

## The Effect of Emotional Labor on Work Alienation: A Study at Hotel Businesses

**Mustafa YILDIRIM**

Alanya Alaaddin Keykubat University  
Faculty of Management, Department of  
Business Alanya, Turkey  
[orcid.org/0000-0003-4471-1333](https://orcid.org/0000-0003-4471-1333)  
[mustafa.yildirim@alanya.edu.tr](mailto:mustafa.yildirim@alanya.edu.tr)

**Nazlı TÜRKER**

Alanya Alaaddin Keykubat University  
Faculty of Management, Department of  
Business Alanya, Turkey  
[orcid.org/0000-0003-0318-1700](https://orcid.org/0000-0003-0318-1700)  
[nazli.turker@alanya.edu.tr](mailto:nazli.turker@alanya.edu.tr)

### Abstract

The main purpose of this study is to determine the levels of emotional labor and work alienation of hotel employees and to detect the causal relationship between these two concepts. For this purpose, a field research was conducted on employees of five-star hotel businesses operating within Antalya Region. The study is limited to front-desk, food-beverage and marketing-public relations departments at which emotional labor is more intensely exhibited. According to the results, while the level of deep-acting in the context of emotional labor is high, the levels of superficial -acting and the naturally-felt emotions are moderate and relatively low, respectively. Work alienation was also determined as moderate. According to the results of the correlation analysis, it was found that work alienation had a moderate adverse relationship with deep-acting and naturally-felt emotions and a moderate but positive relationship with the superficial emotions. As a result of multiple regression analysis, approximately 50% of work alienation was predicted by emotional labor dimensions.

**Keywords:** Emotional labor, work alienation, hotel businesses

### 1. Introduction

Post-industrial transformation process has led to changes in various fields such as employment structure, working conditions, organizational structure and nature of business (Bozkurt, 2012). Tourism sector appears as one of the services sectors in which the mentioned conversions are more intensely experienced. So that that several elements including production, distribution, presentation, and experience of the touristic products as well as the characteristics of consumer behavior are among the determinants of the organizational and managerial structures. This structure of touristic product made the working conditions and therefore the responsibilities and roles of the employees more important, and also the fact that service is consumed whenever it is produced and it is abstract and labor-oriented made the significance of attitude and behaviours of the employees clear. In this context, it is seen that concept and scope of labor has expanded

and it has evolved as more specific and important. As a matter of fact, this transformation of labor which takes place in services in general and in the tourism sector, has become a new context and it has been conceptualized in a new form of “emotional labor” due to the effect of individual attitudes and behaviors on the product’s nature.

Emotional labor which expressed for the first time in the literature by Hochschild (1983; 2012) is a natural and important part of service quality that can be seen by others in the production process. In other words, attitudes and manners of the employees in the process are as important as the material elements for the conformity of the work with the purposes and standards. State of happiness, sincere interest and other emotional controls related to work are exemplified as basic attitudes and manners indicated by emotional labor (Rafaelli and Sutton, 1987; Wharton and Erickson, 1993; Morris and Feldman, 1996). While emotional labor plays a decisive role in the quality of the product, it may also cause a few individual and negative organizational consequences. One of them is alienation.

Alienation, conceptual and theoretical studies of which were carried out by various antecedent thinkers such as Hegel, Marx, and Durkheim, is defined as distancing of man from his environment, and considering his work and production as nonsense. This state of vagueness and weakness leads to the alienation of man’s merits and can make him to be insensitive towards everything. One of the areas that alienation emerges is business life. Because of work routine, lack of innovations that can improve individual competencies, managerial approaches, and practices, intra-organizational social relations, inconsistency between expectations and acquirements and the superordinate-subordinate relationship can lead to alienation. Emotional labor, which constitutes the subject of this study, is another cause of work alienation. So that, the lack of link except the product and the production process of the individual in the contemporary age, in other words not experiencing the consumption state of the product might result in a break from all work-related fields. This can become even more apparent if the emotional contribution to the labor process is anticipated if individuals try to experience or to reflect emotions that they do not internalize or feel like a requirement for their line of business. Especially intense and widespread face-to-face communication renders alienation concept even more important regarding tourism enterprises.

From this point of view, this study focuses on emotional labor and work alienation, considering causal relationships of both facts in the theoretical context. Also, a field research was performed at five-star hotel businesses operating in the Antalya region. Within the framework of results obtained, the levels of emotional labor and alienation of the employees were determined. On the other hand, hypotheses developed within the scope of related literature were tested and attempted to reveal causality among them. It is thought that the results obtained will contribute to the determination of the emotional labor and alienation levels of the hotel employees as well as to the determination of the relationships between the cases and providing practice-oriented solutions.

### **1.1. Emotional Labor**

The concept of emotional labor, which was addressed by Hochschild in his book entitled “The Managed Heart: Commercialization of Human Feeling” for the first time

in 1983, has been studied by various researchers from various perspectives. Hochschild (1983), Ashforth and Humphrey (1993), Morris and Feldman (1996) and Grandey (2000) developed prominent approaches in the literature on emotional labor. The expectation of emotional effort from the employees, especially by the businesses in the service sector with the intention of creating customer satisfaction, led to the emergence of the concept of emotional labor (Naktiyok and Ağırman, 2016, p. 790).

According to Hochschild, emotional labor is a part of the service rendered for a consideration that is related to the facial and physical appearance of the employees that can be observed from the outsiders within the business process. Thus, emotional labor has an exchange value that determines the nature of work in the service process (Hochschild, 2012, p. 7). Hochschild (2012) pointed out that face-to-face and physical expressions were effective in presenting emotional labor. Descendant researchers such as Rafaelli and Sutton (1987) and Wharton and Erickson (1993) stated that any emotional attitude affecting employee behavior was also an element of emotional labor (Basım and Beğenirbaş, 2012, p. 78).

