

Emotional Labour in Tourism Industry: Perceptions of Eskisehir City Hotels' Employees

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Abstract

There is an intense interaction between employees and consumers in tourism, which is predominantly a subject of service industries. Accordingly, attitudes and behaviours of tourism employees when serving consumers are more important than any other service industry. The recent popular term “emotional labour” (EL) which indicates behaviours of employees besides physical efforts should also be considered in tourism industry.

In this particular study, EL scales of Chu & Murrman (2006) as well as Pala & Tepeci (2014) have been modified for city hotel employees. The total population is the employees at varied positions in four and five star hotels of Eskişehir province. The sample of the study on the other hand, is 98 employees who agreed to participate in the survey from the mentioned hotels in 2018 fall. Employing Exploratory Factor Analysis (EFA), three dimensions have emerged, namely ‘pretending emotions’, ‘consistent emotions’ and ‘optimist emotions’ of hospitality employees. The quantities and the names of the dimensions revealed some differences in contrast to both Chu & Murrman (2006) and Pala & Tepeci (2014) scales. Confirmatory Factor Analysis (CFA) was also employed in the study to verify the scale which was finalised with 12 items and three dimensions.

Key Words: *Emotional labour, tourism, employees, city hotels, scale*

1. Introduction

Emotions are the most important characteristics that distinguish human being from the other living creatures (Begenirbaş and Çalışkan, 2014: 111; Çelik and Turunç, 2011: 227). As a lexical definition; emotion is the mental state associated with a particular object, event and individual in the inner world of human. (Türk Dil Kurumu, 2018). On the other hand, the term 'labour' is defined as the energy and power that is expended to ensure the work occurs in accordance with the purpose (Sabuncuoğlu, 1984: 78). Industrial tourism is highly dependent on human power due to its service based nature. In the fierce competition, the power is sometimes the effort which employees exert to manage their emotions according to the expectations of the management (Chu and Murrman, 2006: 1181). Those who work in the tourism industry are expected to maximize customer satisfaction by empathy with customers and managing their own emotions (Deniz, 2016: 275). The emotions that the employees of the tourism industry required to reflect to the customer are as important as the work itself. When pleasing the customers in the presentation of service, employees make several efforts in order to hide their actual emotions. Consequently, employees sometimes need to suppress their feelings, show more exaggerated or display surface feeling (Grandey, 2000: 99). When the literature is examined, it has been observed that there are different approaches to the concept of emotional labour, which was frequently encountered. The notion of emotional labour was first mentioned in 1983 by Hochschild in his book entitled 'The Managed Heart: Commercialization of Human Feeling' (Kaya and Özhan, 2012: 111; Altın Gülova et al, 2013: 42; Akdu and Akdu, 2016: 1143; Deniz, 2016: 275; Çelik and Turunç, 2011: 228; Seçer, 2005: 825). Emotional labour according to Hochschild (1983) is the management of feeling to create observable mimics and gestures representations. Hochschild describes emotional labour as a game where service is seen as a scene, employees are actors and customers are seen as spectators (Pala and Sürgevil, 2016; 774). According to Ashforth and Humphrey (1993), emotional labor is to show emotions in accordance with the rules of emotional behaviour. Morris and Feldman (1996) on the other hand, state that emotional labour is the effort, planning and control required to show the emotions that the organization desire in interpersonal interaction. Grandey (2000), in addition to other definitions, describe emotional labour as a role to play in order to change the emotions of the employees, to develop their feelings and suppress them. Finally Hsieh (2009), argues that emotional labour is something sold for a salary and therefore it has some value of change.

In the literature, emotional labour studies for the hospitality business are more related with resort hotels. However, city hotels are expected to welcome more heterogeneous and more cosmopolite guests. The aim of this particular research is to reveal the emotional labour dimensions of the employees working in four and five star hotels in Eskişehir city. Accordingly, the hospitality emotional labour scale (HELs) of Chu and Murrman (2006) which was later adapted by Pala and Tepeci (2014) was employed.

2. Literature Review

There have been several studies in several disciplines about the emotional labour in the literature. Ashforth and Humphrey (1993) added the dimension of 'genuine behaviour' to the emotional labour concept of Hochschild (1983). Morris and Feldman (1996) examined emotional labour in four dimensions: the frequency of emotions, the duration of emotions, the diversity of emotions, and the intensity of emotions.

Pala and Sürgevil (2016) developed a scale for service business in Turkey for measuring emotional labor in their study. As a result of the study, they proposed the emotional labour scale consisting of three dimensions as surface behaviour, genuine behaviour and deep behaviour. Whereas Eren and Demirel (2018) examined the emotional labour dimensions and the effect of emotional labour behaviours on service quality in four and five star hotels in Nevşehir. As a result of their study, they claimed that the emotional labour dimensions of the employees were limited, and the emotional labour behaviours generally occur as deep behaviour. They concluded that the effect of surface behaviour on service quality was found to be negative while deep and genuine behaviour has a positive effect on service quality.

