



Universidad  
del Valle



Cuadernos de  
Administración

Journal of Management

Print ISSN: 0120-4645 / E-ISSN: 2256-5078 / Short name: cuad.adm.

Pages: e2211132 / Vol: 38 / Issue: 74 / Sep. - Dec. 2022

Faculty of Administration Sciences / Universidad del Valle / Cali - Colombia

## Emotional Labor in the Service Sector: The Role of Organizational Commitment\*

Trabajo Emocional en El Sector de Servicios: El Papel de Compromiso Organizacional

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Article of Scientific and Technological Research

Submitted: 08/04/2021

Reviewed: 20/06/2021

Accepted: 14/09/2022

Published: 21/01/2023

Thematic lines: Administration and Organizations

JEL classification: M1, M12, J81

<https://doi.org/10.25100/cdea.v38i74.11132>

### Abstract

This research examines the Organizational Commitment (OC) levels and emotional labor (levels) (EL) of employees in the service sector and to determine whether there is a significant relationship between these variables, to identify which dimensions of OC affect which dimensions of EL if there is a significant relationship, and to determine whether EL varies statistically according to demographic factors. For this purpose; a survey has been carried out in Zonguldak province in Türkiye and the data were obtained by a face-to-face survey method of 433 workers actively working in the service sector. These data have been tested with reliability, correlation, simple linear regression, multiple variance analysis, independent sample T-test and one-way variance analysis. Because of the reliability analysis carried out, it has been determined that the scales used in the research have high internal consistency. The correlation analysis indicates a moderate and positive relationship between the normative and emotional commitment dimensions of EL and OC. Because of simple linear regression analyses; it has been determined that the 1-unit increase in emotional commitment caused an increase of 0.693 units on EL and a 1-unit increase in normative commitment caused an increase of 0.959 units on EL.

**Keywords:** Emotional labor; Service sector; Organizational commitment; Role behaviours.

### Resumen

El objetivo de esta investigación es, analizando el nivel de compromiso organizacional y comportamientos de trabajo

\* This article is the extended version of the statement presented in "UYSAD 2018 - International Management and Social Science Symposium".

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emocional de los empleados en el sector de servicios determinar si hay una relación significativa entre esas variables, si hay una relación significativa, confirmar cuales dimensiones de compromiso organizacional tienen impactos sobre las cuales dimensiones de trabajo emocional y determinar si el comportamiento de trabajo emocional varia estadísticamente según los factores demográficos. Con este objetivo un estudio se ha realizado en la provincia Zonguldak en Turquía y se han juntado datos de 433 trabajadores activos en el sector de servicios a través de encuesta a cara a cara. Los datos juntados se han sometido a las pruebas de confiabilidad, correlación, regresión lineal simple, múltiple análisis de varianza, prueba t no pareada y unidireccional análisis de varianza. Como resultado de la prueba de confiabilidad realizada se ha determinado de las escalas que han utilizado en la investigación tenían alta consistencia interna. Como resultado de la prueba de análisis de correlación se han detectado una relación significativa hacia positiva y en el nivel medio entre trabajo emocional y las dimensiones de compromiso normativo y emocional de compromiso organizacional. En los resultados del análisis de regresión lineal simple se han determinado que un aumento de 1 unidad en compromiso emocional causa 0,693 unidad de aumento en el comportamiento de trabajo emocional y un aumento de 1 unidad en compromiso normativo causa 0,959 unidad de aumento en el comportamiento de trabajo emocional.

**Palabras Clave:** Trabajo emocional; Sector de servicios; Compromiso organizacional; Comportamientos que constituyen papeles.

## 1. Introduction

One of the main points that success-oriented organizations focus on is ensuring service quality and customer satisfaction. The quality of the service and customer satisfaction can usually develop because of the communication-based efforts of the employees in that organization with the service areas (customers). In this sense, it can be said that the satisfaction of the service members is largely directly related to the emotional representations shown by the employees (Chang and Chiu, 2009). It is expected of the employees to manage emotions "correctly" in the workplace and that emotional management is one of the most obvious characteristics of the business, that capital is expected to be compatible with the company's goals and customer-oriented, and therefore there are costs of this such as stress, depression, etc. to the employees. According to Hochschild (1983) this cost is a direct result of the commoditization/

commercialization of emotions. Today, EL is part of the package that companies sell to customers, so employees sell their "smiles" to the companies (Özkaplan, 2009, p. 19). In the service sector, the feelings of the employees are a labor force in order to create positive emotions in the customers. Nowadays, the consumer is interested not only in the physical aspects of the goods and services he buys, but also in the emotional/spiritual aspects as well. This has become more evident in the service sector. The presentation of the goods and services offered in the service sector is as important, if not more important, as the goods and services themselves. Therefore, employees who provide goods and services by interacting with the consumers can also play a key role in increasing their satisfaction by responding to the emotional demands of the consumers.

Today, it is increasingly difficult to keep the workers in organizations due to rapidly changing environmental conditions, increasing competition and ever-differentiating personal requirements. The training of a worker and his/her departure after adapting to the environment brings high costs to the organizations. In this respect, it is important to increase the OC of the employees and to determine the factors that will affect their commitment to the organization. The strong sense of commitment provided by the workers is expected as one of the key points in the success of the organizations. In this context, decision-makers must try increasing the commitment of the overworked employees to ensure the efficiency and quality of the work. Workers are also one of a precursor in determining the long-term competitive advantages in the success of enterprises. In other words, the workers have become valuable assets for the continuance of enterprises. Some researchers (Yang and Chang 2008) have suggested that EL, expressed as exhibiting the behaviors the enterprise wants during service delivery, is a precursor to OC, which expresses the level of adoption of the organization and belief in organizational objectives and values. In this context, the research aims to determine *whether there is a significant relationship between these variables by examining the OC levels and EL of employees in the service sector and to examine the relationship between the sub-dimensions of variables. The research*

carried out; is important in terms of examining EL, which is critical for customer satisfaction and the continuance of the organization in the service sector, determining the possible impact of OC on EL and demonstrating the administrative behaviors to be identified for the employees in the service sector.

