

How Do The Hotel Managers Cope With Negative Outcomes? The Antecedents And The Consequences Of Emotional Labor*

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How Do The Hotel Managers Cope With Negative Outcomes? The Antecedents And The Consequences Of Emotional Labor

Otel Yöneticileri Duygusal Emegin Olumsuz Sonuçlarıyla Nasıl Başa Çıkıyor? Öncüller ve Sonuçlar

Abstract

This article examines the hotel managers' opinions and experiences with emotional labor. Relying on the phenomenological approach, the data collected via face-to-face interviews with hotel managers. The analysis provided six themes explicating the experiences of the managers. The findings indicate that the managers have developed techniques or certain behaviors that allowed them to face the negative consequences caused by emotional labor.

Özet

Bu çalışmanın amacı, otel yöneticilerinin duygusal emekle ilgili görüş ve deneyimlerini incelemektir. Araştırma verileri, fenomenolojik yaklaşıma dayanarak, yüz yüze görüşmeler yoluyla toplanmıştır. Veri analizi sonucunda, yöneticilerin deneyimlerini betimleyen altı temaya ulaşılmıştır. Bulgular, yöneticilerin duygusal emegin neden olduğu olumsuz sonuçlarla baş etmelerini sağlayan kendilerine özgü teknikler veya belirli davranışlar geliştirdiklerini göstermektedir.

Keywords: Emotional labor, Hotel managers, Experience, Training.

Anahtar Kelimeler: Duygusal emek, Otel yöneticileri, Deneyim, Eğitim

Paper Type: Research

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1. Introduction

In the hotel sector as in other service fields, issues such as social interactions, the expression of desirable emotions demanded by the organization, the degree of empathy, and the control and management of the emotions of the guests are all part of the work that hospitality employees must perform daily. This performance is referred to as emotional work. Hochschild (1983) defined emotional work as a concept when organizations require their employees to exhibit desirable emotions in front of their clients as part of their daily work, while simultaneously effectively

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managing their tasks. Essentially, employees must not only fulfill the physical tasks their positions require, they must also include emotional work which can be exhausting for workers, particularly when such work is constant. As Forbes (2011) discovered, employees who are in constant client contact eventually experience burnout which, when added to long working hours that are typical for the industry, leads to a breakdown in job performance. Therefore, high employee job satisfaction is required to make emotional work as authentic as possible for good customer satisfaction (Hur, Moon, & Jung, 2015).

The above highlights the problems that employees in the hotel sector face daily. During the literature review, we found that most studies are focused on service workers instead of on managers; indeed, the findings of managers and emotional work were few. Therefore, the main objective of this study is to examine managerial opinions and experiences of how they deal with emotional work. Considering that rank-and-file employees are in constant contact with customers, managers must also develop their emotional work capabilities to meet company requirements (Lam, Zhang, & Baum, 2001). Moreover, managers require other competencies like “soft skills” that encompass emotional and aesthetic labor (Nickson, Warhust, & Dutton, 2005). General competencies such as problem-solving, personal relationships, time management, and leadership are managerial responsibilities that demand emotional intelligence for effective employee performance.

Drawing on the precedent research (e.g., Shani et al., 2014; Pugliesi, 1999; Morris & Feldman, 1996; Chu, Baker, & Murrmann, 2012; Lam & Chen, 2012; Liu, et al, 2004; Sohn & Lee, 2012; Lee & Ok, 2012; Zapf & Dieter, 2002), we attempt to address the following research questions:

- 1) Which antecedents help managers to have better management of emotional labor?
- 2) How does teamwork facilitate emotional labor in managers?
- 3) What effect does the fact of conducting previous training in managers help to reduce the consequences generated by performance surface acting?
- 4) How does identifying the role managers avoid or reduce burnout caused by emotional labor?
- 5) How do managers perceive authority to facilitate their display of emotions?

Since the specific emotional labor of hotel managers is still poorly understood, we applied a qualitative research approach to identify significant issues and underline possible managerial implications.