2.1 Pretending Emotions of Employees in Tourism Industry

The verified scale of this particular study consists of three dimensions. The first dimension 'pretending emotions', corresponds partly with the 'surface behaviour' dimension of Hochschild's scale (1983). Surface behaviour is that the employees behave differently than their real emotions (Steinberg and Figart, 1999: 11). According to Chu and Murmann (2006), in the surface behaviour, the employees act as if they have feelings that they do not feel by changing their physical appearance (facial expressions, mimics or tone of voice etc.) in order to show the desired emotions. Diefendorff et al. (2005), claim in their study that surface behaviour is to treat an annoyed customer with smiling face. In other words, although these employees feel different inside them, they behave as if they are feeling the emotions required by their work (Başbuğ et al., 2010: 256). According to Zapf (2002), the change of behaviour not emotions, causes emotional dilemma, and superficial behaviour is inversely related to the real feelings of the individual.

Grandey (2000), argues in her study that surface behaviour is a desirable behaviour for companies. Employees can demonstrate the emotions that are always necessary even when they

feel different. Employees change their behaviour, but not their real feelings, as the author claims. Employees are often anxious of losing their jobs by following the rules of the organization (Grandey, 2003: 88). An employee who acts surface behaviour should be careful. Otherwise, the customer may think the employee is insincere and this may have some negative effects (Güngör, 2009: 174).

2.2 Consistent Emotions of Employees in Tourism Industry

The employees' real emotions and the behaviours that the organization expects from them are compatible with each other sometimes (Chu and Murrmann, 2006: 1182; Pala and Sürgevil, 2016: 776). Genuine behaviour -as it occurs as consistent emotions in this study-, is expected to be the acts of employees which are actually honest and these emotions intersect each other (Ashforth and Humphrey 1993: 99)

Employees are more successful in customer relationship when they love their job, they behave sincere, and accordingly they are more natural (Diefendorff et al., 2005; Kim and Han, 2009: 227). The employee's expression in genuine behaviour is exactly what is expected from him (Chu and Murrman, 2006: 1182). In other words, these emotions do not require extra efforts of employees simply because they are natural (Temel, 2018: 11). The more acting genuine is the less effort for controlling the feelings (Demirel, 2015: 12). Employees show their feelings naturally without role play when emotions and behaviours are genuine in sincere behaviour (Işık, 2015: 22). According to Ashforth and Humphrey (1993), in genuine behave, individuals waste less emotional labour. While, Morris and Feldman (1996) state that, employees waste a certain amount of emotional effort to reflect the feelings that the management requires.

2.3 Optimist Emotions of Employees in Tourism Industry

Employees need to change their inner feelings as well as the physical appearances in accordance to companies' requirements (Eroğlu, 2014: 149). The dimension which is called as 'optimist emotions' in this study, replaces partly the 'deep acting' dimension coincide by Hochschild (1983). According to Hochschild (1983), deep behaviour is the internalization of the appropriate feelings according that employees express. The deep behaviour is defined by Ashforth and Humphrey (1993) as the efforts of employees for feeling the emotions that the management requires.

Deep behaviour differs from surface behaviour, it is to adapt not only behaviours, but also feelings to behavioural rules (Altın Gülova et al., 2013: 45). Ashforth and Humphrey (1993) argue that there is more effort in deep behaviour than superficial behaviour. Accordingly, it is necessary to think, to imagine, and to remember from previous experiences for acting as required (Pala, 2008: 14). Employees who are deeply behaved empathize by putting themselves in place of customers (Rupp et al., 2008: 5). While employees behave, they also remember their pleasant past experiences (Chu and Murrmann, 2006, s. 1182). Hochschild (1983), implies that deep behaviour occurs in two ways; the first is to suppress an emotion and the second is to try

to revive ideas, thoughts and memories to feel the emotion about the subject. Whether it is deep, superficial or sincere, it means that an employee expresses emotional labour in the workplace (Köse et al., 2011: 170).

3. Methodology

3.1 Data Collection and the Sample

Eskişehir province of Turkey was elected as the quantitative research field for data collection. Eskişehir was observed to become a popular destination for ingoing tours (the term “ingoing” is technically used for the tours participated by the inhabitants of the country and the “domestic” and “inbound” terms do not exactly met the meaning) in recent years. The four and five star hotels and their employees in Eskisehir are the population of the study. The two out of three five star, and six four star hotel administrations have agreed for their employees to participate. The sampling of the study is 98 participant employees from various departments of the mentioned hotels.

