



**“EXPLORING THE EMOTIONAL LABOR PROCESS: THE TURKISH
MANAGERS' PERSPECTIVES”**

Merlys Adriana CAZARAN BOHORQUEZ

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ABSTRACT

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This study was conducted to identify how Turkish managers in the hotel sector in Eskisehir perceive emotional labor. Phenomenology method was used for this research, eight managers were interviewed, the data was collected using semi-structured interviews, and content analysis was used to analyze the information. The analysis provided six themes that visualize the experience and narrative of the managers. The findings indicate that most of the managers due to their long work experience have developed techniques or certain behaviors that allowed them to face the negative consequences caused by emotional labor. The results also highlight most of the interviewees have not received any kind of training related to stress management or control of emotions. Similarly, the results of this study emphasize that constantly interactions with customers and motivate to the teammates work is an emotionally exhausting task for the managers. However, the managers also manifested the teamwork is also a motivator.

Keywords: Management, hotel service, Emotional labor, display rule, deep acting, surface acting, burnout, emotional exhaustion, role identification.

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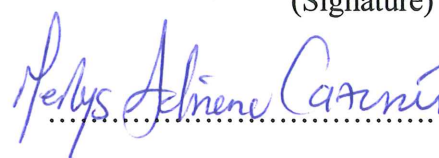
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STATEMENT OF COMPLIANCE WITH ETHICAL PRINCIPLES AND RULES

I hereby truthfully declare that this thesis is an original work prepared by me; that I have behaved in accordance with the scientific ethical principles and rules throughout the stages of preparation, data collection, analysis and presentation of my work; that I have cited the sources of all the data and information that could be obtained within the scope of this study, and included these sources in the references section; and that this study has been scanned for plagiarism with “scientific plagiarism detection program” used by Anadolu University, and that “it does not have any plagiarism” whatsoever. I also declare that, if a case contrary to my declaration is detected in my work at any time, I hereby express my consent to all the ethical and legal consequences that are involved.

.....

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Merlys Adriana Cazarán Bohórquez

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1. INTRODUCTION

The hotel sector in Turkey is one of the major driving sectors of the economy, according to the Turkish Investment Office. In 2017 Turkey occupied the tenth place in the list of most popular tourist destinations. In addition, this sector has been in constant growth, so, according to statistics of the investment office, this growth has been above the global average in recent years. In terms of hotel sector, the office highlights the following:

“The number of hotel chains and groups in Turkey has doubled since 2001, hitting 165 today. Among the hotels owned by these 165 chains, Turkey houses a total of 824. In addition, 82 percent of the chain and group hotels are domestically owned, 15 percent of these are foreign-owned, while 3 percent of these have domestic and foreign partners (Turkey Cumhuriyet Cumhurbaşkanlığı Yatırım Ofisi, 2017)”

However, in general terms, this sector depends on important elements such as the purchasing power of the users, territorial aspects, the services they provide, the changing customs and the emotions of the customers. At the same time, it is a highly competitive sector, where not only local companies compete but, also, foreign companies have a presence. This forces these companies to look for creative and differentiating ways capable of fulfilling and adapting to the changing needs of current clients. (Avila & Barrado, 2015)

In seeking to meet the clients' new needs, creating products is not enough. The client looks for enriching and positive experiences that allow him or her to enjoy the maximum of his or her stay during the time they have decided to stay in a hotel. (Bravo Cabria, 2004) (Kandampully, Zhang, & Jaakkola, 2017) (Tabaku & Cerri, 2016) (De Carlos, Alén, Perez G, & Figueroa, 2018).

Singh and Hasnaa (2016) manifested that most companies that are dedicated to providing services, acquired loyalty through the continuous improvement in the quality of their services and the clients' experience. In their study, Gracia & Grau (2007) mentioned that, if one guest perceives a certain service to be of quality, the needs and satisfaction of other clients will easily be attained. It is here where the employee has a leading role in customers' needs satisfaction. That is why companies persist in the ways employees must interact with the clients. Aspects such as preparation and practical training are no longer an advantage, and on the contrary, it is a competitive survival requirement.

Alcaide (2015) pointed out that products are easily copied, but emotions are not, and it is at that point, where companies must focus on generating loyalty so as to create an effective and emotional bond.

In attempts that companies make to attract the attention of tourists, different studies such as Hur, Moon, & Jun, (2013) referred that, the relationship generated between the client and employee must be loaded with very specific behaviors in the development of their tasks which require expressing certain emotions and, in turn correct handling of their emotions and thoughts, allowing him to generate a certain level of empathy with the clients and at the same time, understand and identify the emotions of the client. In this way, the great labor effort is not physical but emotional, called, in the words of the author Hochschild's (1983) emotional work, that is, when organizations require their employees to manifest desirable emotions to their clients as part of their work and at the same time effectively manage their tasks. Employees must often express positive emotions, empathy, tolerance, education, and sensitivity to clients, even though in many cases these are not their real emotions.

Within the studies on emotional work in the sector, Ramis, Moreno, Manassero, Garcia (2011) conclude that the professionals of the tourism sector have a very frequent interaction with tourists. It is considered that they are being continuously evaluated by customers, boss, partners and so on; therefore, they must try to express emotions that create satisfaction and well-being in the clients. All these, following the norms established by the organization and by society, summarizing emotional work as an important factor in terms of the quality of the service and in the generation of competitive advantage.

Nevertheless, to make emotional work as authentic as possible, it is necessary that there is job satisfaction on the part of the employee. As noted, Hur, Moon, & Jung, (2015) in their study, identified that job satisfaction of employees is one of the most important and most likely factors to mediate the link between the emotional work of employees and customer satisfaction.

In that order of ideas, it could be said that companies must motivate employees constantly to generate job satisfaction, create spaces where employees can share their emotions freely that would unleash a deeper emotional work and in turn, generates an environment in which the client feels comfortable with the service provided. Therefore, how to generate and how to control the work emotion in the employees is a fundamental role of the companies in the creation of value for the client. However, what happens when

the hotels do not generate or contemplate in their organizational culture those kinds of programs that facilitate emotional work in the employees, like previous studies in emotional work? Forbes (2011) mentioned that when the employee is in constant contact with the client it causes burnout and if that is added to the long working hours and deficiency in the assignment of job functions, the working environment gets too rigid.

The aforementioned data highlights the problems that employees face in the hotel sector on a daily basis; however, during the research of literature review the findings about managers and emotional labor were few. That is why in this thesis the main aim was to examine the opinion and the experiences of the managers about the way they face emotional labor.

The first part of the research includes the problem, purpose, importance, limitations, and definitions. In the second part, a comprehensive literature review is presented. In the third part, the method, method design, data tools, and data collection are provided. The fourth and last section presents the finding and discussion, and the last part is demonstrating the conclusions and implications drawn from the study.

1.1. Problem

The hotel sector is characterized by its dynamism and constant change. It is for these reasons that the success of this sector is determined by the way managers and trainers respond to those changes. Besides, this depends on the employee's quality and efficiency (Chapman Lovell, 2006; Horng et al., 2011). Additionally, managers must continuously evaluate the employees' competences. Basically, in this kind of market where competence is essential everywhere, it is relevant that the managers know how their employees feel at work and what they want to motivate them and improve their competence at work. Taking into account that the employees are the ones who are in permanent contact with the clients, managers have to develop abilities in order to comply with the company requirements (Lam, Zhang, & Baum, 2001). Moreover, managers require other competencies, like soft skills, including emotional labor and aesthetic labor (Nickson, Warhust, & Dutton, 2005), as well as, generic competencies which determine the way managers communicate with the employees, approach problem solving, leadership, personal relationships and self-management. In addition, sometimes the manager is not prepared with enough emotional intelligence to lead not just with the generic

competences. Furthermore, they must be prepared to lead emotional labor on their employees.

Considering the above, that, competencies are important for managers in the hotel sector, managers are required to display emotional labor in order to develop those competencies. This topic leads us to our research questions and in this endeavor, the researcher basically tried to understand and visualize how Turkish managers handle emotional labor.

1.2 Objective

Table 1. represents a review of different authors which allows visualizing the antecedents of the emotional labor, the strategies used to face emotional labor and the consequences.

Table 1. *Emotional Labor Antecedents and Consequences.*

Authors	Antecedents	Strategies	Consequences
(Morris & Feldman, 1996)	Explicitness of display rules	Surface acting	Emotional exhaustion
	Closeness of monitoring	Surface acting	Emotional exhaustion
	Gender	Women will have a greater frequency of emotional display than will men	Emotional exhaustion
	Routineness of task	Surface acting	Emotional exhaustion
	Power of role receiver	The level of emotion you must display according to your target market	Emotional exhaustion
	Task variety	The greater the task variety of employees the greater the variety of emotions expressed is likely to be.	Emotional exhaustion
	Form of interaction	If the job requires more encounters face to face the level of emotional dissonance will be higher	Emotional exhaustion
	Job autonomy	People with low job autonomy suffer more negative emotion labor effects	Job satisfaction

(Pugliesi, 1999)	Strongly identity with the occupational role	Genuine acting	Job satisfaction
	Autonomy decisions	Genuine acting	Job satisfaction
	Higher job demands self-focused and other focused emotional labor	Surface acting	Job stress
(Schaubroeck & Jones, 2000)	Demands to express positive emotion: (Gender and occupational emotional labor)	Role requirements to express positive emotions. (Little identification with the organization).	Physical symptoms
		Women require more emotional work than men	
	Requirements to suppress negative emotions		Emotional adaptability was positively associated with trait positive affect and negatively with Negative Affective
	(Trait affect, PA, and NA)		
Authors	Antecedents	Strategies	Consequences
(Zapf, 2002)	Job Requirements	Emotion work strategies	Burnout
	Expressing emotions	(1,2) Automatic Emotion Regulation	(1,2,4) Personal accomplishment

	1-Positive emotions display		
	2-Negative emotions display	(1,2) Deep acting	
	3-Emotional Dissonance		
	Sensing emotions	(1,2,3) Surface acting	(2,3,4) Emotional exhaustion
	4- Sensitivity requirements	(3) Emotional Deviance	(2,3,4) Depersonalization
Liu et al., (2004)	Negative Affect	Emotional labor	Job induced tension
	Political skill		
(Gursoy, Boylu, & Avci, 2011)	Job autonomy	Emotional labor	Job satisfaction
	Personality	Deep or Surface acting	If the employees have a neuroticism personality trait there will be a relationship with emotive dissonance, but if the employees have extraversion personality trait there will be a relationship with job autonomy There is a relation between work experience and job autonomy Cultural values can be related to neuroticism and extraversion
	Work experience		
	Cultural values	Deep or Surface acting	
Authors	Antecedents	Strategies	Consequences
(Chu, Baker, & Murrmann, 2012)	Affectivity:	Positive affect tended to experience less emotive dissonance; they perform genuine hospitality without much effort.	As Higher PA experiment less emotive dissonance and exert less emotive effort, the results are negatives for them
	Positive Affect (Cheerfulness enthusiasm)		

			(low job satisfaction and high emotional exhaustion)
	Negative Affect	If they learn how to develop deep acting the consequences could be positive	Employees with High emotional contagion and high negative tend to experience more emotional exhaustion
	(Irritation or Nervous)		
	Empathy	Deep acting	Employees with High emotional contagion and high negative tend to experience more emotional exhaustion, but the presence of emotional effort and empathy could be avoiding that emotional exhaustion
	Emotional contagion		
	Emotional effort		
	Emotional dissonance	Surface acting	Employees that feel more emotive dissonance, as outcome of surface acting, they feel less emotionally exhausted and they get more job satisfaction
(Lam & Chen, 2012)	Supervisory support	Deep acting	High job satisfaction
			High service quality
			Lower turnover
(Sohn & Lee, 2012))	HEXACO (Personality theory)	(1-4) Deep acting	Extraversion, Agreeableness, Conscientiousness and Openness have a positive influence on service providers' emotional labor
	1.Extraversion		
	2.Openness		
	3.Agreeableness	(5-7) Surface acting	
	4. Conscientiousness		
	5. Neuroticism		
	6. Honesty		
7. Humility			

(Lee & Ok, 2012)	Emotional intelligence	(+) Emotional effort	(+) Emotionally intelligent employees are more likely to try to make their true emotions congruent to the emotions required by display rules.
		(-) Emotional exhaustion	When employees have high levels of EI they have enough emotional resources that they do not feel emotionally depleted in challenging situations.
		(-) Depersonalization	
Authors	Antecedents	Strategies	Consequences
Shani et al., (2014)	Manager employee relationship	No empathic managers approach toward employees may lead to surface acting	Burnout
	Physical demands of the job	Surface acting	Burnout, Job stress
	Training for emotional labor	Deep acting	Job Satisfaction
	Frequency duration or repetition of employee customer encounters	There is a positive correlation between repetition of employee's customer encounters and deep acting	Job Satisfaction
(Lee, Ok, & Hwang, 2016)	Customer orientation	Deep acting	Job Satisfaction

Based on the different research which was done by several authors (*table 1*) the researcher determined the following research questions, in order to help to answer our research problem:

- 1) Which antecedents do Turkish managers help to have a better management of emotional labor?
- 2) How does teamwork facilitate emotional labor in managers?

- 3) What effect does the fact of conducting previous training in managers help to reduce the consequences generated by performance a surface acting?
- 4) How does the identification of roles help managers to avoid or reduce levels of burnout caused by emotional labor?
- 5) How do managers perceive authority in order to facilitate their display of emotions?

The purpose of this study is/was:

- To identify how Turkish managers in the hotel sector in Eskisehir perceive emotional labor
- To understand which skills or strategies, help Turkish managers to reduce the negative consequences of emotional labor.

1.3 Importance

Currently, there are different studies on emotional work not only in the hospitality sector, but also in educational (Zhang & Zhu, 2007), financial (Chau, Dahling, Levy, & Diefendorff, 2009) and therapeutic sectors among others. This is because, these jobs as Zapf (2002) mentioned, require a voice to voice or face to face interaction with the customers. In some of them, the interactions are shorter than the others, but still, they have a significant component of emotional labor. However, most of these (Brotheridge & Grandey, 2002), (Montgomery, Panagopolou, Wildt, & Meenks, 2006) studies are based on the consequences, but there is no mention of the ways in which the managers control and manage their own emotions in order to interact with their employees, customers and supervisors taking into account the fact that the managers have to deal not only with providing support to their employees but also have to deal with the key areas such as, marketing and finance.

This study is important and significant since it considered: firstly, the high number of people employed in the hotel sector; the growing demands on these jobs; and, finally, its impact not only on the managers' performance but also on the employees' performance because as Ashkanasy & Daus (2002) referred, a leader who has good control of their emotions can positively influence their workers. As a result, the quality of service is improved, which in turn, increases customer loyalty.

