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EMOTIONAL LABOR AND BURNOUT:  
THE ROLE OF TRANSFORMATIONAL LEADERS

Şerife Hande ORTAÇ  
116630005

Dr. Gergely Czukor

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Şerife Hande Ortaç

116630005

**Tez Danışmanı :** Dr. Gergely Czukor

(İmza)  .....

Bilgi..... Üniversitesi

**Jüri Üyeleri** Doç. Dr. İdil Işık

(İmza)  .....

Bilgi..... Üniversitesi

**Juri Üyesi:** Dr. Nevin Kılıç

(İmza)  .....

Fatih Sultan Mehmet..... Üniversitesi

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*For Su,*

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## **ABSTRACT**

The main objective of the study is to research the effects of transformational leadership attitudes on burnout as one of the severe repercussions of performing emotional labor. Managing and shaping emotions as a labor, has negative outcomes on employees. There are two main methods to stage the required emotions for the job, while performing emotional labor. Firstly, an employee can remember the authentic feeling of the necessary emotion and perform that memory, which is called deep acting. Secondly, an employee can show only the physical conditions of the emotions without feeling them authentically but expressing them by their body language. Also, there is genuine emotions, in which employee states her/his authentic feelings. All situations increase the levels of burnout of the employees according to the former studies. In order to mitigate the negative results, a manager who performs transformational leadership attitudes could help the employees to overcome the exhaustion of the employees rooted from performing emotional labor.

The data were collected by snowball sampling method among the employees from the stores of an international coffee company. There were 174 valid responses from 43 different stores in Istanbul city European side, Turkey. All participants responded to a survey composed of 3 different scales measuring their emotional labor performance, burnout and transformational leadership performance of the participants' manager; in addition to a qualitative questionnaire consists of 7 questions. Moderated regression analysis was done to understand the effects of emotional labor on burnout and the moderation role of transformational leadership

in their interaction. Firstly, the study showed that the surface acting has a prediction effect on dependent variable burnout. Secondly, transformational leadership attitudes moderate the positive relationship between independent variable surface acting and dependent variable burnout and mitigated the level of burnout even though the surface acting was high. Lastly, the two of the four components of transformational leadership, the idealized influence and individual consideration have opposite effects on burnout if employees perform surface acting. While individualized influence mitigates the negative effects of burnout, idealized influence positively affects the burnout levels of employees.

By the results of this study, the leadership skills of the managers could become more of an issue in addition to the institutions' culture and employees' person job-fit in emotional labor studies. Also, by considering the individual effects of transformational leadership components, that leadership model could be taken as a suitable leadership model for the retail sector.

Key Words: Emotional Labor, Transformational Leadership, Burnout, Deep Acting, Surface Acting

## ÖZET

Bu çalışmanın amacı, duygusal iş gücünün çalışanlar üzerinde yarattığı olumsuz etkilerden biri olan tükenmenin, değiştirici ve dönüştürücü liderlik özelliği gösteren kişiler tarafından yönetildiklerinde azaltılabileceğini ortaya koymaktır. Duyguların işe uygun hale getirilerek şekillendirilmesi ve böylece kişi dışındaki bir otorite tarafından yönetilmesi, duygusal iş gücüyle çalışan kişiler üzerinde olumsuz etkiler yaratmaktadır. Duygusal iş gücüyle çalışırken kurumun istediği ya da görevin gerektirdiği duyguları ortaya koyabilmek için iki temel yöntem vardır. Bunlardan ilki, daha önce yaşanmış bir olaydan yola çıkarak çalışanın o anı hatırladığı ve işin gerektirdiği duyguyu hayata geçirdiği yöntem olan *derin rol yapma*'dır. İkincisi ise işin ve görevin gerektirdiği duygunun fiziksel özelliklerinin taklit edilerek duygunun gerçekten hissedilmeden sadece sahnelendiği *yüzeysel rol yapma*'dır. Bu yöntemlere ek olarak çalışanların içlerinden geldiği gibi davrandıkları *doğal duygular*'ı sergileme hali de mevcuttur. Yapılan araştırmalara göre, sayılan üç durum da çalışanların zamanla tükenmesine sebep olmaktadır. Bu çalışma duygusal iş gücü sebebiyle çalışanlarda oluşan tükenmişliğin, bu çalışanları yöneten kişilerin dönüştürücü ve değiştirici liderlik vasıflarını kullanarak liderlik yaptıklarında azalacağını ortaya koymayı amaçlamaktadır.