According to Hochschild, jobs that require emotional labor have three important characteristics (Hochschild, 2012, p. 147). The first of these is the necessity of the employee's duty to talk to or to communicate face-to-face with the customers. Another feature is that these behaviors of employees have emotional meaning for the party served. Hochschild defined the third characteristic as an opportunity to supervise and manage employee emotions (Hochschild, 2012, p.147). In this sense, the content of emotional labor is comprised of the nature of the work done, the emotional value created in the person served, and a process that can be monitored and controlled by the employer.

Hochschild (2012) suggested that emotional labor exhibited at any jobs have two different dimensions. The first one is superficial -acting. In this dimension, employees do not consider their mimicry and physical stance in the business process as their internal attitudes (Hochschild, 2012, p.36). In other words, the employee in this manner does not reflect his/her real feelings towards the opposite party (Ünlü and Yürür, 2011, p.189) and exhibits it superficially. Therefore, a superficial -acting employee behaves as though he/she was experiencing emotions that are not felt as real as an "actor" (Eroğlu, 2014 p.149). The second dimension of emotional labor is conceptualized as deep-acting (Hochschild, 2012, p. 39). Deep-acting constitutes more emotional labor efforts. Thus, in order for employees to be able to exhibit the behaviors expected by the organization, they need to change their inner feelings in addition to physical expressions they change in superficial -acting (Eroğlu, 2014, p. 149). According to Hochschild, there are two ways to exhibit deep-acting behavior. The first one is direct exhortation of the employee's feelings to suppress or awaken a feeling; and the second one is indirect regulation of emotions by making use of gained experiences and trained imagination to exhibit the emotions expected by the organization (Hochschild, 2012, p. 38).

Ashforth and Humphrey (1993, p. 90) described emotional labor as "the act of exhibiting the emotion required for business." This approach differs from Hochschild's definition in some aspects. In this approach, the emphasis is not on the emotions that form the behavior but on the behavior itself. In this aspect, the emotional labor process which can be observed and affects everyone was evaluated in the context of adaptation to employee behavior or behavioral rules, and it was suggested that the individual could

comply with the rules of conduct without having to control his/her feelings (Ashforth and Humphrey, 1993, p. 90). Ashforth and Humphrey (1993) also added a third mode to Hochschild's superficial -acting and deep-acting dimensions. This dimension, called, "naturally-felt emotions" is defined as exhibiting the behaviours that the employee should exhibit as required by his duty because he feels at that moment (Yücebalkan and Karasakal, 2016, p. 74). In other words, the naturally-felt emotions exhibited in the business process as a direct part of the business mean that emotional labor has been adopted and internalized by the employees and is an ordinary aspect of personality.

In the relevant literature, Morris and Feldman (1996) developed a different approach to emotional labor. According to Morris and Feldman (1996, p. 987), emotional labor is the effort, planning, and control that employees display for the feeling they are expected to exhibit during communication with their customers. This definition of Morris and Feldman (1996, p.988) is based on four assumptions. The first one of these is the involvement of an interaction model of emotional labor. According to the interactive model, the social factors and the environment in which the sensation is displayed have an important role in feeling and exhibiting the emotions. Therefore, the character of the social structure determines the content of emotional labor (Morris and Feldman, 1996, p. 988). The second assumption is related to the interaction model as well. Accordingly; it is necessary for the employee to make a certain effort in order to display the appropriate sensation even though there is harmony between the feelings the employee feels and the emotions the employer expects the employee to exhibit (Morris and Feldman, 1996, p. 988). The third assumption, however, indicates that Hochschild's (1983) emotional representation is a commercial commodity, similar to the emotional labor definition (Morris and Feldman, 1996, pp. 988). The final assumption is related to the standards and rules that specify how and when emotions should be exhibited. According to Morris and Feldman, emotional labor has different dimensions as in previous studies. These are conceptualized regarding such dimensions as emotion display frequency, display rules, a variety of emotions to be displayed and emotional dissonance (Morris and Feldman, 1996, pp. 988-989).

Another approach featured in the literature on emotional labor was developed by Grandey (2000). Grandey (2000) proposed a new model by combining previous studies on the subject. According to Grandey (2000), emotional labor should be analyzed in two dimensions as deep-acting and superficial-acting. In addition to previous approaches, it was emphasized that these two dimensions were necessary for "regulation of emotions" (Basım and Beğenirbaş, 2012, p. 79). In this model, it was stated that some situational variables, individual characteristics and organizational factors affected emotional labor process. In summary, Hochschild (1983), which introduced the concept of emotional labor as a literary subject, emphasized the significance of emoting directing the behavior rather than the behavior and suggested that emotions could be managed by superficial and deep behavior.

Ashforth and Humphrey (1993) emphasized behavior that was the observable part of emotions and included sincere behavior (naturally-felt emotions) dimension to superficial -acting and deep-acting behavioral classification. Morris and Feldman (1996), however, approached the issue from a different point of view and analyzed emotional labor in four dimensions such as "emotion display frequency, display rules, a variety of emotions and emotional dissonance." Consequently, Grandey (2000) proposed a model that combined earlier approaches to the emotional labor.

Generally speaking, it can be said that emotional labor may bring an extra effort to the employee's labor process and arises at different types and levels, resulting in various consequences for the individual as well as his/her private life, both regarding business and organization. In this context, it is tried that the relationship between emotional labor and various organizational issues is searched, and its antecedents and results are determined.

