

The Effects of Emotional Labor on Job Attitudes of Hotel Employees: Mediating and Moderating Roles of Social Support and Job Autonomy

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ABSTRACT: With increasing competition among hotels, managing employees seems to be important issue in delivering services to customers effectively. This issue also affects the firms' outcomes and incomes. Thus, hotels as a service providing firms must be able to manage the emotions of employees in order to increase the quality of services and to create value for customers. Controlling emotions of employees also contribute to gain competitive advantage across rivals. The objective of this paper is to reveal the effects of emotional labor on job attitudes of hotel employees by considering the mediating and moderating roles of social support and job autonomy. To this end, a questionnaire was employed to employees of hotels operating in Antalya Province. Results of the analyses support that emotional labor has a negative effect on emotional exhaustion. Emotional labor also has a positive effect on job satisfaction. In addition there are mediating and moderating roles of job autonomy and social support between emotional exhaustion and emotional labor, and emotional labor and job satisfaction.

Keywords: Emotional Labor; Job Satisfaction; Social Support; Job Autonomy; Hotels; Antalya.

JEL Classifications: D23; L60; L84

1. Introduction

Emotions are composed of individuals' positive or negative responses to their social interactions (Erdoğan, 2007). Emotions are affected by situational, interpersonal, and social circumstances (Martin, 1999). Hochschild (1983) has been suggested the concept of emotional labor in her book 'The Management of Heart'. According to Hochschild (1990, p. 118) 'regulating someone's emotions to comply with social norms' named as emotional labor. According to Ashforth and Humphrey (1993) emotional labor is a sense of demonstrating behavior.

While Morris and Feldman (1996) claimed that emotional labor has four dimensions (attention of emotional labor, frequency of emotional labor, emotional dissonance, kind of emotional labor), Kruml and Geddes (2000) proposed dimensions of emotional labor as two factors: deep acting (emotive effort) and surface acting (emotive dissonance). Hochschild (1983) described surface acting as "the difference between truly felt emotions and fake emotions." Surface acting is shown emotions which does not actually exist (Grandey, 2000). Other dimension is deep acting. Kruml and Geddes (2000) describe deep acting as the level to which expressed emotions of employees align with their actual emotions. In deep acting individuals try to harmonize their actual emotions with emotions that expected from them. In other words, in deep acting individuals try to feel emotions that they have to display when working (Ashforth and Humphrey, 1993).

There are many researches (Brotheridge and Grandey, 2002; Ghalandari et al., 2012; Glomb and Tews, 2004; Kruml and Geddes, 2000) about the issue of emotional labor related to the

manufacturing and service sectors. However, number of researches on emotional labor in the tourism field is lower than other economic areas (Çelik et al., 2010). According to some studies (Ghalandari et al., 2012; Glomb and Tews, 2004; Kruml and Geddes, 2000) there is a relationship between emotional labor and job satisfaction, and emotional labor and burnout. The aim of this paper is to examine the effects of emotional labor on job attitudes of hotel employees operating in Antalya Province by considering the mediating and moderating roles of social support and job autonomy.

2. Literature Review and Hypotheses

2.1. Emotional Labor Models

The four basic emotional labor models can be mentioned. These models are developed by Hochschild (1983), by Ashforth and Humphrey (1993), by Morris and Feldman (1996) and by Grandey (2000).

2.1.1. Hochschild's Model

Emotional labor is managing the emotions in order to create physical impressions and gestures that observable by anyone (Hochschild, 1983). Hochschild (1983) divided professional groups into two: professional group using emotional labor and not using emotional labor. In this regard, there should be three features in a professional to use emotional labor. First one is that employees of the firm should interact with customers face to face or by phone. Secondly, employees of the firm should keep in the forefront of customers' emotions. Thirdly, there must be management's control over the interactions of employees and customers. Hochschild (1983) claimed that there are two kinds of emotional control strategy under the rules of behavior. First one is 'surface act', other one is 'deep act'. Surface acting is showing not actually existing emotions like they have actually (Hochschild, 1983). Deep acting refers the effort of truly feeling the emotions that he/she has to take according to conditions found in (Hochschild, 1983).