## 2. Emotional Labor

According to Hochschild (1983), who brought up the concept of EL for the first time incomprehensively; the necessity of work is to arrange the emotions in such a way that they are observed by other people and to make facial and bodily representations accordingly. Hochschild has stated that EL is shown and observed as face-to-face and body expressions, while subsequent researchers (Wharton and Erickson, 1993; Rafaeli and Sutton, 1987, 1989) have noted that EL includes all kinds of efforts reflected in tone and behavior during his speech, in addition to this view. EL is when, in the workplace or during work, workers exhibit feelings that are expected of them, unlike their actual feelings (Deadrick and McAfee, 2001), to comply with organizational norms, and to respond to the expectations of appropriate emotional representation (Domagalski, 1999). Organizations transform emotions into economic value by guiding the feelings of their employees in a gain and expectation (Sohn and Lee, 2012). researchers have developed a various Approaches to better demonstrate the concept of EL and its sub-dimensions. Within the framework of these Approaches, Hochschild (1979, 1983) discussed the behavior of employees regarding their emotions in two dimensions: surface acting and deep acting. Ashforth and Humphrey (1993) added natural emotions (Genuine Acting) as a third dimension to Hochschild's approach, thinking that there may be behavior that employees can actually feel in this process.

*Surface Acting:* It is a form of behavior put forward by Hochschild (1983) in which businesses expect to be shown in the service sector, which is usually customer-oriented, and that they have practiced by hiding the feelings that workers feel. Surface acting is a situation in which workers consciously alter the external expressions of the feelings they

believe in (Scalise, 2007, p. 146). In surface acting, employees project their feelings to the customer oppositely by forging their feelings in a sense and differentiating them from the feelings that they really feel within the framework of the screening rules they want from them (Hochschild, 1983; Brotheridge and Grandey, 2002). This pattern of behaviour can be generated with silent and audible markings, facial expressions, hand and arm movements or tone of voice (Ashforth and Humphrey, 1993, p. 92).

*Deep Acting:* In deep acting, the worker strives to harmonize their true feelings with those expected of them (Grandey, 2003). Deep action means self-perceptiveness while adopting emotions at the subconscious level and being called by individuals and in harmony with the emotions expected by enterprises (Scalise, 2007, p. 146). Workers experience these feelings in person while striving to harmonize their true feelings with those expected (Beğenirbaş and Çalışkan, 2014, p. 111). Contrary to surface acting, deep action focuses on inner feelings, and individuals try to resort to the true feelings and feelings actually shown (Wang *et al.*, 2016).

*Genuine Acting:* The genuine acting on natural emotions has been demonstrated by Ashforth and Humphrey (1993) in addition to Hochschild's surface acting and deep acting. Genuine acting constitutes behaviors that are desired from employees in line with the objectives and enterprises (Dahling and Perez, 2010). When the code of conduct that businesses want and the feelings of the workers are in the same direction, the workers will not exhibit surface acting and deep acting and in this way, will be affected as little as possible by the negative consequences of EL. Genuine acting overlaps with natural emotions (Chu and Murrmann, 2006, p. 1182).

## 3. Organizational Commitment

OC is described as a structure with many components that define the employees' feelings of commitment, identification and obligation to their organizations (Markovits *et al.*, 2007, p. 79). OC is a case of workers seeing themselves on the same path as the institution and exhibiting common behaviors

individuals adopt organizational goals and values and can fulfill responsibilities (Mohammed and Eleswed, 2013, p. 45), committing to help workers achieve the objectives and objectives of the organization, and includes the participation, identity and commitment levels of individuals (Caught vd., 2000). OC is defined as the combined strength of identity unity and commitment that a person enters with a particular organization (Leong *et al.*, 1996). Schermerhorn *et al.* (1994, p. 144) express OC in the form of “the degree to which the person establishes a unity of force with the organization in which he or she works and feels part of the organization”. The OC model, widely used as a multidimensional structure, has been finalized as the “Three-Component OC Model” (Meyer and Allen, 1998). This model refers to three different forms of commitment, emotional, normative and continuance commitment.

*Affective Commitment:* Emotional commitment arises from a compromise between individual and organizational values that emotionally bind people to the organization and makes them happy to be a member of it (Wiener, 1982). Emotional commitment involves employees accepting organizational goals and values and making extraordinary efforts for the benefit of the organization (McGee and Ford, 1987). With such commitment, being a part of the organization gives the individual emotional pleasure and pride. These organizations mean a lot to their employees, both financially and spiritually. Therefore, emotional commitment is considered a strong type of commitment. Employees with such a commitment fully identify with the organization (Gangai and Agrawal, 2015, p. 270) fully identify with the organization (Gangai and Agrawal, 2015, p. 270).

*Normative Commitment:* In this type of commitment, we observed that the individual is connected to their organization because he or she feels obligated toward the organization. The basis of this type of commitment is out of necessity (Allen and Meyer 1990). Individuals remain in the organization as a result out of a sense of gratitude. This is because employers have value judgments that it is best to hire them at a time when they really need them or to stay with their employers. Such individuals believe that the organization has been good to them and therefore they owe it to the

organization to work in the organization for a while (Bayram, 2005, p. 133).

*Continuance Commitment:* Continuance commitment is due to the desire to stay in this organization due to the personal investments made by the employee in the organization. These investments are close social relations with the colleagues, pension rights, seniority, career and special skills obtained from working in an organization for many years. Additionally, uncertainties about achieving better jobs elsewhere contribute to a continuance commitment (Obeng and Ugboro, 2003, p. 84). A person with a continuance commitment to an organization has the idea that he or she will have fewer possibilities if he leaves the organization. Some of these people may remain in the organization because they cannot find other work (Bayram, 2005, p. 133).

Since the fact that organizations consist mostly of highly committed workers has important consequences for both businesses and business people, it is important to determine how and how OC is established and to understand their relationship with behavior in business life (Buchanan, 1974, p. 533). In this context, it is suggested that the level of commitment to the organization affects the behavior (EL) exhibited toward customers in enterprises, and that OC is the premise of EL (Hsu, 2012; Yoğun, 2016; Kerse and Özdemir, 2018). The adoption of the organization of the workers, their belief in the objectives of the organization and the feeling that there is a psychological connection between the organization and them affects their internalization of the behavior exhibited toward the customers. Based on this approach, hypotheses  $H_{1a}$ ,  $H_{1b}$ ,  $H_{1c}$  and  $H_{1d}$  have been developed.

$H_{1a}$ : There is a significant relationship between OC and EL.

$H_{1b}$ : Emotional commitment increases as EL increases.

$H_{1c}$ : EL increases as continuance commitment increases.

$H_{1d}$ : EL increases as normative commitment increases.