2. Emotional Labor

2.1. Emotional Labor in Hotels

Emotional work has developed in sectors mainly where service is essential (Zapf, 2002; Brotheridge & Grandey, 2002; Ashforth & Humphrey, 1993; Grandey, 2000; Hochschild, 1983). As

Kogovsek and Kogovsek (2012) discovered, the hotel sector is in the service industry so the concept does not differ; in this sector, it is, in most cases, expected that employees suppress their own true emotions or behaviors if these are not positive with regards to interacting with customers. This is because employees in the hospitality sector are required to maintain a kind and positive attitude with customers, including situations where a negative emotional response would be normal (Pizam, 2004, p. 135). "On a daily basis, hospitality employees use their emotions in customer service interaction, so emotional labor is a critical component of hospitality work" (Lee, Ok, & Hwang, 2016, p. 146).

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

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

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

Moreover, Lee, and Ok (2012) maintained that burnout is especially common with hospitality employees who have direct interaction with guests; however, they cannot control the excessive demands of emotions. This is because clerks do not normally contain adequate emotional tools. Furthermore, they found that using emotional intelligence can help to increase job satisfaction. Rafaeli and Sutton (1989) indicated that if the company desires positive and cheerful behavior by their clerks, it will be necessary to develop the tools required for the occurrence of such behaviors.

On the other hand, Seymour (2000) associated culture with the ability to control emotions. She remarked that, in hotel service, the workforce can be composed of different cultures, and some of those cultural groups can control and regulate their emotions easier than other groups; accordingly,

it is either more difficult or easier to accept the demands of emotional labor. Similarly, Gursoy, Boylu, and Avci (2011) emphasize that culture could directly or indirectly impact emotional labor.

Similarly, Chu, Baker, and Murrmann (2012) highlighted that for employees to experience better emotional harmony, it is necessary for a match between personality and job characteristics to exist. On the other hand, Lam and Chen (2012) stated that if the level of supervisory support is high, employees could effectively handle work challenges, especially those related to negative emotions. However, Lee, Ok, and Hwang (2016) discovered that the positive or negative results of emotional labor depend on the employees since they are the ones who choose which strategy to employ. Nevertheless, Diefendorff and Gosserand (2003) mentioned in their control theory that it is through emotion regulation strategies that those discrepancies among emotional displays and display rules will be reduced.

Sometimes the employees' capacity to regulate and control their own emotions in the hotel service will permit them to place those negative emotions under control. (Tsai, 2009, p. 1439). Besides, the sense of humor can be an important personal attribute that can facilitate emotional labor and deal with negative experiences and situations (Sandiford & Seymour, 2002, p. 63). Therefore, in these types of jobs, it is necessary to undertake training that allows employees to evaluate skills such as emotion regulation, which will permit employees to easily deal with problematic clients and also to reduce the frequency of emotional exhaustion (Kogovsek & Kogovsek, 2012; Liv, Xu, & Ji, 2012).

Other authors like Karatepe (2011) and Nuriplik, Topsakal, and Iplik (2014) also remarked about the necessity of an organized and effective training program to teach employees how to deal with emotionally demanding situations. They have stated that such training must be particularly focused on listening and problem-solving skills. This means equipping employees with the kind of empowerment or authority to face different complaints and requests.

Sohn and Lee (2012) reaffirmed this fact when they mentioned that when employees are provided with autonomous empowerment, they will be more efficient in service delivery. Lee and Ok (2012) remarked that extra authority or autonomy in hotel jobs helps employees to experience lower emotional dissonance as previously mentioned. Kogovsek and Kogovsek (2012) pointed out that in addition to training, constant support from leaders towards their employees is fundamental. Here, the leader's task is again stressed as a generator of an ideal and motivating environment for the employee. As discussed by Shani et al. (2014), leaders have an important role in shaping the required deep acting in their subordinates, the constant support to employees increases their perception of motivation and justice and reduces negative feelings. They also manifested the importance of training.

Xu, Martinez, and Lv (2017) and Chu, Baker, and Murrmann (2012) also suggested that hotel managers must hire employees who are a good match with job requirements. Moreover, they indicated that training must show employees how to make a distinction between surface acting and deep acting in normal service encounters. However, other researchers based their studies on the

skills employees must possess to reduce the negative effects of emotional labor in the hospitality sector (e.g., Gursoy, Boylu, & Avci (2011). They highlighted that there are two special personality traits: extraversion and neuroticism. Those individuals with a high level of extraversion will experience more job autonomy and be more satisfied in their roles than those with high levels of neuroticism.