2.1.2. Ashforth and Humphrey's Model

According to Ashforth and Humphrey (1993) emotional labor is act of expressing desired emotions. They criticized Hochschild's discussion that compliance to display rules occurs only in two ways: surface acting (emotive effort) and deep acting (emotive dissonance). These two strategies (surface acting and deep acting) do not completely capture the issue of emotional labor (Ashforth and Humphrey, 1993). Even though Ashforth and Humphrey admitted that surface acting and deep acting are two strategies performed by hospitality employees, they suggested a third strategy which is experience and expression of genuine emotions. Ashforth and Humphrey's model is also different from Hochschild's model in terms of the outcomes of emotional labor. According to Ashforth and Humphrey (1993) management of emotions may not be harmful for employees as proposed by Hochschild (1983).

2.1.3. Morris and Feldman's Model

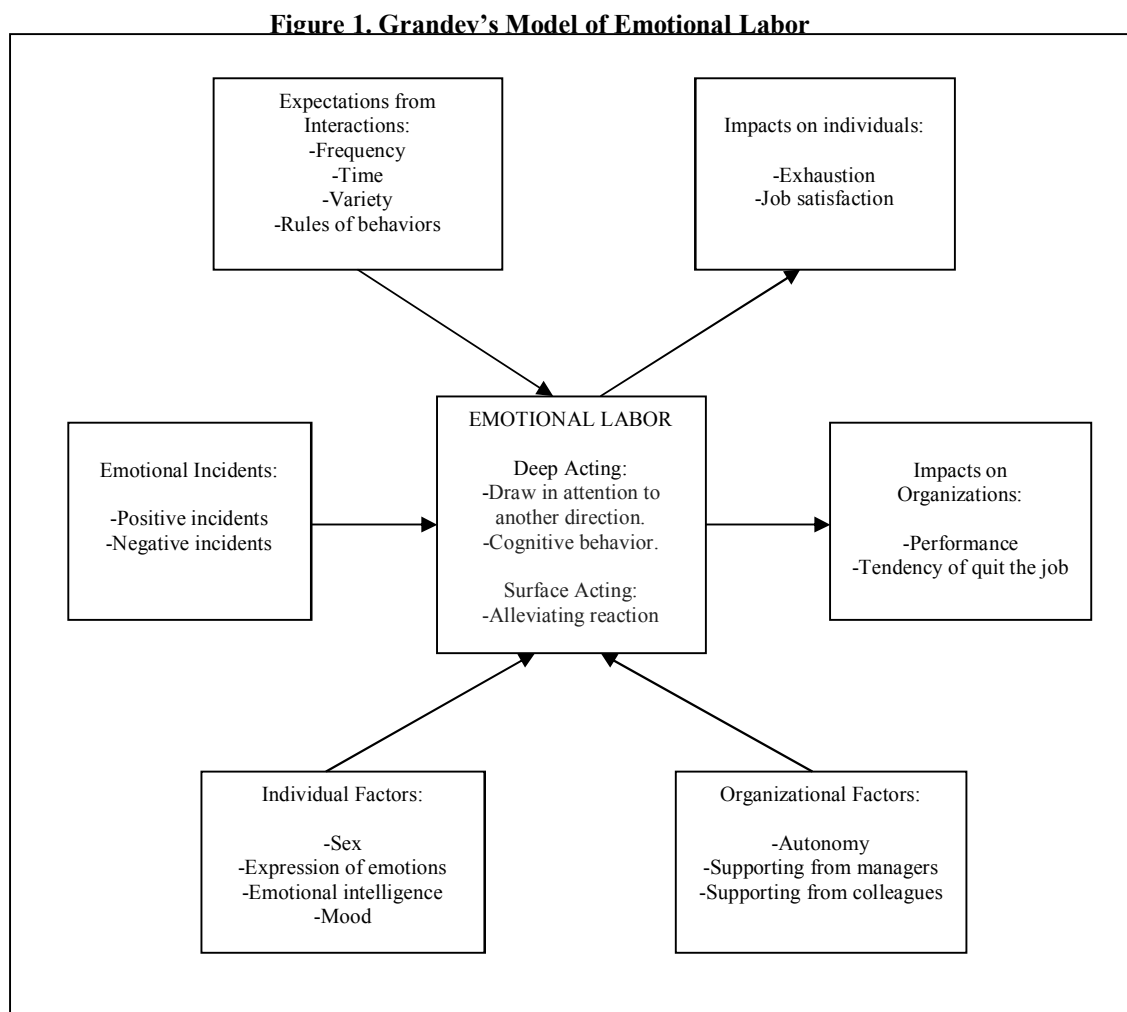
Morris and Feldman (1996) defined emotional labor as the planning, control and effort essential for displaying appropriate emotions during service interactions. Model of Morris and Feldman is different from other two models because model of Morris and Feldman consists of organizational and individual factors affecting emotional labor. Instead of examining emotional labor with emotive dissonance and emotive effort, they examine emotional labor with the dimensions of emotional labor process.