Local literature includes studies analyzing the relation of emotional behaviour with a number of different variables such as burnout (Kaya and Özhan, 2012; Yıldırım and Erul, 2013; Eroğlu, 2014; Yücebalkan and Karasakal, 2016; Kaplan and Ulutaş, 2016), work performance (Bağcı and Mohan Bursalı, 2015), personal characteristics (Begenirbas and Yalcin, 2012), psychological distress (Çelik and Turunç, 2011), organizational citizenship (Bıyık and Aydoğan, 2014), personality and socialization (Deniz, 2016); business loyalty (Atilla Gök, 2015), intention to leave work (Güzel et al., 2013), job satisfaction (Karakaş et al., 2016), behavioral perception and job satisfaction (Kızanlıklılı and Ünlüönen, 2016), organizational communication (Özkan, 2013), job satisfaction and burnout (Oral and Köse, 2011; İrigüler and Güler, 2016), job satisfaction and intention to stay on job (Pala and Tepeci, 2014). In the foreign literature, the relationships of emotional labor with identity (Ashforth and Humphrey, 1993), job performance (Wang et al., 2016), and performance appraisal (Igbojekwe, 2015) were analyzed. Considering the studies in general, it is seen that especially superficial emotional labor behaviors lead to individual and organizational negative consequences and that deep-acting and naturally-felt emotions are determinants in the development of positive attitudes.

## 1.2. Work Alienation

Alienation is a concept which is frequently examined in sociology, philosophy, social psychology and literature. The point of origin of alienation in the West is related to idolatry in the Old Testament (Tolan, 1991, p. 283). According to this belief, "human beings can relate special qualities pertaining their own lives to objects and can relate to their existence only through idol worship" (Tolan, 1991, p. 283). Hegel is the first thinker addressing the alienation concept philosophically (Usul and Atan, 2014, p. 2). According to Hegel, alienation is an inevitable natural phenomenon that would last for a long time as long as both nature and mankind are present and would be spontaneously infused in the dialectical process (Tolan, 1991, p. 285). Marx and Fromm conceptualized alienation with a political and economic paradigm, while alienation was analyzed by Feuerbach following Hegel in a religious context. Durkheim, the premier researcher in the relevant literature, examined the subject within the context of sociology discipline (Tokmak, 2014, p. 138).

Alienation, according to Marx, has nothing to do with metaphysics, on the contrary, is a concept related to production relations and production purposes in concrete terms, and it is explicated in the context of capitalism. According to this view, capitalism is "a structure that puts barriers between the individual and the production process, the products of the process and other individuals" and ultimately it "breaks the individual into pieces" (Ritzer, 2011, p. 28). Marx states that in the capitalist system, the employee works for someone else, that his/her labor does not belong to him/her since it is included in the process of exchange, and therefore alienation would be in question. As a result, the employee also becomes alienated to himself. According to Marx, the

phenomenon of alienation is most often seen in labor, and in the division of labor associated with it (Usul and Atan, 2014, p. 2).

Seeman, a contemporary commentator of the concept of alienation, describes alienation as “the loss of connection with one’s feelings and self-requirements” (Cited as Yüksel, 2014, p.170). In his work entitled “On the Meaning of Alienation” (1959), Seeman attempted to reveal the impacts of alienation in the psychology of the individual along with its social dimension (Aytaç, 2005, p. 322) and directed the transformation of the concept into “an independent form of value judgements” (Tolan, 1991, p. 302). According to Seeman (1959, pp. 784-789), alienation has five dimensions as: powerlessness, meaninglessness, normlessness, isolation, and self-estrangement.

The first dimension in Seeman’s (1959, p. 784) work on alienation is *powerlessness*. According to him, powerlessness is “a negative feeling or anticipation that the individual is willing to be ineffective in his/her behavior and the formation of the intended outcome.” In other words, powerlessness is the feeling that the individual has lost control of his or her life (Yalçın and Koyuncu, 2014, p. 87). The concept of powerlessness in Seeman’s theory is not related to a definition of Marxist sense of separation of the individual from the means of production. According to Seeman, powerlessness is a subjective condition for analyzing the mental state of individuals (Tolan, 1991, p. 303). The second dimension of alienation is conceptualized as *meaninglessness*. Meaninglessness means “not knowing what to believe because of the ambiguity that one has in the decision-making process” (Seeman, 1959, p. 786). For instance, the thought that the individual may lose hope in his/her future goals and that he/she cannot realize his dreams is a concrete statement of meaninglessness (Tokmak, 2014, p.138). In terms of organizational sense, meaninglessness also points out the fact that the individuals cannot combine the institution’s organizational goals with their own goals, and cannot fulfill their expectations, and therefore, they have to give up their career goals (Polat and Yavas, 2012, p. 220).

The third dimension, *normlessness*, is associated with Durkheim’s (1951) concept of “anomie” and is defined as “the belief that the assigned aims can only be achieved by behaviors unaccepted by the society” (Seeman, 1959, p. 17). Since Seeman considered alienation as a socio-psychological dimension, he also evaluated normlessness dimension of in this way. It is stated to account for the difference between Seeman’s normlessness dimension and the concept of “anomie” (Ofloğlu and Büyükyılmaz, 2008, p.141). The fourth dimension of Seeman’s (1959) alienation approach is *isolation*. This dimension is associated with alienation to society and is defined as “attaching low importance to the goals and beliefs highly valued by society.” Seeman (1959) states that social alienation is a situation that is more relevant for intellectuals (pp.788-789). Isolation in the working environment is explained as not showing effort of the individual to communicate with other employees (Erkmen and Bozkurt, 2016, p. 17).