Besides, Sohn and Lee (2012) stated some other skills require more attention from managers in tourism to help employees manage their emotions: a high level of honesty, humility, agreeableness, and openness. Moreover, they remarked that management in hospitality organizations should pay particular attention to the attitude, character, and aptitude of applicants, in addition to temperament and capacity (Liv, Xu, & Ji, 2012, p. 101). Similarly, Lee, Ok, and Hwang (2016) suggested that human resources managers must seek employees with elevated levels of customer orientation, as they will perform better on the job. Equally, Jung and Yoon (2014) mentioned that in addition to training employees about external gestures, training should also focus on noticing clients' emotions.

Additionally, Dijk Van, Smith, and Cooper (2011) observed that when employees do not possess such skills, training programs should be designed to create those skills, thus making the authenticity of emotional display easier. Kim and Han (2006) suggested that processes such as recruitment and selection are very relevant and also during the training process, the organization must help employees to develop genuine emotions because it is only through them that the consequences of emotional labor will be positive.

2.2. Emotional Labor in Managerial Positions

As stated earlier, employees in service jobs are required to maintain a smile to display positive emotions. However, in situations where customers are rude and the employees are dissatisfied with their workplace, they must fake their emotional expressions to follow proper corporate policies. In other occupations such as medicine, doctors or nurses are required to show sympathy and sometimes even sadness (Zapf, 2002; Brotheridge & Grandey, 2002). However, leaders must display a huge diversity of emotions ranging from sympathy, anger, and support. With such a wide variety of emotions, managers must make decisions that complicate their jobs even more than those of service workers who are required to express limited emotions such as a smile (Humphrey, Pollack, & Hawver, 2008). As Brotheridge and Grandey (2002) pointed out, while service workers are requested to provide service with a smile, leaders must regulate their emotions and behaviors to keep their followers motivated.

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

management can manage conflicts that arise in work teams and at the same time the emotions that they exude.

They conclude in their research that corporate training programs for managers and leaders should be focused on emotion management skills. On the other hand, Humphrey, Pollack, and Hawver (2008, p. 152) denominated the use of emotional labor and display rules by managers and leaders to influence and motivate employees as “leading with emotional labor”.

“Although followers and other subordinates are most likely to be influenced by observable emotional displays, leaders may have to engage in emotional labor to produce the right emotional expressions to motivate or influence their followers” (Humphrey, Pollack, & Hawver, 2008, p. 152).

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

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

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

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

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

Kim, Yoo, Lee, and Kim (2012) remarked that emotional intelligence is an important factor in managing emotional work. They also indicated that employees who use a high level of emotional

intelligence to moderate their emotions are more able to fulfill the organizational display rules. Emotional intelligence can be defined as the ability of a person to identify and manage their own emotions and those of others. This distinction between their own emotions and those of others will allow the leader or manager to use the information to generate action (Salovey & Mayer, 1990).

Additionally, Humphrey, Pollack, and Hawver (2008) highlighted that this ability to detect emotions in others will allow the manager to distinguish when to use emotional work. "The ability to express one's own emotions may help leaders perform emotional labor because emotional labor is only effective if emotions are expressed in a way that has an impact on the receivers" (Humphrey, Pollack, & Hawver, 2008, p. 160).

Humphrey (2012) ensured that the development of emotional work is a stressful and exhausting process for both followers and leaders, but the ability with which leaders can promote emotional work in a way that is positive and beneficial to them will permit them to distinguish themselves from effective and ineffective leaders. These thoughts were also relevant to them. Goleman pointed out that, "People with well-developed emotional skills are also more likely to be content and effective in their lives, mastering the habits of mind that foster their productivity; people who cannot marshal some control over their emotional life fight inner battles that sabotage their ability for focused work and clear thought." (Goleman, 1995, p. 36). However, Gardner, Fischer, and Hunt (2009) expressed that if the emotion is more genuine and authentic, it will be received positively by the followers and also for the well-being of the leader or manager.

Given the aforementioned, it seems that from the perspective of employee performance and well-being, the leader or manager generated exceptional emotional work charged with positive emotions. Additionally, those emotions should be genuine and authentic. However, it is through the hiring process that the company must identify the ideal skills to reduce surface acting, and also the training is a necessary tool to help managers to develop genuine and deep acting.