Morris and Feldman (1996) suggested that emotional labor contains four dimensions that interrelated with each other. These are; (1) frequency of desired emotional display, (2) variety of emotions, (3) attentiveness to desired display rules, and (4) surface acting as a result of expressing fake emotions. Although Morris and Feldman (1996) defined emotional labor as the planning, control and effort essential for displaying appropriate emotions, none of the dimensions they offer reflect these processes. According to Kruml and Geddes (2000), this is an important problem that threatens the construct and content validity of scales of Morris and Feldman.

2.1.4. Grandey's Model

In terms of emotional labor emotional regulation theory was applied to concept of emotional labor by Grandey (1999). According to Grandey (2000) other three models do not completely capture the concept of emotional labor. Therefore, Grandey believe that issues of emotional labor can be wholly understand by synthesis of these three models. Thus, model of Grandey (2000) contains

important concepts of other models. Figure 1 shows Grandey's emotional labor model which consists of dimensions of other three models.



2.2. Outcomes of Emotional Labor

The main objective of the paper is to examine the effects of emotional labor on job attitudes of hotel employees. Thus, outcomes of emotional labor are needed to explain in the paper. In the literature, there are two most common outcomes of emotional labor. These are job satisfaction and emotional exhaustion.

While many researchers (Hochschild, 1983; Tolich, 1993; Morris and Feldman, 1996) claim that emotional labor decrease the job satisfaction, studies have not demonstrated this discussion (Wharton, 1993). Hochschild (1983) said that using emotions for commercial purposes will be unsatisfying. According to Grandey (1999) emotive effort and emotive dissonance are negatively related with job satisfaction. Similarly research of Morris and Feldman (1997) supported this claim because they found that a decrease in emotive dissonance is related with job satisfaction negatively. Likewise, Abraham (1998) suggested that decreasing in emotional dissonance decreases job satisfaction. On the other hand, Grandey (1999) proposed that there is a negative relationship between job satisfaction and emotive effort. However, Wharton (1993) found that there was a positive relationship between job satisfaction and satisfaction of employees having more job involvement.

One of the components of the burnout is emotional exhaustion (Wharton, 1993). In addition many researchers (Rafaeli, 1989; Abraham, 1998; Morris and Feldman, 1996; Brotheridge and Grandey, 2002; Grandey, 2003) used emotional exhaustion as an outcome of emotional labor. According to Frijda (1994) emotional exhaustion means emotions of being emotionally exhausted by work because emotions are exhaustible resource. In her research Maslach (1982) found that employees

interacting with customers on a frequent basis are exposed high level of emotional labor (Saxton et al., 1991). According to Maslach et al. (2001) frequency of emotive dissonance and emotional exhaustion significantly related with each other. Similarly, findings of Morris and Feldman's (1997) research have shown that there is a positive relationship between emotional exhaustion and emotive dissonance. Erickson and Ritter (2001) also found that there is a positive relationship between emotional exhaustion and emotive dissonance. Empirical support of this phenomenon seems to be low. According to above discussions and finding, below hypotheses are suggested in terms of effects of emotional labor on emotional exhaustion and job satisfaction of hotel employees.

H₁: Emotional dissonance has a negative effect on emotional exhaustion of hotel employees.

H₂: Emotional effort has a negative effect on emotional exhaustion of hotel employees.

H₃: Emotional dissonance has a positive effect on job satisfaction of hotel employees.

H₄: Emotional effort also has a positive effect on job satisfaction of hotel employees.

2.3. Moderators of Emotional Labor

One of the objectives of the paper is to reveal the effects of emotional labor on job attitudes of employees of hotels by considering the roles of moderators. Thus, moderators of emotional labor are needed to explain in the paper. In the emotional labor literature two moderators (social support and job autonomy) is accepted by researchers.

