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Tezin Enstitüye Verildiği Tarih:

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İSTANBUL
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ÖZ

DUYGULARIN VE PSİKOLOJİK SERMAYENİN DUYGUSAL EMEK ÜZERİNDEKİ ETKİSİ: OTEL ÇALIŞANLARI ÜZERİNDE BİR ARAŞTIRMA

Selin DÖNMEZ

Temmuz, 2019

Hizmet sektöründe çalışan bireyler müşteri ilişkilerinde sıklıkla duygularını kullanmakta ve müşteri memnuniyetini maksimum seviyeye taşımak amacıyla duygusal emek göstermektedir. Duygusal emek kavramı Hochschild tarafından 1983 yılında literatüre kazandırılmış ve basitçe duyguların bedensel olarak gözlenebilir şekilde yönetilmesi olarak tanımlanmıştır. Literatürde birçok araştırmaya konu olan bu kavramın çalışma yaşamındaki bireylere birçok pozitif ve negatif etkisi bulunmaktadır. Bu araştırmanın amacı, duyguların ve psikolojik sermayenin duygusal emek üzerindeki etkisini araştırmaktır. Araştırmanın önemi, duygusal emek ve psikolojik sermaye kavramları hakkında yazına katkı sağlamak ve duygular ve psikolojik sermayenin duygusal emek davranışları üzerindeki etkisine dikkat çekerek insan kaynakları departmanına yarar sağlamaktır. Bu araştırmada, duygusal emeğin yoğun olarak bulunduğu sektörlerden otelcilik sektöründe çalışan bireylerin duyguları ve psikolojik sermayelerinin duygusal emek davranışları üzerindeki etkisi araştırılmıştır. Araştırmada nicel araştırma tekniklerinden anket kullanılmıştır. 2019 yılında İstanbul ve Kayseri ilinde bulunan otellerde görev yapan 158 çalışanın anket sonuçlarına dayanan bu araştırmada toplanan veriler IBM SPSS20 programı ile analiz edilmiştir. Araştırmanın sonucunda pozitif ve negative duygu ve psikolojik sermayenin duygusal emek üzerinde anlamlı bir etkisinin bulunduğu, psikolojik sermayenin bileşenlerinden umutun duygusal emeği anlamlı şekilde etkilediği ve pozitif duygu ve umutun duygusal emek üzerinde anlamlı etkisi bulunmuştur.

Anahtar Kelimeler: Duygu, Duygusal Emek, Psikolojik Sermaye

ABSTRACT

THE EFFECT OF PSYCHOLOGICAL CAPITAL AND EMOTIONS ON EMOTIONAL LABOR: A STUDY ON HOTEL EMPLOYEES
Selin DÖNMEZ
July, 2019

Individuals working in service sector usually arrange their emotions while in a relation with customers and they are forced to exhibit emotional labor to maximize customer satisfaction. Problem of the study is identification of the relationship between emotion and psychological capital and emotional labor acting strategies. Purpose of this study is investigation the influence of psychological capital and emotions on emotional labor. Importance of this study is to contribute the literature of emotional labor and psychological capital terms and drawing attention effects of psychological capital and emotions on emotional labor to catch attention of administrators. In this study, effect of psychological capital and emotions on emotional labor is researched with 158 individuals working in hospitality sector in Istanbul and Kayseri which includes intense emotional labor. In this study, questionnaire which is one of quantitative decision techniques is used to collect necessary data. According to findings of this study, there are significant relationship among emotional labor, positive and negative emotions and psychological capital. In addition to these results, hope has a significant effect on emotional labor and also, hope and positive emotions influence emotional labor. Limitations of this study is time and geographic limitations and for future researches, it is suggested that to gather more datas from each provinces of Turkey.

Key Words: Emotion, Emotional Labor, Psychological Capital

FOREWORD

I would like to thank everyone who provides full support me during this long acting and tough period. I would like to express my deepest gratitude to my advisor Associate Professor Serdar Bozkurt for his patience, support, understanding and guidance throughout this process. He was the person who follows preparation process of this study closely, share his knowledge with me when I needed and led me to the right path to complete this research successfully.

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This dissertation is dedicated to these wonderful people in my life.

İstanbul, July, 2019   Selin Dönmez

TABLE OF CONTENT

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

PsyCap : Psychological Capital

1. INTRODUCTION

As time passes and competition between companies in varied sectors excarbates, companies started to differentiate their products and tried satify customers' everlasting expectations by adding value to their products and services. In service sectors, the capital of the service is human and companies brighten their service quality by whipping employee behaviors into shape. In today's world, employees develop themselves in their area of expertise to become successful in their business lives. Companies in service sector expect emotion management from their employees to provide more qualified service to their valuable customers. However, it is not easy to control emotions while working for employees. When this situation is realized by academicians, researches about this topic have started. After the term emotional labor is presented to the literature, new approaches, dimensions, antecedents, outcomes of emotional labor have searched. Identification of the outcomes of emotional labor to both companies and employees, people focused on increase in positive outcomes of emotional labor and diminish the negative effects of emotional labor to save employees.

Tourism industry is one of the sectors in which emotional labor is widely seen. Employees working on this sector are generally in communication with its guests and trying to satisfy their expectations. During these communications, employees display emotional labor strategies to provide best service to their customers. Due to this situation, this research was conducted with employees working in hotels.

Psychological capital also presented to the literature by Luthans in 2004 with the help of the positive psychology. Basically, psychological capital is psychological strengths that individuals have. After this term raise awareness, more researches have been conducted about this topic. Dimensions and consequences of psychological capital have been defined. Thanks to all of these researches, the ways of developing psychological capital of individuals are learnt.

Emotions are basic factors that influence individuals' notions and behaviors. Due to this situation, emotion's definition is discussed from time immemorial. Although,

1

many researches define this term in a different way, emotions effects on individuals' behavior is stubborn fact.

This research investigates the relationship between emotions and emotional labor and relationship between psychological capital and emotional labor. This study includes three sections. The first part presents review of literature about dimensions of emotional labor, following psychological capital, then emotions and finally relationship between these dimensions. The second part express methodology of the research including research model, sample of the research, instruments, data collection, statistical analysis and findings. The third part includes discussions and conclusion.

2. LITERATURE REVIEW

2.1. Emotional Labor

In today's modern world, companies from varied sectors exhibit competitive behavior to succeed. As time passes and competition exacerbates in sectors, companies try to shine out by adding value to their services. In some sectors, many determined behaviors of employees which are emotion management rules are used for some reasons such as customer satisfaction and improving service quality. However, this situation started to force employees to put emotional labor to satisfy customers.

When influences of emotional labor on individuals and organizations realized by researchers, they started to conduct research on this topic. By taking advantages of research conducted by Goffman in 1980s, Hochschild proposes the term "Emotional labor" to literature in his book named The Managed Heart: Commercialization of Human Feeling in 1983. She explains the term in 1980 as emotional labor behavior means that individuals can create images that can be observed by other people. Employees exhibit emotional labor behavior in response to the requirements of their work. In other words, employees are paid in returns of these behaviors. Therefore, the emotional labor behavior exhibited by individuals also has a change value. (Hochschild A. R., 1983) Afterwards, research that are conducted by Ashforth and Humphrey, Morris and Feldman and Grandey about this term reveales additional three approaches which examined strategies of emotional labor, antecedents, dimensions and consequences of emotional labor. Afterwards, research adds effors that affects voice tone and behavior to the literature. (Basım & Beğenirbaş, 2012)

2.1.1. Approaches to Emotional Labor

2.1.1.1. Hochschild's Approach

Arlie Russell Hochschild is a sociologist and an academic who has worked on emotion management for years. In the book named The Managed Heart: Commercialization of Human Feeling, Hochschild explains emotional labor. Hochschild started to examine

emotional labor from emotion's meaning and she mentions different peoples' explanations of emotion to clarify the term. Hochschild describes the context as a stage, individuals as actors, customers as audiences and emotional labor as a play. (Pala & Tepeci, 2014)

For this term, she conducted some pieces of research on three sources including students, flight attendants of Delta Airlines and bill collectors. By doing research on students, she aimed to observe experiences and management of emotions of individuals from different sexes and social classes. She tried to experience emotional labor and its effects on flight attendants by doing research with flight attendants of Delta Airlines and joining flight attendant recruitment process of PanAmerican Airlines. (Güngör Delen, 2017) She conducted a mini research with bill collectors of Delta billing department to experience the other side of the medallion which is not used to satisfy customers. (Williams, 1998)

Individuals have started to sell their emotion management as labor and behave according to companies' procedures in workplace in this era. Hochschild defines this situation as transmutation of the emotional system and she means that behavior of individuals has started to change and take shape in borders of company manuals thanks to financial motivation whether it is consciously or not.

Hochschild explaines the term "emotional labor" with the help of emotion management concept and ignores two principles of emotion management such as pain avoidance and advantage seeking. (Erickson & Ritter, 2001) According to her, emotion work, feeling rules and interpersonal exchange are essentials to compose individuals' emotional system. (Hochschild A. R., 1983) Due all of these essentials are controlled by organizations for emotional labor, she describes this situation as transmutation of emotion system of individuals.

The study that is conducted with students reveals some consequences about emotional labor of individuals from different sexes and social classes. According to this research, women tend to put more emotional labor than men and they are conscious of its outcomes. (Guy & Newman, 2004) Also, according to Hochschild working and lower level class individuals prefer to work with just things while upper classes use human relationships in their workplace. (Wouters, 1989) Individuals from upper and middle class generally put more emotional labor than individuals from lower and working

class. In lower classes, workers are not obliged to control work and actually, these types of works do not require emotional labor. In this level emotional tasks force individuals to hide emotion of frustration, fears and negative emotions. (Monthgomery, 2006) In middle class, emotional labor is part of employees' work and they put more emotional labor. (Nixon, 2009) In higher classes, political, religious and philosophic beliefs of individuals directly affect their work quality and they are obliged to companies' determined feeling rules. (Hochschild A. R., 1983) Due to this situation, their emotional labor is more than other classes. In top of upper classes, individuals behave according to company culture. (Hodson, 2004)

Furthermore, emotional labor affects individuals personally. It has an influence on emotions effect on individuals and their feeling capacity. Individuals' emotions are led by organization, they have fewer rights than customers, they sell emotional labor strategies to organizations and finally, they face with emotional labor's inevitable outcomes. This situation damages three elements of emotion systems of individuals which are social exchange, emotion work, and feeling rules. (Hochschild A. , 1979)

Hochschild states that acting strategies of emotional labor are sources of individuals to make financial support. (Totterdell & Holman, 2003) According to Hochschild, emotional labor is shown in two ways such as deep acting and surface acting. First one, surface acting, individuals try to shape their emotions display behavior without inner feeling. (Groth, Hennig- Thrau, & Walsh, 2009) According to Goffman, body language reflects emotions display and it is the main tool of surface acting. (Nelson, Potrac, Gilbourne, & Alanson, 2013) Individuals' face expressions and body display is created for showing the applicable emotion to the situation in surface action. In deep acting, individuals shows the natural display of initial feeling that is worked on. (Hartel, Ashkanasy, & Zerbe, 2005) Actually, acting styles are determined by Stanilavski(h) and according to Stanilavski, surface acting has some limitations which are surface acting does not touch individuals soul, their effect is sharp but temporary and this technique does not include deep human feelings. (Van Dijk, Smith, & Cooper, 2011)

Deep acting can be expressed as two ways which are display of natural feeling and usage of imagination to feel. In deep acting, individuals try to feel the described feeling by using their experiences, imagination or observations. Individuals use their emotion memory to recall the correct feeling for the situation. (Totterdell & Holman, 2003)

Generally, individuals use deep acting in their daily lives and instutitions prepare individuals to next phase to minimize its effects. To illustrate, institutions prepare their students of medicine to accustom them to see dead people. (Hochschild A. R., 1983)

Emotional labor is required some type of jobs that have three characteristics in common. Firstly, these kinds of jobs contain face to face interaction between individuals,secondly individuals try to produce a state of mind in other party and finally, management of organization can manage employee's emotions. (Ashforth & Humphrey, 1993) According to Hochschild, Fourty four jobs require emotional labor that can be categorized in six category. Professionals and technical kindreds, managers and administrators, sales workers, clericals and kindred, service workers excluding private households and private household workers requires emotional labor. (Hochschild A. R., 1983)

2.1.1.2.Ashforth and Humphrey's Approach

Ashforth and Humphrey explain emotional labor as while service process, expressing determined and expected behaviors by companies. (Ashforth & Humphrey, 1993) They focus on behavior rather than feelings reveal emotions unlike Hochschild's approach. They expand Hochschild's approach in three ways such as they explain the term "emotional labor"certainly and its suitability to service sector, they studied on functions and disfunctions of emotional labor,and they enrich the concept of emotional labor by studying with identity concept. (Ashforth & Humphrey, 1993)

According to authors, emotional labor is displayed in three ways which are deep acting, surface acting and genuine acting. They define positive and negative outcomes of emotional labor. As positive outcomes, emotional labor helps self expression and develops task effectiveness but for negative outcomes, it may cause emotional dissonance and self-alienation.