It is believed that the emotional behavior of individuals exhibiting EL representation

varies according to their gender. It can be said that women exhibit EL more than men (Kruml and Geddes, 2000; Özdemir *et al.*, 2013). Women are more in most showing positive EL and men are more in the majority in showing negative EL (Erickson and Ritter, 2001; Kaya and Özhan, 2012). Some researchers (Cottingham *et al.*, 2015; Cheung and Tang, 2010; Wharton and Erickson, 1993), noted that women are were more likely to participate in EL screening, but Simon and Nath (2004) concluded in their study that women did not exhibit more emotionally than men. The main reason for the EL difference between men and women is that women are relatively more successful and talented than men in jobs where EL should be displayed. While women can change their emotional representations in that direction by sensing extroverted emotional cues, men focus more on their introverted emotions and exhibit real emotional representations (Rafaeli, 1989).

Therefore, the behavior of men and women may differ in jobs that require EL. Based on this approach, hypothesis  $H_{1e}$  has been proposed.

$H_{1e}$ : EL varies significantly by gender.

There may also be a difference between the older and younger workers in showing EL. Studies in this field have shown that the older workers are more successful at controlling their emotions than the younger people (Dahling and Perez, 2010). Older workers have more life experiences, while having a positive effect on EL; young workers are often unwilling or unwilling to suppress their emotions, which can make it difficult for them to show EL (Lee, 2016, p. 1341). In their study, Dahling and Perez (2010) concluded that the older employees increased their motivation to increase their positive emotions by suppressing their negative moods in the display of EL at work. Accordingly, emotional control and regulation increase as age increases. Based on this approach, the hypothesis  $H_{1f}$  has been created.

$H_{1f}$ : EL varies significantly by age.

They spend more emotional effort because they are trained and equipped in professional matters and know how to behave toward their customers in matters related to

their profession. Those who are not trained in their profession may have difficulties in dealing with customers, but they also have difficulty showing appropriate behavior. Accordingly, a high level of knowledge in the profession increases the knowledge of the worker toward his profession and positively affects his/her relations with the customer. Based on this approach, hypothesis  $H_{1g}$  has been created.

$H_{1g}$ : EL varies significantly according to educational status

Among the benefits of EL to the workers, financial gain is undoubtedly the first factor. Waiters who do not smile, doctors who do not show tips, sincerity and empathy are sick, and cold and rude lawyers lose clients. For paid employees, it refers to the additional income they will receive for a high performance rate they perform in their work. Therefore, it is stated that employees take care to show positive emotions (Wong and Wang, 2009). Based on this approach, hypothesis  $H_{1h}$  has been created.

$H_{1h}$ : EL varies significantly according to the monthly income level.

It is stated that long-term employees in jobs where it is necessary to serve people with various value judgments and expectations can gain significant emotional experiences, which can give them an advantage in regulating the feelings of employees (Dahling and Perez, 2010). Past work experiences are important in demonstrating the EL required by the work (Chu and Murmann, 2006, p. 1182; Hochschild, 1983, p.40). It appears that those who have worked in institutions for a long time are more successful in exhibiting EL (Kinman *et al.*, 2011; Lee and Brotheridge, 2011). Based on this approach, hypothesis  $H_{1k}$  has been created.

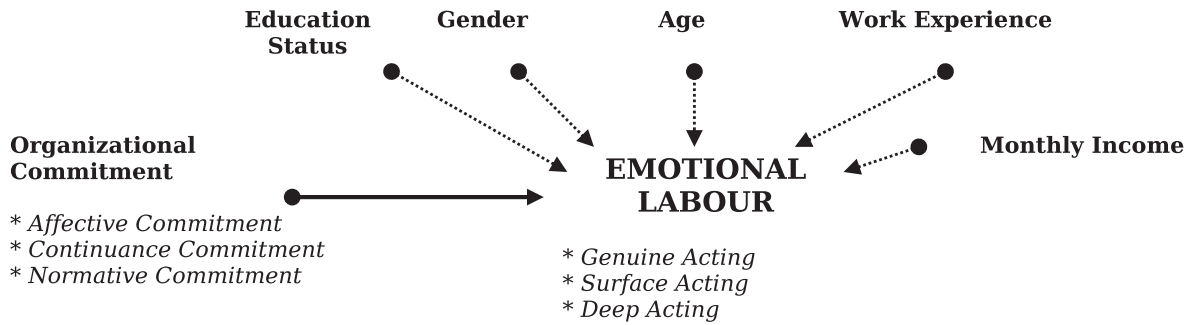
$H_{1k}$ : EL varies significantly according to work experience.

## 4. Research Methodology

### 4.1. The Population and Sample of the Research

The universe of research consists of private sector employees. The sample of the research

**Figure 1. Conceptual Model of the Research**



Source: Authors' own elaboration.

consists of active workers working in private sector companies operating in Düzce/Türkiye. In the study, sampling and purposeful sampling methods have been used easily from unlikely sampling methods and data have been obtained from 462 private sector employees, but a sample volume of 443 people has been provided at an analysable level.

#### 4.2. The Data Collection Method of the Research

The data to be used in the study have been obtained by applying the face-to-face survey method. The survey used to obtain data consists of 2 scales in the 5-like structure, EL and OC. In the research, a scale of 3 dimensions and 19 substances developed by Chu and Murrmann (2006) and adapted to Turkish by Pala and Tepeci (2014) had been used to measure EL. For the purpose of measure organizational loyalty, a scale of 3 dimensions and 18 substances developed by Meyer *et al.* (1993) and adapted to Turkish by Wasti (1999) had been used.

#### 4.3. The Research Model

The main dependent variable of the research using the screening model is EL and sub-dependent variables are genuine acting, surface acting and deep acting. The main independent variable of the research is OC, while its sub-arguments are emotional commitment, continuance commitment and normative commitment.

#### 4.4. Data Analysis of the Research

The data required to test the hypotheses proposed within the scope of the research were evaluated using SPSS 20.0 (Statistical Package for Social Sciences) and AMOS 24.0 (Analysis of Moment Structures) programs. Confirmatory Factor Analysis (CFA) had been used to determine the structural validity of the scales used in the study, reliability analysis in determining internal consistency, correlation analysis to determine the direction and severity of the relationship between variables, simple linear regression analysis to examine the relationship between variables and MANOVA (Multivariate ANOVA) analysis, Independent Sample T-Test and One-Way ANOVA Test had been used to determine differences.