3. Method

This study was conducted using a phenomenological design which is commonly used in qualitative research. As a research design, a phenomenology is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data (Creswell, 2014, p. 32). The research question for this study centered on the perspectives and definitions of managers who constantly experience emotional labor; thus, qualitative methods were the most appropriate to develop the research. Since there is a lack of theory regarding this topic, most research employing interviews are focused on the relationship between clerks and guests rather than with other coworkers.

The data was collected through semi-structured interviews of approximately one hour in duration using 17 questions. A total of eight managers comprised of seven males and one female were interviewed in the English language and all interviews were audiotaped and transcribed. "The

semi-structured interview contains a mix of more and less structured questions. Usually, specific information is desired from all the participants; this forms the highly structured section of the interview” (Merriam, Sharan, & Associates, 2002, p. 13).

3.1. Participants

The pilot test was conducted by an English speaking individual with less than two years’ of work experience, and the interviewee was asked to sign a confidentiality agreement before the event via the WhatsApp application. They agreed on the time and place for the interviews which were always conducted in hotels for approximately 40-50 minutes. The interviews were recorded, and field notes were collected before and during the interviews. The first interview was conducted on September 9, 2019, and the last interview was held on October 2, 2019. All participants were informed about the purpose of the interview. Between the managers, there was only one female among seven males; six of the managers were front office managers, four of those six were also sales managers, one of the managers was an operations manager, and the other was a sales manager.

The transcription took between 60 - 70 hours. Coding is generated for each participant, considering their role and the hotel for which they worked (e.g., FOMS (Front Office Manager at the Sun Hotel). To contact the participants, the help of one of the managers was necessary, who through their network of contacts allowed more participants to join the research, a technique which is known as snowball sampling. “According to which one of the research assistants used her social networks to enlist initial participants, who were also asked to suggest potential future interviewees among their friends and colleagues (Shani, and Others, 2014, p. 4)”.

3.2. Analysis

We applied content analysis which is aligned with the phenomenological research design (Krippendorff, 2013). Based on the participant’s vocabulary, expressions, and narratives, the content analysis enabled the researchers to scrutinize the coding and categorizing of the textual content of the interviews. The systematic coding technique allowed the researchers to have a particularly meaningful and explicit view of all the interviews conducted. The main themes reflect the perspectives from the experiences of the managers and the interpretation of the research. Obtaining these main themes was necessary to read twice all the results from the interviews, and also to regroup meaningful sentences and they become the main themes of analysis. As a result of the content analysis, six themes, twelve subthemes, and 69 codes were determined. Table 1 presents the determining themes and codes.

4. Findings

Table 1 demonstrates the obtained themes.

Table 1. The Themes

<i>Primary Themes</i>	<i>Sub Themes</i>	<i>Codes</i>
Antecedents	Work-related	Work experience
		Role identification
		Cultural knowledge
		Training
	Personal traits	Empathy
		Emotional Intelligence
		Be calm
		Forward vision
		Be strong
		Auto control
		Patient
		Customer is powerful
		Happy customer
		Young employees
Challengeable Situations	Guest challenge	To find qualify people
		Be sensitive
	Work Team Challenge	Discussion between departments
		Turnover
		Motivate
		Not involve private life
		Do not do a great job.
		Play with emotions
	Self-Challenge	The balance between work and social life
		Hotel Challenge
Hotel Challenge	Dealing with two manager roles	
	Relation with the superior	

			Revenue	
			Limit number of employees	
			Low hotel financials' funds	
Emotions and Authority Level	Display of emotions		Put on mask	
			Surface acting	
			Deep acting	
			Display the appropriate feelings	
			Tiring situations	
			Frequency when the emotions are showed	
			Genuine emotions	
			To be calm down	
			Authority level	Personal conversations
				Emotions with the boss
Acceptance and Identification	Motivations		Argues with the coworkers	
			The necessity of emotional intelligence	
			Teamwork	
			Powerful brand	
			Position and salary	
			Customers become friends	
			City	
			This is the job	
			Achieve a difficult goal good feeling	
			Get experience	
	Positive feedbacks			
	Management role identification	Feel comfortable		
		Job satisfaction		
		The manager role is not completed		
		Meetings with the teamwork		
		Empowerment		
		Managers as part of the hotel		