Ashforth and Humphrey mention that emotional labor is a kind of impression management and Hochschild's approach is dramaturgical perspective to emotional labor like impression management theory. (Humphrey, Ashforth, & Diefendorff, 2015)

Emotional labor is appropriate in service context due to four reasons which are service personnel are visible representatives of organizations, service interactions involve face to face or voice to voice interaction with customers, uncertainty of customer

participation and intangible interaction with customers. (Ashforth & Humphrey, 1993) According to Ashforth and Humphrey, their primary target group external customers and then internal customers.

Authors state that display rules are mixture of organizational, occupational and societal rules. (Diefendorff, Grandey, & Dahling, 2011) Societal rules are determined according to customers' expectations and employees behave according to these display rules however, employees should pay attention two factors of societal rules which are changefulness of these rules according to industry, service and customers' needs and backgrounds and variety of these rules according to cultures. (Mann, 1997)

Unlike Hochschild's approach, Ashforth and Humphrey propose a new acting strategy of emotional labor named genuine – spontaneous- emotional labor. In surface acting, they emphasize that employees have emotions different from expressed emotion rather than absence of emotion about the situation. (Behave & Glomb, 2013) They interpret surface acting as one of impression management tactics. (Hewlin, 2003) For authors, in deep acting, individuals shape and modify their emotions for the situations.

Ashforth and Humphrey emphasizes problem of Hochschild's approach which does not allow employees to express naturally felt emotions. Due to this situation, they view expression of genuine emotions as third acting strategy of emotional labor because they believe that employees do not force themselves to act or feel an emotion in some situations.

Functions and disfunctions of emotional labor are analyzed by Ashforth and Humphrey. Whereas task effectiveness and service providers are functions of emotional labor, task effectiveness, service providers and emotional discrepancies are viewed as dysfunctions of emotional labor. As functions, obeying the display rules increases task effectiveness and emotional labor increases self efficacy and implicitly task effectiveness. (Shuler & Sypher, 2000) By satisfying social expectations, employees who put emotional labor prevent interpersonal problems with customers and interactions become more predictable for them. (Ashforth & Humphrey, 1993) In addition to that, emotional labor increases self expression of employees and employees who personalize their behaviors in accordance with display rules feels healthy and good. (Liu, Perrewe, & Hochwarter, 2004)

In the dysfunction of emotional labor, expectations from employees may be high to be met and this situation affects task effectiveness negatively. (Ashforth & Humphrey, 1993) Also, emotional labor may influence employees in negative ways including emotional dissonance, emotional reactions, psychological and physical dysfunctions. (Gardner, Fischer, & Hunt, 2009) Emotional discrepancy is difference between expectations and experiences and has negative impacts on employees. (Abraham, 1998)

Ashforth and Humphrey indicate social identity theory to explain emotional labor. Social identification can be defined as belonging a group in the society. (Deaux, 1996) By defining social identity theory they constitute a relationship between the term emotional labor and the theory. If individuals view themselves as a part of social groups, they will not feel negative outcomes of emotional labor.

2.1.1.3.Morris and Feldman's Approach

Morris and Feldman who consider that competition between companies force them to focus on service quality, support the idea that is the most important part of work of employees is display required emotions to customers. (Oral & Köse, 2011) They explain the term emotional labor as diligence, control and projection to present desired emotion by companies while in a conversation with customers." (Morris & Feldman, 1996) According to them, their explanation is closest one because of four assumptions which are relation and convenience to interactionist model of emotion, suitability to Hochschild's approach and involvement of standards of emotion expressions. Firstly, they explain this concept with four dimensions such as frequency, attentiveness, variety of emotional labor and emotional dissonance. Secondly, antecedents of emotional labor are examined. These antecedents are "such organizational factors as explicitness of display norms and closeness of employee monitoring, such job characteristics as form of interaction and task routineness, and such individual difference variables as affectivity and gender." (Morris & Feldman, 1996) Thirdly, consequences of emotional labor are examined.

Morris and Feldman explain first dimension of emotional labor which is frequency as a key dimension in interaction between customers and employee. When frequency of emotional labor increases and relationship between employee and customer improves,

customers want to work with the organization frequently. (Yanchus, Eby, Lance, & Drollinger, 2010)

Second dimension of emotional labor which is attentiveness consist of two factors which are duration and intensity. Generally, if attentiveness of emotional labor increases, effort to put emotional labor increases gradually. (Wi & Yi, 2012) Duration of emotional labor affects the effort to put emotional labor. When duration lengthens, employees should pay more attention to emotional labor because this situation requires more than a scene and also, when duration increases, interaction between customers and employees become harder because they need more knowledge about them and they sweat to hide their personal emotions. (Schaubroeck, 2000) Intensity of emotional labor makes the interaction harder because it affects the magnitude of emotion expressed. (Brotheridge C. , 2006) Finally, frequency of emotional labor and intensity of emotional labor related to each other in a positive way. In this concept, if duration of the emotional labor is short, this interaction requires less intensity of emotional labor.

Third dimension of emotional labor is variety of emotions that affects emotional labor roles' greatness. Individuals may display three types of emotion such as positive, neutral and negative in interactions. Positive emotions are used to constitute sincere interaction with customers while negative emotions are used to discourage customers. Neutral emotions are used to become impartial in interactions. Due some of jobs require emotion alteration during interaction, it influence the amount of emotional labor. (Morris & Feldman, 1996)

According to Morris and Feldman's approach, forth dimension of emotional labor is emotional dissonance. Differences between expected emotions to present and emotions actually felt emotions defined as emotional dissonance. (Middleton, 1989) In other words, employees feel emotional dissonance when they cannot display their inner feelings and are forced to display company's imposed emotional behaviors. In previous research, emotional dissonance was perceived as outcomes of emotional labor but according to Morris and Feldman, it is a dimension of emotional labor. If there is a mismatch between inner feelings and feeling rules of organizations, this situation requires more attention and control due to emotional dissonance. (Lewig & Dollard, 2003)

Morris and Feldman describe the relationship between these dimensions.

Relationships Among Four Dimensions of Emotional Labor
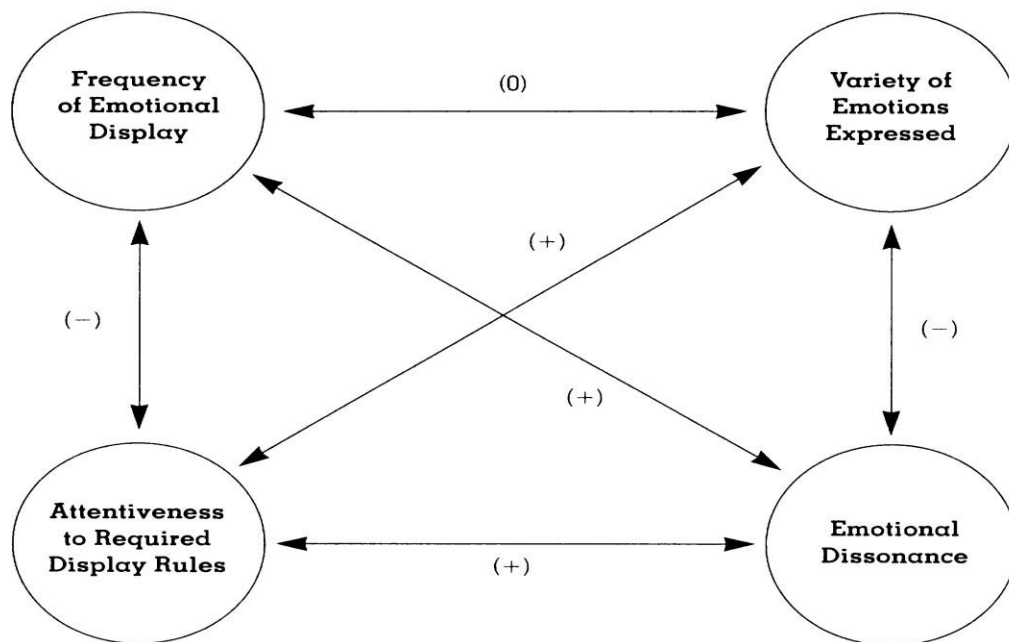
Figure 1: Relationship Among Four Dimensions of Emotional Labor

Reference: Morris, Andrew, Daniel Feldman. "The Dimensions, Antecedents, and Consequences of Emotional Labor". The Academy of Management Review, (1996): 986-1010.

According to this model, frequency of emotional labor and attentiveness of emotional labor relate in negative way which means as duration and intensity increases, employees cannot find an opportunity for more interaction. In this model there is not a relationship between frequency of emotional labor and variety of emotions displayed. Frequency of emotional labor related to emotional dissonance positively. When frequency of emotional labor increases, probability of mismatched emotions increases that results emotional dissonance. In addition to that, attentiveness and variety of emotions associate in a positive way. When duration and intensity of interaction increase, probability of varied emotions displayed improves. Also, attentiveness of emotions displayed and emotional dissonance relate positively. When duration and intensity of interaction increase, possibility of mismatch of inner feelings and feeling rules increases. (Morris & Feldman, 1996) Variety of emotions correlates with emotional labor negatively since the number of variety of emotions should be displayed decrease, there is greater possibility to mismatch of these emotions to inner emotions of employees.

10

Morris and Feldman mention antecedents of emotional labor respectively. Firstly, antecedents of frequency of emotional display are explicitness of display rules, closeness of monitoring, gender, and routiness to task. (Güngör Delen, 2017) For explicitness of display rules, they states that the most effective learning method of display rules is socialization. This situation show that socialized individuals get used to feeling rules easily and these rules are explicit for them. Closeness of monitoring is an important antecedent of frequency of emotional display. If control of management is close to employee, they put more frequent emotional labor in their job. (Gosserand, 2003) In addition to that task routiness is positively related with frequency of emotional display.

Moreover, antecedents of attentiveness to display rules are determined by Morris and Feldman as routiness of task and power of role receiver. Task routiness correlates with attentiveness of display rules negatively for two reasons including routine works based on speed and expression of inner feeling destroy company's feeling rules. (Zapf, 2002) According to Morris and Feldman approach, individuals tend to express different emotions to different targer customers. This situation shows that power of the role receiver is related with attentiveness to display rules in a positive way.

According to Morris and Feldman, antecedents of variety of emotional display are task variety and power of the role receiver. In this regard, employees restrict their emotions to positive emotions when in an interaction with powerful role receivers. (Morris & Feldman, 1996) As it is power of the role receiver correlates with variety of emotional display in a negative way. In addition to this antecedent, task variety relates with variety of emotional display positively because if variety of task increases, variety of emotions displayed will be increased. (Jones, 1999)

Morris and Feldman states antecedents of emotional dissonance as form of interaction, job autonomy and affectivity. Form of interaction influence the emotional dissonance. To illustrate, when face to face interaction exists, they require more emotional labor and this situation increases probability of mismatched emotions. In this regard, face to face interactions relates with emotional dissonance positively. Morris and Feldman define autonomy as individuals' freedom and discretion while working. Individuals who have greater autonomy have tendency to break organizations' display rules. (Goussinsky, 2014) Due to this situation, autonomy is negatively correlated with emotional dissonance. Morris and Feldman indicates that affectivity is to be tended to

have a determined mood or give reaction to objects particularly (Beal, Trougakos, Weiss, & Green, 2006) While positive affectivity means that individuals' active, alert and enthusiastic attitude, negative affectivity consist of negative mood such as anger, fear, disgust. (Cheung & Tang, 2009) In this manner, positive affectivity relates with emotional dissonance positively when negative emotions required in interaction and negative affectivity relates with it in a positive way when positive emotions required in interaction.