1.4 Limitations

The limitations that arose during the research were:

- The limited number of managers who could speak English fluently.

- Finding managers willing to be part of the interview
- Some managers had no previous knowledge about emotional labor and its consequences

1.5 Definitions

Emotional labor: “The labor that requires one to induce or suppress feeling in order to sustain the outward countenance that produces the proper state of mind in others, in the sense of being cared for in a convivial and safe place, and where this labor calls for a coordination of mind and feelings, it sometimes draws on a source of self that with honor as deep and is integral to our individuality. (Hochschild, 1983: 6-7)”.

Surface Acting: “As the skill of changing emotions in order to feel what people do not (Hochschild, 1983: 33)”.

Deep acting: “As a process where a person tends to be cheating emotionally (Hochschild, 1983: 33)”

Burnout: “A syndrome of emotional exhaustion, depersonalization of other, and as a feeling of reduced personal accomplishment (Lee and Ashforth 1990: 743)”

Engagement: A positive motivational construct related to work (Ramis, Manassero, & García, 2011).

Dissonance emotional: The discrepancy between the emotions felt and emotions that are expressed, to suit organizational rules’ expression (Hochschild, 1983).

Organizational Culture: It is a set of basic assumptions that a group has devised, discovered or developed on learning how to deal with external adaptation problems and that have worked sufficiently well to be considered valid and taught to new members as the right way to perceive, think and feel vis-à-vis these problems (Schein, 2001, p. 9).

Display rules: Display rules are learned norms regarding how to express emotions at work. (Morris & Feldman, 1996, p. 995)

Emotional exhaustion: Refers to a state of depleted energy caused by excessive emotional demands made on people interacting with customers or clients (Saxton, Phillips, & Blakeney, 1999).

Emotional Regulation: The ability of an individual to modulate an emotion or set of emotions (American Psychological Association, 2018)

Emotional Intelligence: Ability to know and manage their own feeling well, and who read and deal effectively with other people’s feeling. (Goleman, 1995, p. 37)

Emotion contagion: A process in which a person or group influences the emotions, or behavior of another person or group through the conscious or unconscious induction of emotion states and behavioral attitudes" (Schoenewolf, 1990)

Depersonalization: Psychological withdrawal from relationships with our colleagues and the development of a negative, cynical attitude towards others. (Hartney, 2008, p. 11)

Cross-Cultural: Relating to different cultures or comparison between them. (English Oxford living Dictionaries, 2019)

Social identity: Social identity defines and evaluates one's self-concept and how one will be treated and thought of by others. (McKeown, Haji, & Ferguson, 2016, p. 7)

Negative Affectivity (NA): Personality trait, individuals who are high in NA are more likely to report negative affective mood states across time and regardless of the situation (Denollet, 2013)

Positive affectivity (PA): Positive affectivity is a trait that reflects stable individual differences in positive emotional experience; high levels of the trait are marked by frequent feelings of cheerfulness, enthusiasm, and energy. (Watson & Naragon, 2012)

Neuroticism: Neuroticism, broadly defined, refers to an individual's tendency to experience negative affect or negative emotional states (e.g., anger, anxiety, hostility, sadness); those high in neuroticism react more strongly to negative stimuli (e.g., threat, frustration, loss) than those low in neuroticism. (Sharma, 2013)

Extraversion: Extraversion is a higher-order dimension of personality variation encompassing individual differences in sociability, assertiveness, positive emotionality, approach tendencies, and status motivation. (Lukaszewski, 2017).

2. LITERATURE REVIEW

This chapter demonstrates the prominent literature regarding the research topic, starting with the definition of emotional work from the approaches of different authors, after which an approach to emotional work in the hotel sector was made, followed by a record addressing emotional work in leaders and managers to end emotional work in expatriates.

2.1 Emotional Labor and approaches

‘Emotional work refers to the control of an emotion that is carried out as required behavior within the work performance ’ (Gracia, Ramos, & Moliner, 2014, p. 3)

Over the years since Hochschild made known the concept of emotional work, this term has taken more force and different authors have conducted research and developed different approaches to this concept; however, for this case study the most renowned authors have been selected.

Hochschild (1983) focused her study on feeling rules, and it is the essential organizational and occupational rules that indicate to the employee when, how and where their emotions must be expressed; which during interaction with the client must be positive. In turn, she pointed out that employees have two tools that can be used to deal with the dissonance generated by the emotions they repress to comply with organizational rules, they are surface acting and deep acting.

Ashforth and Humphrey (1995; 1993) in their findings manifested that it is the behavior that is observable. They mentioned that companies asked about display behaviors and not feelings. It is under this premise that instead of feeling rules, it is a display rules that are required. In addition, they mentioned that there is a third component in which genuine performance is defined as the coherence between what is felt, what is expressed and what is required by the company.

For the purposes of this study, the authors Morris and Feldman (1996) were also selected within their approach for a better understanding of what emotional work is; they unfold the concept into four categories: a) Frequency of appropriate emotional display, b) Attentiveness to required display rules c) Variety of emotions required to be displayed d) Emotional dissonance.

Finally, the Grandey’s approach (2000) also was included as part of the important references to define what emotional labor is; in her research, she generated a scheme

about the antecedents and consequences of emotional labor, and, she also mentioned individual and situational variables.

2.1.1 Hochschild approach

Emotional work as a concept was made known through the sociologist Arlie Russell Hochschild, Hochschild (1983), who investigated the flight attendants. In her research she emphasizes that people who dedicate themselves to providing services such as hostesses do not only do physical and mental work, but also, perform something that defines as emotional work “to mean the management of feelings to create a publicly observable facial and bodily display: emotional labor is sold for a wage and therefore has exchange value” (Hochschild, 1983, p. 7)

Hochschild (1983) developed his research based on the studies of Goffman (1959, 1967, and 1969) who was the precursor of the study of "face to face" interactions, or micro sociology (Goffman, 1956). Basically, this author highlights in his study that human beings try to show to other people and try to transmit, consciously or unconsciously, a certain impression of themselves because that is what the social group expects from them. To achieve this, individuals interpret the role they want to convey. In this way, our social interaction is a "performance" created for the audience.

Grandey (2000) suggested that emotional work may involve enhancing, faking, or suppressing emotions to modify an emotional expression. In that order of ideas, Zapf (2002) indicated that emotional work is a company's requirement, for example the typical flight attendant's job is to smile when she or he is talking to passengers. However, they would certainly also smile, e.g., when dealing with arrogant passengers, when they feel exhausted, or when they are in a bad mood after a conflict with a colleague. In those situations, Zapf (2002) pointed out that emotion work as a part of the job implies to display a smile even in such situations.

Similarly, Kumar (2006) manifested that, the term emotional labor is appropriate only when the emotion desired is exchanged for something such as a wage or some other type of valued compensation. Hochschild mentioned that there is a difference between emotional work and control of emotions, the latter being defined as: “The same acts done in a private context, where they have use-value” (Hochschild, 1983, p. 7).

Different authors have emphasized this difference. Grandey (2000), alluded that emotional work is a process of emotional regulation, that takes place only in work

contexts. At the same time, Zapf (2002) interpreted that the term emotion control pertains to a personal level and, therefore, relates to private life while emotional work relates directly to the professional and public level.

However, both terms can develop in the same field, that is, they can be compatible, as Callaghan and McCollum (2002) affirmed, the control of emotions is determined by an internal personal control, while emotional work is determined by an external control exercised by organizations; The two situations can be presented simultaneously.

Hochschild (1983) stated that emotional work depends on the frequency of interpersonal contact between the employee and the clients; therefore, she determined that emotional work has the following characteristics which may have an impact on the health of employees.

- 1) It occurs in face-to-face interactions or conversations with customers
- 2) Emotions are expressed to influence the emotions, attitudes, or behaviors of others
- 3) The display of emotions follows certain rules

Linked to the concept of emotional work and related to it, Hochschild (1983) introduced the term “emotional rules (feeling rules)”; these emotional norms dictate which expressions are appropriate in each situation, limiting the appropriate emotions and how they should be developed. Such norms are established and observed by the organization, being able to sanction the breach of them. The show of cordiality, smile, and handshake are some of the expressions that have been carefully designed by the company and the employee must apply in all interactions with the customer with little or no variation margin.

Following these emotional norms Hochschild (1983) also, affirmed that workers' occupational health could be affected as a consequence of having to adjust their expression and sometimes their emotional experience to a set of guidelines, or standards requested by the organization. In other words, it generates an emotional dissonance. The author also points out that emotional dissonance occurs when the emotions felt, and the emotions expressed are different. That is when the individual has to express organizationally correct emotions (organizational norms), and these disagree with the felt emotions (experience) that is when the dissonance appears. Since this situation usually generates tension for the employee, this tension can generate psychological problems as well.

On the other hand, the author highlighted that there are two theatrical means to control and manipulate emotions. Thus, she introduced surface and deep acting. Surface acting is defined as "the capability of disguising what we feel, of pretending to feel what we do not, where the box of clues is hidden, but it's not changed (Hochschild, 1983, p. 33)". Meanwhile, deep acting: "makes feeling easy by making it unnecessary, and where the clues can be dissolved, which involves deceiving oneself as much as deceiving others (Hochschild, 1983, p. 33)". In other words, surface acting regulates bodily expressions, that is, expressing a smile (without feeling it), that is, pretending emotion, while in deep acting, the employee will do everything possible to feel the client's emotion and for this, it is necessary to put oneself in the situation of the person to whom the service is being provided. Hochschild indicated that when the employee does not easily differentiate his or her felt reality from his or her performance, he or she is more vulnerable to emotional exhaustion, so, burnout is generated. 'Burnout is a syndrome consisting of three aspects: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1986)'

On the other hand, although the control of emotions is mainly oriented to customer loyalty, Won Moo Hur, Tae-Won Moon, Yeon Sung Jung, (2015) found that the client does not identify when the employee is developing a deep acting or surface acting, i.e. he presumes that the two are genuine processes. However, in this same study, the results showed that when the employee is satisfied in their area of work, the development of deep acting and the expression of emotions are more genuine, which helps to avoid burnout.

Along with Hochschild's approach, managing emotions requires an effort, and there is no doubt that the management of emotions is one of the ways that the employee has to fulfill the objectives of the organization. However, when these emotions cannot be controlled and the employee develops fury, anger towards his/her colleagues and customers; this would affect the image of the company and therefore its performance.

2.1.2 Ashforth and Humphrey's approach

Ashforth and Humphrey describe emotional labor as "the display of expected emotions by service agents during service encounter (Ashforth & Humphrey, 1993, p. 88)". They emphasized that, in emotional labor there are internal (psychological) and external (organizational) pressures, but the employees may use various behavioral and different mechanisms to support these pressures.

In contrast with Hochschild's approach, they make prominent in their studies the behavior of employees, where, according to their theory, it is the behavior that is observable by the customers, and they referred to this as “display rules” instead of “feeling rules”.

In other words, they use the terms display rules because the employers require from the employees the emotions which are publicly expressed instead of those which are actually felt.

Also, they remarked that surface acting and deep acting mechanisms are evaluated from the effort that employees make in order to display the required emotions; but the results of the actuation are not evaluated.

Deep acting and surface acting are mechanisms where the server is in nonstop acting, but there is a tag question: what happens when the server agent does not have any interest in acting the emotion? Ashforth & Humphrey (1993) developed the third component and they called it spontaneous and genuine emotion

Ashforth & Humphrey (1993) also suggested that there is functional and dysfunctional emotional labor: From the effectiveness of the duties, functional, emotional labor is defined as a regulator of the interaction, videlicet, it allows for the emotions to be predictable. In this way, emotional labor helps the employees to avoid interpersonal problems. However, Ashforth & Humphrey (1993) agreed with Hochschild, if employees constantly practice surface acting, emotional labor may be dysfunctional to employees, but not to the organization nor customers. Also, they included the term of **social identity**, and they suggested that individuals who identify with their roles, departments, occupation, and organizational roles are positively impacted by emotional labor in terms of welfare. In this way, the authors argued that the negative effects of emotional labor on the agent's servicer could be moderated through the correct identification of the role in question.

Ashforth & Humphrey (1995) suggested that, through group dynamics, there are two ways to motivate the employees to manage the emotion and those are emotional contagion and play and humor. The authors maintain that those factors may increase empathy and allow creating a motivated workforce.

2.1.3 Morris and Feldman's approach

They define the emotional labor as: “The effort planning and control needed to express organizationally desired emotion during interpersonal transactions (Morris & Feldman, 1996, p. 987)”

Like Ashforth and Humphrey, the authors pointed out that, in the determination of emotion's experience and expression, there is an important social factor. Moreover, they based their investigation on expressive behavior because it is the behavior which is required by organizations. According to Morris and Feldman, for a better conceptualization of emotional labor there are four distinct dimensions:

- a) Frequency of appropriate emotional display: Basically, the more often a role requires emotional displays, the greater the control and regulation of display of emotion made by organizations will be.
- b) Attentiveness to required display rules: In jobs where attentiveness is required as something permanent, it will be normal that there will be more psychological energy and physical effort demand from employees by organizations. This attentiveness has two particular characteristics: 1) Duration of emotional display. Longer interaction requires more effort and thus, more emotional labor (job stress, burnout). 2) Intensity of emotional display: “Emotional intensity refers to how strongly an emotion is experienced or expressed” (Ashforth & Humphrey, 1993, p. 990)
- c) Variety of emotions required to be displayed: Here if the role requires a wide variety of emotions, more planning and control are necessary, thus increasing emotional labor.
- d) Emotional dissonance: Considered as a role conflict; basically, it is the conflict provoked between the needed feeling, values of the employee and the demands of the company in his or her workplace.

Figure 1. show us those dimensions and how they affect each other in a positive-negative or neutral way.

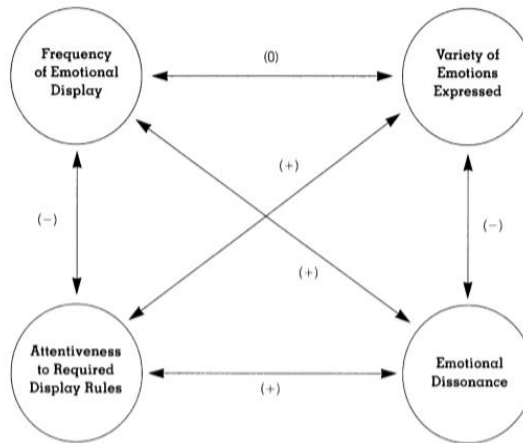


Figure 1. Relation among four dimensions of emotional labor

Source: The Dimensions, Antecedents, and Consequences of Emotional Labor, J. Andrew Morris, and Daniel C. Feldman Source: The Academy of Management Review, Vol. 21, No. 4 (Oct. 1996), pp. 986-1010

Also, the authors distinguished some variables which affect those four dimensions. Figure 2. shows the variables and how they are related positively or negatively, and which are the reactions. i.e. Emotional exhaustion and job satisfaction.