#### 5. Results

Descriptive statistics of the employees participating in the research are given in Table 1. According to this Table 1; 49.4% of the sample are male and 50.6% are female. When the age distribution is examined; the sample includes most of 77.6%, mostly in the 21-40 age range. It has been determined that 55.1% of the employees participating in the research are university graduates. When the monthly income level of private sector employees is examined; we observe that most of 55.5% have a monthly income at the minimum wage level. Considering the working time in the table, it has been determined that 90.1% of

**Table 1. Descriptive Statistics**

	Frequency	Percentage
<b>Gender</b>		
Male	219	49,4
Female	224	50,6
<b>Age</b>		
Younger than 21	37	8,4
21-30	204	46,0
31-40	140	31,6
41-50	42	9,5
51-60	14	3,2
Older than 60	6	1,4
<b>Education Status</b>		
Primary School	47	10,6
High School	152	34,3
Associate	113	25,5
Undergraduate	115	26,0
Post-Graduate	16	3,6
<b>Monthly Income Level</b>		
Less than TRY* 1000	23	5,2
Between TRY 1001 - 2000	246	55,5
Between TRY 2001 - 3000	95	21,4
Between TRY 3001 - 4000	37	8,4
Between TRY 4001 - 5000	26	5,9
TRY 5001 or more	16	3,6
<b>Work Experience</b>		
Less than 1 year	44	9,9
1-2 years	77	17,4
2-3 years	92	20,8
3-4 years	39	8,8
4 years and above	191	43,1
* TRY= Turkish Liras		
<b>Source: Authors' own elaboration.</b>		

the sample has had more than 1 year of work experience.

A Confirmatory Factor Analysis (DFA) has been applied to determine the structural validity of the scales used in the research, and the fit values obtained because of the

factor analysis carried out for the OC scale consisting of 3 dimensions and 18 items are expressed in Table 2.

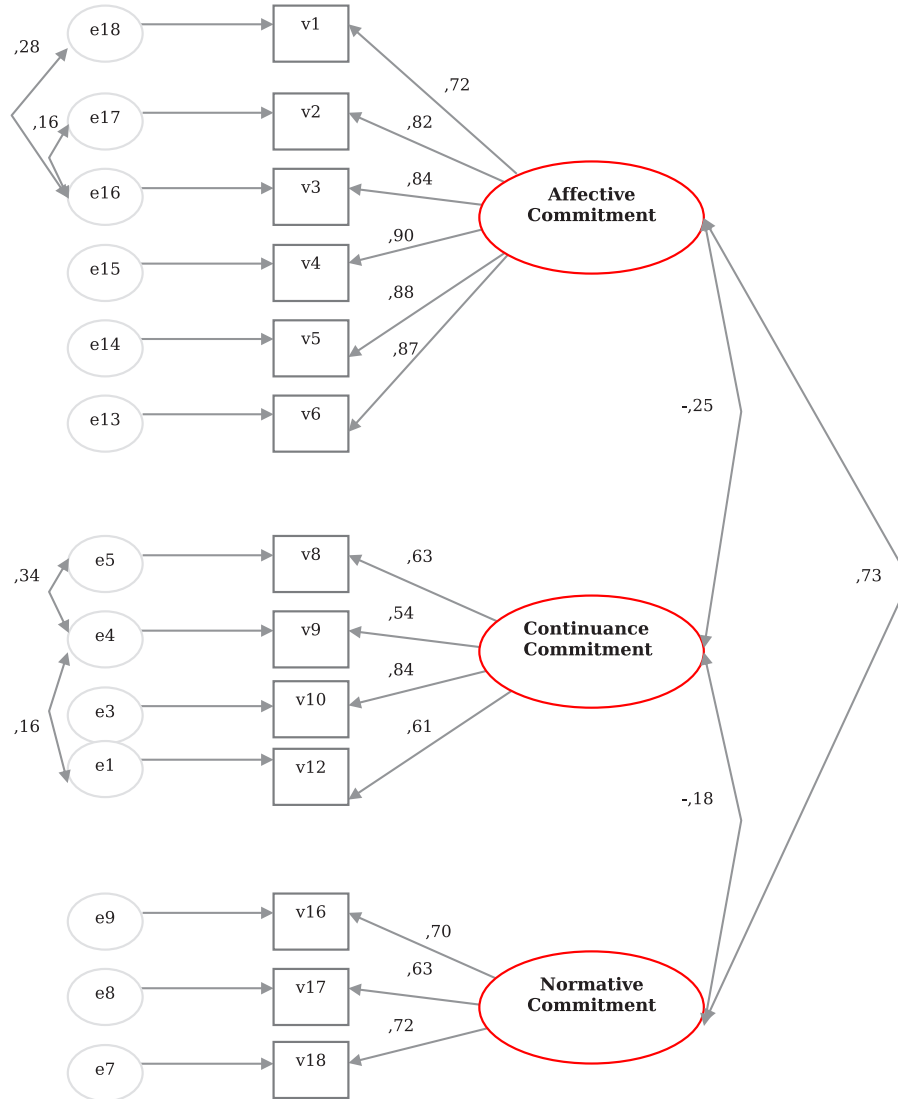
When the fit values expressed in Table 2 are examined; it was determined that the chi-square value is 173,763; the p value

**Table 2. OC Scale/Fit Values**

Fit Criteria	$\chi^2$	P	$\chi^2/df$	RMSEA	SRMR	NFI	CFI	GFI
Fit Values	173.763	0.000	2.996	0.06	0.05	0.945	0.963	0.945

Source: Authors' own elaboration.

**Figure 2. OC Scale / Standardized Analysis Values**



Source: Authors' own elaboration.

is 0.000; the RMSEA value is 0.06; the GFI value is 0.945; the chi-square/degree of freedom is 2,996; the SRMR value is 0.05; CFI value is 0.963 and the NFI value is 0.945. The standardized solution values for the OC scale tested in Figure 2 are specified.

During the Confirmatory Factor Analysis, 5 items have been removed from the scale and the reliability analysis results for the dimensions of the revised OC scale are presented in Table 3.



**Table 3. OC Scale - Reliability Analysis**

	Cronbach's Alpha	N of Items
All Scale	0.802	13
Affective Commitment	0.928	6
Continuance Commitment	0.790	4
Normative Commitment	0.723	3

Source: Authors' own elaboration.