Morris and Feldman also indicate consequences of emotional labor. In addition to previous research, they state that emotional labor affect job satisfaction and emotional exhaustion. According to Morris and Feldman, emotional exhaustion is an important contributor to burnout and it is generally related to stress. This term means that extinct energy of individual caused by extreme emotional demands of other people such as customers and management. (Lewig & Dollard, 2003) It causes decrease in productivity of employees and tendency to withdraw required behavior. Authors claim that all dimensions of emotional labor positively related with emotional exhaustion. According to Morris and Feldman, previous research show emotional labor has negative influence on job satisfaction. Subsequent research, however, could not find any negative relationship between these two terms. In this situation, authors consider that just emotional dissonance affects job satisfaction negatively while other dimensions do not influence.

2.1.1.4.Grandey's Approach

Grandey presents an emotional labor description that aggregates all approaches until Grandey. She describes the term emotional labor as the in the way of organizational aims management of emotions and expressions. Author states that employees are forced to enhance, fake or suppress their emotions for emotional labor.

First of all, she reviewed and compared other perspectives of emotional labor to present an integrated description and guiding theory for emotional labor. Then, she states antecedents and consequences of emotional labor. When she evaluates all of perspectives, she realizes that all approaches focus the term from different perspectives and states different outcomes but resemblance of these approaches is that employees arranges emotional display in the workplace. According to Grandey, Hochschild base emotional labor upon general emotion theory but this theory cannot explain the

relationships of Hochschild. Due to this situation, Grandey bases this term to theory of emotion regulation to organize and make predictions about mechanism of emotional labor. Hochschild states that acting strategies of emotional labor require effort that cause burnout and job stress but Ashforth and Humphrey reject this claim by focusing on displays rather than emotions and task effectiveness rather than individuals' health of stress. Morris and Feldman's emotional labor definition resembles on Hochschild's and Ashforth and Humphrey's descriptions in a common area which is emotions are managed and controlled by individuals according to feeling rules. She criticizes Morris and Feldman's definition because their description is problematic for her and four dimensions proposed by them are not enough to explain emotional labor completely. (Grandey, 2000) All of these reasons managed author to present an integrated and new model for emotional labor.

For the author, acting strategies of emotional labor are surface acting and deep acting because they do not contain value, these two are beneficial to explain differences of emotional labor process and they are appropriate to theoretical model of emotional labor.

According to Grandey, emotional labor may be beneficial for organizations and have personal outcomes. Previous research before Grandey could not explain why there are relationship between dimensions and outcomes. Therefore, the author decided to base all of these to the new theory that can explain emotional labor and its outcomes completely.

According to author, explaining the term emotional labor by applying general emotion theory may be beneficial to explain emotional labor's process and outcomes. She discussed emotion regulation methods which are response and antecedent. Emotion regulation is development of proper reactions of individual to provide his emotional balance by controlling emotions. (Oral & Köse, 2011) In antecedent focused emotion regulation, individuals change the situations to shape their feelings. (Gross, 1998) There are different types of antecedent focused emotion regulation which are situation modification, situation selection, cognitive change and attention deployment. (Joormann, 2010) Attention deployment and cognitive change correlate with emotional labor. Attention deployment means that calling proper type of emotion by considering an about event that can help and it is similar to deep acting of emotional labor. (Cheung & Tang, 2009) Cognitive change means that perception of the situation

by someone, in that time influence of emotion become less (Grandey, 2000) In response focused emotion regulation, individuals tends to express emotional response due to behavioral, physiological and experiental responds effect. (Grandey, 2000) Response focused emotion regulation is similar to surface acting of emotional labor.

Grandey proposes a new model reorganizing previous research of emotional labor and suitable to emotion regulation theory.

| Situational Cues | Emotion Regulation Process | Long-Term Consequences |

Interaction Expectations
•Frequency
•Duration
•Variety
•Display rules

Emotional Events
•Positive events
•Negative events

Emotional Labor

Deep Acting: Modify Feelings
•Attentional deployment
•Cognitive change

Surface Acting: Modify Expressions
•Response modulation

Individual Well-Being
•Burnout
•Job satisfaction

Organizational Well-Being
•Performance
•Withdrawal behavior

Individual Factors
•Gender
•Emotional expressivity
•Emotional intelligence
•Affectivity (NA/PA)

Organizational Factors
•Job autonomy
•Supervisor support
•Coworker support

Figure 2: Emotional Labor Cues, Factors and Outcomes

Reference: Grandey, Alicia. "Emotion Regulation in the Workplace: A New Way to Conceptualize Emotional Labor". Journal of Occupational Health Psychology, (2000): 95-110.

In this model, situational variabls are antecedents of emotion regulation. Situational cues are stated as interaction expectations with customers and emotional events. Interaction expectations include frequency, duration, variety and display rules. Emotional events are positive and negative events. According to model, in emotion regulation process, individuals can use surface or deep acting to put emotional labor and individual factors and organization factor affect this process. Long lasting outcomes of emotional labor are presented in the model as individual well being including job satisfaction and burnout and organizational well being including withdrawal behavior and performance.

2.1.2. Acting Strategies of Emotional Labor

According to previous research approaches emotional labor is presented by using three types of strategies including surface acting, deep acting and displaying genuine emotions. Surface acting and deep acting are the acting strategies of emotional labor

that are used when individual cannot display appropriate emotions to the situation. However, few previous researches pay attention to emotions that are naturally felt.

2.1.2.1.Surface Acting

Surface acting means that showing appropriate emotions in the workplace by hiding or faking your emotions. (Diefendorff, Croyle, & Gosserand, 2005) In surface acting, employees do not need to change their naturally felt emotions; they just suppress their emotions and change their display. (Çukur, 2009) In other words, surface acting occurs when an individual change only his outward emotional display and does not change how he feels. (Groth, Hennig-Thurau, & Walsh, 2009) Outward displays of surface acting may be facial expression, gestures, or voice tone. (Chu & Murrmann, 2006) According to Hochschild surface acting is that individuals use just their body not their emotions to earn money. When we consider the scene, the actor just acting as if he is feeling an emotion and reflect this emotion to the audience. However, according to Stanilavski, surface acting has some limitations which are this strategy does not touch individuals' soul and does not last long. (Rupp, McCance, Spencer, & Sonntag, 2008) If an individual fake positive emotions and hide negative emotions, it is surface acting and if try to recall emotions, it is deep acting. (Diefendorff, Croyle, & Gosserand, 2005)

In surface acting, employees generally use masks not to change their emotions and reflect required emotions an to illustrate, employees generally hide their frustration or fear and continues to smile to customer for their satisfaction. (Groth, Hennig-Thurau, & Walsh, 2009) Individuals use surface and deep acting to show their unnatural emotions. (Yin, Lee, Zhang, & Jin, 2013)

Surface acting is seen as response to focused emotion regulation by Grandey in its emotion regulation theory which includes changing just response not inner emotion. (Diefendorff & Gosserand, 2003) According to Ashforth and Humphrey, if an individual is force to irative interactions with customer, he can develop some effortless and scripted behaviors to put emotional labor. Employees shape their appropriate emotions according to cues in interactions that signal a proper emotional display. (Diefendorff & Gosserand, 2003) These effortless behaviors may be seen as surface acting due this situation does not change individuals' emotion. However, these types of scripted emotional labor do not allow individuals to attend interaction make them

perceive the other party as insincere and develop negative feelings and this situation can cause decrease in their performance. (Diefendorff & Gosserand, 2003)

When the duration of emotional labor is long, employees do not prefer surface acting due to difficulty of reflection of emotions that are not felt. (Oğuz & Özkul, 2016)

2.1.2.2. Deep Acting

There are three levels of acting strategies of emotional labor including deep acting. In deep acting, individuals shape both their body expressions and feelings with the help of experiences that may recall proper emotions and imagination. (Chu & Murrmann, 2006) In other words, deep acting is the modification of individuals' emotions by using cognitive techniques that can make individual feel proper emotion. (Yin, Lee, Zhang, & Jin, 2013)

Deep acting is seen as antecedent focused emotion regulation by Grandey and they are used to prospective way to prevent mismatching of emotions. (Diefendorff & Gosserand, 2003) Generally, many jobs expect from individuals to present positive emotion displays and deep acting includes trying to feel positive emotions. This technique is used as a compensatory strategy for emotions that are not naturally felt. (Diefendorff, Croyle, & Gosserand, 2005) According to Ashford and Humphrey, individuals should make more effort to feel proper emotions. However, if an individual is successful in deep acting, this situation contributes sincerity to interaction between individual and customers. (Oğuz & Özkul, 2016, s. 133)

Emotions that are result of deep acting are more realistic than emotions that are result of surface acting. (Groth, Hennig-Thurau, & Walsh, 2009)

2.1.2.3. Genuine Acting

Genuine acting is the acting strategy of emotional labor that some researches do not include as a strategy. Genuine acting is the display of emotions that are naturally felt and they are very common in the workplace but individuals make an effort to display proper emotions to the situation and organizations feeling rules. (Yin, Lee, Zhang, & Jin, 2013)

Employees use genuine action when their genuine emotions are proper to the emotions in display rules. To illustrate, a bartender can be interested in depressed customer to

relax him with his genuine feelings. "For example, a bartender may show genuine caring when trying to comfort a depressed customer." (Chu & Murrmann, 2006)

Genuine acting is not related with negative effects like emotional dissonance and burnout and employees who use genuine acting more sincere and establish better interaction with customers. (Diefendorff & Gosserand, 2003)

In genuine acting, due the difference between emotions in display rules and emotions which are naturally felt is few, employees put less emotional labor than other techniques. (Oral & Köse, 2011) Afterwards, other researches evaluate genuine acting and surface acting together and name it emotional dissonance. (Pala & Tepeci, 2014)

2.1.3. Dimensions of Emotional Labor

2.1.3.1.Frequency

Morris and Feldman state that emotional labor's key dimension is frequency of emotional labor. The frequency of face to face communication is not enough to explain emotional labor, due to this situation Morris and Feldman added duration and variety of emotional labor as dimensions. (Grandey, 2000)

Frequency of emotional labor is the dimension of emotional labor that has been studied mostly. The frequency of emotional labor defines frequency of an individual should perform emotional labor and frequency of emotional labor influences the level of effort to put emotional labor. (Oğuz & Özkul, 2016) Customers' expectations determine the frequency of interaction between customer and employees. (Brotheridge & Grandey, 2002) The probability of working with organization that customers interact with its employees positively is more than other companies. (Güngör, 2009) Also, frequency of emotional labor may change according to organizations' goals. (Özkan, 2011)

If the frequency of negative events in which employees should put more emotional labor is higher, this situation put more stress on employees. According to forty nine employees from different roles in their companies, they deal with customers a few times in a day. (Grandey, 2000) This means that they put more emotional labor and get stressed once or twice a day. According researches in the literature, frequency of emotional labor correlates with surface and deep acting positively and duration does not.

Explaining emotional labor with its frequency is not enough because frequency cannot consist planning, control and ability to regulate and display process of an emotion. (Morris & Feldman, 1996) Due to this situation, three more dimensions should be defined.

2.1.3.2.Attentiveness

According to Morris and Feldman, when attentiveness of emotional labor increases, individuals should spend more effort and energy. Attentiveness of emotional labor consists of two factors which are duration and intensity. If the duration of emotional labor increases, more emotional labor and effort is required for two reasons. First reason is that long interaction are not scripted and requires more attention and second reason is that when interaction lengthens, it is difficult to hide inner feelings due employees acquire more knowledge about customers and according to some researches, short interactions consist of scripted interactions. (Morris & Feldman, 1996) Due to this situation the effort for emotional labor is minimal. In the contrary, longer interactions require more effort for emotional labor. This effort may cause job stress and burnout. According to Brotheridge and Grandey, frequency and variety of emotional labor are in positive relationship and duration of the emotion labor correlates with deep acting positively. (Pala & Tepeci, 2014)

Intensity of emotional labor means that intensity and greatness of the emotional labor that is experienced. (Brotheridge & Lee, 2003) According to authors, duration of emotional labor is positively related with intensity of emotional labor. (Diefendorff, Croyle, & Gosserand, 2005) If the interaction is short, its intensity level is lower. Intense emotion displays occur when customer and employee have a common history. Due intense emotions cannot be fake; these types of emotions are displayed through deep acting. In different roles, intensity of emotional labor may differ. To illustrate, deep collectors and store clerks display different levels of intensity of emotional labor.