Caplan (1974) defined social support as feedback focusing on action, guidance, and identity, as a supporter tries to help a supporter determine ways to deal with a stressor. Two methods have been suggested to explain the beneficial effect of social support (Cohen and Willis, 1985). According to model of direct effects social support has positively effect on emotional labor regardless of the stress experienced. On the other hand, model of moderator effects social support is an effective resource for employees working with stress. There are supporting researches for both models; however some researches (Zellars et al., 2000) have failed to support moderating effect of social support. Staw et al. (1994) suggested that if one of service employees receive social supports from his/her managers, he/she would have positive emotions. Results of some studies (Abraham, 1998; Grandey, 1999) show that social support facilitate to protect employees from negative outcomes of emotional labor. As seen, only limited extend of researches have examined the mediating and moderating role of social support on emotional labor of hotel employees. In the light of the above discussion, below hypothesis are proposed:

H₅: Social support has moderating and mediating role between relationships of emotive dissonance and job satisfaction.

H₆: Social support has moderating and mediating role between relationships of emotive effort and job satisfaction.

H₇: Social support has moderating and mediating role between relationships of emotive dissonance and emotional exhaustion.

H₈: Social support has moderating and mediating role between relationships of emotive effort and emotional exhaustion.

Other moderator of emotional labor is job autonomy. According to Hackman and Oldman (1975) job autonomy is the level to which employees has independence and freedom in fulfilling the duties of the job. Results of some studies (Maslach and Jackson, 1986; Wong and Law, 2002) show that there is a significant moderator role of job autonomy between relationship of deep acting and job satisfaction. Similarly, Morris and Feldman (1996) claimed that there is a positive relationship between job attitudes and job satisfaction. Also, some studies (Adelman, 1989; Erickson, 1991; Wharton, 1993) proposed that emotional labor is less observed among employees having high job autonomy. As seen, in the emotional labor literature researchers found moderator role of job autonomy between relationship of job attitudes and job satisfaction. However, in terms of hotel employees there is not enough research about moderator role of job autonomy. Thus, in this research below hypothesis were suggested:

H₉: Job autonomy has moderating and mediating role between relationships of emotive dissonance and job satisfaction.

H₁₀: Job autonomy has moderating and mediating role between relationships of emotive effort and job satisfaction.

H₁₁: Job autonomy has moderating and mediating role between relationships of emotive dissonance and emotional exhaustion.

H₁₂: Job autonomy has moderating and mediating role between relationships of emotive effort and emotional exhaustion.

3. Methodology

To collect data and test above hypotheses a questionnaire has been developed. The questionnaire consists of two parts. In the first part there are five scales. In the second part there are demographic questions. All variables were measured with scales adapted from existing scales. These five scales are scale of emotional labor, scale of emotional exhaustion, scale of job satisfaction, scale of social support and scale of job autonomy.

Emotional labor was measured by using Kruml and Geddes (2000) scale that have two dimensions (emotional dissonance and emotional effort). Aim of this scale is collecting data about the emotional labor perceptions of hotel employees who answered the questionnaire. There are 22 statements about emotional labor in this scale. This scale is a five-point Likert ('1: Not at all', '5: Almost Always').

Other four scales are also five-point Likert ('1: Strongly Disagree', '5: Strongly Agree'). Emotional exhaustion was measured with a scale developed by Maslach and Jackson (1981). There are seven statements in this scale. Aim of this scale is measuring perceptions of hotel employees about emotional exhaustion. Scale of job satisfaction prepared by using Hackman and Oldham (1975) scale. This scale consists of five statements. Aim of this scale is measuring perceptions of hotels' employees about job satisfaction and how often hotel employees think about quitting from job.

To test the moderating and mediating roles of social support and job autonomy it was used two scales about social support and job autonomy. Scale of social support derived from Caplan et al. (1980) Scale of Social Support. There are four statements about support of supervisor in this scale. Scale of job autonomy consists of three statements about freedom, discretion, and independence. This scale developed by Hackman and Oldham (1975).

The questionnaire was conducted on 232 employees of five star hotels operating in Antalya Province, between the months of January-March 2014. Face to face method was used in order to conduct questionnaires. Cronbach's alpha value was calculated to determine the reliability of the scales. Cronbach's alpha of scales was found between 70 % and 89 %. It could be argued that the scales are reliable because the values obtained are higher than 70 % (Hair et al., 2009).

Descriptive statistics are performed to reveal the demographic characteristics of participants in the context of the age, gender, marital status and educational levels. Then, factor analyses are performed to obtain dimensions about emotional labor, emotional exhaustion, job satisfaction, social support, and job autonomy. Therewithal, the varimax rotation was used in factor analyses to ensure reliability of questionnaire. The reliability analysis was conducted for the obtained dimensions. After that, regression and hierarchic regression models was developed in order to test hypotheses. Before conducting analyses, scatter diagram is used in order to testing linearity among variables.