The final dimension in the alienation approach of Seeman (1959, p. 790) is expressed as *self-estrangement*. In order to define this dimension of alienation, it is necessary to consider alienation as “a situation in which a certain behavior is connected to possible future rewards.” The concept of self-estrangement is defined as “loss of one’s enthusiasm for own self” (Şimşek et al., 2006, p. 575). In other words, the detachment from the individual’s natural self and occupation leads to self-estrangement

(Usul and Atan, 2014, p.2). The individual in this situation sees the business as a means to reach external needs and moves away from his desire to reveal his potential and competencies (Erkmen and Bozkurt, 2016, p.118). Due to narrow and superficial job areas, the employees may be prone to self-estrangement, and it may negatively affect their business loyalty, inner commitment and job satisfaction (Sarros et al., 2002, p 288). While self-estrangement and powerlessness in the alienation literature are related to Marxist theory; normlessness and meaninglessness are related to the anomie approach. It is stated that the sense of isolation is related to both approaches (Tolan, 1991, p. 303).

The concept of alienation is very important for the business and management sciences and has been frequently addressed in recent years. The social change after the Industrial Revolution (Kongar, 2014) caused significant transformations in working conditions as well as in all areas. These transformations led to some problems in business life. Alienation is one of these problems, reducing productivity in organizations and job satisfaction and organizational commitment of the employees. The individual who is alienated to his/her job becomes increasingly isolated from the environment by restricting his relationship with colleagues, and ultimately may cease to care for his/her life.

Mottaz (1981, p. 517) defines work alienation as a subjective sensation that arises as a result of objective work conditions. According to this, alienation arises from the incoherence between the employees' perception of objective working conditions such as control, purpose, and self-expression, and their expectations that they have by evaluating these conditions. Incoherent employees can feel powerlessness or sense of meaninglessness towards their jobs (Mottaz, 1981, p. 517). Hirschfeld and Feild (2000, p. 790) defined work alienation as "loss of interest in the workplace." Another view claims that work alienation results in centralization, formal relations, and bureaucratic "structural conditions." (Sarros et al., 2002, p. 288). In this context, alienation is a concept related to organizational structure and function as much as the nature of the business.

In the literature, work alienation of the employees is addressed along with some individual, organizational and environmental factors. Personality traits, control style/level and desire to achieve are individual factors that affect work alienation in a positive or negative way; while economic, technological, political and socio-cultural structure are seen as environmental factors (Kanten and Ülker, 2014, p. 21). The organizational factors that cause the alienation of the individual are expressed in terms of management style, past experiences, organizational size (audit area, authority transfer etc.), information flow, group characteristics, relations, production style, work department, working conditions, beliefs and attitudes (Şimşek et al., 2006, p. 576).

When the relevant literature is examined, it is seen that work alienation leads to many negative, individual, organizational and social outcomes. For instance, work alienation is associated with many problems such as mental health impairment, job dissatisfaction, work stress, anxiety, depression at the individual level; low productivity, low morale, high absenteeism and staff turnover rate at the organizational level; and increased crime rates and / or increased health spending at the social level (Kanungo, 1992, p.441).

Moreover, the relationship of alienation with many organizational causes in the literature has been examined by different researchers. Personnel empowerment (Kanungo, 1992), functional specialization, job satisfaction (Shepard, 1970), work centrality (Hirschfeld and Feild, 2000), organizational leadership (Sarros, et al., 2002), organizational support (Taştan et al., 2014), organizational trust (Özbek, 2011), organizational cynicism (Yıldız et al., 2013; Akpolat and Oğuz, 2015), intention to leave the work (Ünsar and Karahan, 2011), job satisfaction (Yalçın ve Koyuncu, 2014), burnout (Ergun and Özçınar, 2014), job satisfaction (Turan and Parsak, 2011) are examples of positive and negative organizational behavior that are related to work alienation. According to the results of this research, in parallel with the theoretical framework, work alienation may lead to negative consequences for both sides, emerging with individual and organizational negative antecedents.

## **2. Aim of the Study and the Hypotheses**

In this study, it was aimed to analyze the effects of emotional labor behavior on work alienation levels of employees working at five-star hotel businesses in Antalya. In the related literature, it is seen that there is a relationship between the two cases directly or indirectly, expressed at the theoretical level and supported by empirical studies. The discrepancies between the feelings actually felt, and the emotions that the organization expects from its employees can cause emotional conflicts especially in the service sector employees (Yücebalkan and Karasakal, 2016, p. 74). Since the employees, especially in the service sector, are constantly required to control their emotions and exhibit behavior as approved by the management; alienation, burnout, stress and many negative results can occur. Alienation is a concept closely related to emotional labor. In particular, the inconsistency between profound emotions and superficial-acting behavior, which is shaped by the organization and can be observed in all respects, can lead to work alienation (Kart, 2011, p. 226).

There are relatively few studies in the literature that examine the relationship between emotional labor and work alienation. In the study performed by Kaya and Serceoglu (2013) to examine the relationship between two variables, emotional labor was explicated into two dimensions such as emotional contradiction and emotional effort and it was concluded that these two dimensions had significant and positive effects on work alienation. In a study conducted by Tokmak (2014) to examine the regulatory effect of psychological capital in relation to emotional labor and work alienation, it was found out that the more emotional labor the employees exhibited, the more they felt alienation and psychological capital had a regulatory role in this relationship. In the study conducted by Beğenirbaş (2015) to analyze the effect of psychological display and work alienation, it was concluded that psychological capital had effects on emotional labor sub-dimensions and work alienation. Çelik and Atik (2016) investigated possible consequences of travel agency employees' emotional labor display. In their study, they found out that superficial-acting increased work alienation; deep-acting had an inverse effect on alienation. Therefore individuals who exhibited deep-acting behaviors during work tended to experience less alienation (Çelik and Atik, 2016, pp. 516-517).