2.1.3.3.Variety

Third dimension of emotional labor is variety of emotions required. According to research, if the variety of emotions is greater, employees put more emotional labor. (Morris & Feldman, 1996) In this case, employees should spend more psychological effort for emotional labor. There are three types of displayed emotions which are positive, neutral and negative emotions. Positive displayed emotions establish a good

relationship between customer and employee, neutral displayed emotions are used to keep objectivity and convey the authority and negative displayed emotions are used by employees to intimidate customers with anger and fear. (Larsen & Ketelaar, 1991) A role may require display of different types of emotions in an interaction when needed according to demand of the organization. This type of changes in variety of emotions requires more planning and anticipation and greater emotional labor.

Many occupations required a variety of emotions to be displayed and when variety of emotions increases, employees are forced to put more emotional labor.

2.1.3.4.Emotional Dissonance

Emotional dissonance is the forth dimension of emotional labor. Emotional dissonance is the mismatch between emotions naturally felt by individual and emotions required to display. (Abraham, 1998) In previous researches, emotional dissonance was seen as consequence of emotional labor. However, emotional dissonance is the dimensions of emotional labor that helps to explain this term. According to research, mismatch of genuinely felt emotions and required emotions causes emotional dissonance and this situation necessitate more control, ability and attentiveness in emotional labor. (Morris & Feldman, 1996) Emotional dissonance get harder expression of individuals natural emotions. Actually, the reason of stress that individuals face with when they put emotional labor is emotional dissonance. (Güngör, 2009)

2.1.4. Antecedents of Emotional Labor

2.1.4.1.Individualistic Factors

Individual antecedents of emotional labor are gender, affection, emphaty, self monitoring and emotional intelligence. When we consider differences of emotional labor in gender, women have more ability to manage affection and react positively than men. (Oral & Köse, 2011) Due to this situation, sex discrimination exists in some occupations. Affectivity means that approaching everybody and everything with a constant perspective. (Jurist, 2005) This perspective may be divided in two as positive and negative perspectives. In the literature, positive emotions are related to positive perspectives and negative emotions are related to negative perspectives. Self monitoring means that being alert to social stimulants and tendency to allow these stimulants to manage individuals' behaviors. If an employee is insufficient in self

monitoring, it is difficult to put emotional labor for the employee. (Miller & Cardy, 2000)

Emotional intelligence is the intelligence to organize emotions and behaviors according to knowledge that is got by observing individuals and society's emotions. (Mayer, 2004) Individuals who have high emotional intelligence are more successful when they put emotional labor.

2.1.4.2. Organizational Factors

Organizational antecedents of emotional labor are emotion display rules, autonomy, social support and characteristics of interactions. Displayed rules are learned rules with the help of socialization. (Morris & Feldman, 1996) Emotional displayed rules are rules that define behaviors and emotions of individuals in organization. (Oral & Köse, 2011) To obey these rules, individuals put more emotional labor. Autonomy is the freedom of an individual in working techniques in the workplace. (Deci & Ryan, 1995) Individuals with higher autonomy have tendency to violate emotional display rules and this situation influence emotional labor in a negative way. According to research, social support can decrease negative effects of emotional labor.

2.1.5. Outcomes of Emotional Labor

2.1.5.1. Positive Outcomes of Emotional Labor

Emotional labor may be beneficial when employees control their emotions and experienced as self enhancing. (Pugliesi, 1999) Positive outcomes of emotional labor are job satisfaction, high performance, high motivation, organization citizenship behavior, physiological and psychological well being, financial benefits, success in customer relations, and emotional commitment to the job and obeying the emotional display rules increases performance of employee, customer satisfaction, self-confidence and self-sufficiency. (Oğuz & Özkul, 2016) Emotional labor supports employees financially because they are prefered by customers more due to good interaction between customer and employee. (Oral & Köse, 2011) Also, emotional labor decreases the difference between status of customers and employees. (Pugliesi, 1999)

For organizations, emotional labor is beneficial in customer satisfaction, high performance of employees and higher income thanks to customer satisfaction and employee performance.

2.1.5.2.Negative Outcomes of Emotional Labor

Hochschild states that difference between inner and outward reflection of employees and emotions that are naturally felt may lead employees to self alienation. (Çukur, 2009) In this regard, emotional labor may cause emotional burnout. Emotional burnout means that scarcity of inner sources and frazzle of individuals due to unmet excessive demands and needs directed to sources and power of individuals. (Saltık & Asunakutlu, 2017) According to Grandey, emotional burnout due to emotional labor relies on two reasons which are stress of emotional dissonance and scarcity of emotional sources due to acting continuously. (Oral & Köse, 2011) According to research, surface acting can cause emotional burnout rather than deep acting. (Zhang & Zhu, 2008)

Job satisfaction means the level of satisfying demands, needs and expectations of employees in the workplace. (Porter, Steers, Mowday , & Boulian, 1974) If an employee is not satisfied with his job, he feels negative emotions, complains, does not want to stay in business and face with psychological disorders.

According to Hochschild, negative outcomes of emotional labor are sense of inauthenticity,loss of feeling, diminished self-esteem and burnout. (Pugliesi, 1999)

For organizations, all of problems that employees have and burnout of employees influence service quality negatively. (Güngör, 2009, s. 177)

2.2. Psychological Capital

2.2.1. Positive Psychology

Positive psychology is the term that is studied by Maslow, Fromm and Rogers in 1954, but introduced to the literature by Seligman in 1998. Seligman and his colleagues define the term positive psychology as a science of positive experiences, behaviors. (Seligman, Duckworth, & Steen, 2005) Gable and Haidt made description of the term positive psychology as science of situations and period of individuals', institutions' and groups' development for optimal one. (Gable & Haidt, 2005) Sheldon and King

identified positive psychology as a science of individuals' optimum strengths. (Sheldon & King, 2001)

According to Seligman, main aim of positive psychology is to find out, analyze and develop personal qualities of humans. (Seligman, 1998) Positive characteristics of individuals or groups help them to gain positive experiences and develop positive features. According to Seligman and Csikszentmihalyi, positive psychology is interested in experiences including well-being, gratification, and inner calm for past, optimism and hope for future, felicitousness at present at subjective level; personal qualifications such as love and job capacity, braveness, communication ability, precision, endurance, talent etc. at personal level and institutions and civic virtues including responsibility, moderation, altruism, nurturance, work ethics at group level. (Csikszentmihalyi & Seligman, 2000)

Positive psychology is interested in to develop strengths and provide well-being to humans rather than psychopathologies. Although, researches are focused on psychopathologies of humans since World War II, interest to positive psychology has increased in recent years. (Seligman, Duckworth, & Steen, 2005) Between World War II and 20th century, psychology focused on analyzing and treating mental disorders of individuals. In the last period of 20th century, psychology has headed toward positive psychology. As of the last period of 20th century, psychology's main aims changed to two goals which are making individuals lives more efficient and discover potantials of humans. Positive psychology seeks average person by evaluating methods working, improving and correct to thrive humans to satisfy and be happy. (Sheldon & King, 2001) . Positive psychology is the actual psychology for Sheldon and King. Positive psychology is not denying negative sides of the lives but it makes individuals' lives more efficient.

According to David Buss, reaching positive mind is difficult for people because of past experiences' influence. There are three reasons that affect reaching to condition of positive mind negatively including environmental divergences between past and present, distress mechanisms of people and competitive selection and its outcomes. (Csikszentmihalyi & Seligman, 2000) Afterwards, Massimini and Delle Fave continued to study on this approach and analyzed cultural and psychological evoluations.

Four different personalities that contribute to positive psychology were studied by many researchers. Subjective well being is studied by Edward Diener and described as how people evaluate and feel about their living conditions. (Diener & Suh, 2000) Christopher Peterson researched optimism and thought that it has 3 components which are motivational, emotional and cognitive. (Peterson & Bossio, 1991) According to him, people who have high optimism have better mood, better physical health and they are more successful people. According to David Myers, happiness is the third personality and Ryan and Deci considered autonomy for forth personality. Autonomy is one of the needs of self determination and if these needs are met, people can fulfill their potential, become motivated and seek for new challenges to develop themselves. (Csikszentmihalyi & Seligman, 2000)

Besides positive psychology has effect on individuals' mental health, it also affects society and organizations. Thanks to its specific effects, positive psychology took the lead of conduction of many terms like psychological capital.

2.2.2. Psychological Capital

There are several types of capitals that are significant for advantage to compete. Traditional economic capital describes belongings and analyzes financial situations and tangible assets, and other types of capitals focuses on intangible assets such as human capital examines knowledge and evaluates humans' education, experiences, ability, knowledge and notions, social capital measures contact network, relationships, and friends and positive psychological capital investigates hope, confidence, resilience and optimism of individuals.

Figure 3: Capitals for Competitive Advantage

Reference: Luthans, Fred, Kyle Luthans, Brett Luthans. "Positive psychological capital: Beyond human and social capital". Business Horizons, c.47. s.1. (2004): 45-50.

Although, there are many types of capital, positive psychological capital has shined out last years. When it is necessary to contrast these capitals, psychological capital is unique for companies and provides great percent of competitive advantage to organizations. Thanks to development of psychological capital is cheaper and makes a quick comeback, companies started to gravitate to develop psychological capital. (Luthans, Luthans, & Luthans, 2004)

Psycap is the term that bases on positive psychology and introduced to the literature by Fred Luthans and his colleagues in 2004. When the literature is analyzed, there are thousands of researches that look for relationship between emotions and employees' performance and efficiency since Hawthorne's management studies. (Çavuş & Kapusuz, 2015) However, according to Luthans, these studies focused on negative subjects including stress, exhaustion and alienation rather than positive subjects that may discover the importance of psychological capital.

Psychological capital focuses on human's strengths and psychological sources of individuals and related to the theory of positive psychological capital. (Luthans & Yousef, 2004) Psychological capital is defined as analyzing period of elements including positive approach and critics to develop human, groups or institutions. (Çavuş & Kapusuz, 2015) An organization's success and competitive advantage directly relates to psychological capital, physical contribution and management of them in an efficient way.

According to Luthans, psychological capital lays emphasis on development of individuals rather than their stable characteristics. Psychological capital is the positive organizational and individualistic characteristics that can be directed or developed. (Çavuş & Kapusuz, 2015)

Psychological capital has unstable basement depends on the situation rather than stationary features. Motivation, cognitive process, striving to be successful and performance in workplace of individuals are related with psychological capital which can be defined as significant capacity. (Çavuş & Kapusuz, 2015) According to researches, psychological capital is the factor that supports individuals to organizational or societal citizenship by adding values and feelings.

They determined four dimensions of psychological capital as confidence, hope, optimism and resilience thanks to Stajkovic's work motivation research factors. (Luthans, Luthans, & Luthans, 2004) These four elements constitute psychological capital and help to improve work performance. According to Luthans, these four dimensions constitute this complex construct. First dimension is self- efficacy and determined as in challenging situations, putting the necessary effort to become successful. (Pajares, 1996) Second dimension is optimism and identified as having positive perspective to be successful at present and future. (Peterson C. , 2000) Third dimension is hope and explained as keeping on individuals' aims and trying ways to achieve these aims. (Luthans F. , Avolio, Avey, & Norman, 2007) Last and forth dimension is resilience and stated as to achieve success sustaining and recovering troubled situations. (Masten, 2001) These four dimensions are independent of each other and influence of combination of these elements which is psychological capital is more than effect of each dimension separately. (Luthans , 2002)

2.2.3. Dimensions of Psychological Capital

Thanks to positive characteristics, ideas and positive experiences and relationships, a group or individual's psychological capital become sustainable. Page and his colleagues, positive experiences sharp psychological capital efficiently and make people to achieve high performance by using their full performance. (Çavuş & Kapusuz, 2015) However, four dimensions of psychological capital have an important impact on organizations' activities. If they are managed and developed carefully and efficiently, individuals can achieve success easier.