**Table 4. EL Scale / Fit Values**

Fit Criteria	$\chi^2$	P	$\chi^2/df$	RMSEA	SRMR	NFI	CFI	GFI
Fit Values	147.802	0.008	2.206	0.08	0.06	0.882	0.907	0.914

Source: Authors' own elaboration.

Because of the analyses carried out; it has been determined that the Cronbach's Alpha coefficient is 0.928 for the emotional commitment dimension, 0.790 for the continuance commitment dimension and 0.723 for the normative commitment dimension. For the entire scale, the Cronbach's Alpha coefficient is 0.802. According to these values obtained; it has been determined that all dimensions and scales have internal consistency.

Another scale used in the research is the EL scale. The fit values were obtained because of applying the Confirmatory Factor Analysis to this scale consisting of 3 dimensions and 19 items are expressed in Table 4.

When the fit values in Table 4 are examined; it has been determined that the chi-square value is 147.802; the p value is 0.008; the RMSEA value is 0.08; the GFI value is 0.914; the chi-square/degree of freedom is 2.206; the SRMR value is 0.06; the CFI value is 0.907 and the NFI value is 0.882. The standardized solution values for the EL scale tested are specified in Figure 3.

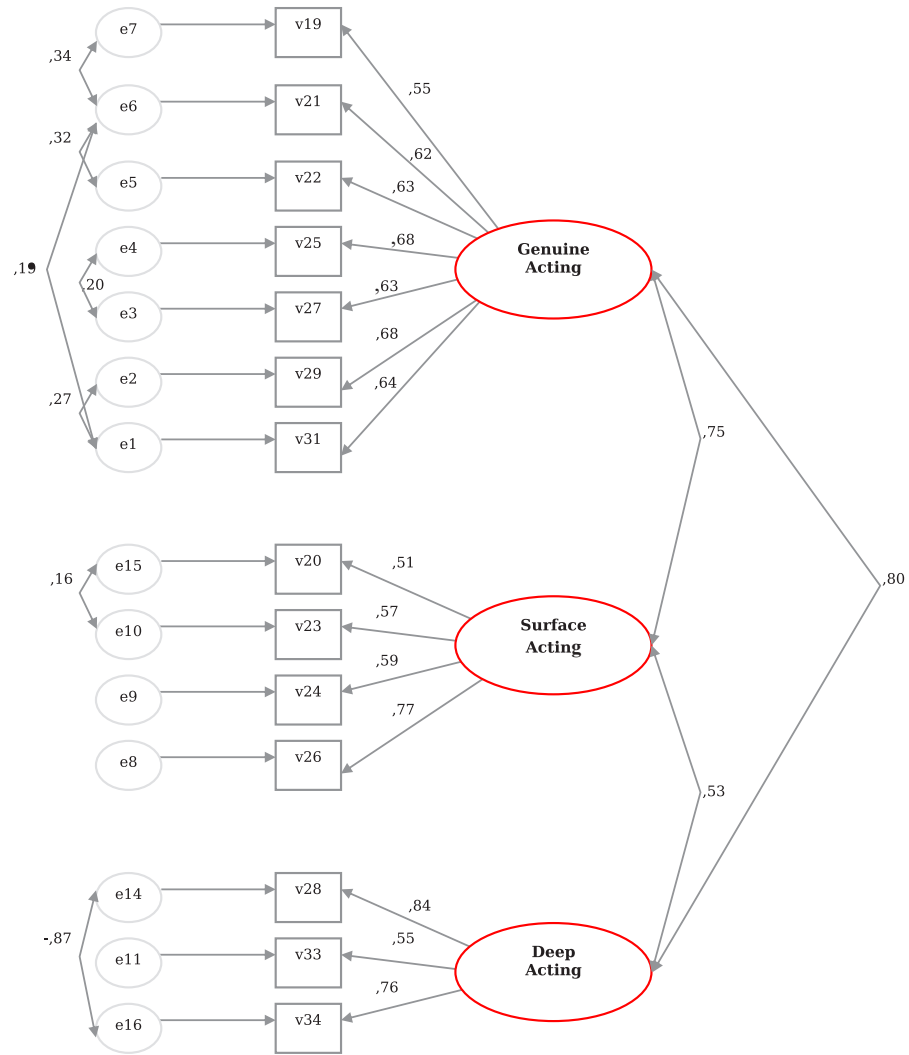
During the Confirmatory Factor Analysis, 5 items have been removed from the scale and the reliability analysis results for the dimensions of the revised EL scale have been stated in Table 5.

Because of the analyses carried out; the Cronbach's Alpha coefficient is 0.879 for the genuine acting dimension, 0.717 for the surface acting dimension, 0.756 for the deep acting dimension and 0.879 for the entire scale. According to the values obtained, it was determined that all dimensions and scales have internal consistency. It has been determined that the proposed fit values of the OC scale expressed in Table 2 and the proposed fit values of the EL scale in Table 4 conform to with the goodness of fit statistics published by Schermelleh-Engel *et al.* (2003) and that the structural validity of these scales is acceptable.

The Kolmogorov-Smirnov and Shapiro-Wilk values were determined because of the normality test conducted for the data obtained within the scope of the research are presented in Table 6. When interpreted by considering the Shapiro-Wilk values due to the sample dimension ( $n=443$ ), we observe that the data obtained from both of the scales and scale dimensions used in the research did not show a normal distribution. Therefore, the skewness and kurtosis values related to the relevant dimensions should also be examined.

The skewness and kurtosis values of the data obtained from the scales used in the study are detailed in Table 7. Upon reviewing

**Figure 3. EL Scale / Standardized Analysis Values**



Source: Authors' own elaboration.

**Table 5. EL Scale - Reliability Analysis**

	Cronbach's Alpha	N of Items
All Scale	0.879	14
Genuine Acting	0.841	7
Surface Acting	0.717	4
Deep Acting	0.756	3

Source: Authors' own elaboration.

**Table 6. Normality Test Results**

		Kolmogorov-Smirnov			Shapiro-Wilk		
		Statistics	df	Sig.	Statistics	df	Sig.
Organizational Commitment Scale	Entirety of Scale	0.047	443	0.023	0.996	443	0.357
	Emotional Commitment	0.132	443	0.000	0.941	443	0.000
	Continuance Commitment	0.066	443	0.000	0.984	443	0.000
	Normative Commitment	0.074	443	0.000	0.987	443	0.001
Emotional Labor Scale	Entirety of Scale	0.067	443	0.000	0.978	443	0.000
	Genuine Acting	0.115	443	0.000	0.942	443	0.000
	Surface Acting	0.143	443	0.000	0.957	443	0.000
	Deep Acting	0.092	443	0.000	0.979	443	0.000

Source: Authors' own elaboration.