The tourism sector, like many areas in the service sector, is an area where emotional labor is exhibited greatly. So much so that employees have to interact with customers in an individual manner and constantly behaving in a manner that requires an



intense emotional effort. In this respect, it is very important for employees to control their emotions. Because, as stated in the theoretical framework, these and similar emotional controls can cause work alienation as a result of constant pressure on employees. Also, long and flexible working hours of the tourism sector along with intensive working conditions can lead to alienation. Within the theoretical context and aim of the study, the study hypotheses are as follows:

**H<sub>1</sub>:** Superficial-acting has a positive effect work alienation.

**H<sub>2</sub>:** Deep-acting has a negative effect on work alienation.

**H<sub>3</sub>:** Naturally-felt emotions have a negative effect on work alienation.

### **3. Method of the study**

Questionnaire technique was utilized as a data collection tool in the study and field research was carried out between June - August of 2016 on 407 employees working at five-star hotel businesses in Antalya region. Because emotional labor was a more evident attitude among employees who produced face-to-face service with the customers, field research was limited to employees in front office, food/beverage, and marketing-public relations units.

To determine emotional labor attitudes in the study, the scale which was developed by Diefendorff et al. (2005) and first used by Basım and Beğenirbaş (2012) in Turkey was utilized. In the study of Basım and Beğenirbaş (2012), the scale determined as valid and reliable to be used in emotional labor research studies in Turkey comprises of three dimensions and totally 13 expressions. These dimensions are superficial-acting, deep-acting and naturally-felt emotions. The scale is a 5-point Likert scale ranging from “strongly disagree” on one end to “strongly agree” on the other. According to the results of the factor analysis performed with data obtained in this study, a three-dimensional structure was obtained in compliance with the original KMO (Kaiser-Meyer-Olkin) = .861, Chi-Square for Bartlett Sphericity Test: 2373.525). The rate of explaining the total variance of the scale is cumulative 64.335%. 24.979% of this variance is explained by superficial-acting, 23.392% by deep-acting and 15.965% by naturally-felt emotions dimensions. The general reliability level of the scale was calculated as .869.

In order to determine work alienation, the scale developed by Hirschfeld and Feild (2000) to be used in Turkey (Özbek, 2011) was utilized. The 5-point Likert-scale, consisting of ten questions and one dimension, was designed to determine work alienation in general. In this study, the reliability level of the scale was determined as 0.807. According to the results of the factor analysis, KMO value of the scale was found as 0.733; the Chi-square value for the Bartlett sphericity test was determined to be 1601.891. In addition, correlation and multiple regression analysis were carried out within the scope of the aim of the study and the hypotheses.

### **4. Findings**

According to the frequency analysis results, 64.7% of 407 employees participated in the study are male and the remaining 35.4% are female. When the age ranges are examined, it is seen that the majority of the employees (36.1%) are between 18-25 years of age. 24.6% and 23.3% of the employees are between 26-33 and 34-41 years of age,

respectively. 15.2% belong to the age group of 42 and above. In department-based distribution, it was observed that the majority was in the food-beverage section with 50.4%, 33.2% were in the front office, and the remaining were in the marketing-public relations section. In terms of income group, the majority (48.6%) earned between minimum wage-1800 TL, while 33.9% of them earned between 1801-2400 TL and 17.4% of them earned 2401 TL and higher. In terms of education variable, it was seen that 39.3% of the participants had undergraduate, 29% had an associate degree, 16% had secondary education, and 15.7% had primary level education. Based on these data, it can be said that the majority of the employees who participated in the study consisted of male, 18-25 years of age, working in the food-beverage department, earning between minimum wage - 1800 TL and with the undergraduate level education.

Table 1 shows the results of the correlation analysis and the mean and standard deviations of each variable. The level of work alienation of employees is moderate with 3.224. When the results of correlation analysis are examined, it is determined that there is a significant relationship among all dimensions at 0.01 level. It is determined that work alienation has a positive and high level of association with superficial-acting, an inverse and high level of association with deep-acting, and an inverse and moderate level of association with naturally-felt emotions.

**Table 1. Correlation Analysis**

Variables	Mean	Sd	1	2	3	4
<b>1. Work Alienation</b>	3.224	.685	-			
<b>2. Superficial-Acting</b>	2.943	.832	.598**	-		
<b>3. Deep-Acting</b>	3.654	.801	-.545**	-.468**	-	
<b>4. Naturally-felt Emotions</b>	2.406	.910	-.495**	-.414**	.315**	-

\*\*p<0.01

Upon examining the relationships between emotional labor dimensions, it was found out that superficial-acting had a moderate inverse relationship with both deep-acting and naturally-felt emotions, while deep-acting and naturally-felt emotions had a positive but relatively low level of association with each other.

Table 2 shows the results of multiple regression analysis to test the hypotheses. As a result of the analysis performed, it was seen that the model of emotional labor dimensions has significant impact on work alienation ( $R = .708$ ). The model explains approximately 50% of work alienation ( $R^2 = .501$ ).

**Table 2. Regression Analysis**

<b>Variables</b>	<b>B</b>	<b>β</b>	<b>t</b>	<b>p</b>
<b>Intercept</b>	3.709	-	18.058	.000
<b>Superficial-Acting</b>	.290	.352	8.389	.000
<b>Deep-Acting</b>	-.226	-.300	-7.447	.000
<b>Naturally-felt Emotions</b>	-.218	-.255	-6.516	.000
R=.708				
R <sup>2</sup> =.501				
F=134.720				
p<0.001				

When the significance levels of emotional labor dimensions of work alienation were analyzed, it was seen that the superficial-acting dimension took place on the top ( $\beta = .352$ ). Accordingly, it can be stated that as superficial-acting behaviors increase, work alienation also increases. Deep-acting follows it ( $\beta = -.300$ ), and the last one is of naturally-felt emotion ( $\beta = -.255$ ). Both dimensions were found to have adverse effects on work alienation. In other words, it can be said that the level of work alienation of employees who exhibit deep-acting and naturally-felt emotions is low.  $H_1$ ,  $H_2$ , and  $H_3$  are supported with these results obtained. According to the results of the analysis carried out for predicting work alienation, regression equality emerges as follows; *Work Alienation* = 3.709 + 0.290 *Superficial-acting* – 0.226 *Deep-acting* – 0.218 *Naturally-felt Emotion*.