Development of these four dimensions is beneficial for both individuals and organizations. According to Bandura, development of self-efficacy support individuals with deep knowledge experiences. (Bandura, 1982) Development of hope provides individuals to direct their path to achieve their goals and development of optimism teaches individuals the way of learning from their experiences and achiving success. (Çavuş & Kapusuz, 2015) Also, resilience can be developed by focusing on the asset,

risk and organization process and provide long term learning journey to individuals. (Çavuş & Kapusuz, 2015)
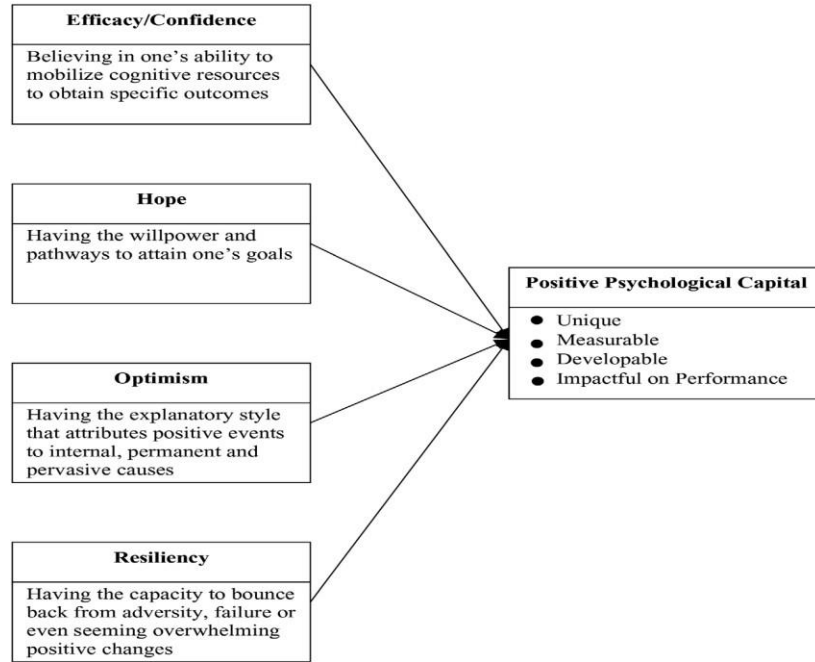
Figure 4: Dimensions of Psychological Capital
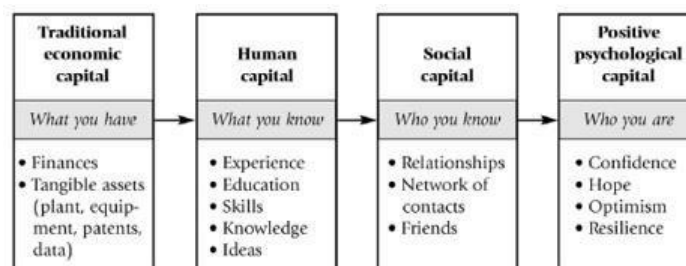
Reference: Luthans, Fred, Kyle Luthans, Brett Luthans. "Positive psychological capital: Beyond human and social capital". Business Horizons, c.47. s.1. (2004): 45-50.

Combination of hope, self-efficacy, resiliency and optimism constitutes unique, developable and measurable psychological capital that has an influence on performance.

2.2.3.1. Self-efficacy

Bandura examined self- efficacy as for a goal, individuals' trust to her or his talent to achieve by Stajkovic and Luthans in 1998. (Luthans, Luthans, & Luthans, 2004) Furthermore, according to Luthans et all, efficacy is individuals' confidence to their personal abilities and Hmieleski and Carr defined this term as idea of individuals during performances. (Çavuş & Kapusuz, 2015) According to Gökalp, self-efficacy is not related with competency on people's abilities and is related with belief on his talents. As a result, self-efficacy may be defined as individuals' inner urges and beliefs to develop them and achieve challenging goals by relying on their abilities.

People who have high self-efficacy have tendency to go challenging ways, choose difficult goals, show effort to achieve their goals and withstand all difficulties they faced. (Luthans, Luthans, & Luthans, 2004)

Self-efficacy has a specific impact on organizations in two aspects which are performance and motivation of employees. According to Bandura, self-efficacy in other words confidence has important positive relationship with individuals' performans in workplace. (Bandura, 1982) Furthermore, Stajkovic also researched the relationship between performance and self- efficacy and landed up by finding positive relationship between them. (Luthans & Stajkovic, 1998) According to Luthans, effect of self- efficacy on performance is stronger than other factors including goal setting, behavior modification and so on. When taking into consideration of positive relationship between performance and job satisfaction, self-efficacy and job satisfaction are related to each other. Moreover, Bandura and other researchers demonstrated that self-efficacy is developable dimension and its development ways. (Luthans, Luthans, & Luthans, 2004)

High efficacy also has important positive and negative effects on motivation of individuals. If an individual self confident, he know how to motivate himself and generally he try to face with challenging aims and improve his performance by motivating himself. (Çavuş & Kapusuz, 2015)

Also, Luthans recent studies demonstrate that there are relationship between self-efficacy and desired consequences in organizations including organizational commitment, turnover intentions, and organizational effectiveness. (Luthans, Luthans, & Luthans, 2004)

Allowing employees to achieve success is the best way to develop self-efficacy according to many researches such as Bandura and Luthans. Accession to high performance on a specific task improves employees' self efficacies and confidences. It is important to know that an employee can gain confidence only when he is over against a task which is achievable and clear for him. Also, empirical exercises, trainings on jobs, imaginal experiences, and observation to mentors, coaching, social persuasion, positive feedback, mental and physical health, and psychological arousals support employees on developing self-efficacy. (Luthans & Yousef, 2004)

2.2.3.2. Hope

It is surely beyond doubt that hope has specific contribution to psychological capital of individuals. Hope is studied by Snyder firstly and Snyder et al. identified hope as positive situation to be goal oriented or have plans to meet goals. (Snyder, 1995) Snyder defined hope as energy directed to achieve personal aims and ways that manage people to their goals. Snyder states that there are three dimensions of hope which are agency, goals and pathways. Agency is the determination, pathway is the plan to achieve goals, and goals are main desires. According to Snyder, hope is relevance with consideration way and state of the mind. Individuals who have high degree of hope are able to find way to achieve their goals. (Luthans & Yousef, 2004)

Researches demonstrated that the hope as a dimension of psychological capital is used differently in daily lives and other psychological capital capacities.

Evidences present that hope has a positive influence on academic and athletic performances of individuals. However, just a few studies can find a positive relationship between hope and performance in workplace. (Luthans & Yousef, 2004) Generally, leaders are role model for employees. Leaders' hope affects employees' job performance, satisfaction and motivation. Hope provides motivation to individuals because it convinces them to that dreams can come true in people's daily lives.

Moreover, many researchers demonstrated that hope has a positive relationship with life and work satisfaction, motivation and performance. (Çavuş & Kapusuz, 2015)

Generally, the term hope may be misunderstood and confused with optimism. To develop hope of individuals, all dimensions of hope should be prospering and goals of individuals should be clear, achievable, and challenging for individuals to create agency and pathway. (Luthans & Yousef, 2004)

2.2.3.3. Optimism

Thanks to Seligman's research, optimism is one of the dimensions of psychological capital. Optimism is positive mood to expect best one and possible best consequences which can affect individuals' psychology in a positive way. (Peterson C. , 2000) Seligman defines optimism by using two dimensions which are permanence and pervasiveness. When optimist people face with negative situations, they thinks that it is temporary but when pesimists face with negative situations, they consider the

situations as a permanent one also when optimists face with a problem, they think it is specific attribution but when pessimists face with a problem, they think universal attributions. (Luthans, Luthans, & Luthans, 2004)

According to researches, optimist employees are more successful than pessimist employees. (Çavuş & Kapusuz, 2015) Optimist people are tended to survive while pessimist have tendency to easily give up. Optimism gives individuals opportunity to improve self- esteem and morale in negative situations. (Luthans & Yousef, 2004)

Optimism is applicable for organizational settings on the contrary to hope. According to Seligman's research optimism has a positive relationship with desired consequences in the workplace which are high performance and retention. (Luthans, Luthans, & Luthans, 2004) Also, optimism reduces stress; prevent depression and makes individuals' lives easier and according to Luthans, optimist people have higher job satisfaction. (Çavuş & Kapusuz, 2015)

To develop optimism, Schneider offers three approaches which are leniency for the past, appreciation for the present and opportunity-seeking for future. (Luthans & Yousef, 2004) In leniency for the past approach, employees and managers accept past mistakes and forgive them, in appreciation for the present approach, they realize positive sides of their lives and become thankful for things which they can control or not and in opportunity-seeking for the future approach, individuals think uncertainities and future as an opportunity to develop with a positive attitude. (Luthans & Yousef, 2004) Most desired optimism in workplace is realistic and flexible. Realistic optimism prevents poor choices of employee and flexible optimism allows people to use their styles in their situations. (Luthans & Yousef, 2004)

2.2.3.4. Resilience

In today's modern world, business are turbulent and employees face with many difficult situations in their workplaces. Resiliency is defined as adapting the situation positively and opposes the negative effects. (Çavuş & Kapusuz, 2015) Resilient people are invulnerable and able to adapt many difficulties that they confront.

According to Coutu, common characteristics of resilient individuals accept the reality, believe to meaningful life and tend for adaptation to change. (Coutu, 2002)

Psychological resiliency is an ability not to be affected by difficulties, uncertainty, negativity and obstacles, only trying to achieve goals and success and resiliency can be developed with other dimensions of psychological capital which are hope, optimism and self-efficacy. (Çavuş & Kapusuz, 2015)

Resiliency is seen as an extraordinary characteristic of people but it is not a magical or mystical competency. However, it is a development process that maintains lifelong. To develop resiliency, three strategies may be used by companies which are asset-focused, risk- focused and process-focused. (Luthans & Yousef, 2004) Risk-focused strategies aim to expelling risks and stressors that may result unwelcomed consequences. (Luthans & Yousef, 2004) Organizations use risk focused strategies to protect their employees from risks and stressors harmful effects. However, it is not possible to prevent all of their hazardous outcomes. Due to this situation, companies use asset- focused strategies to increase positive outcomes of enhanced resources. Assets are used as factors to increase resiliency. (Luthans F. , Avolio, Avey, & Norman, 2007)Developing human and capital resources increase positive outcomes and protect employees from negative results of risks and stressors. Process- focused strategies use adaptational systems for assets to control risk. (Luthans & Yousef, 2004)

2.2.4. Consequences of Psychological Capital

2.2.4.1. Desired Behaviors

Psychological capital is generally associated with positive and desired employee behaviors which are job satisfaction, performance, motivation, organizational commitment, organizational citizenship behavior and psychological well-being. (Avey, Reichard, Luthans, & Mhatre, 2011) According to research, psychological capital is generally related to desired behaviors in a positive way.

Job satisfaction is defined as positive mood and attitudes of employees to their occupations. (Çavuş & Kapusuz, 2015) According to Skaalvik et al.'s research, job satisfaction is related to self-efficacy in a positive way that is one of dimensions of psychological capital. Performance is a critical issue for organizations. According to Forbes's research, self-efficacy affects performance positively and also, resiliency has direct and positive relationship with performance. (Çavuş & Kapusuz, 2015) Employees who have higher psychological capital have higher performance in workplace.In a research, there is evidence that demonstrates strong relationship

between psychological capital and high performance of employees. (Luthans F. , Avolio, Walumbwa, & Li, 2005) According to researches, both motivation and self-efficacy affect performance positively that results an effective service quality. (Çavuş & Kapusuz, 2015) Well- being is one of sub dimensions of psychological capital and it affects psychological capital also in a positive way. Organizational commitment and organizational citizenship behavior are also affected by psychological capital positively. Researches show that psychological capital generally influences desired behaviors and attitudes positively.

2.2.4.2. Undesired Behaviors

Psychological capital generally has a negative relationship with undesired behaviors which are employee cynicism, employee resistance, turnover intentions, anxiety, employee stress and deviance (Avey, Reichard, Luthans, & Mhatre, 2011) Development of psychological capital is one of the main way to prevent undesired behaviors and attitudes in workplace.

Positive resources of employees which are psychological capital and positive emotions decrease negative organizational behaviors which are cynicism and deviance. (Avey, Wernsing, & Luthans, 2008) Also, psychological capital affects job burnout negatively and protects employees from job burnout. (Peng, ve diğerleri, 2013) Furthermore, psychological capital diminishes negative effects of job stress. (Abbas & Raja, 2015) In addition to that, psychological capital and intenion to leave job have negative relationship. (Erkuş & Fındıklı, 2013) According to researches, psychological capital generally affects undesired behaviors and attitudes in workplace in a negative way.

2.3. Emotions

Individuals maintain their relationships by combining their emotions, notions and behaviors. The definition of emotions is not obvious yet due to discussions between psychologists and philosophers carried on for years. The word sense of emotion in Latins is taking action and motion. (Cooper & Ayman, 1997) The concept of emotion is that it regulates physiological, cognitive and action models of individuals. Thus, it becomes easier for individuals to adapt to the opportunities and demands in the environment. Therefore, the concept of emotion can be defined as specific neuropsychological events that are shaped by natural selection (Izard, 1992).

