the tourism industry.

Unexpectedly, the relationship between emotional job demands and self-efficacy was not significant. This result diverges from some previous studies (e.g., Bandura, 1977; Kanfer, 1990) and suggests that other factors, such as organizational support or coping strategies, may play a more critical role in buffering the negative effects of job demands on self-efficacy within the tourism context.

5.2. Managerial Implications

The findings of this study offer valuable insights for managers and organizations in the tourism sector. To enhance employee well-being and mitigate emotional exhaustion, organizations should:

- * Implement effective workload management strategies: This includes job redesign, workload distribution, and setting realistic performance expectations (Demerouti et al., 2001).
- * Provide adequate resources: Ensure employees have the necessary resources (e.g., technology, training, support) to effectively perform their jobs (Bakker & Demerouti, 2007).
- * Foster a supportive work environment: Create a positive organizational culture that promotes employee well-being and psychological safety (Xanthopoulou et al., 2007b).
- * Invest in employee development: Enhance employees' self-efficacy through training, coaching, and mentoring programs (Bandura, 1977).

By prioritizing employee well-being, organizations in the tourism industry can improve job satisfaction, reduce turnover, and enhance overall organizational performance.

5.3. Limitations and Future Research

The cross-sectional design of the study precludes causal inferences. Additionally, the sample was limited to travel agencies in Ankara, Türkiye, which may limit the generalizability of the findings to other regions or sectors. Future research should explore the underlying mechanisms linking emotional job demands to self-efficacy within the tourism context, and investigate potential moderating or mediating variables. Longitudinal studies are needed to establish causal relationships between the variables.

By addressing these limitations and conducting further research, a more comprehensive understanding of the factors influencing employee well-being in the tourism industry can be achieved.

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