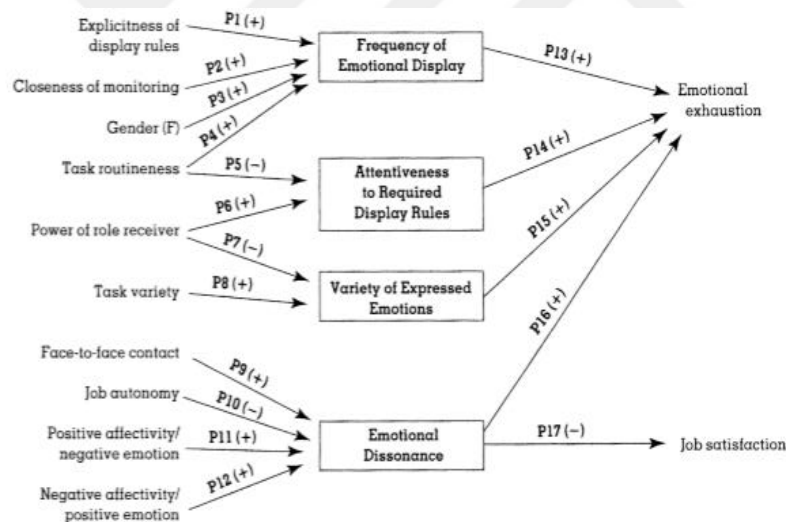


Figure 2. Antecedents and Consequences of Emotional Labor

Source: The Dimensions, Antecedents, and Consequences of Emotional Labor, J. Andrew Morris, and Daniel C. Feldman Source: The Academy of Management Review, Vol. 21, No. 4 (Oct. 1996), pp. 986-1010

2.1.4 Grandey's Approach

Grandey (2000) defined emotional labor as the modification of emotional expressions which involves: enhancing, faking or expressing emotions in the workplace; in other words, as Hochschild (1983) pointed out, emotional labor is a way employees achieve company goals.

Grandey (2000) based her studies on the integration of emotional regulation planted by (Gross, 1998) and the different emotional theories, using emotional regulation as a guiding theory and using it in an organizational context, in her theory she specifies antecedents and the consequences of emotional labor and at the same time, introduced individual and situational variables which can be important for the human resources department.

Emotion regulation is the process of managing a specific emotional experience. Gross (1998) points out that individuals can regulate their emotions in two ways: (1) Antecedent focused regulation; what Grandey determined as deep acting; here an individual can modify the situation or what he or she is perceiving by adjusting their emotions. (2) Response-focused emotion regulation: The individual manipulates how he or she shows an emotional response. Grandey (2000) also suggested that this emotion regulation accrues to the process of surface acting.

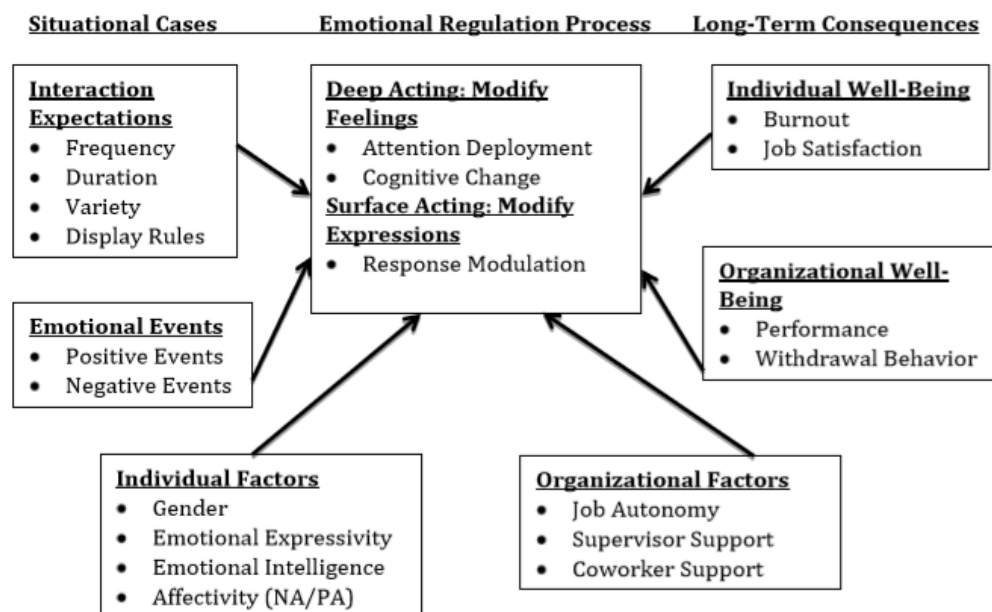


Figure 3. The proposed conceptual framework of emotion regulation performed in the work setting.

NA= negative affect; PA= positive affect

Source: Emotion Regulation in the Workplace: A new way to conceptualize Emotional Labor, Alicia A. Grandey, Journal of Occupational Health Psychology 2000, Vol. 5, No.1 pp. 95-110

According to Grandey's model and other authors, burnout and job satisfaction are the outcomes of deep acting and surface acting, Brotheridge & Grandey (2002). However, deep acting is more associated with job satisfaction while surface acting is associated with emotional exhaustion and depersonalization, which are components of burnout.

“The more employees reported faking their emotional expressions at work, the more; they also report distance themselves from customers and treating them as objects (Brotheridge & Grandey, 2002, p. 33)”

However, Brotheridge & Grandey (2002) contradicted other researches which associated burnout with the frequency of interactions between customers and employees. In their study, they pointed out that high customer contact is inherently stressful. Additionally, they indicated that if employees are faking their emotions, it is not beneficial for them. In any case, as Ashforth and Humphreys (1993) manifested, Grandey also supported the idea that only real and sincere expressions are beneficial for the well-being of the employees.

Although the approaches may be different and are given different names, it is imminent that when individuals are forced or induced to carry out emotional work in their area of work, if those emotions go against the emotions they are really feeling, the negative consequences are significant. Other authors state that emotional work can also be used as a shield. The way in which individuals manage their emotions will be important for their own self-satisfaction and that is why all those approaches are important for this study.

Now defining emotional labor from the perspective of these authors, the researcher is allowed to understand the antecedents of emotional work from the perspective of (Grandey, 2000; Morris & Feldman, 1996), the strategies of emotional work according to (Ashforth & Humphery, 1995) and the consequences of emotional work considering (Hochschild, 1983). Now with a clear definition of what is emotional labor, the next step is directed towards emotional work in the hotel sector, which is where the research was oriented.

2.2 Emotional Labor in the Hotel Sector

Emotional work has developed in sectors mainly where service is essential (Zapf, 2002; Brotheridge & Grandey, 2002; Ashforth & Humphrey, 1993; Grandey, 2000; Hochschild, 1983). As Kogovsek & Kogovsek (2012) mentioned in their study, the hotel sector being a service sector, the concept does not differ; in this sector it is, in most cases expected that employees suppress their own true emotions or behaviors if these are not positive in regards with interacting with customers. This is because the employees in the hospitality sector are required to keep a kind and positive attitude with the customers

including situations where a negative emotion response will be normal (Pizam, 2004, p. 135). “On a daily basis, hospitality employees use their emotions in customer service interaction, so emotional labor is a critical component of hospitality work” (Lee, Ok, & Hwang, 2016, p. 146)

In turn, regardless of the category and geographical location of the hotel, employees are obliged to express positive emotions towards customers all the time. However, in most cases, this demonstration of expressions leads to emotional dissonance. Zapf & Holz, (2007) mentioned that emotional dissonance is one of the stressful facets of emotion work; likewise the service work (reception and camaraderie) does not have greater autonomy and it is not very motivating, and in some cases, burnout rates are very high. (Ramis, Manassero, & García, 2011; Kaplan & Ulutaş, 2016). At the same time Dijk & Kirk, (2007) pointed out that the negative results arising from emotional labor are tightly bound to the experience of dissonance.

As Hochschild, (1983) indicated, there are two mechanisms that employees use to display emotions, and these are: deep acting and surface acting. Many authors (Brotheridge & Grandey, 2002; Shani, Uriely, Reichel, & Ginsburg, 2014; İrigüler & Güler, 2016) associated surface acting with components of burnout and deep acting with job satisfaction. Liv, Xu, & Ji (2012) found that surface acting has a positive relationship with emotional numbness and emotional fatigue, while deep acting can negatively influence emotional exhaustion. For his part, Zapf (2002) pointed out that emotional labor and organizational problems contribute to a high percentage of burnout.

Other studies reported that dissatisfaction among hotel employees is a constant result of emotional exhaustion and depersonalization (Şad & Şahin, 2018) and the use of a deep and genuine acting have a positive relationship with job satisfaction. Xu, Martinez, & Lv (2017) mentioned that also surface acting exerts an important effect on turnover intentions. Besides, they demonstrated that the depth of communication represents a crucial part in reducing employees' turnover intentions.

Moreover, Lee & Ok (2012) maintained that burnout is especially common with hospitality employees, who have direct interaction with guests, but they cannot control the excessive demands of emotions. This is because the clerks do not contain enough emotional tools. Further, they found that using emotional intelligence can help to increase job satisfaction.

Rafaeli & Sutton (1989) indicated that if the company wants a positive and cheerful behavior on the part of their clerks, there will be a necessity to develop the tools required for the occurrence of such behaviors.

On the other hand, Seymour (2000) associated culture with the ability to control emotions. She remarked that, in hotel service, the workforce can come from different cultures, and some of those cultural groups can control and regulate their emotions easier or less easy, and accordingly, it is more difficult or easier accept the demands of emotional labor. In a similar way Gursoy, Boylu, & Avci, (2011) mentioned that culture could directly or indirectly impact emotional labor.

Similarly, Chu, Baker, & Murrmann (2012) pointed out that in order for the employees to experience a better emotional harmony, it is necessary that there exists a match between personality and job characteristics. On the other hand, Lam & Chen (2012) stated that, if the supervisory support is high, employees could handle the menaces at work, especially those related with negative emotions.

However, Lee, Ok, & Hwang, (2016) mentioned that the positive or negative results of emotional labor depend on the employees, because they are the ones who choose which strategy to use. Nevertheless, Diefendorff & Gosserand (2003) mentioned in their control theory: that it is through emotion regulation strategies that those discrepancies among emotional displays and display rules will be reduced. Sometimes the employees' capability to regulate and control their own emotions in the hotel service will permit them to put those negative emotions under control. (Tsai, 2009, p. 1439). Also the sense of humor can be an important personal attribute which can facilitate emotional labor and deal with negative experiences and situations (Sandiford & Seymour, 2002, p. 63)

That is why in these types of jobs, it is necessary to undertake training that allows employees to evaluate some skills such as, emotion regulation, which will allow employees to easily deal with problematic clients and also to reduce the frequency of emotional exhaustion. (Kogovsek & Kogovsek, 2012; Liv, Xu, & Ji, 2012). Other authors like Karatepe (2011), Nuriplik, Topsakal, & Iplik, (2014) also remarked the necessity of an organized and effective training program in order to teach the employees how to deal with emotionally demanding situations. They have stated that the training must be specially focused on listening and problem-solving skills. This means equipping employees with the kind of empowerment or authority to face different complaints and requests. Sohn & Lee (2012) reaffirmed this they mentioned that, when the employees

are provided with autonomous empowerment, the employees will be more efficient in service delivery. Lee & Ok, (2012) remarked that extra authority or autonomy on the hotel jobs help employees to experience a lower emotional dissonance.

Kogovsek & Kogovsek (2012) pointed out that in addition to training, the constant support from the leaders towards their followers is fundamental. Here, the leader's task is again stressed as a generator of an ideal and motivating environment for the employee. As consecrated by Shani et al., (2014), they stated that leaders have an important role in shaping the required deep acting in their subordinates, the constant support to employees increases their perception of motivation and justice and reduces the negative feelings. They also manifested the importance of training.

Xu, Martinez, & Lv, (2017) as (Chu, Baker, & Murrmann, 2012) also suggested that hotel managers must hire employees who have a good match with the job requirements. Besides, they indicated that the training must show employees how to make a distinction between surface acting and deep acting in normal service encounters. However, other authors based their studies on the skills employees must have in order to reduce the negative effects of emotional labor in the hospitality sector; one of them is Gursoy, Boylu, & Avci, (2011). They expressed that there are two special personality traits extraversion and neuroticism; people with a high level of extraversion will feel more job autonomy and more satisfied in their roles.

In addition, Sohn & Lee, (2012) wrote down that there are some other skills which require more attention from the manager in tourism in order to help the employees to manage their emotions; those are a high level of honesty, humility, agreeableness and openness. Moreover, they remarked that management in hospitality organizations should pay attention substantially to the attitude, character of a person, and aptitude of applicants, as well as temperament and capacity (Liv, Xu, & Ji, 2012, p. 101). In a similar way, Lee, Ok, & Hwang, (2016) suggested that human resources managers must look for employees with elevated levels of customer orientation, in as much they will perform a better job, and they probably enjoy it when they interact with the clients. Equally, Jung & Yoon, (2014) mentioned that, besides training employees about external gestures, training should be a focus on noticing clients' emotions. In turn (Dijk Van, Smith, & Cooper, 2011) observed that when the individuals do not have those skills, the training programs might be designed in other to create those skills making the authenticity of emotional display easier. Kim & Han (2006) suggested that processes such as recruitment and

selection are very relevant and also during the training process, the organization must help employees to develop genuine emotions, because it is only through them that the consequences of emotional labor will be positive.

2.3. Emotional Labor in Managers or Leaders

The employees in the services jobs are required to service with a smile to display positive emotions. But in situations where the customers are rude, and the employees are dissatisfied with their workplace; they must fake their emotional expressions in order to follow the company's policies. In other occupations such as medicine, the doctors or nurses are required to show emotions, including sympathy and sometimes sadness (Zapf, 2002; Brotheridge & Grandey, 2002). However, the leaders have to display a huge diversity of emotions starting from sympathy, anger, support. With this wide variety of emotions, managers have to make decisions which make their job more complicated than the service workers who are required to express limited emotions (e.g. a smile) (Humphrey, Pollack, & Hawver, 2008). As Brotheridge & Grandey (2002) pointed out, while services workers are requested to give service with a smile, leaders have to regulate their emotions and behaviors to keep their followers motivated.