4. Analysis and Results

Table 1 summarizes the profiles of participants. It's seen on Table 1 that 35.8 percent of participants are age group of 21-23. This group is followed by the 24-26 age groups of participants (34.9 %). Most of the participants are young employees because the hotel sectors willing to recruit young people (Yüzbaşıoğlu and Topsakal, 2014). In terms of educational level of hotel employees participating to research 44.8 percent of participants are vocational high school graduated while employees having graduated degree are 1.3 percent. Hotel sector also need qualified work-force like other economic sectors. Thus, hotels generally have employees with a vocational or a high school degree and a bachelor degree. In research 34.9 percent of participants are female and 65.1 percent of participants are male. Also as seen on table 28 percent of participants are married and 72 percent of participants are single.

On Table 2 there is frequency of 'total working time in the tourism sector', 'total working time in the current hotel' and 'department'. As seen on table, there 45.7 percent of participants working in the tourism sector for 1-3 years. 62.9 percent of participants working in the current hotel for 1-3 years. Only 1.7 percent of the participants are working in the current hotel for 7 years and above. Hotel sector has high employees' turnover because of seasonality, emotional exhaustion and so on. As seen

on Table 2 there are 47.8 percent of participants working in food and beverage department. This department followed by front office department (16.4 %).

Table 1. Demographic characteristics of participants

Age	f	%	Educational Level	f	%
20 and under	38	16.4	Primary/High School	50	21.6
21-23	83	35.8	Vocational High School	104	44.8
24-26	81	34.9	Bachelor Degree	75	32.3
27 and above	30	12.9	Graduated Degree	3	1.3
Total	232	100	Total	232	100
Gender	f	%	Marital Status	f	%
Female	81	34.9	Single	167	72.0
Male	151	65.1	Married	65	28.0
Total	232	100	Total	232	100

Table 2. Sectoral characteristics of participants

Total Working Time in the Tourism Sector	f	%
Under 1 year	15	6.4
1-3 years	106	45.7
4-6 years	86	37.1
7 years and above	25	10.8
Total	232	100
Total Working Time in the Current Hotel	f	%
Under 1 year	55	23.7
1-3 years	146	62.9
4-6 years	27	11.7
7 years and above	4	1.7
Total	232	100
Department	f	%
Food and Beverage	111	47.8
Front Office	38	16.4
Kitchen	37	16.0
Housekeeping	11	4.7
Animation	11	4.7
Sales and Promotion	9	3.9
Accounting	8	3.5
Human Resources	4	1.7
Spa	2	0.9
Technical Service	1	0.4
Total	232	100

Emotional labor scale which is adapted from Kruml and Geddes (2000) has two dimensions (emotional dissonance and emotional effort). Overall, 22 items using five-point Likert-type scale is used to measure emotional labor in hotels. Five of these items that communalities are under 0.30 were eliminated. Other items with factor loadings can be seen on the Table 3. Also as it has been seen on the Table 3, the Cronbach Alpha value that calculated for examining the internal consistency of emotional labor dimensions are between 0.70 and 0.80 which indicates the reliability of scale used in that questionnaire (Hair et. al, 2009). Factor analysis explained 41.06% of total variance and this ratio is above the acceptable threshold value.

Emotional exhaustion scale which is adapted from Maslach and Jackson (1981) has one dimension. Overall, 7 items using five-point Likert-type scale is used to measure emotional exhaustion in hotels. Those items with factor loadings can be seen on the Table 4. Explained variance is 60.74% and this ratio is above the acceptable threshold value.

Table 3. Factor Analysis Results of Emotional Labor

	Emotional Dissonance	Emotional Effort
EMOTIONAL LABOR		
I insert the fake facial expressions to reflect right emotions form my job.*	.718	
I have to hide my true feelings when dealing with consumers.*	.618	
I show emotions that I am not truly feeling.*	.546	
I show fake emotions when dealing with consumers*	.791	
I show the emotions to consumers that I am actually felt.	.608	
My communication with consumers is like a robot.*	.416	
I fake in order to deal with consumers in a right way.*	.705	
I behave differently from how I actually feel.*	.698	
Although I am not feeling better, I show good emotions to consumers.*	.409	
I endeavor to reflect positive emotions to consumers.		.711
When I was ready for work, I said myself that today will be a good day.		.588
I try to truly feel the emotions that I have to show when communicate with consumers.		.622
I focus more on my behavior when I show emotions that I do not truly feel.		.566
I usually think of pleasant things when starting work.		.615
When helping the consumer, I try to create emotions in myself that present the image of my hotel desires.		.659
Cronbach Alpha	0.800	0.700
Total Explained Variance for Emotional Labor41.058% *Reverse Coded KMO=.775 sig= .000		