## 5. Conclusion and evaluation

Business life changing and transforming business life affects the working conditions and also leads to the differentiation of the labor concept. This change has played a role in the re-shaping of the labor concept, especially with the new features, while it is also experienced in the tourism sector. As a matter of fact, the attitudes and behaviors of the employees on the quality of the products have reached a decisive position in the tourism businesses where intense face-to-face communication with the customers is experienced. This new definition of labor, conceptualized as emotional labor, can lead to negative consequences for occupations, work alienation; even if there are certain positive effects on the production of goods and services. This study aimed to determine the level of emotional labor and work alienation in hotel businesses and to detect the relationships among the variables.

According to the results of the field research, emotional labor behaviors of the employees were at a high level while superficial-acting behaviors and naturally-felt emotions were detected at moderate and at low levels, respectively. It can be claimed that hotel employees tend to exhibit their emotional labor behaviors in their business life within the context of deep-acting, even though superficial-acting is also influential. The lower level of naturally-felt emotions suggests that employees exhibit most of their behaviors without internalizing them. These results indicate that employees can exhibit the attitudes and behaviors required by their job professionally, but they can also exhibit superficial-acting behaviors at the same level. Moderate level of work alienation is similar to emotional labor results as a different outcome of the study.

In the literature, the results of the correlation analysis conducted in order to explain directly or indirectly pointed out associations between the two concepts overlapped with the theoretical framework (Hochschild, 2012; Morris and Feldman, 1996; Beğenirbaş, 2015). Work alienation has a positive and moderate association with superficial-acting behaviors while having inverse and moderate relationships with both deep-acting and naturally-felt emotions. In this respect, particularly the employees exhibiting superficial-acting behaviors tend to cease to care for their jobs and other work-related factors, and this increases the likelihood that employees might exhibit alienation behaviors such as powerlessness, meaninglessness, and normlessness. The regression analysis carried out also provided results supporting this idea. The regression model of emotional labor dimensions explained approximately 50% of work alienation. In addition, it was determined that the most effective dimension on work alienation be superficial-acting behavior. Accordingly, increase of superficial-acting behaviors increases work alienation also. Deep-acting and naturally-felt emotions have an adverse effect on work alienation. In other words, alienation also decreases when the emotional labor of employees is exposed in terms of deep-acting or naturally-felt emotions. These results are similar to different study results (Kart, 2011; Kaya and Serçeoğlu, 2013; Tokmak, 2014; Çelik and Atik, 2016).

The study also revealed certain thought-provoking results on the working conditions of hotel employees. As stated before, the significance of employee attitudes and behaviors regarding such concepts as properties, production process, and quality of touristic products renders emotional labor and alienation concepts even more important. Superficial-acting behaviors exhibited by employees during their work can affect the quality of the product negatively, as well as it may lead to alienation. In this respect, emotional labor exhibited by the hotel employees in terms of a superficial-acting dimension may have both organizational and individual negative consequences. Therefore, this situation has effects on organizational areas such as performance, communication, adaptation, cooperation and on individual areas such as quality of life, life satisfaction, stress, burnout, and alienation. Identifying these and similar results, as well as detecting the causes underlying superficial-acting behaviors of employees, may be the subject of future studies. Also, examining attitudes, moods of emotions and social relations the employees with work alienation in both organizational and individual life may contribute to provide an insight about possible consequences of alienation.

### References

- Akpolat, T. & Oğuz, E. (2015). İlkokul ve Ortaokul Öğretmenlerinde Örgütsel Sinizmin İşe Yabancılaşma Düzeyine Etkisi. *Mersin Üniversitesi Eğitim Fakültesi Dergisi*, 11(3), 947- 971.
- Ashforth, B. E. & Humphrey, R. H. (1993). Emotional Labor in Service Roles: The Influence of Identity. *Academy of Management Review*, 18(1), 88-115.
- Atilla G., G. (2015). ‘Presentable’ Duygusal Emek: İlaç Mümessillerinde Duygusal Emegin İşe Bağlılığa Etkisi. *Eskişehir Osmangazi Üniversitesi İİBF Dergisi*, 10 (3), 277-300.
- Aytaç, Ö. (2005). Modern Bürokrasiler ve Yabancılaşma Ethosu. *Fırat Üniversitesi Sosyal Bilimler Dergisi*, 15(2), 319-348.