Descriptive profiles of employees were demonstrated in Table 1. As can be seen from the table, the majority of hotel employees are female participants (58.8 %). When the ages of participants are considered, 26-34 group with 33.3 percent is in the lead and above 44 is at the end with 11.1 percent. The dominant education level of the participants is ‘graduate’ with 34.3 percent while 36.4 percent of the employees represent front office department.

Table 1: Demographic profile of respondents

N=98	n	(%)
Age		
17-25	30	30.3
26-34	33	33.3
35-43	24	24.2
44 above	11	11.1
Gender		
<i>Male</i>	40	40.4
<i>Female</i>	58	58.6
Education		
<i>Primary</i>	17	17.2
<i>Secondary</i>	25	25.3
<i>Vocational</i>	17	17.2
<i>Graduate</i>	34	34.3
<i>Post Graduate</i>	5	5.1
Department		
<i>Front office</i>	36	36.4
<i>Housekeeping</i>	24	24.2
<i>Service</i>	15	15.2
<i>Kitchen</i>	9	9.1
<i>Other</i>	14	14.1

3.2 Scale Reliability, Validation and Data Analysis

The questionnaire used in the present study, was composed of two sections. In the first section, four demographic questions were located to inquire about participants' gender, age, educational status and working departments. In the second section, Hospitality emotional labour scale (HELs) of Chu and Murrman (2006) -later adapted by Pala and Tepeci (2014)- was employed, consisting 12 items and measuring the perceptions of hotel employees about emotional labour. Respondents were asked to fill the questionnaire with a seven-point Likert scale (1=strongly disagree & 7=strongly agree) since the three or five-point Likert-type scale might leave some judgements out of range (Leclerc and Martin, 2004: 190).

To implement quantitative analyses, SPSS 22.0 was used at the first stage. After collecting the data set for factor analysis, 98 valid questionnaires were used as the sample. The Kaiser-Meyer-Olkin measure of sampling adequacy (0.73) and Bartlett's Test of Sphericity criteria (0,000) were acceptable to execute exploratory factor analysis (EFA). The results showed that the attributes determining emotional labour of the employees can be obtained by three factors as shown in Table 3. These factors explained 61.76 % of the total variance. Three factors of the scale and their internal consistency are as follows: Pretending Emotions ($\alpha=0.83$), Consistent Emotions ($\alpha=0.75$), Optimist Emotions ($\alpha=0.64$). The internal factors of all the factors were decent, although the third factor's Cronbach's α coefficient is little less than 0.70 (Nunnally, 1978). AMOS 22.0 was used a means of analyses to validate the structure of the factors. Confirmatory factor analysis (CFA) was performed for the 12 items of emotional labour scale. Table 2 demonstrates descriptive statistics of the data. Cronbach's α coefficients of all three dimensions are found reliable, as mentioned above (Hair et al., 1998). The rest of the variables demonstrated in the Table 2 are related with normality. Kolmogorov-Smirnov's normality test is recommended for larger samples (> 300) whereas Shapiro-Wilk is recommended for smaller samples (Wuensch, 2016). Shapiro-Wilk results of the dimensions were not met since they are all significant as mentioned in the table. However, the assumption of normality in the observations ($\rho >.05$) with Levene's test were met for the data of the study. Box's test of equality of covariance matrices ($\rho = 0.911$) also considered acceptable. Among others, tests of the significance of skewness and kurtosis are not considered appropriate with large samples, as very small standard errors will always produce significant results (Linley et al, 2009). According to Tabachnick and Fidell (2011), the skewness and kurtosis values between -1.5 and +1.5 are considered acceptable in order to prove normal univariate distribution. That said, as shown in Table 2, the values of skewness and kurtosis still fall within the acceptable range of -1.5 to 1.5 (even within the range of -1 to 1 for the present study). Hence, the data is accepted appropriate for parametric tests in the present study.

Table 2: Descriptive statistics, including skewness and kurtosis

<i>N=98</i>	<i>Pretending emotions</i>	<i>Consistent emotions</i>	<i>Optimist emotions</i>
<i>Cronbach's α</i>	0,83	0,75	0,64
<i>Test of Normality (Shapiro-Wilk)</i>	$\rho = 0,007$	$\rho = 0,001$	$\rho = 0,038$
<i>Box's test of equality of covariance matrices</i>	Box's M = 2,173 $F = ,349$ $\rho = 0,911$		
<i>Levene's test</i>	$F = ,004$ $\rho = 0,947$	$F = ,481$ $\rho = 0,490$	$F = ,910$ $\rho = 0,343$
<i>Skewness-Kurtosis</i>	Skew.= -,071 St.Err. = ,244 Kurt. = -,980 St.Err. = ,483	Skew.= -,590 St.Err. = ,244 Kurt. = -,318 St.Err. = ,483	Skew.= -,266 St.Err. = ,244 Kurt. = -,494 St.Err. = ,483

4. Findings

Table 3 demonstrates the EFA results. As a summary, all the 12 items in the adapted scale remained with three dimensions in the present study. The first dimension consists of five items, and the factor loadings range is between 0.84-0.65. The second dimension has four items and the highest factor loading is 0.80 while the lowest range is 0.64. Finally, the third dimension consists of three items and the factor loading range is between 0.76-0.70. On the other hand, the other values of EFA are also within the acceptable range as demonstrated in the table.