Table 4. Results of Factor Analysis of Job Satisfaction and Emotional Exhaustion

	Emotional Exhaustion	Job Satisfaction
EMOTIONAL EXHAUSTION		
I feel emotionally exhausted from my job.	.866	
I feel frustrated by my job.	.859	
Working with people all day is really a stress for me.	.750	
I feel exhausted from my job.	.919	
I feel overstrain when I get up in the morning.	.726	
I feel I am working too much on my job.	.471	
Directly working with people puts too much stress on me.	.778	
Cronbach Alpha	0.885	
JOB SATISFACTION		
Employees on this job usually think of quitting.*		.743
I am satisfied with the types of job I do in this job.		.680
I frequently think of quitting from job.*		.813
Generally, I am satisfied with this job.		.816
Most employees on this job are satisfied with their job		.699
Cronbach Alpha		0.805
Total Explained Variance for Emotional Exhaustion 60.735 % KMO=.877 Total Explained Variance for Job Satisfaction 56.563% KMO=.805 *Reverse Coded sig=.000		

Statements of job satisfaction scale were subjected to factor analysis in order to find the dimensions. Results are shown on Table 4. As a result of the factor analysis statements related to job satisfaction are gathered in one dimension. Considering including statements this dimension has been named as 'job satisfaction'. Explained variance is 56.563 %, and this ratio is above the acceptable

threshold value. The Cronbach Alpha value that employed for the internal consistency of job satisfaction dimension is 0.805, and this value indicates that scale of job satisfaction is reliable (Hair et. al, 2009).

Social support scale which is adapted from Caplan et al. (1980) has one dimension. Overall, 4 items using 5 Likert scale are used to measure social support in hotels. Those items with factor loadings can be seen on the Table 5. Explained variance is 61.545% and this ratio is above the acceptable threshold value.

Table 5. Factor Analysis Results of Social Support and Job Autonomy

	Social Support	Job Autonomy
SOCIAL SUPPORT		
My manager goes out of his/her way to make life easier for me.	.717	
It is easy to talk with my manager.	.796	
My manager can be relied on when things get tough at company.	.824	
My manager is willing to listen to my personal problems	.794	
Cronbach Alpha	0.790	
JOB AUTONOMY		
When I communicate with consumer, I have freedom and independence to act in ways I think fit the situation.		.881
I have a lot of freedom to decide how I should deal with consumers.		.815
My job denies me much chance to use my personal judgment when communicating with consumers.		.700
Cronbach Alpha		0.722
Total Explained Variance for Social Support 61.545 % KMO=.780		
Total Explained Variance for Job Autonomy 64.363 % KMO=.606		
Sig.=.000		

Statements of job autonomy scale were subjected to factor analysis to find the dimensions. Results are presented on Table 5. As a result of the factor analysis statements related to job autonomy are gathered in one dimension. Considering including statements this dimension has been named as 'job autonomy'. Explaining ratio of the obtained dimension is 64.363 %, and this ratio is above the acceptable threshold value. The Cronbach Alpha value that employed for the internal consistency of job satisfaction dimension is 0.722, and this value indicates that scale of job satisfaction is reliable (Hair et. al, 2009).

Regression analyses were performed to test first four hypotheses. Table 6 summarizes the significance values and t-values of regression analyses. As seen on Table 6, emotional dissonance has a negative effect on emotional exhaustion of hotel employees (sig=.000). Emotional effort also has a negative effect on emotional exhaustion of hotel employees (sig=.000). Emotional dissonance has a positive effect on job satisfaction of hotel employees (sig=.001). Emotional effort also has a positive effect on job satisfaction of hotel employees (sig=.000). Thus, H₁, H₂, H₃, and H₄ are supported with confidence intervals of 95 %. We can conclude that emotional labor in terms of hotel employees has a negative effect on emotional exhaustion. Also, emotional labor has a positive effect on job satisfaction in terms of hotel employees.