In other studies, Horng et al., (2011) found that the basic competencies that a leader or manager should have in the hotel sector are associated with leadership, crisis management, and problem-solving. It is of great importance that the managers develop an emotional work and express their feelings (Ayoko & Konrad, 2012) especially when the leaders have a work team with different cultural backgrounds; these leaders must be aware of their own emotions in order to achieve appropriate decision-making.

In addition, Ayoko & Konrad (2012) pointed out that leaders with a high level of emotion management and behaviors are able to manage the conflicts that arise in the work teams and at the same time the emotions that they arise; In turn, they conclude in their research that company training programs for managers and leaders should be focused on emotion management skills. On the other hand, (Humphrey, Pollack, & Hawver, 2008, p. 152) denominated the use of emotional labor and display rules by managers and leaders to influence and motivate employees as "leading with emotional labor".

"Although followers and other subordinates are most likely to be influenced by observable emotional displays, leaders may have to engage in emotional labor in

order to produce the right emotional expressions to motivate or influence their followers (Humphrey, Pollack, & Hawver, 2008, p. 152)'

They also argued in their studies that leaders who have to carry out emotional work for the purpose of influencing the emotions of teamwork, the display rules have a big influence in the customers when they are developed by service workers. (Zapf, 2002; Grandey, 2000; Ashforth & Humphrey, 1993; Hochschild, 1983). Humphrey, Pollack, & Hawver (2008) remarked that it is the same for leaders or managers, subordinates or team members. Also, they suggested that an effective manager is required to express feelings of positivism and support in moments when his/her team work is feeling defeated, most of the cases they use surface acting in order to make their subordinates feel better.

Ashforth & Humphrey (1993) commented that insofar as an actor (employee, manager, leader) feels identified with his role or occupation, the negative effects that the superficial acting or the deep acting can bring are minimized. On the other hand, as well as with the subordinates, using deep acting in leaders or managers can allow the contagion of emotions to their followers in a positive and effective way.

Barsade (2002) showed that contagion of emotions can affect the behavior of the workgroup. In that order of ideas, Ashforth & Humphrey (1995) suggested contagion of emotion as a way of influencing emotions in a group. A contagion of emotion is particularly strong in the following situations:

- There are significant interaction and cohesion
- When the emotion is expressed by a supervisor, leader, or manager
- When the emotion is consistent with display rules, among others.
- There has not been a previous contagion of negative emotion.

Besides, other forms of more genuine emotion are through play and humor since those generate an atmosphere of community and sense of belonging. However, the contagion of emotion is not the only strategy used by leaders or managers to manage emotions and influence their subordinates.

Kim T., Yoo, Lee, & Kim, (2012) remarked that emotional intelligence is an important factor to manage emotional work. They also indicated that employees who use a high level of emotional intelligence to moderate their emotions are more able to fulfill the organizational display rules.

In this order of ideas, emotional intelligence can be defined as the ability of a person to identify and manage their own emotions and that of others. This distinction between

their own emotions and those of others will allow the leader or manager to use the information coming to generate action (Salovey & Mayer, 1990). Also, as Humphrey, Pollack, & Hawver, (2008) manifested, this ability to detect emotions in others will allow the manager to distinguish when to use emotional work. “The ability to express one’s own emotions may help leaders perform emotional labor, because, emotional labor is only effective if emotions are expressed in a way that has an impact on the receivers. (Humphrey, Pollack, & Hawver, 2008, p. 160)”

Humphrey R., (2012) ensured that the development of emotional work, is a stressful and exhausting process for both followers and leaders, but the ability with which leaders can promote emotional work in a way that is positive and beneficial to them, will allow to distinguish themselves from effective and ineffective leaders. These thoughts also were relevant to them. Goleman who pointed out that, “People with well-developed emotional skills are also more likely to be content and effective in their lives, mastering the habits of mind that foster their own productivity; people who cannot marshal some control over their emotional life fight inner battles that sabotage their ability for focused work and clear thought.” (Goleman, 1995, p. 36)

However, Gardner, Fischer, & Hunt, (2009) manifested that, if the emotion is more genuine and authentic it will be received positively for the followers and also for the well-being of the leader or manager.

In view of the mentions above, it seems that from the perspective of the employees’ performance and wellbeing, it is necessary that the leader or manager generated an exceptional emotional work charged with positive emotions. Additionally, those emotions should be genuine and authentic. However, it is through the hiring process that the company must identify the ideal skills to reduce surface acting and also the training is a necessary tool to help managers to develop genuine and deep acting.

The previous discussion was intended to illustrate emotional work in leaders and managers. However, in circumstances where managers or employees are expatriates, this means that, apart from emotional work, they must also struggle with a process of cultural adaptation. That is why the way companies organize their processes will be crucial for the well-being of their personnel. The next topic addresses expats and international employees.

2.4. Expatriates and International Employees

When there are cross-cultural process employees, managerial leaders bring with them values and behaviors that come from their own culture and it is this situation that generates a culture shock that manifests itself mainly where the cultural dimensions of the host country are completely different from one's country (Araci, 2015). Also, many of the expatriate managers are forced to adapt their own management style with their new work environment (D'Annunzio-Green, 2002)

In the case of Turkey, different authors point out that if the expatriates previously knew the cultural characteristics of Turkey such as: power distance, in addition to being a collectivist nation on both the social and organizational levels, characterized by indirect communication styles, in terms of male and human orientation and, its hierarchical and autocratic system. (Hofstede, Hofstede, & Minkov, 2010). Araci (2015) Yavaş & Bod (1999) stated that, if the international managers or leaders have previous knowledge and training in the above characteristics, their adaptation process will be easier

Lin, Lu, & Lin (2012) found in their research that the process of training for expatriates in Western cultures is more related to individual performance such as work attitude and job satisfaction but in other cultures, greater importance is given to organizational performance, organizational behaviors, organizational involvement and the adjustment of behaviors.

On the other hand, Ayoun & Morco, (2008) pointed out that the knowledge and understanding of culture will provide a successful international assignment. Other authors such as Wang & Nayir, (2006) found out that the social interaction of the expatriate can affect or influence adaptation in the new country, which is why they consider organizational support for the well-being of the expatriate to be fundamental, regardless of which country they come from.

In the case of Turkey, authors such as Varma et al., (2016) mentioned that the national hosts show a positive response and are willing to provide social support to expatriates with whom they exist in common values and cultural characteristics. Authors such as Osman-Gani & Rockstuh (2009) and Kaye & Taylor (1997) indicated the importance of training before and after arrival in the new country, in order to counteract cross-cultural alterations and facilitate interactions between expatriates and local employees. However, before the training, managers and leaders must pass an expatriation process that according to some authors (Harvey, Moeller, & Miriam, 2009; Mitrev &

Culpepper, 2012), consists of several steps (eg identification, selection, training and development, compensation, performance appraisal, retention and turnover, succession planning and repatriation)

In the process of identification and selection, basically, certain features and characteristics that will allow leaders and managers to better adapt to the new working conditions are observed and chosen. (Harvey, Moeller, & Miriam, 2009; Matic, Vojinic, & Becic, 2016) pointed out that the main characteristics for the success of an international manager are related to personality traits and psychological maturity such as: effective communication, rapid adaptation to new cultures, emotional energy, psychological maturity, empathy, the meaning of humor, curiosity, flexibility and appreciation of cultural differences.

On the other hand, Lin, Lu, & Lin, (2012) considered the previous important attributes and regrouped them into four categories i.e. skills (eg, technical skills, managerial skills, leadership skills, past performance, and previous overseas work experience), ability (eg, good ability to communicate, adaptability, and ability to command respect), personality (eg, cultural empathy, initiative, creativity, independence, emotional stability, maturity, and interest in overseas work), and demographics (e.g., education, age, marriage, medical status, and adaptability of the family) (Lin, Lu, & Lin, 2012, p. 192)”

Meanwhile, during the training process, it is essential to explain the cultural and emotional challenges they might face. Singh & Hasnaa (2016) in their study found that for a better work performance on the part of the expatriate, it is necessary that they have a high level of emotional competence such as emotional intelligence. They also stated that expatriates should recognize and understand their own emotions; in this way, leadership and the relationship with their employees will be more successful. On the other hand, in their conclusions, they recommended that during the selection process the emotional stability of expatriate should be considered.

During the expatriation experience, expatriates who come from an individualistic culture, developing their functions in a collectivist culture will have to display a greater degree of emotional work (Tan, Hartel, Panipucci, & Strybos, 2005). At the same time, an additional emotional job will be required if the display rules in the host organization differ substantially from what the expatriate is accustomed to (Haslberger, Brewster, & Hippler, 2013). "Where the host culture requires the expatriate to serve others, putting the

needs and wants of the group before their own, the individualist expatriate is likely to experience incongruence between their authentic self and the cultural requirements (Tan et al., 2005, p. 8)”

Gardner, Fischer, & Hunt, (2009) pointed out that if the culture identifies the relevance of emotions in the workplace, managers and leaders are awaited to show high levels of emotional sensitivity. However, if the cultures do not identify that kind of relevance, leaders will be expected to contain their emotions and abstain from emotional displays.

This increased work effort could lead to a high risk of burnout. However, Silbiger & Pines, (2014) found out that when there is a high level of stress in managers the level of burnout is low; this is because a high level of stress is associated with a high degree of commitment to work, as Ashforth & Humphrey (1993) assures that the more the employee feels identified with his/her role and perceives his/her work as something significant, there will be less relationship with burnout and his emotions will be more authentic.

Although the steps taken during the expatriation process are important for the success of international leaders and managers in the host country. Authors like Mitrew & Culpepper, (2012) mentioned that many of the companies do not follow the steps of that process, especially those related to preparation and training. Mendenhall & Oddou, (1986) stressed the importance of expatriates’ manager preparation on cross-cultural skills, in order to avoid poor performance from them. Tan et al., (2005) in their investigations also assure that although certain expatriates receive support from the home organization, this support is not specially directed to emotional support.

Research on emotional labor is gaining importance. In compliance with Google Academics, 17,800 journal articles have used the term “emotional labor” and most of these have been published since 2002, for the development of literature review, the following keywords: emotional labor on a leader, emotional labor in hotel sector, emotional labor in Turkey were used.

However, recent theoretical articles maintain that leaders use emotional labor. Almost all empirical research on emotional labor (Leidner, 1999; Lee & Ok, 2014; Lee & Ok, 2012; Totterdell & Holman, 2003; Kim T. , Yoo, Lee, & Kim, 2012) has focused on how service workers face emotional labor. Researches related to emotional labor in

leaders is still limited (Humphrey R. , 2012) which prompted the current study addressing emotional labor in relation to Turkish managers in the hotel sector in Eskisehir.



3. METHODOLOGY

In this chapter the methodological aspects of the research are presented. The methodological perspective that has been adopted, the research strategy, the population and the sample are presented, the instruments used, and the categories of analysis will be presented, as well as the description of the method used to analyze the information. Finally, there will be a detailed description of the approach processes, information gathering that were considered for the realization of the research work.

3.1 Method of Research

This study was developed in Eskisehir, Turkey in the years 2019 and 2020; the research was approved by the Institute of Social Sciences of the Anadolu University

Bearing in mind that the nature of this research is to try to understand how managers manage emotional work, the method followed for this research was the qualitative methodology. “The natural sciences seek explanations, [while] the human sciences seek understanding (Fischer, Laubscher, & Roger, 2016, p. 31)”

Qualitative research is interested in understanding what interpretations are at a particular point in time and in a particular context. “Learning how individuals experience and interact with their social world and the meaning it has for them, is considered an interpretive qualitative approach. (Merriam, Sharan B & Associates, 2002, p. 4)”.

Interpretive qualitative research has several characteristics among them: the researcher must understand the meanings that individuals construct about the world and their experiences, it is assumed that this meaning is immersed in the experiences of individuals and that this meaning mediates through the own perceptions of the researcher. “It is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant’s setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data (Creswell, 2014, p. 32)” . Besides, in qualitative research the researcher is the first instrument for data collection.

The research question for this study centered on the perspectives and definitions of managers who constantly experience emotional labor. Thus, qualitative methods were most appropriate to develop the research and also, due to limited literature about this topic, most studies that used interviews focused on the relationship between clerks and

guests rather than with other coworkers. (Carlene, 2016). Also, qualitative research design is suitable for the phenomenology approach, considering that the researcher has an authentic inclination for the particular points of view, perspectives of the world, the others, and his experience, as well as respect for the uniqueness of these perspectives. ‘This phenomenology does not seek the essence of things, nor does it emphasize the description by making judgments. What it seeks is to know the particular perspective of the existence of individuals - unlike the essence (Flores, 2018, p. 20)’.

According to Van Manen (2003), phenomenology seeks to obtain a deeper knowledge of the condition or the meaning of habitual experiences.

Ramirez (2016) has emphasized the phenomenological way of seeing the essential oriented phenomenon in search of how, when, where and what is the perspective that which we want to be found; it does not lead to a static point, it tries to cover the entire environment in which the phenomenon moves. Considering the research into emotional labor, the research question was not how frequently emotional labor is experienced; but rather how emotional labor is handled by the manager. The interest of the researcher was understanding and deeply interpreting the managers' experiences about emotional labor.

3.1.1 Research design

The research design for the research is presented in the following steps

1. Before starting with the data collection, an intensive research of the literature related to the emotional work oriented to the hotel sector, leaders and expatriate managers was made. This literature review took approximately 4 months. With the information collected, the researcher identified the gaps that existed in the current research topic.
2. A questionnaire was made based on Anadolu University Social Sciences Institute Ethics Committee’s standards and guidelines and that order the ideas of the research proposal and ethics application will be submitted and approval by the same. ‘A good qualitative study is one that has been conducted in an ethical manner. To a large extent, the validity and reliability of a study depend upon the ethics of the researcher. (Merriam, Sharan B & Associates, 2002, p. 29)’.

In relation to the selection of the sample, the participants are Turkish managers that work in the hotel sector in the city of Eskisehir and they were willing to share their experiences and daily routine with the researcher.

3.2. Participants

All research participants are Turkish managers who belong to positions where subordination exists. They also work in the hotel sector located in Eskisehir. It was also necessary for managers to have a sufficient level of English to speak about their experiences and answer the questions.