- Bağcı, Z. & Mohan Bursalı, Y. (2015). Duygusal Emegin İş Performansı Üzerindeki Etkisi: Denizli İlinde Hizmet Sektöründe Bir Araştırma. *Kafkas Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*,6(10), 69-90.
- Basım, H. N. & Beğenirbaş, M. (2012). Çalışma Yaşamında Duygusal Emek: Bir Ölçek Uyarlama Çalışması. *Celal Bayar Üniversitesi Yönetim ve Ekonomi*,19 (1), 77-90.
- Beğenirbaş, M. (2015). Psikolojik Sözleşmenin Çalışanların Duygu Gösterimleri ve İşe Yabancılaşmalarına Etkileri: Sağlık Sektöründe Bir Araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 20(3), 249-263.
- Bıyık, Y. & Aydoğan, E. (2014). Duygusal Emek ve Örgütsel Vatandaşlık Davranışı İlişkisi: Bir Araştırma. *Gazi Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 16(3), 159-180.
- Bozkurt, V. (2012). *Endüstriyel & Post Endüstriyel Dönüşüm: Bilgi, Ekonomi, Kültür*. Bursa: Ekin Kitabevi, 2. Baskı.
- Çelik, M. & Atik, S. F. (2016). Duygusal Emek Gösteriminin Çalışanlar Açısından Sonuçları: Seyahat Acentalarına Yönelik Bir Araştırma. *Akademik Sosyal Araştırmalar Dergisi*, 4(36), 507-521.
- Çelik, M. & Turunç, Ö. (2011). Duygusal Emek ve Psikolojik Sıkıntı: İş-Aile Çatışmasının Aracılık Etkisi. *İstanbul Üniversitesi İşletme Fakültesi Dergisi*,40(2), 226-250.
- Deniz, G. (2016). Kişilik ve Sosyalizasyonun Duygusal Emek Üzerindeki Etkisi: Butik Otel Örneği. *Anatolia: Turizm Araştırmaları Dergisi*,27(2), 273-289.
- Diefendorff, J. M., Croyle, M. H. & Grosser and, R. H. (2005). The Dimensionality and Antecedents of Emotional Labor Strategies. *Journal of Vocational Behavior*, 66,339-357.
- Ergun Özler, N. D. & Özçınar Dirican, M. (2014). Örgütlerde Yabancılaşma ile Tükenmişlik Sendromu Arasındaki İlişkiyi Belirlemeye Yönelik Bir Araştırma. *Dumlupınar Üniversitesi Sosyal Bilimler Dergisi*,(39), 291-309.
- Erkmen, T. & Bozkurt, S. (2016). Moderating Effect of Organizational Commitment on the Relationship Between Work Alienation and Formalization. *Journal of Economic Development, Management, IT, Finance and Marketing*, 8(2),16-23.
- Eroğlu, Ş. G. (2014). Örgütlerde Duygusal Emek ve Tükenmişlik İlişkisi Üzerine Bir Araştırma. *Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*,(19), 147-160.
- Grandey, A. A. (2000). Emotion Regulation in the Workplace: A New Way to Conceptualize Emotional Labor. *Journal of Occupational Health Psychology*, 5(1), 95-110.
- Güzel, Ö. F. , Atilla Gök, G. & Büyüker İşler, D. (2013). Duygusal Emek ve İşten Ayrılma Niyeti İlişkisi: Turist Rehberleri Üzerinde Bir Araştırma. *Seyahat ve Otel İşletmeciliği Dergisi*,10 (3), 107-123.
- Hirschfeld, R. R. & Feild, H. S. (2000). “Work Centrality and Work Alienation: Distinct Aspects of a General Commitment to Work. *Journal of Organizational Behavior*, 21(7), 789-800.

- Hochschild, A. R. (1983/2012). *The Managed Heart: Commercialization of Human Feeling*. USA: University of California Press. 3. Edition
- İrigüler, F. & Güler, M. E. (2016). Emotional Labor of Tourist Guides: How Does It Affect Their Job Satisfaction and Burnout Levels? *Journal of Yasar University*, 11 (42), 113-123.
- Igbojekwe, Poly, A. (2015). Emotional Labour and Employee Performance Appraisal: The Missing Link in Some Hotels in Southeast Nigeria. *International Journal of Hospitality & Tourism Systems*, 8(2), 81-92.
- Kanten, P. & Ülker, F. (2014). Yönetim Tarzının Üretkenlik Karşısı İş Davranışlarına Etkisinde İşe Yabancılaşmanın Aracılık Rolü. *Muğla Sıtkı Koçman Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (32), 16-40.
- Kanungo, R. N. (1992). Alienation and Empowerment: Some Ethical Principles in Business. *Journal of Business Ethics*, 11, 413-422.
- Kaplan, M. & Ulutaş, Ö. (2016). Duygusal Emeğin Tükenmişlik Üzerindeki Etkisi. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*,(35), 165-174.
- Karakaş, A. , Tösten, R., Kansu, V. & Aydın A. S. (2016). Öğretmenlerin Duygusal Emek Davranışlarının İş Doyumlarına Etkisi. *Elektronik Sosyal Bilimler Dergisi*,15 (56), 177-188.
- Kart, E. (2011). Bir Duygu Yönetimi Süreci Olarak Duygusal Emeğin Çalışanlar Üzerindeki Etkisi. *Çalışma ve Toplum*, 3, 215-230.
- Kaya, U. & Özhan, Ç. K. (2012). Duygusal Emek ve Tükenmişlik İlişkisi: Turist Rehberleri Üzerine Bir Araştırma. *Çalışma İlişkileri Dergisi*, 3(2) , 109-130.
- Kaya, U. & Serçeoğlu, N. (2013). Duygu İşçilerinde İşe Yabancılaşma: Hizmet Sektöründe Bir Araştırma. *Çalışma ve Toplum*, 1, 311-345.
- Kızanlıklılı, M.& Ünlüönen, K. (2016). Otel İşletmelerinde Davranış Kuralı Algısı ve İş Doyumunun Duygusal Emek Davranışı Üzerindeki Etkisinin Belirlenmesi. *Ege Akademik Bakış*,16 (3), 503-518.
- Kongar, E. (2014). *Toplumsal Değişme Kuramları ve Türkiye Gerçeği*. 18. Baskı. Remzi Kitabevi: Ankara.
- Morris, J. A. & Feldman, D. C. (1996). The Dimensions, Antecedents, and Consequences of Emotional Labor. *Academy of Management Review*, 21(4), 986-1010.
- Mottaz, C. J. (1981). Some Determinants of Work Alienation. *The Sociological Quarterly*, 22, 515-529.
- Naktiyok, A. & Ağırman, Ü. H. (2016). İş Odaklı Duygusal Emek ve Duygusal Tükenme Arasındaki İlişkide Çalışan Odaklı Duygusal Emek ve Mesleki Bağlılığın Aracılık Etkisi. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*,30 (4), 789-809.
- Ofluoğlu, G. & Büyükyılmaz, O. (2008). Türkiye Taş Kömürü Kurumu Kozlu İşletme Müessesesinde Yabancılaşmanın Boyutları Üzerinde Etkili Olan Nedenlerin Araştırılması. *Kamu-İş*, 9(4), 135-178.