Emotions generally regulate notions and behaviors of individuals. Combination of emotions, notions and behaviors of individuals are necessary to maintain balanced relationships in their daily lives. Emotions trigger individuals to behave and notions shape the behavior of individual. (Koçak, 2002)

According to Goleman (2005), emotions are feelings that are related with some notions, psychological and physiological states and tendency to behavior. According to Weiss and Cropanzo (1996) emotions are learnt by experiences and trigger individuals to motions. For Kleinginna and Kleinginna, emotions are set of affections between subjective and objective factors and generate goal oriented behaviors. (1981) In other words, emotions are used by individuals to explain themselves better.

Emotions are essential for notions and notions shape behaviors of individuals. According Goleman, there are main emotions such as anger, fear, sorrow, pleasure, love, astonishment, and embracement.

According to Russell (1980) emotions were defined in one dimension before recent studies. Thanks to studies in last years, emotions are analyzed in two dimensions which are positive and negative emotions. Positive emotions give active satisfaction to individuals and negative emotions are defined as activation of emotions that does not satisfy individuals. (Gençöz, 2000) Individuals who have negative affection generally aggressive and have tendency to dissatisfaction although individuals have positive affection are happy and tended to satisfaction. (Clark & Watson, 1984)

Positive emotions are emotions like happiness, interest, demand, confidence and negative ones are like anger, stress, and fear. (Watson & Clark, 1988) Positive emotions contribute to individuals developments. It makes easier to learning and mulling over and develops human relations. Also, they have an important role on decision-making, being open-minded, adaptation, and creativity. (Lyubomirski, King, & Diener, 2005) Individuals who have negative affection have negative perspective in their lives and they have low confidence. (Can, Çoban, & Soyer, 2011) Individuals who have negative affection have tendency to depression, burnout, low self-esteem and psychological and physiological problems. (Dua, 1993)

Emotions play an important role in individuals daily and business lives. It develops decision making, creating borders, using body language properly, establish strong relationship with people.

2.4. Relationship Between Dimensions

The influence of psychological capital on emotional labor is demonstrated by many researches in the literature. Individuals with psychological capital generally do not force themselves for deep- acting, not for surface acting which is dimensions of emotional labor. (Hurr, Rhee, & Ahn, 2015) Individuals with psychological capital are people who push themselves to present surface acting strategies in the workplace. When employees engage themselves to surface acting, negative outcomes of emotional labor may be seen in workplace and effort that employees show in surface acting maintains. This situation harms both employees and workplace. When individuals engage themselves to deep acting, this situation make employees think in a positive way and reveal positive emotions rather than negative ones. (Hülsheger & Schewe, 2011) Although, genuine acting requires just naturally felt emotions, they should reduce stress on employees for their well- being. (Hobfoll & Freedy, 1993)

The research conducted by Hur and colleagues shows that there is a positive significant relationship between deep acting and psychological capital and there is not a significant relationship between surface acting and psychological capital. (Hur, Rhee, & Ahn, 2015)

The research conducted by Begenirbas shows that psychological capital of employees affects surface and deep acting in negative way and surface acting in positive way in health sector. According to this research, individuals whose psychological capital level is high behave more genuinely and individuals whose psychological capital level is low are tended to show surface acting. (Begenirbas, 2015)

According to a research conducted by Alamur and Atabay, there is a negative relationship between optimisim and surface acting and optimisim and deep acting in banking industry. There is a negative and significant relationship between resilience and surface acting and self-efficacy and surface acting. There is not a significant relationship between hope and dimensions of emotional labor. (Alamur & Atabay, 2016)

The relationship between emotional labor and psychological capital has been defined by Cheung, Tang and Tang in 2011 and hypothesized that psychological capital as a moderator on the relationship between emotional labor and burnout. According to

authors, individuals with psychological capital do not affected by negative influence of surface acting and when employees present their naturally felt emotions as deep or genuine acting, the stress over them started to decrease as time passes. Cheung, Tang and Tang state that employees with high psychological capital are successful to handle negative influence of emotional labor in the workplace. Also, to decrease negative effects of emotional labor, psychological capital level of employees should be increased. (Tokmak, 2014)

In addition to that, hope as a dimension of psychological capital has a positive influence on deep and genuine acting as dimensions of emotional labor and hope gives employees to handle negative outcomes of emotional labor. (Tamer, 2015)

Psychological capital is basis on affective events theory and this theory supports that positive emotions contribute psychological capital. (Fredrickson, 1998) The research conducted by Synder shows that there is a negative relationship between hope and anxiety which is one of negative emotions. (Snyder, Irving , & Anderson, 1991)

3. METHODOLOGY

3.1. Research Model & Hypothesis

3.1.1. Aim of the Study

The purpose of this study is to investigate the influence of emotions and psychological capital on emotional labor. What makes this study unique is that there has not been any academic research from the perspective of these three main dimensions. It is aimed that this study might provoke further thoughts and future academic studies that contribute to the literature. Furthermore, this study will help human resources experts in their employee selection and evaluation process, diminishing negative effects of emotional labor on employees' psychology and better understanding their employee's behaviors.

3.1.2. Research Model

As a summary of theoretical framework, the explanatory study model is designated in Figure 5.
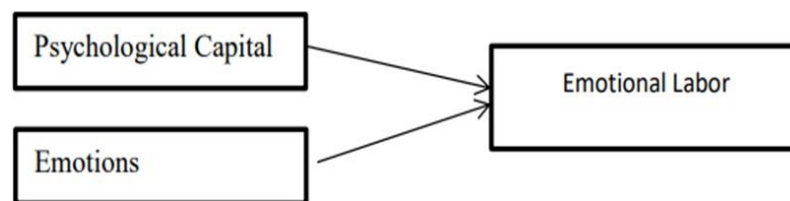
Figure 5: Research Model

3.1.3. Hypotheses

There are four hypotheses to be searched in this study.

H1: There is a particular effect of psychological capital and dimensions and emotions and dimensions on emotional labor and dimensions.

H2: Positive emotions differ significantly in terms of position.

H3: Hope and positive emotions affect emotional labor behavior.

H4: Negative emotions differ significantly in terms of educational level.

3.2. Sample of the Study

To examine the relationship between emotions and psychological capital and emotional labor 158 respondents working in hotels located in İstanbul and Kayseri were participated in this study. Convenience sampling method was used to collect the data for this study.

Table 1: Participants in terms of Gender

		Frequency	Percentage
	Female	61	38.61%
Gender	**Male**	97	61.39%
	Total	158	100%

When gender of participants is considered, 38.61% (N=158) of respondents were female and 61.39% (N=158) were male.

Table 2: Participants in terms of Educational Background

		Frequency	Percentage
	Primary School	10	6.45%
Educational Background	**High School**	24	15.48%
	Associate Degree	37	23.87%
	Bachelor's Degree	74	47.74%
	Master's Degree/PhD	10	6.45%
	Total	155	100%

When it is necessary to consider educational background of respondents, 21.94% (N=155) of participants were graduated from elementary and high school, 23.87% of them have associate degree, 47.74% of participants have bachelor's degree and 6.46% of respondents have master's/ phD degree.

Table 3: Participants in terms of Position

		Frequency	Percentage
	Manager	50	32.05%
Position	**Employee**	106	67.95%
	Total	156	100%

When participants' positions are examined closely, 32.06% of participants have managerial role in their workplace and 67.94% of them are employee.

Table 4: Participants in terms of Marrital Status

		Frequency	Percentage
	Single	69	43.67%
Marrital Status	**Married**	89	56.33%
	Total	158	100%

Table 4 shows differences in terms of participants' marital status. 43.67% of participants are single and 56.33% of participants are married.

Table 5: Participants in terms of Age

		Frequency	Percentage
	Between 22-34	102	65.81%
Age	**Between 35-44**	39	25.16 %
	Between 45-60	14	9.03 %
	Total	155	100 %

Table 5 shows differences between participants in terms of age. 65.81 % of participants are between age of 22 and 34, 25.16% of them between age of 35 and 44 and 9.03 % of them between age of 45 and 60.

Table 6: Participants in terms of Working Time in Current Workplace

		Frequency	Percentage
	0-1 Year	58	37.18%
Working Time	**2-3 Years**	41	26.28%
	4-6 Years	38	24.36%
	7-10 Years	6	3.85%
	11-15 Years	7	4.49%
	16+ Years	6	3.85%
	Total	156	100%

Table 6 illustrates differences between participants in terms of working time in their current workplace. 37.18% of participants are working in their current workplace for between 0-1 year, 26.28% of them for 2-3 years, 24.36% of them 4-6 years, 3.85% of them 7-10 years, 4.49% of them for 11-15 years and 3.85% of them are working in their current workplace for 16+ years.

163 questionnaires were collected from participants and 158 of them were used in analysis.

3.3. Limitations of the Study

This study is conducted with participants who works only in two cities of Turkey which are Kayseri and Istanbul and also the date was gathered in just one month. Due to this situation, this study has both time and geographic limitations.

3.4. Instrument

For gathering data, the questionnaire which is composed of four sections is used. Following the demographic characteristics, emotional labor scale developed by Diefendorff, Croyle and Grosserand (2005) and translated to Turkish by Basım and Beğenirbaş (2012), scale of psychological capital developed by Luthans and so on (2007) and translated to Turkish by Çetin and Basım (2012), and positive and negative emotions scale developed by Watson, Clark and Tellegen's (1988) and translated to Turkish by Gençöz (2000) are used. All statements in the questionnaire form were

measured in five-point likert. Accordingly, 1 means strongly disagree and 5 means absolutely agree.

The questionnaire used in this study consists of five sections. First section of the questionnaire was a cover letter explaining the aim of this study and giving necessary information to participants.

The second section of the questionnaire includes six demographic questions asking participants' gender, marital status, age, education level, tenure at the present job and position in the company.

The third section of the questionnaire consists of emotional labor scale with 13 items. The fourth section of the questionnaire includes psychological capital scale with 24 items. The fifth section of the questionnaire comprises emotions scale with 20 items. The questionnaire is presented in Appendix 1.

Participants evaluated items on 5-point Likert Scale. These scales illustrate 1= Never 2= Rarely, 3= Sometimes, 4= Most of the time, 5= Always for emotional labor scale. For Scale of Psychological Capital, 1= Totally Disagree, 2= Disagree, 3= Neither Agree nor Disagree, 4= Agree, 5= Totally Agree are illustrated. For Scale of Emotions, Likert Scale is 1= Never, 2= A little, 3= Medium, 4= Quiet, 5= Too much.

Cronbach alpha reliability values of the scales used in this study is calculated. The Cronbach alpha value is found to be 0.830 for 13 expressions on the emotional labor scale, 0.956 for 24 expressions on the psychological capital scale, 0.826 for the 10 positive emotions expression and 0.796 for the negative emotions' expression on the emotions scale.

3.5. Statistical Analysis

To perform the statistical analysis, SPSS version 20.0 were used for this study. Descriptive analysis and statistical analysis including correlation, regression and One-way ANOVA analysis has been carried out. Datas were evaluated within 95% confidence range and $p<0.05$ level of significance.

3.6. Findings of the Study

Total of 158 questionnaires were analyzed in this study.

Statistics related to dimensions of this study including emotional labor, emotions and psychological capital are presented in Table 7.

Table 7: Descriptive Statistics

	Mean	Std. Deviation
Emotional labor	3,19	,76
Surface acting	2,61	1,00
Deep acting	3,51	1,23
Genuine acting	3,92	,99
Psychological capital	4,09	,59
Hope	4,10	,64
Self-efficacy	4,33	,70
Resilience	4,04	,67
Optimism	3,81	,71
Positive emotions	3,63	,76
Negative emotions	1,90	,65

N=158

The calculated mean value of emotional labor is 3.19 (st.dev. 0.76) means that participants tended to respond "neutral" to questions. Participants responded that the dimension of emotional labor which is surface acting is "disagree" with the mean value of 2.61. For deep acting (mean value 3.51) and genuine acting (mean value 392), they "agree".

Participants responded that they agree with their psychological capital and dimensions. The calculated mean value of psychological capital is 4.09 (st.dev. 0.59) means that participants tended to respons "agree" to questions. Participants responds on dimensions of psychological capital which are hope (mean value 4.10), self-efficacy (mean value 4.33), resilience (mean value 4.04) and optimism (mean value 3.81) as "agree".