Hotel's policies	Policies oriented to the employees	A brand representation Employees are Part of the system No formal policies Solve the problem Behave following the hotel rules Employees will follow the manager Employees also can complain about their customers
	Policies oriented to customers	Customers are money Never display your angry emotions to the customer To make the customer happy Manage the problem in the best way
Abroad work experience	Be an expatriate	USA Cyprus Russia

4.1 Antecedents

This topic allows the findings to be related to the first research question under which conditions the managers have developed strategies to effectively contend with emotional labor. According to the participants' accounts, the researcher perceives two subtopics in which the codes are grouped; the first subtopic is the antecedents and the second subtopic is related to personality traits.

4.1.1 Work-Related

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

FOMDP: At the beginning of the work working time. I mean, if you're kind of rookie, it's challenging. I mean, some newest people in this sector, they struggle to make this adapted, but after years, you understand, and you get professionalism. So, after that is getting a part of your job and your business as well. It's something like a surgery, in surgery, some surgery, sometimes you save

lives, and sometimes you lost some life on the table in your hands. It's part of a job. And in the year, year past, you're getting this preparation as well. (Experience)

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

4.1.2 Personal Traits

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

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

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

4.2 Challengeable Situations

During the interview with the managers, the researcher had to understand the situations that were considered challenging for the participants. This theme is developed based on all the activities and relationships that end up being challenging for the manager in an emotional, physical, and mental manner. This topic has been divided into four subthemes.

4.2.1 Guest Challenge

All participants stated that the greatest challenge and effort of emotions required is when they had to deal with situations involving interaction with guests in which the most commonly used words include the following: Customer is powerful, Happy customer.

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

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

4.2.2 Work Team Challenge

The work team is also presented as a challenging aspect for managers. Most of them stated that having to motivate the employee all the time was strenuous. At the same time, they state that it is necessary to be very tactful in how things are said to employees to keep their behavior from being negative towards the hotel customers. Others also stated that the ego of some of their coworkers did not allow the proper development of tasks. Young employees, to find qualified people, be sensitive, a discussion between departments, turnover, motivate.

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

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

4.2.3. Self-Challenge

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

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

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

4.2.4 Hotel Challenge

The participants also face challenges related to the hotels' organizational structure. Four managers stated they have a couple of managerial roles, while others indicated that the relationship with the superior was not ideal. These are the codes that were identified by the researcher. Dealing with two manager roles, Relation with the superior, Revenue, Limit number of employees, Low hotel financials' funds

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

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

4.3 Emotions and Authority Level

One of the research questions is oriented towards managerial authority in which the researcher sought to understand how managers perceive authority to facilitate their display of emotions. The idea is to identify whether having a certain level of authority allows managers to freely express their emotions. Two subthemes constitute this theme.

4.3.1 Display of emotions:

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

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

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

4.3.2 Authority Level:

It is possible to understand under what situations managers consider that the level of authority they have to permit them to genuinely demonstrate their emotions: Personal conversations, Emotions with the boss, Argues with the coworkers, Necessity of emotional intelligence

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

4.4 Acceptance and Identification

The affinity the manager has with the position depends on how satisfactory the work is regardless of the activities he or she has to perform. Hence, it seems relevant if the identification of the role of a manager helps participants to reduce the negative consequences caused by the development of emotional work such as burnout. The researcher divides this category into two: Motivation and Management role identification.

4.4.1 Motivations

The participants answered the question of what they liked most about their role as a manager, which was a positive trigger for their role as manager, and which facilitates their role.

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

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

4.4.2 Management role identification

Regarding this subcategory, even though four of the managers have two positions simultaneously, only one of the participants showed some dissatisfaction with this situation while the remainder reported feeling comfortable. Among the reasons and explanations that caught the interviewer's attention and that was among all the participants were a common response include: Feel comfortable, Job satisfaction, Assimilation of the role, The manager role is not completed, Meetings with the teamwork, Empowerment, Managers as part of the hotel, A brand representation.

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

4.5 Hotel Policies

These are the rules that the hotel establishes and that eventually affect or protect how its employees must behave in certain situations. Policies oriented to the employees and Policies oriented to customers.