**Table 7. Normality Tests - Kurtosis and Skewness Values**

	Skewness	Kurtosis
OC Scale	0.064	-0.275
Emotional Commitment	-0.448	-0.838
Continuance Commitment	-0.007	-0.749
Normative Commitment	0.007	-0.609
EL Scale	-0.556	0.996
Genuine Acting	-0.857	1.787
Surface Acting	-0.597	0.372
Deep Acting	-0.297	-0.221

Source: Authors' own elaboration.

this table; according to the Shapiro-Wilk value, the skewness and kurtosis values of the data sets that do not show a normal distribution are between -2 and +2, and according to George's classification and Mallery (2003), these data sets show a normal distribution.

Table 8 shows the results of the correlation analysis of the variables of the research. According to this table; a positive and moderately significant relationship was displayed between the main independent variable OC and the main dependent variable EL. It has been determined that there

**Table 8. Correlation Analysis Results**

			OC Dimensions			
			OC	Emotional Commitment	Emotional Commitment	Normative Commitment
EL		Correlation	0.422	0.461	-0.067	0.432
		Sig. (2-tailed)	0.000	0.158*	0.000	
EL Dimensions	Genuine Acting	Correlation	0.374	0.448	-0.116	0.381
		Sig. (2-tailed)	0.000	0.000	0.058*	0.000
	Surface Acting	Correlation	0.253	0.213	0.058	0.241
		Sig. (2-tailed)	0.000	0.000	0.225*	0.000
	Deep Acting	Correlation	0.408	0.448	-0.077	0.430
		Sig. (2-tailed)	0.000	0.000	0.107*	0.000

\* p > 0.05

Source: Authors' own elaboration.

**Table 9. Emotional Commitment & Emotional Labor - ANOVA**

Emotional Labor	Sum of squares		Mean square	F	Sig.
	Regression	9947.837	9947.837		
Residual	36762.023	83.361			
Total	46709.860				

Source: Authors' own elaboration.

**Table 10. Emotional Commitment & Emotional Labor - Model**

		β	T	Sig.	r <sup>2</sup>	Adjusted r <sup>2</sup>
Emotional Labor	Constant	50.413	36.596	0.000	0.213	0.211
	Emotional Commitment	0.693	10.924	0.000		

Source: Authors' own elaboration.

is a positive and moderately significant relationship between the independent sub-variables emotional commitment, normative commitment and EL. There is no statistically significant relationship between the continuance commitment and EL. A positive and low-level relationship has been found between the main dimension OC and the sub-dependent variables of genuine acting and surface acting, and a moderately significant and positive relationship between the other sub-dependent variables of deep acting and OC.

Table 9 shows the ANOVA results of a simple linear regression analysis of the

emotional commitment dimension of EL and OC. Because of a regression analysis is performed, it has been found that the regression model to be established expresses statistical significance.

The results of the analysis carried out using the Enter method are stated in Table 10. Upon examining this table; it has been determined that 21.1% of the change in the EL of the employees has been explained by the change in the emotional commitment dimension. The regression equation created according to these results is described as follows; "*Emotional Labor = 50,413 + (0.693 x Emotional Commitment)*". According to the

**Table 11. MANOVA Analysis Results**

Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	0.974	5127.88	3.000	416.000	0.000
	Wilks' Lambda	0.026	5127.88	3.000	416.000	0.000
	Hotelling's Trace	36.980	5127.88	3.000	416.000	0.000
	Roy's Largest Root	36.980	5127.88	3.000	416.000	0.000
Emotional Commitment	Pillai's Trace	0.468	3.215	72.000	1254.000	0.000
	Wilks' Lambda	0.581	3.442	72.000	1244.071	0.000
	Hotelling's Trace	0.640	3.685	72.000	1244.000	0.000
	Roy's Largest Root	0.490	8.528	24.000	418.000	0.000

Source: Authors' own elaboration.

**Table 12. Tests of Between-Subjects Effects**

Source	Dependent Variable	Sum of squares	df	Mean square	F	Sig.
Corrected Model	Genuine Acting	3121.295	24	130.054	7.794	0.000
	Surface Acting	576.697	24	24.029	2.440	0.000
	Deep Acting	1979.762	24	82.490	5.686	0.000
Intercept	Genuine Acting	219359.110	1	219359.11	13146.30	0.000
	Surface Acting	63568.803	1	63568.803	6455.528	0.000
	Deep Acting	137668.454	1	137668.45	9489.659	0.000
Emotional Commitment	Genuine Acting	3121.295	24	130.054	7.794	0.000
	Surface Acting	576.697	24	24.029	2.440	0.000
	Deep Acting	1979.762	24	82.490	5.686	0.000
Error	Genuine Acting	6974.746	418	16.686		
	Surface Acting	4116.125	418	9.847		
	Deep Acting	6064.013	418	14.507		

Source: Authors' own elaboration.

formula obtained because of the regression analysis; it has been determined that the 1-unit increase in the emotional commitment dimension caused an increase of 0.693 units on EL.

The multivariate Analysis of Variance (MANOVA) was performed to determine whether there is a significant difference between emotional commitment and EL dimensions, and the results are provided in Table 11. Upon reviewing this table; the results of Pillai's Trace and Wilks' Lambda tests indicate that the significance value is

less than 0.05 and that emotional commitment has a statistically significant effect on EL dimensions.

Because of the MANOVA test, the results are been presented in Table 12 by examining which of the dependent variables has a significant difference. When these results are examined, a significant difference is found in all dimensions of EL according to emotional commitment and it has been determined that emotional commitment has had the most effect on the genuine acting dimension and at least effect on surface acting.

**Table 13. Normative Commitment & Emotional Labor - ANOVA**

Emotional Labor	Sum of squares		Mean square	F	Sig.
	Regression	8709.813	8709.813	101.080	0.000
	Residual	38000.047	86.168		
	Total	46709.860			

Source: Authors' own elaboration.

**Table 14. Normative Commitment & Emotional Labor - Model**

		$\beta$	t	Sig.	r <sup>2</sup>	Adjusted r <sup>2</sup>
Emotional Labor	Constant	46.085	24.218	0.000	0.186	0.185
	Normative Commitment	0.959	10.054	0.000		

Source: Authors' own elaboration.