- Oral, L. & Köse, S. ( 2011). Hekimlerin Duygusal Emek Kullanımı ile İş Doyumu ve Tükenmişlik Düzeyleri Arasındaki İlişkiler Üzerine Bir Araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*,16(2), 463-492.
- Özkan, G. (2013). Çağrı Merkezlerinde Duygusal Emek ve Örgütsel İletişim. *Selçuk İletişim*, 7(4), 64-80.
- Özbek, M. F. (2011). Örgüt İçerisindeki Güven ve İşe Yabancılaşma İlişkisinde Örgüte Uyum Sağlamanın Aracı Rolü. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*,16(1), 231-248.
- Pala, T. & Tepeci, M. (2014). Otel İşletmelerinde Çalışanların Duygusal Emek Boyutlarının Belirlenmesi ve Duygusal Emek Boyutlarının İş Tatmini ve İşte Kalma Niyeti Üzerine Etkisi. *Seyahat ve Otel İşletmeciliği Dergisi*,11( 1), 21-37.
- Polat, M. & Yavaş, T. ( 2012). Yabancılaşma, Kurumsal Değerler ve Duygu Yönetimi Denklemi. *Eğitim ve Öğretim Araştırmaları Dergisi*, 1(2), 218-224.
- Rafaelli, A. & Sutton, R. I. (1987). Expression of Management as a Part of the Role. *Academy of Management Review*, 12(1), 23-37.
- Ritzer, G. (2011). *Modern Sosyoloji Kuramları*. çev. H. Hülür, Ankara: De Ki Basım Yayım.7. Baskı.
- Sarros, J. C.,Tanewski, G. A., Winter, R. P., Santora, J. C. & Densten, I. L. (2002). Work Alienation and Organizational Leadership. *British Journal of Management*,13, 285-304.
- Seeman, M. (1959). On The Meaning of Alienation. *American Sociological Review*, 24(6), 783-791.
- Shepard, J. M. (1970). Functional Specialization, Alienation and Job Satisfaction. *Industrial and Labor Relations Review*, 23(2), 207-219.
- Şimşek, Ş., Çelik, A., Akgeçici, T. & Fettahlıoğlu, T. (2006). Örgütlerde Yabancılaşmanın Yönetimi Araştırması. *Selçuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 15, 569-587.
- Taştan, S.,İşçi, E. & Arslan, B. (2014).Örgütsel Destek Algısının İşe Yabancılaşma ve Örgütsel Bağlılığa Etkisinin İncelenmesi: İstanbul Özel Hastanelerinde Bir Araştırma. *Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (19),121-138.
- Tolan, B. (1991). *Toplum Bilimlerine Giriş*. Ankara: Adım Yayıncılık. 3.Baskı.
- Tokmak, İ. (2014). Duygusal Emek ile İşe Yabancılaşma İlişkisinde Psikolojik Sermayenin Düzenleyici Etkisi. *İşletme Araştırmaları Dergisi*, 6(3), 134-156.
- Turan, M. & Parsak, G. (2011). Yabancılaşma ve İş Tatmini İlişkisi: Bir Devlet Üniversitesi İdari Personeli Üzerinde Araştırma. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*,20(2), 1-20.
- Uşul, H. & Atan, A. (2014). Sağlık Sektöründe Yabancılaşma Düzeyi. *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*,16 (26), 1-10.

- Ünlü, O. & Yürür, S. (2011). Duygusal Emek, Duygusal Tükenme ve Görev / Bağlamsal Performans İlişkisi: Yalova'da Hizmet Sektörü Çalışanları ile Bir Araştırma. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Dergisi*,(37), 183-207.
- Ünsar, A. S. & Karahan, D. (2011). Yabancılaşmanın İşten Ayrılma Eğilimine Etkisini Belirlemeye Yönelik Bir Alan Araştırması. *Selçuk Üniversitesi İİBF Sosyal ve Ekonomik Araştırmalar Dergisi*,15 (21), 361-378.
- Wang, X., Wang, G. & Hou, W. C. (2016). Effects of Emotional Labor and Adaptive Selling Behavior on Job Performance. *Social Behavior and Personality*, 44(5), 801-814.
- Wharton, A. S. & Erickson, R. J. (1993). Managing Emotions on the Job and at Home: Understanding of the Consequences of Multiple Emotional Roles. *Academy of Management Review*,18(3), 457-486.
- Yalçın, İ. & Koyuncu, S. Ç. (2014). Örgütsel Yabancılaşma Olgusunun İş Tatmini Üzerine Etkisi: Niğde İlinde Bir Araştırma. *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 16(26), 86-94.
- Yıldırım, M. H. & Erul, E. E. (2013). Duygusal Emek Davranışının İşgörenlerin Tükenmişlik Düzeylerine Etkisi. *Organizasyon ve Yönetim Bilimleri Dergisi*, 5(1),89-99.
- Yıldız, K., Akgün, N. & Yıldız, S. (2013). İşe Yabancılaşma ile Örgütsel Sinizm Arasındaki İlişki. *International Journal of Social Science*,6(6), 1253-1284.
- Yücebalkan, B. & Karasakal, N. (2016). Akademisyenlerde Duygusal Emek ile Tükenmişlik Düzeyi Arasındaki İlişkiye Yönelik Bir Araştırma: Kocaeli Üniversitesi Örneği. *IBAD- Uluslararası Bilimsel Araştırmalar Dergisi*,1(2), 72-85.
- Yüksel, H. (2014). Yabancılaşma Kavramı Paralelinde Emeğin Yabancılaşması ve Sonuçları. *Abant İzzet Baysal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*,14(2), 159-188.