4.5.1 Policies oriented to the employees

These are the messages that the participants expressed regarding the policy of the hotel towards them as employees. What the hotel expects in situations where the employee has to carry out emotional work. The following codes are those detected by the researcher concerning the narrations made by the managers. Employees are Part of the system, not formal policies, solve the problem, behave following the hotel rules, employees will follow the manager and employees also can complain about their customers. During the responses, it is surprising that only one of the managers stated that there is a policy in the hotel that allows the employee to also complain about the guest in situations where he or she is aggressive or their behavior exceeds what is allowed. As well, all the participants stated that there is no formal policy, that is, written on what to do in situations where emotional work must be done beyond physical and mental effort.

FO&SMH: so we have an assistant as a guest assistant so guest can complain about their experience at the hotel if they have something bad also it works contrary like we can complain about her so I sat down and wrote a comment about her and I just sent it and also brand manager,

manager team wrote that, so they can make block her in our hotel she cannot make any online reservation,

4.5.2 Policies oriented to customers

Regarding the client, the only clear policy for all participants is that guests should always be happy with the service provided at the hotel, even if it means an emotional dissonance on the part of the managers.

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

4.6 Abroad work experience

In this theme, some words were identified that allowed the author to make a comparison between some countries and Turkey.

4.6.1. Be an Expatriate

During the interview one of the questions was about the experiences of the participants working abroad. A total of six of the participants worked abroad with four in the United States, one in Russia, and one working concurrently in Cyprus and the United States. They manifested some of the cultural differences, especially concerning the United States. Employees are more autonomous in their behaviors and decisions abroad, and the work environment in the United States appears to be much more relaxed. Also, other aspects such as shorter working hours, better wages, and more social life were mentioned. FOMDP: I think is yes. Because when they have a kind of friendship in your organization that you're working in, or in a part of the organization. How I say, you feel you feel loyal, loyal to I mean, the sense of loyalty, you feel yourself a part of the business. So, when you do it, it's not you're not thinking that it's kind of obligation, or it's kind of must-have your job. Your team can let you can do it maybe as a hobby? Or maybe you can do your job. Like is it your job? I mean, I think but it's impossible in Turkey because it's changing the culture to culture. Because I think if you try to this, this concept in Turkey, maybe a can, you're going to have some struggles to control your employees. (USA)

5. Discussion and Conclusion

This research aims to identify how managers in the hotel sector perceive emotional labor and the researchers also sought to understand which skills or strategies help managers to reduce the negative consequences of emotional labor. Experiences and opinions of the participants expressed include topics such as teamwork, hotel and guest policies, individual motivations, and interactions with teamwork, superiors, and guests are highlighted.

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

Many of the managers commented it is the experience that allows them to contend with situations where the control of their emotions is important to follow the rules of the hotel; however, this does not mean that due to the experience they have adopted a deep performance strategy in all occasions. Therefore, their performances are based on surface acting. Gursoy, Boylu, and Avci (2011) suggest that work experience and autonomy at work of managers would generate deep acting. However, our findings demonstrate that despite the work experience, the managers must follow certain hotel codes from making the guest happy by hiding his or her genuine emotions. Only one hotel provides tools such as allowing the manager to block the guest from all the hotels in case his or her behavior exceeds the limits of toleration. In turn, Kruml and Geddes (2000) emphasize that when employees lack work experience, it is more difficult for them to perform emotional work.

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

Seven of the managers responded that empathy is really important as a tool to generate deep action, to understand the problem that the guest or employee is experiencing, and to give a prompt solution to the situation which allows the employee to identify with the situation to avoid emotional dissonance. Chu, Baker, and Murrmann (2012) imply that empathy lessens emotional fatigue. When managers comprehend the nature of the interaction between the employee and the customer, they handle the challenging situations more efficiently with compassion.

Additionally, emotional intelligence was identified as an important factor among four of the interviewees to deal with emotional work, and one of the managers mentioned there are situations in which they should play with the emotions of the employee, the guest, and their own emotions. Lee and Ok (2012) pointed out that when employees have a high level of emotional intelligence they have more resources to deal with emotionally challenging situations.