Bu çalışma için data, kartopu tekniği ile uluslararası kahve mağazaları zinciri olan bir markanın çalışanları arasından toplanmıştır. Yapılan çalışma sonunda, İstanbul'un Avrupa yakasında yer alan 43 farklı mağazada çalışan 174 kişiden geçerli anket yanıtları alınmıştır. Anket, çalışanların duygusal iş gücü

yöntemi ve sıklığını, tükenmişlik seviyesini ve bağlı çalıştıkları müdürlerin değiştirici ve dönüştürücü liderlik vasıflarını ne seviyede sergilediklerini ölçümlerken, katılanların kendileri hakkında yanıtladıkları 7 farklı demografik soruyu da içermektedir. Toplanan bu datalar önce kalitatif bir analize tabi tutulmuştur. Bundan sonraki süreçte uyumlu regresyon analizi yapılarak duygusal iş gücünün alt kategorileri olan derin rol yapma, yüzeysel rol yapma ve doğal duyguların çalışanlar üzerinde yarattığı tükenmişlik eğilimi; çalışanın bağlı olduğu müdürün liderlik özelliklerinin bu duyguyu nasıl etkilediği araştırılmıştır. Çıkan sonuçlara göre bağımsız değişken olan yüzelsel rol yapma davranışının, bağımlı değişken olan tükenmişlik üstünde anlamlı ve pozitif yönlü bir etkisi olduğu saptanmıştır. Bu çıktılara ek olarak, değiştirici ve dönüştürücü liderlik özelliklerine sahip müdürlerin, yüzeysel rol yapma ile tükenmişlik arasındaki ilişkiyi değiştirdiği, yüzeysel rol yapma seviyesi artsa da çalışanların tükenmişlik hissetmediklerini raporladıkları tespit edilmiştir. Böylece duygusal emek literatüründe yer alan işe uyumluluk ve kurum kültürü çalışmalarına ek olarak yöneticinin davranışlarının da süreçte önemli bir etken olduğu ortaya konmaktadır. Bu çalışma ayrıca değiştirici dönüştürücü liderlik modelinin alt boyutlarından ikisi olan idealleştirilmiş etki ve bireysel desteğin tükenmişlik üzerinde birbirine zıt iki farklı etkisi olduğunu göstermiştir.

Sonuç olarak, değiştirici ve dönüştürücü liderlik modelinin, tüm boyutlarının çalışanların tükenmişlikleri üzerindeki etkisi dikkatle ele alınarak, hizmet sektörü için temel bir liderlik modeli olarak kabul edilebileceği ortaya konulmaktadır.

Anahtar Kelimeler: Duygusal Emek, Deęiřtirici Dönüřtürücü Liderlik,  
Tükenmiřlik, Derin Rol Yapma, Yüzeysel Rol Yapma

## INTRODUCTION

Until the 1970s, mental and physical labor dominated the literature on work psychology. Due to an increase in volume and profit in hospitality business, the industry began to demand employees to understand and manage the emotional needs of their customers. The management of emotions in sales gained importance and companies started to set rules in order to manage the emotional interaction between customers and the employees (Hochschild, 1983; Morris & Feldman, 1996; Grandey, 2000; Grandey, 2003). Besides physical and mental engagement, emotional labor has been identified as a key aspect of the work and requires managers to assist employees to stage emotions that are needed and appropriate to create the desired experience for the customers during a transaction (Hochschild, 1983). In their effort to display appropriate emotions for their work, employees generate observable behaviors rooted from false emotions such as pretending to be happy to serve to customers or being joyful when the customers are present. Displaying negative feelings can also be a part of the job, for example staging hateful and angry behaviors to make customers feel uncomfortable is the nature of the job for security guards or tax collectors (Ashforth & Humphrey, 1993).

When not managed well, emotional labor can have negative consequences for employee well-being. Emotional labor can lead to high stress levels and can induce emotional dissonance and estrangement (Ashforth & Humphrey, 1993; Grandey, 2003). In turn, emotional dissonance and estrangement may cause exhaustion, which decrease job satisfaction (Morris & Feldman, 1996) and when emotional

labor performed frequently, it can lead to burnout (Pugliesi, 1999). The negative consequences of performing frequent emotional labor include reduction in one's health, self-esteem and job satisfaction (Morris & Feldman, 1996). A more recent study by underlines burnout and stress as additional consequences of emotional labor (Chandwani and Sharma, 2015).

Former studies on emotional labor and burnout, focused on employees' traits and various aspects of organizational culture as moderating factors. A core finding indicates that good employee relations in the institution help employees to cope with the negative repercussions of emotional labor (Hochschild, 1983). Person-job fit (Ashforth & Humphrey, 1995) and meaning of work in terms of high responsibility and power (Ashforth & Humphrey, 1993) have been shown to mitigate such negative consequences. Thus, recruitment/selection and trainings are important tools to locate suitable candidates and enhance their fit for work that involves emotional labor (Schaubroeck and Jones, 2000). Finally, management's emotional intelligence (Brotheridge, 2006) and a supportive organizational culture (Çukur, 2009) reduces events of burnout in employees of emotional labor.