Hierarchical multiple regression analyses were performed to find mediating and moderating role of social support between emotional labor, and job satisfaction and emotional exhaustion. Table 7 show results of analyses. There are four hypotheses that tested by using hierarchical multiple regression analysis. Each hypothesis discussed in detail below.

When we examine results of first analysis in terms of hypothesis 5, we can see that there is an increase in R² (from .044 to .317). There is also a decrease in standard error (from .976 to .830). According to results, we can say that social support may have mediating and moderating role between relationships of emotive dissonance and job satisfaction. Thus, hypothesis 5 is accepted.

Table 6. Results of Regression Analysis

Hypothesis	Independent Variable	Dependent Variable	Unstandardized Coefficient		Standardized Coefficient		
			β	Std. Er.	Beta	t	Sig
1	Emotional Dissonance	Emotional Exhaustion	-.313	.062	-.313	-5.001	.000
2	Emotive Effort	Emotional Exhaustion	-.246	.064	-.246	-3.841	.000
3	Emotional Dissonance	Job Satisfaction	.211	.064	.211	3.271	.001
4	Emotive Effort	Job Satisfaction	.232	.064	.232	3.623	.000

In terms of hypothesis 6, there is an increase in R^2 (from .054 to .312) and decrease in standard error (from .975 to .853). Same as hypothesis 6, there is increase in R^2 (from .098 to .156) and decrease in standard error (from .952 to .922) in terms of hypothesis 7. We can conclude that social support may have mediating and moderating role between relationships of emotive effort and job satisfaction. Likewise, social support may have moderating and mediating role between relationships of emotive dissonance and emotional exhaustion. Thus, hypothesis 6 and 7 are accepted.

If we examine results of fourth analysis in terms of hypothesis 8, we can see that there is an increase in R^2 (from .060 to .111). There is also a decrease in standard error (from .971 to .946). We can say that social support has moderating and mediating role between relationships of emotive effort and emotional exhaustion. Thus, hypothesis 8 is accepted.

Table 7. Moderating and Mediating Role of Social Support

Hypothesis	Model	R	R^2	Adjusted R^2	Std. Er.	Change Statistics		
						R^2 Change	F Change	Sig F Change
5	1	.211	.044	.040	.976	.044	10.700	.001
	2	.563	.317	.311	.830	.270	53.148	.000
6	1	.232	.054	.050	.975	.054	13.125	.000
	2	.558	.312	.306	.853	.258	51.861	.000
7	1	.313	.098	.094	.952	.098	24.899	.000
	2	.395	.156	.149	.922	.058	21.227	.000
8	1	.246	.060	.056	.971	.060	14.755	.000
	2	.333	.111	.103	.946	.051	14.295	.000

To reveal the mediating and moderating role of job autonomy between emotional labors, and job satisfaction and emotional exhaustion hierarchical multiple regression analyses were performed. Table 8 summarizes the results of hierarchical multiple regression analyses. There are four hypotheses that tested. Each hypothesis discussed in detail below.

When we examine results of first analysis in terms of hypothesis 9, we can see that there is an increase in R^2 (from .044 to .088). There is also a decrease in standard error (from .980 to .959). According to results, we can say that job autonomy may have mediating and moderating role between relationships of emotive dissonance and job satisfaction. Thus, hypothesis 9 is accepted.

In terms of hypothesis 10, there is increase in R^2 (from .054 to .102) and decrease in standard error (from .975 to .951). Same as hypothesis 10, there is increase in R^2 (from .098 to .110) and decrease in standard error (from .952 to .947) in terms of hypothesis 11. We can conclude that job autonomy may have mediating and moderating role between relationships of job satisfaction and emotive effort. Likewise, job autonomy may have moderating and mediating role between relationships of emotive dissonance and emotional exhaustion. Thus, hypothesis 10 and 11 are

accepted. If we examine results of fourth analysis in terms of hypothesis 12, we can see that there is an increase in R^2 (from .060 to .079). There is also a decrease in standard error (from .971 to .963). We can say that job autonomy has moderating and mediating role between relationships of emotive effort and emotional exhaustion. Thus, hypothesis 12 is accepted.