**Table 15. MANOVA Analysis Results**

		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	0.943	2293.660	3.000	417.000	0.000
	Wilks' Lambda	0.057	2293.660	3.000	417.000	0.000
	Hotelling's Trace	16.501	2293.660	3.000	417.000	0.000
	Roy's Largest Root	16.501	2293.660	3.000	417.000	0.000
Normative Commitment	Pillai's Trace	0.427	3.022	69.000	1257.000	0.000
	Wilks' Lambda	0.613	3.216	69.000	1246.629	0.000
	Hotelling's Trace	0.568	3.423	69.000	1247.000	0.000
	Roy's Largest Root	0.438	7.973	23.000	419.000	0.000

Source: Authors' own elaboration.

Table 13 shows the ANOVA results of a simple linear regression analysis of the normative commitment dimension of EL and OC. According to these results; Because of the p value is less than 0.05, it was determined that the regression model expressed statistical significance.

The results of the analysis are carried out by the Enter method are stated in Table 14. Upon examining this table; it has been determined that 18.5% of the change in the EL of employees has been explained by the change in the level of normative commitment. According to these results, the

value that the EL can receive is described as follows; "*Emotional Labor = 46.085 + (0.959 × Normative Commitment)*". According to the formula obtained because of a regression analysis; it has been determined that the 1-unit increase in the normative commitment dimension caused an increase of 0.959 units in EL.

The multivariate Analysis of Variance (MANOVA) was performed to determine whether there is a significant difference between the normative commitment and EL dimensions, and the results are provided in Table 15. Upon reviewing this table; the

**Table 16. Tests of Between-Subjects Effects**

Source	Dependent Variable	Sum of squares	df	Mean square	F	Sig.
Corrected Model	Genuine Acting	2503.375	23	108.842	6.006	0.000
	Surface Acting	590.984	23	25.695	2.625	0.000
	Deep Acting	2169.935	23	94.345	6.730	0.000
Intercept	Genuine Acting	103818.289	1	103818.28	5729.195	0.000
	Surface Acting	28359.651	1	28359.651	2896.919	0.000
	Deep Acting	61395.537	1	61395.537	4379.543	0.000
Normative Commitment	Genuine Acting	2503.375	23	108.842	6.006	0.000
	Surface Acting	590.984	23	25.695	2.625	0.000
	Deep Acting	2169.935	23	94.345	6.730	0.000
Error	Genuine Acting	7592.666	419	18.121		
	Surface Acting	4101.838	419	9.790		
	Deep Acting	5873.839	419	14.019		

Source: Authors' own elaboration.

**Table 17. Gender - Emotional Labor**

Independent-Sample T			Levene's Test for Equality of Variances		t-test for Equality of Means				
			F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Gender	Mean	Equal variances assumed	0.000	0.984	-0.279	441	0.780	-0.27328	0.97792
Male	64.5571								
Female	64.8304	Equal variances not assumed			-0.279	440.2	0.780	-0.27328	0.97812

Source: Authors' own elaboration.

results of Pillai's Trace and Wilks' Lambda tests indicate that the significance value is less than 0.05 and that the normative commitment has a statistically significant effect on the EL dimensions.

Because of the MANOVA test, it has been tested which of the dependent variables has a significant difference and the results are presented in Table 16. When these results are examined, a significant difference is found in all dimensions of EL according to the emotional commitment and it has been determined that the emotional commitment has the most effect on the genuine acting

dimension and the least effect on the surface acting.

When Table 17 is investigated, the relationship between EL and the gender of the employees who participated in the study. Upon reviewing this table; it has been determined that the significance value obtained because of the gender test has been greater than 0.05 and that the EL level of the employees did not differ significantly by gender.

Table 18 shows the analyses of the relationship between EL and the age of

**Table 18. Emotional Labor - Age**

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
Younger than 21	37	62.7297	10.78746	1.77345	3.466	0.004
21-30	204	63.0343	10.58970	0.74143		
31-40	140	66.6214	9.12225	0.77097		
41-50	42	67.8095	10.86780	1.67694		
51-60	14	67.0000	8.40330	2.24588		
Older than 60	6	61.1667	11.37395	4.64339		

Source: Authors' own elaboration.

**Table 19. Homogeneity Test of Variances**

Levene Statistic	df1	df2	Sig.
0.705	5	437	0.620

Source: Authors' own elaboration.

**Table 20. Emotional Labor - Education Status**

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
High School	47	67.0000	9.89290	1.44303	1.509	0.198
Associate	152	65.0197	10.69968	0.86786		
Undergraduate	113	64.2212	8.37911	0.78824		
Post-Graduate	115	63.3739	11.58073	1.07991		
Doctorate	16	67.6875	8.69267	2.17317		

Source: Authors' own elaboration.

the participants. Upon reviewing this table; because of the analysis, it has been determined that the significance value is less than 0.05 and that the level of EL varies significantly according to the age of the employees. However, a Post hoc analysis has been performed to determine which age group has the most significant differences.

The homogeneity test results performed to determine the technique to be selected in the Post hoc analysis are stated in Table 19.

When the results in Table 19 are examined, we observe that the variances are homogeneous. However, considering that the distributions in the groups are not equal, the Scheffe test has been preferred in the Post hoc analysis. Upon reviewing it in detail; it

was determined that the difference in EL by age is only significant between the age groups of 21-30 and 31-40, and that the EL is higher in the age group of 31-40 than among the employees between the ages of 21 and 30.

Table 20 analyzes the relationship between EL and educational status. Upon reviewing this table; we observe that the significance value is greater than 0.05. Accordingly, it has been determined that EL did not differ significantly according to the level of training of the employees.

Table 21 displays the analyses of the relationship between the monthly income level and EL of the respondents. Upon reviewing this table; as a result of the analysis, it has been determined that the



**Table 21. Emotional Labor - Monthly Income Level**

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
Less than TRY 1000	23	61.8261	12.54683	2.61619	3.679	0.003
Between TRY 1000 - 2000	246	63.6667	9.86659	0.62907		
Between TRY 2000 - 3000	95	64.5789	11.55890	1.18592		
Between TRY 3000 - 4000	37	67.9730	6.93015	1.13931		
Between TRY 4000 - 5000	26	69.7308	8.62349	1.69121		
TRY 5000 or more	16	69.5625	9.52868	2.38217		

Source: Authors' own elaboration.