For positive feelings, they agree with the mean value of 3.63 (st.dev. 0.76). For negative emotions, evaluations were made as to disagree with the mean value of 1.90).

Table 8: Correlation Table Between Variables and Dimensions

Variables	1		3	4	5	6	7	8	9	10	11
Emotional Labor (1)	1										
Surface Acting (2)	,774**	1									
Deep Acting (3)	,830**	,398**	1								
Genuine Acting (4)	,377**	-,116	,292**	1							
Psychological Capital (5)	**,359****	,189*	,248**	,399**	1						
Hope (6)	**,390****	,185*	,289**	,440**	,898**	1					
Self- Efficacy (7)	**,325****	,208**	,221**	,291**	,934**	,824**	1				
Resiliency (8)	**,280****	,192*	,155	,283**	,838**	,614**	,731**	1			
Optimism (9)	**,230****	,030	,190*	,387**	,766**	,643**	,622**	,490**	1		
Positive Emotions (10)	**,346****	,111	,327**	,382**	**,540****	,506**	,493**	,479**	,362**	1	-,441**
Negative Emotions (11)	**-,207****	-,082	-,209**	-,171*	**-,218****	-,176*	-,217**	-,244**	-,090	-,441**	1

**p<.01, *p<.05, N=158

As table 8 offer that there is a significant and positive relationship between emotional labor and psychological capital (r: 0.359; p:<0.01) H1 is supported.

When Table 8 is analyzed, for all dimensions of psychological capital and all dimensions of emotions is related with emotional labor significantly. (p<0.01)

There is a positive, significant and intermediate level of relationship between hope and emotional labor with the percentage of 39%. There is a positive, significant and intermediate level of relationship between self-efficacy and emotional labor with the percentage of 33%. There is a positive, significant and low level of relationship between resiliency and emotional labor with the percentage of 28%. There is a positive, significant and low level of relationship between optimism and emotional labor with the percentage of 23%. There is a positive, significant and intermediate level of relationship between positive emotions and emotional labor with the percentage of 35%. There is a negative, significant and low level of relationship between self-efficacy and emotional labor with the percentage of 20%.

Also, there is a positive, significant and intermediate level of relationship between psychological capital and positive emotions with the percentage of 54%. There is a negative, significant and low level of relationship between psychological capital and negative emotions with the percentage of 22%.

To investigate the relationship between hope and emotional labor and hope, positive emotions and emotional labor, regression analyses is conducted. One additional hypothesize is generated.

H2: Hope and positive emotions affect emotional labor behavior.

Findings of analysis are presented in Table 9.

Table 9: Model Summary

Model Summary[c]										
Model				**Std. Error**	**Change Statistics**					
		R	**Adjusted R**	**of the**	**R Square**				**Sig. F**	**Durbin-**
	R	**Square**	**Square**	**Estimate**	**Change**	**F Change**	**df1**	**df2**	**Change**	**Watson**
1	,390[a]	,152	,147	,70431	,152	27,953	1	156	,000	
2	,426[b]	,182	,171	,69406	,030	5,642	1	155	,019	1,296
a. Predictors: (Constant), hope										
b. Predictors: (Constant), hope, positive emotions										
c. Dependent Variable: emotional labor										

The results of the analysis show that Model 1 is significant with 27,953 significance level 0.00<0.05. In model 1, emotional labor is dependent variable and hope is independent variable. When r square figure is examined, hope can describe 15% of emotional labor.

The results of the analysis show that Model 2 is significant with 5,642 significance level 0.00<0.05. In model 2, emotional labor is dependent variable and hope and positive emotions. When Adjusted R Square figure is examined, hope and positive emotions can describe 17% of emotional labor together.

Table 10: ANOVA Results

ANOVA[c]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13,866	1	13,866	27,953	,000[a]
	Residual	77,385	156	,496		
	Total	91,251	157			
2	Regression	16,584	2	8,292	17,213	,000[b]
	Residual	74,667	155	,482		
	Total	91,251	157			
a. Predictors: (Constant), hope						
b. Predictors: (Constant), hope, positive emotions						
c. Dependent Variable: emotional labor						

a. Predictors: (Constant), hope

b. Predictors: (Constant), hope, positive emotions

c. Dependent Variable: emotional labor

According to the ANOVA figures, both model 1 and model 2 are significant and are able to explain the relationship between dimensions.

Regression equation of this analysis is y = 1073+0.289* hope+0.200* positive emotions

Table 11 shows that a 1 unit increase in hope will increase emotional labor for 0.289 units. Also, a 1 unit increase in positive emotions will increase emotional labor for 0.200 units.

Table 11: Coefficients Table

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1,312	,360		3,644	,000
Hope	,458	,087	,390	5,287	,000
2 (Constant)	1,073	,369		2,910	,004
Hope	,339	,099	,289	3,425	,001
Positive emotions	,200	,084	,200	2,375	,019
a. Dependent Variable: emotional labor					

a. Dependent Variable: emotional labor

**p<.01, *p<.05

According to Model 1 findings presented in Table 5 (p=.000<.01), the regression model between hope and emotional labor is significant. This finding shows that hope has a positive influence on emotional labor. These results demonstrate that hypothesis 2 is accepted.

According to Model 2 findings presented in Table 5 (p=.000<.01), the regression model between emotional labor, hope and positive emotions is significant and both positive emotions and hope have positive influence on emotional labor. These results demonstrate that Hypothesis 2 is accepted. In 1st and 2nd model excluded variables are listed Table 12.

Table 12: Excluded Variables

Excluded Variables[c]						Collinearity
Model						Statistics
					Partial	
		Beta In	T	Sig.	Correlation	Tolerance
1	Psychological capital	,048[a]	,285	,776	,023	,194
	Self-efficacy	,011[a]	,087	,931	,007	,321
	Resiliency	,065[a]	,699	,486	,056	,624
	Optimism	-,035[a]	-,364	,717	-,029	,587
	Positive emotions	,200[a]	2,375	,019	,187	,744
	Negative emotions	-,142[a]	-1,918	,057	-,152	,969
2	Psychological capital	-,042[b]	-,249	,804	-,020	,184
	Self-efficacy	-,037[b]	-,285	,776	-,023	,313
	Resiliency	,012[b]	,125	,901	,010	,585
	Optimism	-,048[b]	-,502	,616	-,040	,585
	Negative emotions	-,084[b]	-1,038	,301	-,083	,802

a. Predictors in the Model: (Constant), hope

b. Predictors in the Model: (Constant), hope, positive emotions

c. Dependent Variable: emotional labor

3.6.1. Demographics Results

3.6.1.1. Analysis of Differences In Terms of Positions

When position factor is considered, findings of the analysis show that participants responded "agree". Group Statistics results are presented in Table 13.

Table 13: Group Statistics

	Position	N	Mean	Std. Deviation	F	t	p
Positive Emotions	Manager	50	3,9540	,60784	2,865	3,602	0.000
	Employee	106	3,5028	,78065			

H2: Positive emotions differ significantly in terms of position.

It is seen in Table 13, there is a significant difference p:0.00<0.05 in terms position for positive emotions. H1 is accepted.

There is not a significant difference in terms of position for other variables of this study.

3.6.1.2. Analysis of Differences in terms of Education Level

When education level factor is considered, findings of the analysis show that participants responded "neutral". Descriptive Statistics results are presented in Table 14. H3 hypothesis is generated.

Table 14: Descriptive Statistics

		N	Mean	Std. Deviation
Emotional Labor	Primary School	10	2,4846	,81250
	High School	24	3,1667	,73875
	Associate Degree	37	3,2453	,81121
	Bachelor's Degree	74	3,2505	,69878
	Master's Degree/PhD	10	3,4231	,77710
	Total	155	3,1980	,76094

H3: Emotional labor differs significantly in terms of education level.

Table 15: ANOVA Results

ANOVA						
		Sum of Squares	**Df**	**Mean Square**	**F**	**p**
Emotional Labor	Intergroup	5,906	4	1,477	2,660	**,035**
	In-group	83,265	150	,555		
	Total	89,171	154			

It is seen that in Table 15, there is a significant difference in terms educational level for emotional labor. (F: 2.66) H3 is accepted.

In terms of results with education level of employees when it is analyzed Tukey Test Results for emotional labor in Table 16, it is seen that individuals' emotional labor level whose education level is primary school is lower than individuals whose educational level is associate degree, bachelor's degree and master's degree/PhD.

Table 16: Multiple Comparisons Table

Multiple Comparisons Table							
Tukey HSD							
Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	P	95% Confidence Interval Lowest Limit	Highest Limit
Emotional Labor	Primary School	High School	-,68205	,28043	,112	-1,4564	,0923
		Associate Degree	-,76071*	,26554	**,038**	-1,4939	-,0275
		Bachelor's Degree	-,76590*	,25102	**,022**	-1,4590	-,0728
		Master's Degree / PhD	-,93846*	,33320	**,043**	-1,8585	-,0184
	High School	Primary School	,68205	,28043	,112	-,0923	1,4564
		Associate Degree	-,07866	,19527	,994	-,6179	,4605
		Bachelor's Degree	-,08385	,17502	,989	-,5671	,3994
		Master's Degree / PhD	-,25641	,28043	,891	-1,0307	,5179
	Associate Degree	Primary School	,76071*	,26554	**,038**	,0275	1,4939
		High School	,07866	,19527	,994	-,4605	,6179
		Bachelor's Degree	-,00520	,15001	1,000	-,4194	,4090
		Master's Degree / PhD	-,17775	,26554	,963	-,9110	,5555
	Bachelor's Degree	Primary School	,76590*	,25102	**,022**	,0728	1,4590
		High School	,08385	,17502	,989	-,3994	,5671
		Associate Degree	,00520	,15001	1,000	-,4090	,4194
		Master's Degree / PhD	-,17256	,25102	,959	-,8657	,5206
	Master's Degree / PhD	Primary School	,93846*	,33320	**,043**	,0184	1,8585
		High School	,25641	,28043	,891	-,5179	1,0307
		Associate Degree	,17775	,26554	,963	-,5555	,9110
		Bachelor's Degree	,17256	,25102	,959	-,5206	,8657

In addition to that, when education level factor is considered, findings of the analysis show that participants responded "disagree" for negative emotions. Descriptive Statistics results are presented in Table 17. H4 hypothesis is generated.

H4: Negative emotions differ significantly in terms of educational level.

Table 17: Descriptive Statistics

		N	Mean	Std. Deviation
Negative Emotions	Primary School	10	2,6100	,53841
	High School	24	1,8208	,57406
	Associate Degree	37	1,9378	,74698
	Bachelor's Degree	74	1,8446	,59683
	Master's Degree/PhD	10	1,8200	,65456
	Total	155	1,9110	,65292

When it is analyzed Table 17, participants generally have tendency to respond "disagree" about negative emotions.

Table 18: ANOVA Results

ANOVA		Sum of Squares	Df	Mean Square	F	P
Negative Emotions	Intergroups	5,517	4	1,379	3,440	,010
	In-Groups	60,134	150	,401		
	Total	65,651	154			

It is seen that in Table 18, there is a significant difference in terms educational level for negative emotions. (F: 3.44) H4 is accepted.

Table 19: Multiple Comparisons Table

Multiple Comparisons Table

Tukey HSD

Dependent Variable	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	P	95% Confidence Interval Lowest Limit	Highest Limit
Negative Emotions	Primary School	High School	,78917*	,23831	**,010**	,1311	1,4472
		Associate Degree	,67216*	,22566	**,028**	,0490	1,2953
		Bachelor's Degree	,76541*	,21332	**,004**	,1764	1,3544
		Master's Degree / PhD	,79000*	,28316	**,046**	,0081	1,5719
	High School	Primary School	-,78917*	,23831	**,010**	-1,4472	-,1311
		Associate Degree	-,11700	,16595	,955	-,5752	,3412
		Bachelor's Degree	-,02376	,14873	1,000	-,4344	,3869
		Master's Degree / PhD	,00083	,23831	1,000	-,6572	,6589
	Associate Degree	Primary School	-,67216*	,22566	**,028**	-1,2953	-,0490
		High School	,11700	,16595	,955	-,3412	,5752
		Bachelor's Degree	,09324	,12749	,949	-,2588	,4453
		Master's Degree / PhD	,11784	,22566	,985	-,5053	,7410
	Bachelor's Degree	Primary School	-,76541*	,21332	**,004**	-1,3544	-,1764
		High School	,02376	,14873	1,000	-,3869	,4344
		Associate Degree	-,09324	,12749	,949	-,4453	,2588
		Master's Degree / PhD	,02459	,21332	1,000	-,5644	,6136
	Master's Degree / PhD	Primary School	-,79000*	,28316	**,046**	-1,5719	-,0081
		High School	-,00083	,23831	1,000	-,6589	,6572
		Associate Degree	-,11784	,22566	,985	-,7410	,5053
		Bachelor's Degree	-,02459	,21332	1,000	-,6136	,5644

*p<.05

In terms of results with education level of employees when it is analyzed Tukey Test Results for negative emotions in Table 19, it is seen that individuals' negative emotions level whose education level is primary school is more than individuals whose

educational level is high school, associate degree, bachelor's degree and master's degree/PhD.