Being calm and the patient can be classified as positive effects. According to Chu, Baker, and Murrmann (2012), the development of affection allows us to develop a more genuine service

without much effort. Wong and Wang (2009) stressed that workers should have personality traits that permit them to perform emotional labor well. Seven of the managers pointed out that self-control is an essential tool for dealing with emotional work, and many of them mentioned the techniques they use so that negative emotions are not shown. For example, one of the interviewees mentioned that thinking about his son allowed him to isolate himself negatively from the situation and calm down.

Regarding self-control, envisioning a future problem is also a tool that managers employ to combat emotional work. Since they consider other situations guests will provide, managers attempt to solve the problem accordingly. However, this does not mean it is the best tool for dealing with emotional work, although real emotions are suppressed, which generates surface acting and, consequently, greater emotional exhaustion.

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

The findings indicate that in most cases the managers perform surface acting because most use a mask during the interactions with the customers, only those managers who benefit from empathy perform the deep emotional effort. The managers also noted it is sometimes confusing to show their genuine emotions to the work team. Therefore, they avoid showing negative emotions like anger so as not to affect the subordinates' mood and, accordingly, impact the service. Therefore, for whatever reason, hiding emotions leads to emotional exhaustion. Likewise, in other elements related to the work team, two of the managers stated that dealing with the ego of the employees and with young staff is challenging, and issues related to the lack of qualified personnel for the development of such tasks are exhausting.

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

Teamwork is a motivational factor in most managers; however, motivating employees is something that managers should always keep in mind to comply with the display rules, which can be a challenging task depending on how often it has to be done. In turn, Diefendorff, Croyle, and

Grosserand, (2005) affirm that the duration and frequency of the interactions make it possible for relationships to become more personal and that the display of emotions will therefore be deeper and more natural.

The managers are not equipped with a formal training program in terms of emotional management. Only three of them received a program on empathy and stress management which they find insufficient. The three managers who registered empathy training also mentioned that developing empathy allows them to better manage their emotions positively. Also, the managers were asked if they considered training in emotion management as a good tool to reduce the negative effects of emotional work, and all of them stated it is necessary training and that it must also be frequent. The previous reflection showed that some personality traits are necessary to develop these types of positions without jeopardizing the well-being of the employee.

However, Ayoko and Konrad (2012) pointed out that leaders and managers should receive training aimed at developing skills for managing emotions. Rafaeli and Sutton (1989) indicated that to the extent that companies want positive affections from their employees, it is necessary they also help employees develop tools to develop such behaviors. Regarding the work abroad experience, the managers never mentioned having received any kind of training related to cultural adaptation and much less emotional work.

Managers stress that solving problems, although challenging, was also rewarding and that this helped to give value to their role as a manager. It could be said that solving problems could be an exhaustive task, but, surprisingly, the vast majority of managers said that there is great assimilation of their role when they have to solve problems when there is a difficult objective to achieve. As Silbiger and Pines (2014) highlighted, the presence of a high level of stress is related to the low level of burnout, and that a high level of stress is associated with a high degree of commitment to work; in other words, a role identification.

In summary, we could agree with Ashforth and Humphrey (1995) in that as long as an individual feels identified with his role, there will be a positive effect on his well-being, and in the case of our managers, job satisfaction and reduction of emotional exhaustion. Regarding the question about the hotel having a written policy of how to properly display emotions, in all cases the answer was the same – the guest must leave the hotel satisfied. According to Wong and Wang, (2009), expressing due emotions according to the requirements of the hotel is stressful, however, the participants also point out that this is my job. Perhaps this answer has to do with the concept of Routineness (Sutton & Rafaeli, 2017).

It can be said that even despite the authority that managers possess, it is not true that they can demonstrate their emotions as often as they need, nor with all the individuals that they interact with daily. On the other hand, one of the managers mentioned that if he were the general manager, there would be no problem displaying his real emotions in front of the employees. The findings indicate there are traits that managers should possess in their work positions; however, it is also

important that universities help to work on the development of these types of qualities to help counteract the negative aspects of emotional labor.

Ethical Approval

The data collection process of the research was carried out before 2020. Ethics committee permit is not included for this reason.

Conflicts of Interest

On behalf of all authors, the corresponding author states that there is no conflict of interest.

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