**Table 22. Homogeneity Test of Variances**

Levene Statistic	df1	df2	Sig.
2.611	5	437	0.024

Source: Authors' own elaboration.

**Table 23. Emotional Labor - Work Experience**

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
Less than 1 year	44	63.3182	11.45420	1.72679	2.555	0.038
1-2 years	77	62.9221	10.64099	1.21265		
2-3 years	92	63.2174	10.61600	1.10679		
3-4 years	39	65.0513	9.22796	1.47766		
4 years and above	191	66.3665	9.70793	0.70244		

Source: Authors' own elaboration.

value of significance is less than 0.05 and that EL varies significantly according to the monthly income level of the employees. However, a Post-Hoc analysis has been performed to determine which income groups have differences.

The homogeneity test results were obtained to determine the technique to be selected in the Post hoc analysis, which are presented in Table 22.

When the results in Table 22 are examined, we observe that the variances are not homogeneous. However, considering that the distributions in the groups have been not equal, The Tamhane's T2 test has been preferred in the Post hoc analysis. Upon reviewing it in detail; it has been determined

that the differences in the monthly income level of EL are significant between the employees with incomes of TRY 4001-5000 and those with incomes of less than TRY 1000 and TRY 1001-2000, and that EL is most significant among the employees with incomes of TRY 4001-5000 and those with monthly incomes of at least TRY 1000.

Table 23 is an analysis of the relationship between the duration of the study participants' work experience and EL. Upon reviewing this table; because of the analysis, it has been determined that the value of significance is less than 0.05 and that EL varies significantly according to work experience. However, Post hoc analysis has been performed to determine which work experience periods there has been a significant difference.

**Table 24. Homogeneity Test of Variances**

Levene Statistic	df1	df2	Sig.
0.942	4	438	0.439

Source: Authors' own elaboration.

The homogeneity test results were obtained to determine the technique to be selected in the Post hoc analysis are presented in Table 24.

When the results in Table 24 are reviewed, we observe that the variances are homogeneous. However, considering that the distributions in the groups are not equal, the Scheffe test has been preferred in the Post hoc analysis. Because of this test, the significance value was found to be greater than 0.05 among all groups. Therefore, it has been determined that the differences in the EL level according to work experience are not due to the groups but from within the group (between groups= 1064.8 & within groups= 45644.9).

## 6. Conclusions and Recommendations

According to the results of the research; a positive and moderately significant relationship between OC and EL has been found. There are studies supporting this situation in the relevant literature; the finding in Hsu's research (2012) on store employees and Yogun's (2016) research on nurses that OC positively and significantly affects EL explains this. While a positive and moderately significant relationship has been determined between emotional commitment, normative commitment and EL, there has been no statistically significant relationship determined between continuance commitment and EL. A positive and low-level relationship has been found between OC and the sub-dependent variables of genuine acting and surface acting, and a moderately significant and positive relationship between the other sub-dependent variables, deep acting and OC. According to the normative commitment, a significant difference has been detected in all dimensions of EL and it has been determined that the normative commitment has had the most effect on the

genuine acting dimension and the least effect on surface acting. Based on the results,  $H_{1a}$ ,  $H_{1b}$ ,  $H_{1d}$  have been accepted and  $H_{1c}$  has been rejected.

It has been determined that the EL level of the employees does not differ significantly by gender. As a result, the  $H_{1e}$  has been rejected. It has been determined that the level of EL varies significantly according to the age of the employees. It has been determined that the difference in EL by age is only significant between the age groups of 21-30 and 31-40, and that the EL is higher in the age group of 31-40 than among the employees between the ages of 21 and 30. Based on this result,  $H_{1f}$  has been accepted. It has been determined that EL does not differ significantly according to the level of education of the employees. Based on these results, the  $H_{1g}$  level was rejected. It has been determined that EL varies significantly according to the monthly income level of the employees. Upon reviewing the findings in detail; it has been determined that the differences in the monthly income level of EL are significant between employees with incomes of TRY 4001-5000 and those with incomes of less than TRY 1000 and TRY 1001-2000, and that EL is most significant among employees with incomes of TRY 4001-5000 and those with monthly incomes of at least TRY 1000. Accordingly, it is said that as income increases, EL increases. Based on this result,  $H_{1h}$  is accepted and  $H_{1k}$  is accepted as EL varies significantly according to work experience.

Recently, the number of research studies examining the role of emotions, EL and individual factors in work life has been increasing. It is observed that researchers such as Polatçı and Özyer (2015, p. 146) have conducted studies on emotional intelligence and events by taking the EL as an independent variable, Seçer (2005, p. 813) on feelings and, Beğenirbaş and Basım (2013, p. 45) on demographic factors and personality traits.

There is no clear consensus on the research findings obtained from these studies. Villiers (2015, p. 101) has examined the relationships between EL, personality traits and commitment to work, and has found that there is a significant relationship between deep acting from the sub-dimensions of EL and commitment to work, and there had been no significant relationship between surface acting and a commitment to work. The study, conducted in Taiwan by Lin *et al.* (2015, p. 493), has revealed significant relationships between EL and a commitment to work. Mróz and Kaleta (2016, p. 776) have concluded that there is a slightly significant relationship between deep acting, which is the sub-dimension of EL, in the relationship between EL and commitment to work. In the Turkish literature, Türkay *et al.* (2011, p. 201) has found that the EL of the managers of the service enterprises has a significant relationship with a commitment to work. Gök (2015, p. 292) has found that EL affects work commitments of pharmaceutical representatives, and Gülova and Palamutçuoğlu (2013, p. 41) have concluded that EL in university employees has had a positive and statistically significant relationship between their commitments to work.

To create EL, enterprises should be able to properly manage the EL of employees by establishing a sense of OC within the organization and encouraging them to show EL. Future studies may examine whether the results of this study, which has been conducted in the service sector, are supported by using a different sample. Additionally, new results can be produced by associating OC and EL variables with different variables.

## 7. Conflict of Interest

The authors declare no conflicts of interest.

## 8. Source of Financing

This research was not sponsored or financed.

## 9. References

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### How to cite this paper?

Uysal, H. T., Yılmaz Kılıçkaya F. (2022). Emotional Labor in the Service Sector: The Role of Organizational Commitment. *Cuadernos de Administración*, 38(74), e2211132. <https://doi.org/10.25100/cdea.v38i74.11132>