4. DISCUSSIONS AND CONCLUSION

In today's modern world, many markets require emotional labor for customer satisfaction. Due to this situation, employees use more emotional labor acting strategies as time passes. Emotional labor was introduced to the literature by Hochschild in 1980 and defined as individuals create images that can be observed by people to earn income. After Hochshild, three more approaches had been presented to the literature by Ashfort & Humphrey in 1993, Morris & Feldman in 1996 and Grandey in 2000. They defined strategies of emotional labor, antecedents, dimensions, and outcomes of emotional labor. Emotional labor can be expressed by three acting strategies which are deep, surface and genuine acting. Emotional labor has positive outcomes including job satisfaction, financial benefits, high motivation, organizational citizenship behavior and negative outcomes including loss of emotions, inauthencity feeling, and burnout.

Psychological capital was presented to the literature by Luthans et al. in 2004 thanks to positive psychology. Psychological capital focuses on the strengths of human like positive attitude and positive experiences. There are four dimensions of psychological capital which are optimism, hope, self-efficacy and resilience. In addition to that positive psychology contributes development of the humans, organizations and groups.

Since the beginning of the humanity, individuals arrange their emotions and manage their behaviors as to their emotions and notions. Emotion is the term that is discussed for many years by psychologist, philosophers, and other occupations. Emotions arrange individuals' notions and individuals shape their behaviors according to combination of their emotions and notions. Emotions have two dimensions which are positive and negative emotions.

The objective of this research is to investigate the effect of psychological capital and emotions on emotional labor. There is not any academic research in literature from the

perspective of these three dimensions together. The aim of this research is to provoke further ideas and future academic research that can contribute to literature and to help human resources experts to understand their employee behaviors and to reveal points that they should pay attention in employee recruitment process.

This study was conducted in tourism industry and data for this research were gathered from employees working in hotels. Employees working in tourism sector, display emotional labor as a requirement of their jobs because employees who are working in front office, sales, housekeeping, food and beverage and reservation departments of hotels always in contact with their guests and trying to meet their expectations and maximize their satisfaction.

To gather the data, the questionnaire composed of five sections was used. Sample of this research is 158 participants working in hotels in İstanbul and Kayseri.

Findings of this study revealed that there are significant relationship between emotional labor and positive and negative emotions and emotional labor and psychological capital. In addition to these results, hope has a significant effect on emotional labor and also, hope and positive emotions influence emotional labor.

Demographic findings revealed that positive emotion differs as to individuals' position in their workplace. In addition, emotional labor differs significantly in terms of individuals' education level. Individuals graduated from primary school have lower emotional labor than individuals who have associate, bachelors or master's/ PhD degree. Furthermore, a negative emotion differs in terms of education level of individuals. Also, individuals' negatve emotions who have primary school degree are more than individuals with associate, bachelors, highschool and master's/PhD degree.

Findings of this study reveal that there is a significant relationship between emotional labor and psychological capital in parallel with studies conducted by Hulsheger & Schewe, Hur and colleagues, Cheung and colleagues and Begenirbas. On the contrary of study conducted by Alamur and Atabay, this study shows that there is a significant relationship between hope and emotional labor.

Limitations of this study are geographic limitations and time limitations. Data for this study is collected from only two cities of Turkey which are Kayseri and İstanbul. Also, the data is collected in one month and due to time limitation, it has not been possible

to gather more data. Further studies may widen the scope of sample to all cities of Turkey and increase the number of respondents to improve legitimacy.

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ANKET FORMU

Değerli katılımcı,

Bu form, Yıldız Teknik Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yönetimi Yüksek Lisans Programı'nda devam etmekte olan yüksek lisans tezine veri toplamak amacıyla hazırlanmıştır. Bu araştırmadan elde edilecek sonuçlar bilimsel etiğe uygun ve gizlilik içerisinde değerlendirilecektir. Araştırmanın güvenirliği ve geçerliği açısından tüm soruların eksiksiz ve samimiyetle cevaplanması büyük önem taşımaktadır. Araştırma verileri toplu olarak değerlendirileceğinden, isminizi yazmaya gerek bulunmamaktadır.

Değerli vaktinizi ayırarak anketi cevapladığınız ve katkılarınız için teşekkür ederiz.

Doç. Dr. Serdar Bozkurt   **Selin Dönmez**
Y.T.Ü. İşletme Bölümü (Tez Danışmanı)   **Yüksek Lisans**
Öğrencisi

Demografik Bilgiler

Cinsiyetiniz: ( ) Kadın   ( ) Erkek

Medeni Durumunuz: ( ) Bekar   ( ) Evli

Yaşınız: ....

Eğitim Durumunuz: ( ) İlköğretim   ( ) Lise   ( ) Önlisans   ( ) Lisans   ( )
Lisansüstü

Bu işyerinde çalışma süreniz: ....(sadece yıl olarak belirtiniz.)

Pozisyonunuz: ( ) Yönetici   ( ) Çalışan

Değerlendirme Ölçeği
1: Hiçbir zaman   2: Çok nadir   3: Bazen   4: Çoğu zaman   5:
Her zaman

No	Günlük çalışma yaşamınızda aşağıda durumları ne sıklıkla yaşadığınızı yukarıdaki ölçeği dikkate alarak işaretleyiniz.	1	2	3	4	5
1	Müşterilerle uygun şekilde ilgilenebilmek için rol yaparım					
2	Müşterilerle ilgileniyorken iyi hissediyormuşum rolü yaparım					
3	Müşterilerle ilgilenirken bir şov yapar gibi ekstra performans sergilerim.					
4	Mesleğimi yaparken hissetmediğim duyguları hissediyormuşum gibi davranırım.					
5	Mesleğimin gerektirdiği duyguları sergileyebilmek için sanki bir maske takarım.					
6	Müşterilerime, gerçek hissettiğim duygulardan farklı duygular sergilerim.					
7	Müşterilere göstermek zorunda olduğum duyguları gerçekten yaşamaya çalışırım.					
8	Göstermem gereken duyguları gerçekte de hissetmek için çaba harcarım.					
9	Müşterilere göstermem gereken duyguları hissedebilmek için elimden geleni yaparım.					
10	Müşterilere sergilemem gereken duyguları içimde de hissedebilmek için yoğun çaba gösteririm.					
11	Müşterilere sergilediğim duygular samimidir.					
12	Müşterilere gösterdiğim duygular kendiliğinden ortaya çıkar.					
13	Müşterilere gösterdiğim duygular o an hissettiklerimle aynıdır.					

Değerlendirme Ölçeği

1: Kesinlikle katılmıyorum   **2: Katılmıyorum**   **3: Ne katılıyorum ne katılmıyorum**

4: Katılıyorum   **5: Kesinlikle Katılıyorum**

No	Aşağıdaki ifadelere katılım derecenizi yukarıdaki ölçeği dikkate alarak işaretleyiniz.	1	2	3	4	5
1	Çalıştığım kurumda, işler asla benim istediğim şekilde yürümez.					
2	Bu aralar kendim için belirlediğim iş amaçlarımı yerine getirebiliyorum.					
3	Bir grup iş arkadaşıma işimle ilgili bir bilgi verirken kendime güvenirim.					
4	Çalışma alanımda, amaçları belirlemede kendime güvenirim.					
5	Daha önceleri zorluklar yaşadığım için, işimdeki zor zamanların üstesinden gelebilirim.					
6	Herhangi bir sorunun çözümü için birçok yol vardır.					
7	Genellikle, işimdeki stresli şeyleri sakin bir şekilde hallederim.					
8	İşimde bir terslikle karşılaştığımda, onu atlatma konusunda sıkıntı yaşıyorum.					
9	İşimde benim için belirsizlikler olduğunda, her zaman en iyisini isterim.					
10	Eğer zorunda kalırsam, işimde kendi başıma yeterim.					
11	Eğer işimde bir şeyler benim için yanlış gidecekse, o şekilde gider.					
12	Eğer çalışırken kendimi bir tıkanıklık içinde bulursam, bundan kurtulmak için birçok yol düşünebilirim.					
13	İşimde birçok şeyi halledebileceğimi hissediyorum.					

14	İşimle ilgili şeylerin daima iyi tarafını görürüm.					
15	Yöneticilerime işimle ilgili konuları açıklarken kendime güvenirim.					
16	Uzun dönemli bir probleme çözüm bulmaya çalışırken kendime güvenirim.					
17	Şu anda, işimde kendimi çok başarılı olarak görüyorum.					
18	İşimle ilgili gelecekte başıma ne geleceği konusunda iyimserimdir.					
19	İşime "Her şeyde bir hayır vardır" şeklinde yaklaşıyorum.					
20	Şu anda iş amaçlarımı sıkı bir şekilde takip ediyorum.					
21	Çalıştığım kurumda işlerin yapılışı konusundaki tartışmalara katkıda bulunmada kendime güvenirim.					
22	İşimdeki zorlukları genellikle bir şekilde hallederim.					
23	Kurum dışındaki kişilerle problemleri tartışmak için temas kurarken kendime güvenirim.					
24	Mevcut iş amaçlarıma ulaşmak için birçok yol düşünebilirim.					

Değerlendirme Ölçeği

1: Çok az veya hiç   **2: Biraz**   **3: Ortalama**   **4: Oldukça**   **5: Çok fazla**

| No	Bu ölçek farklı duyguları tanımlayan bir takım sözcükler içermektedir. **Geçtiğimiz hafta** nasıl hissettiğinizi düşünüp her maddeyi okuyunuz. Uygun cevabı yukarıdaki ölçeği dikkate alarak işaretleyiniz.	1	2	3	4	5
1	İlgili					
2	Sıkıntılı					
3	Heyecanlı					
4	Mutsuz					
5	Güçlü					
6	Suçlu					
7	Ürkmüş					
8	Düşmanca					
9	Hevesli					
10	Gururlu					
11	Asabi					
12	Uyanık					
13	Utanmış					
14	İlhamlı					
15	Sinirli					
16	Kararlı					
17	Dikkatli					
18	Tedirgin					
19	Aktif					
20	Korkmuş					

Ankete katılımınız için teşekkür ederiz.

<div align="center">

CURRICULUM VITAE

</div>

Personal Details

Name, Surname: Selin Dönmez

Email: selinddonmez@gmail.com
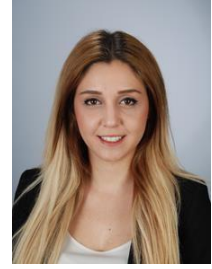
Education Background

2016- …	Master's Degree at Business Administration
	Institute of Social Sciences, Yıldız Technical University
2011-2016	Bachelor's Degree at Tourism and Hotel
	Management (%100 Success Scholarship)
	School of Applied Technology and Management, Bilkent
	University CGPA: 3.54 /4
2007-2011	Mehmet Akif Ersoy Anatolian High School
	Sciences - CGPA: 76.24 / 100

Experience

12.2018-…	Corporate Sales Representative at
	Radisson Blu Hotel
	Vadistanbul
10.2018-12.2018	Corporate Sales Representative at Hilton
	Hotel Bakırköy
09.2014-01.2015	Finance Intern at JW Marriott

06.2014-08.2014   Finance Intern at Hilton Hotel Ankara

Skills

- B Class Driving Licence
- Computer Skills: MS Office, Solar System, Opera PMS
- Languages: Turkish (Native)

    English(Advanced)

    Russian (Basic)

Certificates

- First Aid Certificate
- Both Honour and High Honour Certificates from Bilkent University for success
- Training Certificate from JW Marriott Hotels
- Training Certificate from Hilton Hotels