CFA was performed for 12 items of emotional labour scale. Goodness of fit was evaluated and measured indices confirmed that three-construct CFA was convenient as shown in Table 4. Composite Reliability (CR) and Average Variance Extracted (AVE) of the scale were examined. Hair et al., (1998) indicates that CR is expected to be higher than 0.70 and AVE is expected to be higher than 0.50. However, Fornell and Larcker (1981) affirms that AVE values below 0.50 would fit the scale on the condition that reliability and validity values are acceptable. Thus, CR and AVE values of the scale are convenient in this aspect. Finally, the factor loadings of the items ranged between 0.47 and 0.90 are providing the recommended values (Hair et al., 1998).

Table 3: EFA of the Dimensions of Perceptions on EL

	Eigenvalue	Variance Explained	Cronbach's Alpha	Factor Loadings	Communalities
F1	3.82	31.84	0.83		
F1.1				0.84	0.75
F1.2				0.84	0.75
F1.3				0.78	0.63
F1.4				0.73	0.56
F1.5				0.65	0.49
F2	2.56	21.34	0.75		
F2.1				0.80	0.72
F2.2				0.73	0.53
F2.3				0.70	0.72
F2.4				0.64	0.44
F3	1.03	8.58	0.64		
F3.1				0.76	0.68
F3.2				0.71	0.58
F3.3				0.70	0.50
KMO: .735		Bartlett's Sphericity Test: .000			

Table 4: CFA of the Dimensions of Perceptions on EL and Goodness-of-Fit Indices

	Standardized Factor Loadings	T value	CR	AVE	Goodness-of-Fit Indices
<i>F1 Pretending emotions</i>			0,845	0,529	X ² /df (172,567/100)=1,726
I behave well in customer relations	,902				RMSEA= 0,07
I simulate for positive emotions	,797	8,821			CFI= 0,93
I act positive unlike my feelings	,729	7,953			TLI: 0,91
I try to look good even if I don't feel O.K.	,576	4,885			GFI= 0,90
The attitudes I show off are not my honest feelings	,575	5,920			SRMR= 0,07
<i>F2 Consistent emotions</i>			0,794	0,510	
My attitudes are consistent with my feelings	,781				
I hide my negative feelings properly	,552	4,557			
I really feel the emotions	,962	7,986			
I can reflect my positive feelings	,449	4,554			
<i>F3 Optimist emotions</i>			0,706	0,455	
I'm honest for my positive emotions that I reflect	,784				
I'm optimistic every day when I start working	,725	4,618			
I think good things will happen every day when I start working	,473	3,622			

5. Conclusions

Emotional labour is frequently mentioned in service industries in recent years, and the tourism industry is not the exception. The term emotional labour indicates the ability of employees to manage their emotions in the way that employers expect. The customer satisfaction is the priority of service oriented companies with the effect of fierce competition. Emotional labour that comes into play at this point that the employees who have face to face relationships should reflect to the customers as the organization requires.

The studies related with the emotional labour of the employees in tourism are not limited (Sohn and Lee, 2012; Lam and Chen, 2012; Chen et al.,2012; Lee and Ok, 2012; Kim et al., 2012; Eröz, 2014; Pala and Tepeci, 2014; Baş and Kılıç, 2014; Shani et al., 2014; Korkmaz et al., 2015; Pala and Sürgevil, 2016; Kaplan and Ulutaş, 2016; Işık et al., 2016; Akdu and Akdu, 2016; Deniz, 2016; Eren and Demirel, 2018; Srivastava and Srivastava, 2018; Bağcı and Akbaş, 2018). However, in this particular study, which was conducted for the perceptions of emotional labour by hotel employees in tourism companies, different results were obtained from the study of Pala and Tepeci (2014) as well as Chu and Murrman's (2006) and others. As mentioned

previously, city hotel guests' requirements and accordingly the demographic characteristics of city hotel employees may be the reason of this sort of results.

This particular study has some limitations which also could be considered as suggestions for future research. First, the scale used in the study is an adaptation. Developing a unique scale by employing qualitative research with the experts, may contribute the literature better. The second limitation of the study is related with the city where the data collected. As mentioned earlier in the study, Eskişehir is a popular destination for inbound tourists. Although the target group is the employees but not the tourists, their reactions to 'inbound or outbound customers' are very important for evaluating the emotions. Therefore, the studies considering more international destinations would be more realistic.

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