In order to contact the participants, the help of one of the managers was necessary, who through his network of contacts allowed more participants to join the research. This kind of principle is known as snowball sampling. “According to which one of the research assistants used her own social networks to enlist initial participants, who were also asked to suggest potential future interviewees among their friends and colleagues. While this sampling technique is often used in hidden populations which are difficult for researchers to access, it can also be used to provide a researcher with respondents who are willing to elaborate on personal feelings and behaviors at their workplace (Shani et al., 2014, p. 4)”. This is how it was possible to contact 8 managers with ages between 32 and 40 years. Among the participants there were 7 men and 1 woman, from 6 different hotels, which are in the categories of 4 and 5 stars. In the following table 2 the demographics aspects of the participants are showed, the name of the participants has been changed to keep their privacy.

Table 2. Demographics aspects of the participants

Participants	Age	Gender	Years experience	Job Position	Education Level
Omer	36	Male	16 years	Front office Manager	Bachelor degree
Cansu	40	Female	18 years	Front office Manager	Bachelor degree
Fatih	41	Male	23	Operations Manager	Bachelor degree
Ahmet	35	Male	10	Sales Manager	Bachelor degree

Oğulcan	31	Male	5 years	Sales Manager and Front office Manager	Bachelor degree
Ali	38	Male	13 years	Sales Manager and Front office Manager	Bachelor degree
Eymen	32	Male	10 years	Sales Manager and Front office Manager	Bachelor degree
Olçay	32	Male	10 years	Sales Manager and Front office Manager	Bachelor degree

3.3 Data collection tool

The data was collected through semi structured interviews of approximately one hour in length, and they were around 17 questions, eight managers (7 male and 1 female) were interviewed; the interview was conducted in English, all interviews were audiotaped and transcript. “The semi-structured interview contains a mixture of more and less structured questions. Usually, specific information is desired from all the participants; this forms the highly structured section of the interview”. (Merriam, Sharan B & Associates, 2002, p. 13)

The semi-structured interview included questions regarding situations where the managers experimented deep acting surface, acting and, genuine strategies to face emotional labor. Also, challenge encounter with employees, partners, superiors, and customers. The data collection steps included setting boundaries for the study, collecting information through unstructured or semi-structured observations and interviews, documents, and visual materials, as well as establishing the protocol for recording information (Creswell, 2014, p. 239).

As previously mentioned, a field diary was carried out during the interviews to complete the information collected through the audios. “Field notes allow the researcher to maintain and comment upon impressions, environmental contexts, behaviors, and nonverbal cues that may not be adequately captured through the audio-recording; they

are typically handwritten in a small notebook when the interview is taking place. (Sutton & Austin, 2015, p. 227)”.

3.3.1 Preparation of data collection tool

Three different qualitative research approaches were used (Lewis Nabring, 2002; Bondarenko, 2009; Hofmann, 2013) and the lecture of more than 10 articles which are resume in table 1 were necessary to prepare the questionnaire which was used in the interview.

Before selecting the 16 questions, 10 different expertise in the management topic were convoked to review around 30 questions that were prepared for the initial interviews. However, according to their opinions some of the questions became subcategories of the main questions and some of those 30 questions were deleted because they were unnecessary, which left the researcher with only 16 remarks/questions.

After selection of the 16 questions, it was necessary to make a pilot interview. To carry out the pilot test, one person who speaks English with less than 2 years’ work experience was selected, and, also a confidentiality document which has to be signed by the interviewee was made. The pilot interview took place on August 30, 2019, it had 1 hour and 5 minutes duration. To start with this pilot interview, the researcher made a small introduction about herself and the objective of her research, also, the researcher was briefed about how the interview would be recorded. During the interview, the researcher took notes on points that she considered important. Once the interview was over, it took 5 hours to transcribe the interview, after which the investigator sent the transcribed interview, the audio and consent report by email to the research supervisor Doctor Lecturer Hakan Sezerel. After analyzing the audio and transcript, the supervisor suggested making some changes related to the way the questions were asked and added one more question. Once the suggestions were received, the researcher began to contact the participants.

To do every interview, the managers were contacted via WhatsApp. They agreed on the time and place, in all cases the interviews were always conducted in the hotels. Approximately, each interview took 40-50 minutes. The interviews were recorded, and field notes were collected before and during the interviews.

The first interview was conducted on September 9, 2019 and the last interview was held on October 2, 2019. Besides, it was made clear to everyone what the interview was

for and at the end of the interview, they were asked to sign the confidentiality document. Among the managers there was only one female, the remaining seven were male; six of the managers were front office managers, four of those six were also sales managers, one of the managers was an operations manager, the other was a sales manager. On the other hand, the transcript took between 60 - 70 hours. During the 8 interviews, the journal field was accomplished.

The interview guide was divided into three parts: Demographic, Organizational questions, and Emotional labor remarks. (See Appendix 2), the way the questions were structured enabled the interviewees to respond to the problem. Some of the questions about emotional labor required each participant to describe situations where they experienced any alteration of their emotions.

3.4 Data Analysis

“A methods discussion in a qualitative proposal also needs to specify the steps in analyzing the various forms of qualitative data. In general, the intent is to make sense out of text and image data (Creswell, 2014, p. 245)”.

According to Sutton & Austin (2015), phenomenological interpretative analysis allows a deep understanding of what the participant means from their perspective. Following this idea, It will be explained below how the data was handled and analyzed.

3.4.1 Transcribing and checking

The 8 interviews carried out were recorded, and the transcription was made, having a field diary was a very valuable tool and this facilitated the process without altering the participants' narratives. Each transcription took around 5 - 6 hours. Once the researcher finished each of the transcripts; the recordings were listened to again to make sure there were no errors in the transcription. To ensure the privacy of the participants, the interviews, once transcribed and corrected, were eliminated.

3.4.2 Coding and Theming

As soon as the interviews were transcribed, the process of coding started. The coding process was made by hand. For the coding step, content analysis was the tool used for the intentions of data analysis; this tool allowed the researcher to identify code and categorize the textual content of the interviews based on the participant's vocabulary, expressions and narratives which were interpreted. Also, the common vocabulary related to the theoretical framework of the investigation was identified and used accordingly.

“Content analysis is a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use. (Krippendorff, 2013, p. 24)”. This systematic coding technique allowed the researcher to have a particularly meaningful and explicit view of all the interviews conducted. Four steps were followed to develop this analysis: First, each of the interviews was looked at in detail, and the problem questions were reviewed. Second, sentences were identified, and comments were generated for each of those sentences. Third, a table was designed, and a code was generated for each interviewer, considering their role and the hotel they work for, for example, FOMT (Front Office Manager - Tasigo).

Fourth, according to the relationship between the expressions and comments, eight different colors were assigned, the distribution of each color and the relationship between narratives was made considering the problem questions that led to this research. Fifth, a table was made in Excel 2016, where the vocabulary was grouped into sub-themes and eight main themes (See table 4): Once the codes were selected from the transcripts, the main themes were selected. “Theming refers to the drawing together of codes from one or more transcripts to present the findings of qualitative research in a coherent and meaningful way (Sutton & Austin, 2015, p. 229)” The main themes reflected the perspectives from the experiences of the managers and the interpretation of the research. To get these main themes it was necessary to read and re-read all the results from the interviews and regroup meaningful sentences which became the main themes of analysis.

3.5. Trustworthiness of results

In some research approaches (in particular those with an interpretive epistemology) trustworthiness has become an important alternative for measuring the value of research and its effects, as well as leading the way by providing for rigor in the research process (Collier-Reed, Ingerman, & Berglund, 2009, p. 3).

According to Guba and Lincoln there are four criteria to demonstrate the trustworthiness of results.

Credibility: The data was collected through multiple sources interviews, observation, accompanied by the field diary and document analysis. During the interviews, the researcher and the participant kept a deep and open dialogue which allowed for obtaining of meaningful data which show that the findings of the research are credible.

Transferability or applicability: As qualitative research, there are some limits to generalization. The findings depend on the given context and the specific sector in which it is applied for this case. The research is directed to the service sector. The details of the participants were described. The findings can be transferable in situations where there is service and the participants are managers who are in contact with the consumer, subordinates, coworkers.

Dependability: To ensure dependence on this study, during the interviews, the interviewer directed the participants to express how they experienced the phenomenon in question. The dependability of this study allows it to be repeated and the findings of other studies with similar characteristics will be consistent. The research process and results were audited by Dr. Lecturer Hakan Sezerel, as well as the questions that were designed for the research were reviewed by 8 experts.

Confirmability: Neutrality in the findings is a fundamental characteristic of qualitative research. To establish the qualitative confirmation of this research, Dr. Lecture Hakan Sezerel verifies the consistency of the data. For the interpretation of the findings, the narratives of the participants were respected, the investigator did not make any prejudice.

3.6 Research Ethics

The keyword “research ethics” it is usual in social sciences to group together all those ethical principles and rules in which it is determined-in a more or less consensual way and how the relationships between researches on the one hand and those involved in sociological research, on the other hand, are to be handled. (Flick, Von Kardorff, & Steinke, 2004, p. 334).

Once the selection of participants was made and before beginning the interviews, the participants were informed about the research of which they would be part. In addition, they signed a consent form which stipulated that their data would be confidential and individual, besides, they were the ones who selected the interview location for their convenience. The interviews were recorded with the consent of each of the participants. During the transcription, the narrations did not undergo any type of alterations.

4. FINDINGS AND COMMENTS

The main purpose of this research was to identify the perceptions of the Turkish managers in the hotel sector in Eskisehir regarding emotional labor and understand which skills or strategies help Turkish managers to reduce the negative consequences of emotional labor.

The narratives and the analysis of those experiences provided valuable information for this study. In this chapter, the findings will be presented. Due to the findings, the research questions are answered with backing evidence.

The following are the primary themes.

- Antecedents
- Challenges Situations
- Emotions and Authority Level
- Hotel's policies
- Acceptance and Identification
- Abroad work experience

The details about the codes and subthemes are describe in the table 2

Table 3. *Represents the findings obtained in the research*

Primary Themes	Sub Themes	Codes
Antecedents	Work related	Work experience
		Role identification
		Cultural knowledge
		Trainings
	Personal traits	Empathy
		Emotional Intelligence
		Be calm
		Forward vision
		Be strong
		Auto control
		Patient
Challengeable Situations	Guest challenge	Customer is powerful
		Happy customer
	Work Team Challenge	Young employees
		To find qualify people
		Be sensitive
		Discussion between departments
		Turnover
		Motivate
	Self-Challenge	Not involve private life
		Do not do a great job.
		Play with emotions

Emotions and Authority Level	Hotel Challenge	Balance between work and social life
		Dealing with two manager roles
		Relation with the superior
		Revenue
		Limit number of employees
		Low hotel financials' funds
	Display of emotions	Put on mask
		Surface acting
		Deep acting
		Display the appropriate feelings
		Tiring situations
		Frequency when the emotions are showed
		Genuine emotions
		To be calm down
	Authority level	Personal conversations
		Emotions with the boss
		Argues with the coworkers
		Necessity of emotional intelligence
Acceptance and Identification	Motivations	Teamwork
		Powerful brand
		Position and salary
		Customers become friends
		City
		This is the job
		Achieve a difficult goal good feeling
		Get experience
		Positive feedbacks
	Management role identification	Feel comfortable
		Job satisfaction
		The manager role is not completed
		Meetings with the teamwork
		Empowerment
Hotel's policies	Policies oriented to the employees	Managers as part of the hotel
		A brand representation
		Employees are Part of the system
		Not formal policies
		Solve the problem
		Behave following the hotel rules
	Policies oriented to customers	Employees will follow the manager
		Employees also can complain about their customers
		Customers are money
		Never display your angry emotions to the customer
Abroad work experience	Be an expatriate	To make the customer happy
		Manage the problem in the best way
		USA
		Cyprus
		Russia

4.1 Antecedents

This topic allows the findings to be related to the first research question; under which conditions the managers developed strategies to face emotional labor. According to the participants' accounts, the researcher perceived two subtopics in which the codes were grouped together; the first subtopic is the antecedents and the second subtopic is related to personal traits.

Work Related

Managers were asked how they knew how to react to each situation they experienced and among the responses, the vast majority mentioned the following words: *work experience, role identification, cultural knowledge, and training*. It is worth mentioning that even though "training" is included only 2 of the participants received training regarding emotion control. However, *training* is defined as the orientation that managers receive when they enter the hotel, it also indicates the frequency with which they receive the orientation and the kind of orientation they receive. The following are some of the thoughts expressed by managers' experiences.

FOMDP: *Actually, in these trainings they are not about emotion, emotional labor's because in the business, I mean, not only in the hotel business, in every sector or every industry, first you need to focus on customers, just because of the customers are money, you know, we are a part of a system, which is created to gain some money, as you know, to make some profit. So that's why we focused just for the customer needs and customer satisfaction. (Training)*

FOMD: *About hospitality, about the hotel, about how to make customers happy, how to do our job perfect (p2) (Training)*

FOMDP: *In the beginning of the work working time. I mean, if you're kind of rookie, it's challenging. I mean, some most of new people in this sector, they struggle to make this adapted, but after years, you understand, and you get professionalism. So, after that is getting a part of your job and your business as well. It's something like a surgery, in surgery, some surgery, sometimes you save lives, and sometimes you lost some life on the table in your hands. It's part of a job. And in the year, year past, you're getting this preparation as well. (Experience)*

OMT: the cultures and things are very important sometimes you have to be silence, you cannot answer the questions just listening sometimes you have to speak with the people because they want this, but if you have this knowledge, you can manage this problems otherwise this is not easy (cultural knowledge)

Personal Traits

Another of the questions asked by the researcher to better understand the phenomenon was oriented based on the opinion and experience of managers about the skills, they considered necessary to deal with the emotional burden of their position. Among the responses, the following words were the most significant: *Empathy, Intelligence emotional, be calm, Forward vision, Be strong, Auto control, Patient*

FOMT: when I started to empathize I got my problem much more easier actually I solve the problems much more easier, so it helps me when my work it's actually it affected time management if I don't empathize then it takes much more time to solve the problem of the guest and it is so hard, sometimes if you don't understand a person you can't solve the problem, (Empathy).