Table 8. Moderating and Mediating Role of Job Autonomy

Hypothesis	Model	R	R^2	Adjusted R^2	Std. Er.	Change Statistics		
						R^2 Change	F Change	Sig F Change
9	1	.211	.044	.040	.980	.044	10.700	.001
	2	.296	.088	.080	.959	.044	11.019	.000
10	1	.232	.054	.050	.975	.054	13.125	.000
	2	.319	.102	.094	.951	.048	12.942	.000
11	1	.313	.098	.094	.952	.098	24.899	.000
	2	.331	.110	.102	.947	.012	14.091	.000
12	1	.246	.060	.056	.971	.060	14.755	.000
	2	.281	.079	.071	.963	.019	9.799	.000

5. Discussion and Conclusion

This paper aimed to examine the effects of emotional labor on job attitudes of hotel employees by considering mediating and moderating roles of social support and job autonomy. In this context, literature about emotional labor and mediating and moderating roles of social support and job autonomy is reviewed. Then questionnaire employed five star hotel employees operating in Antalya Province. There are lots of research on emotional labor related to the manufacturing and service sectors (Brotheridge and Grandey, 2002; Ghalandari et al., 2012; Kruml and Geddes, 2000). However, number of researches on emotional labor in the tourism related sectors is on a limited extent (Çelik et al., 2010). According to some studies there is a relationship between emotional labor and job satisfaction, and emotional labor and burnout (Ghalandari et al., 2012; Glomb and Tews, 2004).

Some researchers (Hochschild, 1983; Tolich, 1993) claim that emotional labor decreases the job satisfaction. Hochschild (1983) said that using emotions for commercial purposes will be unsatisfying. He conducted a research on female flight attendant and he found that females have positive emotional labor. On the other hand, Grandey (1999) found that there is a negative relationship between job satisfaction and emotive effort. However, Wharton (1993) found that there was a positive relationship between job satisfaction and satisfaction of employees having more job involvement. Result of this research shows that emotional labor has a positive effect on job satisfaction like study of Wharton (1993). Ghalandari et al. (2012) conducted a research on nurses and they found that there is a relationship between emotional labor and job satisfaction in the hospitality sector.

In the literature there are two methods to explain the beneficial effect of social support (Cohen and Willis, 1985). Direct effects model suggest that social support has positive effect on emotional labor. On the other hand, moderator effects model clime that social support is an effective resource for employees working with stress. However some researches (Zellars et al., 2000) have failed to support moderating effect of social support. As seen results of paper it can conclude that social support has mediating and moderating role between relationship of emotive dissonance and job satisfaction, and emotive effort and job satisfaction. Results also support the moderating and mediating role of social support between emotive effort and emotional exhaustion, and emotive dissonance and emotional exhaustion.

Hackman and Oldman (1975) suggested that job autonomy is the level to which employees has independence and freedom in fulfilling the duties of the job. Results of some studies (Maslach and Jackson, 1986; Wong and Law, 2002) show that there is a significant moderator role of job autonomy between relationship of deep acting and job satisfaction. It can conclude form results that like other studies job autonomy may have mediating and moderating role between relationships of emotive

dissonance and job satisfaction, job satisfaction and emotive effort, emotive dissonance and emotional exhaustion, and emotive effort and emotional exhaustion in the hotel sector.

Given the results of regression and hierarchical multiple regression analyses, it may be concluded that emotional labor has a negative effect on emotional exhaustion of hotel employees and a positive effect on job satisfaction of hotel employees. Thus, hotels should have emotional labor strategies. The managers of hotels need to monitor and evaluate emotional labor of employees in order to decrease emotional exhaustion and increase job satisfaction by implementing emotional labor strategies. Also it can be concluded that social support and job autonomy have mediating and moderating roles between emotional labor and job satisfaction, and emotional labor and emotional exhaustion. Thus, managers should consider the effects of social support and job autonomy when creating emotional labor strategies. Advisors of hotel employees should give social support to their employees in order to decrease emotional exhaustion and job autonomy. At the same time, employees need to have job autonomy for providing a service quality to guests of hotels because job autonomy has mediating and moderating roles between emotional labor and job satisfaction, and emotional labor and emotional exhaustion.

This study makes an important contribution to the literature, but is limited by one key issue. The results are based on a five star hotel context. In this context, an important consideration is whether the findings of this study will generalize across jobs and organizations. In this direction, more research is needed to explore the relationships between emotional labor and work outcomes of employees. The research was done only on the employees of five star hotels in Antalya Province. It is considered that studying with a different hotel class or a different field (i.e., employees of travel agencies) of tourism industry would yield different results. At the same time, studying about comparison of different industries in terms of emotional labor might be helpful.

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