OMT: you need to know the culture and you have to understand people, you need to make empathy, this is very important and you have to be proactive for this topics, issues, we should not show directly to your emotional feelings, this is for customer and for employees times (Empathy)

FOM&SMA: they have to be very strong, strong skills about stress because if you control your stress, you will control everything like emotion, your behavior, you can control everything, the first rule is to control your stress, once stress gets higher sometimes get out of control (Auto control and be strong)

FOM & SMD: be patient, patient is really important to work here (Be patient)

FOMDP: I can teach the all procedures. I can teach how to do but I cannot change the communication skills or being patients or being calm or making empathy, this kind of stuff. So, the personal skills, communication skills are the most important skills for this job (Be calm, empathy, patient)

FOMDP: when they are angry, they cannot, I mean the customers cannot control their feelings. So, in this case, we have to control ours and theirs as well. (emotional intelligence)

4.2 Challengeable Situations

During the managers' interview, the researcher had to understand the situations that were considered challenging for the participants. This theme was developed based on all the activities and relationships that end up being challenging for the manager in an emotional, physical, and mental way. This topic was divided into 4 subthemes. *Guest challenge, Work Team Challenge, Self-Challenge, Hotel Challenge.*

Guest Challenge

All participants stated that the greatest challenge and effort of emotions is when they had to deal with situations involving interaction with guests, among the most used words were: *Customer is powerful, Happy customer.*

FO&SMH: *The first challenge is the guest, we have to make them happy and second, and other issues, our employees we have to make them happy,*

FO&SMA: *The customer, there are always complaining, complaining people the hardest part is that one*

FOMT: *We don't think that customer always right but we do think that if they have any kind of problem when they start with the problem to their stay if they have one problem they if it will be three of four problems but if they start happy to their holiday then even, they might not even see the problem, so, we are actually just like that*

Work Team Challenge

Work team was also presented as a challenging aspect for managers. Most of them stated that having to motivate the employee all the time was strenuous. At the same time, they stated that it was necessary to be very tactful in how things are said to employees to prevent negative repercussions towards the client and the hotel. Others also stated that the ego of some of their coworkers did not allow the development of tasks properly. *Young employees, to find qualified people, be sensitive, discussion between departments, turnover, motivate.*

OMT: because they don't have enough experience, they think they are the best don't, they don't need any knowledge they are doing well, this is very difficult for us (young people)

FO & SMH: employees we have to make them happy, we have to keep them happy when you push them so hard sometimes, they get broke like emotionally, mmm or motivation or other things, (motivate)

OMT: To motivate people is not easy, to motivate people here, because here in Eskisehir, you cannot find the qualify person for the job and this is not easy we try to do our best to teach them, to ehh push them for the topics. (motivate & qualify people)

FO& SMA: what is an issue in this hotel, there is not so much turnover about the employees all the employees working here for 10 or 11 years (turnover)

Self-Challenge

The interviewer also, perceived through the narratives that, the participants also struggled with their own challenges. (not involve private life, do not do a great job, play with emotions balance between work and social life)

FOMDP: Someday, people think like that, sometimes you need to take just your own jackets and you need like to leave from the office and from the hotel and take a vacation and shut your phone's off. But you cannot do that. I mean, even if you're on vacation, I'm in the year vacation, which you earned you need to check your emails, answer your phones and I need you to just follow your stuff is if everything is okay. And if the site everything is cycling correctly or not (balance between work and social life)

FO&SMD: after 6 pm, I have to go and see my family, but they want a lot of things, even after 6 pm they are calling me a lot of times, if they need something it is 9:00 pm and I have to answer the phone.

FO& SMM: we don't sleep because we are on calls, this is very difficult, but when we manage this, you are good on your job

FO& SMA: I am not good to reach all the guests I am not doing my job really excellent, this makes me very upset, because, you are doing three jobs. this is the hardest.

FO& SMH: *I am getting experience about that, it is a positive for my future life, future career,*

FOMDP: *I guess first. Indeed, in the beginning, you feel sometimes you need to lie in this job. And in the beginning, you struggle about lying. And, and then it's, it's getting a part of this job.(Play with emotions)*

Hotel Challenge

The participants also faced challenges related to the hotel, 4 of the 8 managers stated that they must play two managerial roles, others indicated that the relationship with the superior was not ideal, the limited number of employees for one of the managers meant having to exercise even more than two roles. These are the codes that were identified by the researcher. *Dealing with two manager roles, Relation with the superior, Revenue, Limit number of employees, Low hotel financials' funds*

FO&SMA: *Actually, our hotel has a limit on financial funds so, we don't have enough personnel to work with like I am the front office manager and also the sales manager, and also the front of desk supervisor*

FO&SMM: *I'm front office and sales manager*

FO& SMH: *the other stressful issue is the revenue, occupancy like that*

FO&SMA *actually, they are not training me, I am training them sometimes*

4.3 Emotions and Authority Level

One of the research questions was oriented to the authority of the manager, the researcher was interested in understanding how managers perceived the authority in order to facilitate their display of emotions. The idea was to identify whether having a certain level of authority allows managers to freely express their emotions. Two subthemes belong to this theme. *Display of emotions y Authority Level.*

Display of emotions:

In this subtheme, the researcher tried to identify how the participants express themselves in situations involving emotional work. Among their narratives, the following codes were identified. *Put on mask, Surface acting, Deep acting, Display the appropriate feelings, Tiring situations, Frequency when the emotions are showed, Genuine emotions, to be calm down.*

FOM & SMH: *I keep my emotions about myself so, when I get angry, I keep calm, when I get happy, I keep calm I am just nature it is kind of stage as a theater*

FOMDP: *behind the doors you can find the original, I mean the real personality of the staff, I mean, the employees and other people areas of the hotel, which are use using by the customers, they are our stage so we have to put our mask on when our when you're on the stage.*

FO& SMA: *I am trying to save my feelings as the same line, because if I behave sometimes so, sometimes so, our employees my manager also my guest they will not , ah, have any confidence to me, so, I have to save my line, but sometimes when I am tired when the hotel is full, sometimes I am getting really mad, but I think is something about my character but not so normal for 3 months 1 time*

FO&SMM: *Yeah, certainly, calm down, calm down, it will finish, you will go home, you will rest, calm down, calm down, this is normal, every time*

FOMT: *I do, I just tell myself (breathe deeply) I have maybe in my whole work time 3 times also this kind of situation and on myself I just say ok you have to calm down she is the customer*

FOM & SMH: *you start with the how, you start your thought how can you resolve that problem on team, so you go home you think about that you go out you think about that until you solve that problem. so sometimes that could be exhausting but it's life it can be any industry, or it can be any part of your life*

Authority Level:

Through the demonstrations and the examples given by the participants, the following codes identified. It makes it possible to understand under what situations managers consider that the level of authority they have permits them to genuinely demonstrate their emotions. *Personal conversations, Emotions with the boss, Argues with the coworkers, Necessity of emotional intelligence*

FO&SMH: *If it is my employee like my department employee we work together and we talk about the work only, we don't involve our private life to the work otherwise is getting wrong, (p1).*

FOMDP: *we have to smile to our guests, but sometimes we need to share some of the serious emotions with our employees because they need to, they need to know what's happening or they need to know how serious the situation is. So, sometimes*

we are behaving more realistic it's not like a fairy tale or something. (share of emotions)

FO&SMD: *It was not good for me, I don't wanna show my angry faces, but I have to do that, sometimes (laughs)*

FO&SMD: *I will be angry, but you cannot understand my angry faces, so, if I show some guests his really angry, he is screaming to my employee, I will try to make a communication with him*

FOMT: *I am showing my emotions without any problem to my general manager, but when it comes to the guest sometimes, I feel so angry, but I can't, of course, I can't show this.*

FOM & SMH: *that level of authority is not on my position maybe when I get general manager position, I can show my emotions without any mask, If I were the general manager yes, I would not need a mask..... but in my position, I have to smile to my uppers and my team, also for general manager if you wanna keep your employee happy you have to smile, and you have to find the right touches of the anger.*

FOMDP: *my work is front office manager in this hotel my duties are managing the reception, and the reservation department as well. And I'm just dealing with guests requires and some complaints. And these kinds of check-ins and the checkouts procedures and operations as well.*

4.4 Acceptance and Identification

It has been defined as the affinity that the manager has with his position, how satisfactory his work is regardless of the activities he or she has to perform. This topic arose due to the researcher's interest in understanding if the identification of the role as a manager helps participants to reduce the negative consequences caused by the development of emotional work such as Burnout. The researcher divided this category into two: Motivation and Management role identification.

Motivations

When the participants answered the questions about what they liked most about their role as manager, what was a positive trigger for their role as manager and what facilitates their role, the researcher detected the following codes: *Teamwork, Powerful Brand,*

Position and salary, Customers become Friends, City, This is the job, Achieve a difficult goal good feeling, get experience, positive feedbacks

FOM&SMH: *so, it is so social, and you have to be a multitask person you have to follow up everything*

SMDP *Position first, salary, and then, I like the city,*

FOM&SMD: *this is a powerful brand in Turkey, that is the best part of working here*

FOMDP: *Yes. Just because it is really difficult. And as a human being when you find when you achieve something difficult, you satisfy your own ego If this is something like that.*

OMT: *It's because I have a lot of problems in here and I need to find a solution for these problems, it means increase me. because. yeah you understand, (p3)*

FOMDP: *especially in this hotel, our brand is a kind of the formal and an old chain brand for the hotel management in Turkey. So that's why they have some strict rules, and it is difficult to work in here. And it's funny and enjoy working here. And it's also trusts, or you can trust this company at the same time together.*

FOMT *I could say it because like 80 % or 90 % of our guest are really happy, and when they return us back with their feedbacks makes me really happy, because they're telling experiences here, they thank us, because you really work so hard and when you work so hard they tell you to thank you it makes your emotions of course much more higher.*

FOM&SMD *I felt good because I resolved the problem is my job,*

FOMT *Actually, all the employees here, they're all working so hard and with good relationship, so we are like a family it is the best part of my work actually, other than that, actually it affects the guest as well so with the guest who are coming always to our hotel, with got a lot of loyal guest so, it is very much more like family.*

OMT: *Ehh to contact to the people and smiling people, people who give a job and other things make me happy.*

Management role identification

Regarding this subcategory, despite the fact that four of the managers have two positions at the same time, only one of the participants showed some dissatisfaction with this situation. The rest of them reported feeling comfortable. Among the reasons and

explanations that caught the interviewer's attention and that was among all the participants common responses were: Feel comfortable, Job satisfaction, Assimilation of the role, The manager role is not complicated, Meetings with the teamwork, Empowerment, Managers as part of the hotel, A brand representation.

FOMDP: *Yes, I have a lot of responsibilities by our boards. I mean, the director managing and with the customers and our team, I mean, the other colleagues, I have a lot of responsibilities, but in dealing with these responsibilities I like it.*

FO&SMA: *The bad thing is... in the job I have to stay on my line, I need to stay calm, make the guest calm also, this is the bad one because I couldn't do my real job, understand? (identification of the role)*

FO&SMA : *....Always I am leading them (employees) to what I am.*

FO&SMM: *This is my job, if I am not happy, I am so sad in my special life I should be an actor in my hotel,*

FOMT *actually, we do talk with our general manager operations actually head of departments we all get together, and we decide all together and then we applique it, so I feel comfortable because we all talk and decide,*

FOM & SMH *really care about my employees, and after that we got together and I apologies from him because as I said if I broke them their motivation is affected my job*

OMT: *I care about this first of all I go out and take fresh air and I drink coffee or something that I like, and yeah absolutely I am cursing the people and feeling me relax inside not outside, and I share this topic with my friends because if you speak with someone, of course, you will be relaxing you can go on for your work.*

4.5 Hotel Policies

These are the rules that the hotel establishes and that end up affecting or protecting the way its employees must behave in certain situations. *Policies oriented to the employees and Policies oriented to customers.*

Policies oriented to the employees

These are the messages that the participants expressed regarding the policy of the hotel towards them as employees, what the hotel expects in situations where the employee has to carry out emotional work. The following codes are those detected by the researcher

with respect to the narrations made by the managers. *Employees are Part of the system, not formal policies, solve the problem, behave following the hotel rules, employees will follow the manager and employees also can complain about their customers.* During the responses, it is surprising that only one of the managers stated that there is a policy in the hotel that allows the employee to also complain about the guest in situations where he or she is aggressive or their behavior exceeds what is allowed. Also, all the participants stated that there is no formal policy written on what to do in situations where emotional work must be done beyond physical and mental effort.

FO&SMD: *They are expecting me to resolve every problem. that is my job*

FO&SMA: *we have standard procedures for everything for checking procedure, check out procedure, for a guest welcoming procedure, guest farewell procedure, for everything we will do in the hotel as a job there is a procedure,*

FO&SMH: *so we have an assistant as a guest assistant so guest can complain about their experience at the hotel if they have something bad also it works contrary like we can complain about her so I sat down and wrote a comment about her and I just sent it and also brand manager, manager team wrote that, so they can make block her in our hotel she cannot make any online reservation,*

FOM & SMH: *so, there is not any plan like that, yes, there are some backup plans, but you can say but not written it just..... like a mentor I have experienced when they get any issue, I give them the solution ehh options.*

Policies oriented to customers.

Regarding the client, the only clear policy for all participants is that guests should always be happy with the service provided at the hotel, even if it means an emotional dissonance on the part of the managers. *Customers are money, never display your angry emotions to the customer, to make the customer happy manage the problem in the best way*

FOMDP: *I mean, we have strict rules, like in every industry maybe the customer is always right. As you know. So, in this kind of policy...*

FO&SMA: *According to the hotel I need to smile even if he swears me, right? but I am people here, I have feelings also, sometimes the issues make us I do not know the sentences, (zorladi). (p4)*

OMT: *Customers' customers always right (laughs), this is the rule all of the world and we use it,*

FO&SMD: *Resolve the problem and that's all, but the same problem, sometimes every problem has different... how can I say that... if you have the same problem but it's not the same person, one problem is going to resolve in this way and the other in this way, so we cannot have that kind of list, if something happened like that do this we cannot*

4.6 Abroad work experience

In this theme basically, some words that allow me to make a comparison between some countries and Turkey were identified. *Be an expatriate*

Be an Expatriate

During the interview, one of the questions was about the experiences of the participants working abroad, 6 of the participants worked abroad. 4 in the United States, 1 in Russia, and one of them worked in Cyprus and the United States. They manifested some cultural differences, especially with respect to the United States. Employees are more autonomous in their behaviors and decisions, also the work environment that appears in the United States, according to them is much more relaxed. In addition, other aspects such as shorter working hours, better wages, more social life.

FO&SMH: *So in the States I worked with many people mm from different countries, from different countries different people have different behaviors, let's say Americans are really slow and they are so relaxing, but from Turkey we are like 4 people from Turkey at the front desk, we were struggling with all things and the other staff were relaxing and having chat with the guests (p9)*

FOMT: *in US, with the social life is so easy to work cause when you work there you got much more paid and your salary is really good, and you work just five days you have 2 days off, so you have much more social time it much better to work because you feel much happier and you get rest everything but in US people just do their work, they don't wanna do another work, they just can say this is not my work.*

FOMDP: *I think is yes. Because when they have a kind of friendship in your organization that you're working in, or in a part of the organization. How I say, you feel you feel loyal, loyal to I mean, the sense of loyalty, you feel yourself a*

part of the business. So, when you do it, it's not you're not thinking that it's kind of obligation, or it's kind of must-have your job. Your team can let you can do it maybe as a hobby? Or maybe you can do your job. Like is it your own job? I mean, I think but it's impossible in Turkey because it's changing the culture to culture. Because I think if you try to this, this concept in Turkey, maybe a can, you're going to have some struggles to control your employees. (USA)

FO&SMD: *Actually, in the USA, they are doing their job without ahh. stressing, because the managers don't say anything to them, but from here we have to check everything and we have to say something to our employees, they are really ah relax, and we work maybe ten hours in a day, in the USA they are just working like 6 hours in a day.*

FO& SMM: *In Turkey, we are helping the people the customers the guests, we are helping them more, in Russia not like this, you want, you are a customer in a hotel in Russia, you need a glass not we don't have, if you don't have you should find, you should find it. you can't say just not we don't have about this like this*

OMT: *Cyprus is very relaxing; employees do not care.*

5. RESULTS AND DISCUSSION

This research study aimed to identify how Turkish managers in the hotel sector in Eskisehir perceive emotional labor and also, the researcher was looking to understand which skills or strategies help Turkish managers to reduce the negative consequences of emotional labor. During the development of this section the results will be presented, to the extent that the research questions were answered, the answers to these questions were nothing more than the experiences, opinions of the participants expressed during the interview where the challenges that include: work team, hotel and guest policies, individual motivations, interactions with work team, superiors, guests are highlighted. These data were collected and analyzed by the researcher according to the research method selected for this study.

Which antecedents will help Turkish managers to have a better management of emotional labor? To answer this question, managers were asked what skills they felt were needed to deal with the negative consequences of emotional work. In turn, situations in which they had to do emotional work, situations with an employee or with a guest, were required. They described each of the situations and during the development of these encounters they were asked, among other things, how they knew they should react in the way they did; in this way their answers were classified as follows and with this they gave an answer to the research question. One of the classifications is associated with work (*work experience, role identification, training, keep flexible, cultural knowledge,*) and the other personality traits (*empathy, emotional intelligence, being calm, future vision, being strong, self-control and being patient*).

All those interviewed through their experiences said that it has been a large part of the experience that has allowed them to handle situations in the way they have done it. Seven of the interviewees say that the identification with the role has allowed them to carry out their occupation in a more positive and enjoyable way, allowing them to generate job satisfaction which in the long run generates that the display of rules is not a difficult task and does not alter the manager's wellbeing as mentioned by Ashforth & Humphrey, (1995). In this case, one of the managers stated that since he does not feel fully identified with his role due to the lack of guarantees from the hotel, his job satisfaction is greatly diminished, which has led to physical and emotional exhaustion.

Many of the managers commented that it is the experience that allows them to deal with situations where the control of their emotions is important to follow the rules of the

hotel. However, this does not mean that thanks to the experience they have adopted a deep performance strategy in all occasions, therefore their performances are rather surface acting. Gursoy, Boylu, & Avci (2011) pointed out that there is a connection between work experience and autonomy at work which would generate deep acting on the part of the managers, however, this connection could not be found because in all cases despite work experience the managers must follow the rules set by the hotels which involve making the guest happy by eliminating his or her emotions. Only in one case, the hotel provides tools such as allowing the manager to block the guest from all the hotels in case his or her behavior exceeds the limits. In turn, Kruml and Geddes (2000) emphasize that when employees lack work experience, it is more difficult for them to perform emotional work.

Training: only three of the eight interviewees received training in subjects directly related to the regulation of emotions during emotional work and that training helped them to practice deep acting instead of surface acting. However, the frequency of the training was not sufficient since both interviewees received such training once in all their years of work in the hotel sector. Two of the managers expressed the importance of keeping in mind that this is a type of work where you need to be flexible, which means you have to deal not only with customers, employees and supervisors, but also with unpaid overtime.

Finally, one of the managers stated that the knowledge of the culture allows him to better understand the actions of the guests and at the same time give a service that is pleasant for him and for the client. Gursoy, Boyly & Avci (2011) also previously identified culture as an irrelevant influence in emotional labor, they considered that this knowledge must be organizational and also socio-cultural.

Among the traits of the person seven traits were identified as important skills for managing emotional work. Seven of the managers responded that empathy is really important as a tool to generate a deep action, to understand the problem that the guest or employee is going through, and to give a prompt solution to the situation. This allows him or her to identify with the situation while avoiding an emotional dissonance. Chu, Baker, & Murrmann, (2012) mentioned in their research that the presence of empathy prevents emotional fatigue. The managers manifested to the extent that they understand the situation of the client and the customer, they can take a posture of compassion and solve the situation in a professional way. Also, emotional intelligence was identified as an important factor among four of the interviewees to deal with emotional work, one of the managers mentioned that there are situations in which they should play with the

emotions, of the employee, the guest and their own emotions. Lee & Ok, (2012), pointed out that when employees have a high level of emotional intelligence, they have more resources to deal with emotionally challenging situations.

Other necessary skills identified were being calm and patient, these were identified separately, but could belong to the same classification which could be determined as positive effects. According to Chu, Baker, & Murrmann (2012), the development of an affection allows to develop a more genuine service without much effort. Wong and Wang, (2009) pointed out that workers should have personality traits since it permits them to perform emotional labor. Seven of the managers pointed out that self-control is an essential tool for dealing with emotional work, many of them mentioned the techniques that they use so that negative emotions are not shown, for example one of the interviewees mentioned that thinking about his son allowed him to isolate himself negatively from the situation and calm down. Following this self-control, a future vision of the situation was also classified as another tool that managers use to fight with emotional work. When they think about what other situations and guests will come up with, they try to solve the problem as soon as possible. However, this does not mean that it is the best tool for dealing with emotional work. Although real emotions are suppressed, it generates a surface acting and consequently greater emotional exhaustion.

Amongst our interviewees, there was only one woman. Morris & Feldman (1996) pointed out that women are exposed to a higher frequency of displaying emotions than men. However, the manager stated that in order to show her real emotions she needs to spend two hours in a discussion and that in all her working life she has only had three episodes in which she has displayed her emotions, unlike other male managers who need less than 15 minutes of discussion to display their real emotions. She was one of the few interviewees who said she had empathy training. Also, she pointed out that the majority of their interactions with the customers and employees are genuine, so, although the sample is too small to contradict what Morris and Feldman say, this could be the beginning of another study aimed at women managers and why not make a comparison between how men and women in management face the consequences of emotional work.

Besides, the findings show to the researcher that in most of the cases, the managers are performing surface acting because most of them use a mask during the interactions with the customers; just the managers who are using empathy as a tool are doing a deep emotional effort.

How do the Turkish managers' teamwork facilitate the emotional labor in managers? Managers were asked in their role which they classified as the most challenging. In table 4, four sub-themes can be seen in the topic: customers, work team, self challenge and hotel. In response to this research question, seven of the managers in the work team said that it is challenging to try to motivate employees. The managers also commented that it is sometimes difficult to show their true emotions to the work team or that it is necessary to be very sensitive in the way they are expressed to avoid breaking them emotionally, because doing so can affect the staff's mood and therefore customer service, which often leads to hiding certain emotions, and can generate emotional exhaustion.

Likewise, in other elements related to the work team, two of the managers stated that dealing with the ego of the employees and with young staff is challenging, and issues related to the lack of qualified personnel for the development of such tasks is exhausting.

However, when asked what the best part of their job is, five of the interviewees said that teamwork is a motivational factor. It could be said that to an extent, managers must play with their emotions and the emotions of employees. It can be an emotionally exhausting task, but this also depends on the frequency with which such display occurs and also on the strategies and skills that the manager has to avoid exhaustive emotional work.

One of the managers mentioned that during the meetings between employees and guests, he has to try to play with the emotions of the guest and the employee in order not to reduce his work motivation. Humphrey, Pollack, & Hawver (2008) remarked that an effective manager is required to express feelings of positivism and support in moments when his/her team work is feeling defeated; in most of the cases they use a surface acting in order to make feel their subordinates better.

The results to question two, suggest that teamwork is a motivational factor in most managers however motivating employees is something that managers should always keep in mind to comply with the display rules, which can be a challenging task, depending on how often it has to be done. In turn, Diefendorff, Croyle, & Grosserand, (2005) affirm that the duration and frequency of the interactions enable the relationships to become more personal and that the display of emotions will therefore be deeper and more natural.

What effect does the fact of conducting previous training in managers to reduce the consequences generated by the hiding of emotions at work? It was evident that although

most of the managers have received training seven of them claim to have received training directed to the standards of the hotel, five of them manifest to have received training directed to the service to the client. Among other training included environment, security and precaution and hotel management. However, the frequency of these training in most of the cases, has only been realized once. In one of the cases a manager stated that the training is done online, and it is necessary to pay for them.

Any of the managers have taken guidance on how to control their emotions and those of the employee in a way that does not generate exhaustion,, however, three of the managers have received training in empathy, but the frequency of that training has been once in all their work experience. Some managers also reported training in stress management, but like the rest of the training its frequency is relatively low. On the other hand, it was recorded that it is the managers who provide training to their employees on topics such as empathy. The three managers who registered empathy training also mentioned that developing empathy allows them to better manage their emotions in a positive way. Also, the managers were asked if they considered training in emotion management as a good tool to reduce the negative effects of emotional work and all of them said that it is necessary training and also that it must be frequent, however, one of the managers mentioned that *orientation in emotional work is necessary but not enough, he mentions that to develop this type of role (Front office management), passion is fundamental.*

The previous reflection showed to the researcher that some personality traits are necessary to develop these types of positions without jeopardizing the well-being of the employee. However, (Ayoko & Konrad, 2012) pointed out that leaders and managers should receive training aimed at developing skills for managing emotions. Rafaeli & Sutton (1989) indicated that to the extent that companies want positive affections from their employees, it is necessary that they also help employees develop tools to develop such behaviors.

One of the questions asked to the managers was related to their work abroad experience. The managers never mentioned having received any kind of training related to cultural adaptation and much less emotional work. They also highlighted that in countries like the United States the work stress in the hotel sector by the manager and clients is less even though the hotels are bigger. This is because there is not so much control, the employees are empowered, the work schedules are not so long and the

relationship between employees and managers is closer, therefore, the employees work happily and are more relaxed.

What relationship do managers find between the identification of their own role and the level of burnout caused by the emotional labor? To answer this question, managers were initially asked if they felt identified with their role as a manager; to which seven of the managers replied with a clear yes, this can be evidenced within the theme of acceptance and identification. There are two sub-themes, the first is motivation and the second is related to the role as a manager. Within the second sub-theme as I had mentioned before seven of the managers agreed that feeling identified as a manager their job satisfaction is greater. Burnout is categorized as emotional exhaustion, depersonalization, and reducing of personnel accomplish, however only one of the managers stated that because his role as a manager is not complete, he could not feel completely identified and therefore could not feel job satisfaction.

Managers said that solving problems, although challenging, was also rewarding, and that this helped to give value to their role as a manager. It could be said that solving problems could be an exhaustive task, but it is surprising that the vast majority of managers said that there is a great assimilation of their role when they have to solve problems if there is a difficult objective to achieve. As Silbiger & Pines, (2014) highlighted, the presence of high level of stress is related to the level of burnout. According to them high level of stress is associated with a high degree of commitment to work in other words a role identification. To close this question, according to the information collected, we could agree with what Ashforth & Humphrey (1995) stated that as long as an individual feels identified with his role, there will be a positive effect on his well-being, and in the case of our managers, job satisfaction and reduction of emotional exhaustion.

To the question asking if the hotel has a written policy of how to be its display of emotions, in all cases the answer was the same, the guest must leave the hotel satisfied. According to (Wong & Wang, 2009), expressing due emotions according to the requirements of the hotel is stressful, however, the participants also point out that this is my job. Perhaps this answer has to do with the concept of Routineness (Sutton & Rafaeli, 2017).

How managers perceive the authority in order to facilitate their display of emotions? This section details how managers perceive the authority given to them by their position

for the exposure of their emotions. To answer this question, an issue "emotions and level of authority" was detected; when managers were asked to describe situations with boss, employee, or guest, during the description, several points concerning this question were detected, among them were the frequency with which managers display their real emotions, the time they take to repent, and what happens when they show their real feelings. Only three of the managers stated that their level of authority allows them to show their emotions in front of their direct boss, but their emotions do not include anger.

None of the managers in spite of their authority do not allow themselves to show their emotions in front of the clients, if they do so, it does not exceed three times a year.

The eight interviewees pointed out that despite their authority, an appropriate display of emotions should be made following the display rules generated by the hotels, which are mostly focused on the client, solving the problem, making the client happy, the client is always right, the client is money and so forth.

With respect to the employees as mentioned in one of the previous answers, the managers are afraid of damaging the dynamics of their work team. Even in situations where it is necessary to show their real emotions, they disguise them or soften them to prevent the employees from getting emotionally blocked and not providing the service that the hotel expects.

In situations where there were discussions between the manager and his or her team, even though they showed their real emotions, there is a moment of regret about the situation, and they always sought to apologize after any encounter that made them feel better.

It can be said that even in spite of the authority that managers possess, it is not true that they can demonstrate their emotions as often as they need to, nor with all the individuals that they interact with on a daily basis. On the other hand, one of the managers mentioned that if he were the general manager, there would be no problem displaying his real emotions in front of the employees.

6. CONCLUSIONS

The findings obtained in the research indicated that there are traits that managers should possess in their work positions, however, it is also important that universities help to work on the development of these types of qualities to help counteract the negative aspects of emotional labor. In most cases when employees talked about the characteristics that a person should have in their position, they mentioned as first element good physical appearance, speaking English, and always smiling. It is surprising the lack of understanding by the same managers about what is fundamental for an employee to elaborate an optimal task and fulfill the display rules without altering their emotions negatively.

Also, through the study, it concludes that managers have four challenges: The guest, the staff, hotel policies and self-challenge. The most frustrating challenge for them is maintaining composure in the face of rude guests and at the same time to keep their team motivated and tasks that exhausts them both mentally and emotionally; however, they are conscious of their role.

With regard to the training in emotional work, it can be seen that there is a lack of training by the hotels on this subject, even some of the managers did not know that it is emotional labor although they are subject to live with it during every moment of their work routine. Incredibly, some managers have to give empathy training when they have not even taken this orientation. It is absolutely necessary to create a training plan where the employee or manager is the main axis of the training, that is to say, orientations guided to the healthy control of their emotions.

To conclude it would be interesting to extend the study to foreign managers in Turkey to understand what they face emotionally and culturally and if the cultural differences can decrease or increase the consequences of emotional labor.

7. IMPLICATIONS

The implications of this research including (1) An analysis considering the opinion of managers. (2) Doing the interview in the native language of the participants, perhaps will facilitate the fluency in the interviews and therefore, broader results can be seen.

Also, implications aimed at all companies dedicated to the provision of services regardless of their size and classification. With the results, it is possible to glimpse which personality traits are fundamental when there are interactions with clients, subordinates, and superiors. The implications of this study are also directed directly to the area of human resources since the results show the absence of training. The understanding of the results of this study by the human resources area will ensure that the emotional work that managers must carry out does not affect their well-being.

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APPENDIX

Inform Consent

Title of Study: **Exploring the emotional labor process: Turkish managers' perspectives**

Principal Investigator: Merlys Adriana Cazarán Bohorquez

Thesis Supervisor: Hakan Sezerel

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Purpose of this investigation

The hotel sector is a sector characterized for its dynamism and constantly change, it is for those reasons that the successful of this sector is determined for the way in which managers and trainers answer to those changes and also depend on the employee's quality and efficiency (Chapman & Lovell, 2006) (Horng, Hsuan, Liu, Lin, & Tsai, 2011). Further the managers must evaluate continually the effective employees' competences, basically, in this kind of markets where the competence is in everywhere takes relevance that the managers know how their employees feel at work and what they want, taking account that the employees are who are in permanent contact with the clients, so this one the abilities that managers have to develop in order to accomplish with the company requirements (Lam, Zhang, & Baum, 2001), Also managers require other competences, some of them; soft skills which including emotional labor and aesthetic labor ((Nickson, Warhust, & Dutton, 2005) as well, generic competences exist which are determined for the way the managers communicate with the employees, problem solving , leadership , personal relationship and self-management. however, are the emotions which play a major role in the workplace, including the human side of leadership and the importance of reflective, caring, organizational management.

The purpose of this study is:

- To identify how Turkish managers in the hotel sector in Eskişehir perceive the emotional labor
- To identify which skills, help Turkish managers to reduce the negative consequences of emotional labor.

You are being invited to take part in a research study. Before you decide to participate in this study, it is important that you understand why the research is being done and what it will involve. Please take the time to read the following information carefully. Please ask the researcher if there is anything that is not clear or if you need more information.

Study Procedure:

Your expected time commitment for this study is:

- ☐ Brief initial phone contact or email correspondence to arrange interview appointment.
- ☐ 40 minute interview session

Interview Procedure:

During the course of an interview, you will be asked to respond between 12 and 16 questions

All interviews will be audio recorded and then transcribed. All audio tapes together with transcripts will be kept in a securely locked place and no one but the researcher and her supervisor will have access to them. Identity of every participant will be masked (e.g., pseudonym) on both transcripts and the research write-up.

Risks:

The risks of this study are minimal. These risks are similar to those you experience when disclosing work-related information to others. The topics in the survey may upset some respondents. You may decline to answer any or all questions and you may terminate your involvement at any time if you choose. However it is important to remember that this study allows us to understand how the managers perceive the emotional labor

Benefits:

There will be no direct benefit to you for your participation in this study. However, we hope that the information obtained from this study can help us to understand what is necessary to do in order to reduce the emotional labor's consequences in the foreign managers

Confidentiality:

For the purposes of this research project your comments will be anonymous. Every effort will be made by the researcher to preserve your confidentiality including the following:

- ☐ Assigning code names/numbers for participants that will be used on all researcher notes and documents.
- ☐ Notes, interview transcriptions, and transcribed notes and any other identifying participant information will be kept in a locked file cabinet in the personal possession of the researcher. When no longer necessary for research, all materials will be destroyed,
- ☐ The researcher and the members of the researcher's committee will review the researcher's collected data. Information from this research will be used solely for the purpose of this study and any publications that may result from this study. Any final publication will contain the names of the public figures that have consented to participate in this study (unless a public figure participant has requested anonymity); all other participants involved in this study will not be identified and their anonymity will be maintained. Each participant has the opportunity to obtain a transcribed copy of their interview.

Participants should tell the researcher if a copy of the interview is desired.

Participant data will be kept confidential except in cases where the researcher is legally obligated to report specific incidents. These incidents include, but may not be limited to, incidents of abuse and suicide risk.

Person to Contact:

If you have any questions about the research or any related matters, please contact the researcher at: macb@anadolu.edu.tr, (543)510-39126.

Voluntary Participation:

Your participation in this study is voluntary. It is up to you to decide whether or not to take part in this study. If you do decide to take part in this study, you will be asked to sign a consent form. If you decide to take part in this study, you are still free to withdraw at any time and without giving a reason. You are free to not answer any question or questions if you choose. This will not affect the relationship you have with the researcher.

Costs to Subject:

There are no costs to you for your participation in this study

Compensation:

There is no monetary compensation to you for your participation in this study.

Consent:

By signing this consent form, I confirm that I have read and understood the information and have had the opportunity to ask questions. I understand that my participation is voluntary and that I am free to withdraw at any time, without giving a reason and without cost. I understand that I will be given a copy of this consent form. I voluntarily agree to take part in this study.

Signature _____ Date _____

Interview Guide

Exploring the Emotional Labor Process: Turkish managers' perspective

Name and Last name:

Demographic questions:

Age:	Gender: M _ F _
Marital Status:	
Scholar level: High School _ Bachelor _ Master __ PhD__	
Employment:	Workplace:
What are your duties in the school?	
How long have you been working there?	

Orientation questions

1. Could you describe a typical day starting when you come on duty?
 - a. Who do you talk to in your daily work in the hotel, coworkers, customer, subordinates etc.?
 - b. What do you talk about? Work related issues or personal issues?
2. What are some of the best parts of working in this hotel?
3. What are some of the challenges of working in this hotel?
4. Have you receive any kind of orientation or training?
 - a. What type of orientation or training did you receive in the hotel?
 - b. Do you still receive training from time to time in the hotel? If yes, what kind of training do you receive?
 - c. Does your training provide sufficient resources or knowledge; to handle emotional labor challenges that you face?

Emotional Labor Questions

5. Do you feel identify or comfortable with your managing/ manager role?
 - a. If yes, do you think that if you feel comfortable or identify with your role this can help you as manager to increase your job satisfaction?

6. Could you give me different examples when you had an emotional challenge?
 - a. Could you describe the interaction?
 - b. Who started it?
 - c. How did you/ the other person respond?
 - d. What happened next?
7. How did you manage the challenge?
 - a. How did you know to manage the challenge in this way?
 - b. What were you feeling?
 - c. Which feeling did you express to the coworker, student etc.?
8. Which emotions does the hotel expect you to express in this type of situation?
 - a. Does the hotel have formal policy to handle this type of situations?
 - b. Do you tend to behave and show your emotions in a way that your organization wants you to show?
 - c. How does display organizationally appropriate emotion make you feel?
9. Is what you were expressing different from what you were feeling?
 - a. If yes: Why did you not share your true feelings with that person? What was good or bad about not sharing your true feeling with that person?
 - b. If not: What was good about sharing your true feelings with that person? What was the downside about sharing your true feeling with that person?
10. Do you think that training facilitate or make difficult the regulation of your emotions?
 - a. In which way facilitate or make difficult to express your emotions?
11. If you have a difficult situation and you are beginning to feel angry annoyed do you tell yourself anything to calm down?
12. How do you manage the incongruence between what you were feeling and what you portrayed?
13. Are there any emotions that you would never express in front of your subordinates, coworkers, clients? Which emotions?

14. What is most frustrating for you in your actual work? (Organizational climate, organizational culture)

- a. Do you at times feel emotionally exhausted by work related issues?
- b. What are the aspects of your work that increase or reduce the effects of emotions you experience (students, teamwork)?

15. What are the things you find hardest to do in your interactions with the teamwork?

- A. Do you think those interactions can be a trigger to increase your emotional exhaustion?
- b. Do you think that the level of authority you have, it allows you to show your real feelings and emotions without any problem?

16. Have you ever been/ worked abroad can you make comparisons?

17. In your opinion which kind of skills should have a person who works in your sector to avoid the negative consequences of emotional labor?

ANEXES

Thesis control preparation

	Evet	Hayır
Tez, “Tez Yazım Kılavuzu”na uygun olarak yazıldı.	☐	☐
Dış kapak ve iç kapak sayfası eklerde belirtilen şekilde düzenlendi.	☐	☐
Ön sayfalar i, ii, iii şeklinde Romen rakamları ile numaralandırıldı.	☐	☐
Dizinler, “Tez Yazım Kılavuzu”na göre sıralandı ve metin içindeki yerleşime göre sayfa numaraları verildi.	☐	☐
Özet ve Abstract hazırlandı.	☐	☐
Onay sayfası “Tez Yazım Kılavuzu”na uygun olarak hazırlandı ve imzalandı.	☐	☐
Etik İlke ve Kurallara Uygunluk Beyannamesi sayfası imzalandı.	☐	☐
Simgeler, kısaltmalar, tablolar ve şekillerin tamamı kontrol edilerek ilgili dizinde gösterildi.	☐	☐
Ana metinde harf karakteri, harf büyüklüğü ve satır aralıkları “Tez Yazım Kılavuzu”na uygun olacak şekilde düzenlendi.	☐	☐
Görsel öğeler, tablolar (çizelgeler), şekiller ve denklemler metin içine “Tez Yazım Kılavuzu”na uygun şekilde yerleştirildi.	☐	☐
Kaynakça “Tez Yazım Kılavuzu”na göre düzenlendi.	☐	☐
Kaynakların tamamına tez içerisinde atıfta bulunularak kaynakça bölümünde yer verildi.	☐	☐
Etik Kurul onayı gerekli ise teze eklendi. (Etik Kurul onayı gerekmiyorsa yandaki “HAYIR” kutucuğunun altına “YOK” yazılacak).	☐	☐
Anket, görüşme veya veri formları kullanıldıysa ilgili kurumlardan alınan izin yazıları ve formlar teze eklendi. (Bu formlar kullanılmadıysa yandaki “HAYIR” kutucuğunun altına “YOK” yazılacak).	☐	☐
Ekler “Tez Yazım Kılavuzu”nda belirtildiği şekilde sunuldu. (Ek kullanılmadıysa yandaki “HAYIR” kutucuğunun altına “YOK” yazılacak).	☐	☐
Güzel Sanatlar Enstitüsüyle ilgili anasanat dallarında sergi, konser, gösterim vb. sunumları hazırlandı.	☐	☐

“EXPLORING THE EMOTIONAL LABOR PROCESS: THE TURKISH MANAGERS' PERSPECTIVES” başlıklı Tez, yukarıdaki listede yer alan konularla ilgili olarak tarafımızca kontrol edilmiş ve gerekleri yerine getirilmiştir.

....../....../....

.....

(İmza)

Merlys Adriana CAZARAN BOHORQUEZ

(Öğrencinin Adı SOYADI)

.....

(İmza)

Hakan SEZEREL

(Danışmanın Unvanı Adı SOYADI)

Curriculum Vitae

ADRIANA CAZARAN

Eskisehir, Turkey- 0 543 5103926

Adrianacazaran@gmail.com

Macb@anadolu.edu.tr

I possess the ability to rapidly acquire new skills and knowledge and have the capacity to get on board extra/ongoing learning.

Experience

15/10/2019 – 15/01/2020

Sales and operations team, SUN ENTERPRISES (ALMERE-NETHERLANDS)

Sales and Marketing initiatives and working in international environment and designers Identifying new clients based on the sales methodology , marketing initiatives to be taken using social media in B2B context and also SEO optimization to attract new clients, communicating and managing all international clients since the company exports to more than 55 countries, optimization of the freight management process, delivering an efficient flow of goods from origin to destination.

21/09/2017-19/10/2018

Spanish Instructor, İSPANYOL KULTUR MERKEZİ (ESKİŞEHİR-TURKEY)

Teaching Private lessons, Eskisehir (Turkey) Prepare and give lessons to children between 8-12 years old Prepare and give lessons to adults

01/02/2016–01/02/2017

Research assistant, SANTO TOMAS UNIVERSITY (VILLAVICENCIO-COLOMBIA)

Field research Interviews, Creation of a Database Creation of different events Deliver monthly reports, read articles Generate meetings between regional government and merchants aching.

10/07/2015–10/11/2016

Secretary ADMINISTRATIVE, LUCKY POLLO (VILLAVICENCIO-COLOMBIA)

Relation with suppliers, Sales B2C, personnel management

7/05/2013–30/09/2015

Secretary ADMINISTRATIVE, (VILLAVICENCIO-COLOMBIA)

Relation with suppliers, Sales B2C, personnel management

01/11/2009–01/01/2010

Shop sales person, MISS ME (VILLAVICENCIO-COLOMBIA)

Part of the sales teamwork, especially in B2C sales also in charge of the petty cash

Education

March 2020

MASTER'S IN INTERNATIONAL BUSINESS, ANADOLU UNIVERSITY
(TURKEY)

Scholarship program GPA 3.4/ 4

MARCH 2015

SPECIALIZATION PROJECT MANAGEMENT, BOSQUE UNIVERSITY
(COLOMBIA)

Some of the subjects Change control management Risk, Management Project initiation,
Project evaluation Projects formulation and managerial skills, resources management.

August 2013

INTERNATIONAL BUSINESS BACHELOR'S DEGREE, SANTO TOMAS
UNIVERSITY (COLOMBIA)

honorific diploma for high GPA 4.4/ 5.0 SOME OF THE SUBJECTS: International trade,
International marketing, Logistic Inconterms, Macroeconomic Administration.

Skills

I have good communicative skills which have been acquired across my different jobs
between them saleswoman, administrative assistant and as a research assistant. Also, sales
and operations, digital marketing, customer service and analytical skills

-Empowerment (as research assistant, I should do my plan work and show results, based
on my own way)- Productive

Computer Skills:

Microsoft Office suit i.e. Microsoft Word, Excel, Access and PowerPoint.

Languages:

Spanish (excellent)

English (very good)

Turkish (very good) Also, organizational competences

A good skill related to be productive and efficient which was acquired in one of my jobs, where the salary was based on the results. teamwork skills thanks to be part of a basketball team for more than 6 years Easy Adaptability to changeable environments, (In the last 3 years I have been living in Turkey as a master scholarship student) Cross culture intelligence Emotional Intelligence

Volunters

01/06/2012–01/12/2012 Social project volunteer AFROMINGA, Villavicencio (Colombia) To Develop social projects with vulnerable black communities, lead the black community in my city in different cultural events to help them to recognize as an afro community in Villavicencio.