The negative consequences of emotional labor can be mitigated by managerial intervention. Immediate managerial behavior has been shown to moderate the effect on emotional labor on various employee level outcomes, including burnout and turnover intention (Lam & Chen, 2012; Shani, Uriely, Reichel & Ginsburg, 2014; Gülova, Palamutcuoglu & Palamutcuoglu, 2013). The managers' guidance on employees' performance, support and understanding the needs of the employees, can help employees suffer less from negative outcomes of

emotional labor (Lam & Chen, 2012). Positive attitudes like being supportive and understanding of managers could help the employees to deal with the repercussions like burnout of emotional labor (Shani, Uriely, Reichel & Ginsburg, 2014). In general, being a supportive leader can enhance employee job involvement in emotional labor industries (Gülova, Palamutcuoglu & Palamutcuoglu, 2013).

Studies on managerial roles in employee emotional labor accentuate that supportive leaders are helpful to mitigate emotional labor consequences for employees and provide managers and practitioners with useful insight into how to behave toward followers. However, these studies are limited to the extent that they have not been conducted under the framework of established leadership theory. The literature is in need of research that embraces how key aspects of leadership practice beyond showing support can influence followers in emotional labor industries. The present research is aimed to contribute to this literature by examining the role of transformational leadership as a moderator of the effects of emotional labor on burn out. The four components of transformational leadership, including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration have favorable effects on follower task performance by advancing their followers' potential (Burns, 1979; Bass, 1985; Bass & Avolio, 1994), job satisfaction (Burns, 1979), commitment (Rafaeli & Sutton, 1987). These findings and the widespread use of transformational leadership in organizations provide grounds to examine its implications on burnout of employees who perform emotional labor. This supportive, intellectually challenging, motivating and charismatic leadership model should provide further insight into how employees

can overcome the difficulties they face on daily basis due to emotional labor with the contribution of their leaders and to focus on the ultimate collective goals rather than the stress and the conflicts they face with the customers.

The overwhelming majority of studies on emotional labor have been conducted in schools, hospitals and hotels, while in the retail sector emotional labor has been under researched globally and in Turkey. As a retail business professional for almost 15 years, I can state that the employees in retail sector especially who work in a café or a restaurant, have not been recognized as emotional labor performers. The employees' emotion consumption could not be recognized due to the products they sell. Consumers tend to believe that if they have joy, appetite and can relax during the commercial activity; they reflect this assumption to the employees and believe that service agents also share the positive experience they have. The customers tend to believe that the hospitality business professionals do not consume their emotional resources for a better job performance. This misjudgment could occur because of the invisibility of the assembly line. When there is a concrete production facility and the workers responsible for a certain part of that production, it is easier to name the labor and consumption of the employees' self-capital and their possible alienation from their jobs. A person who works in a factory could be an example for that kind of labor. Mostly, the variety of the products at the stores and their promise of a great experience could shade the employee's performance of emotional labor. In a café, a barista is responsible for welcoming the customers, understanding their needs and orders, preparation of the orders at the back of the counter and the money collection, which creates a very

long chain of responsibilities and needs a lot of physical and emotional effort. Also, the way the employees behave was defined in advance and there are very strict rules, including cash flow, health and safety, to be followed during the commercial activity.

The present study uses Café employees as an appropriate sample to study leadership effects on burnout in the light of emotional labor. These employees of different stores of an international café chain are reporting to their store's manager, which means that a leader supervises them during emotional labor performance. Their main task is to connect with the customer, take their orders, serve the orders correctly and most importantly create a great experience for the customers.

Moreover, this study suggests a new kind of leadership, which is transformational leadership style, for retail industry in Turkey. The former studies showed that leadership styles change according to the countries' social structures (Pellegrini & Scandura, 2008). For instance, countries in Middle East or in Asia, which are collectivist unlike European countries, the leaders more often practice paternalistic leadership attitudes (Aycan, et al., 2000). Turkey, which is a collectivist country as well, the paternalistic leadership style is commonly practiced in the institutions (Aycan, et al., 2000; Yuzbasioglu & Dogan, 2018). The supervisor, who behaves in paternalistic style, acts like an elder member of the family, guides the employees, protects and nurtures them (Aycan, et al., 2000). However, the protection and nurture covers the work and non-work areas and demands high levels of loyalty (Aycan, 2006). The paternalistic leadership has three dimensions such as authoritarianism, benevolence and morality, (Fahr & Cheng,

2000) which also supports a hierarchical system, where is a strict distinction of leader and the follower. As the common leadership style, paternalistic leadership could be replaced by a new way of management. The needs of the emotional labor employees as the workers of a relatively new sector can differ from traditional industries and common job practices.

In a single source survey design, the employees will report the extent to which they perceive themselves to perform emotional labor, then they indicate the level of their burnout and turnover intention, and finally, they will assess their store manager's transformational leadership style.

## CHAPTER ONE

### BACKGROUND AND THEORETICAL FRAMEWORK

#### 1.1. Burnout

Burnout is a psychological state, characterized by cynicism and exhaustion affecting working people (Maslach, 1981; Maslach, Schaufeli, & Leiter, 2001). There are three sub-dimension of burnout including *emotional exhaustion*, *depersonalization of people* and *feelings of low personal accomplishment*. Burnout and its sub-dimensions are commonly measured by a Maslach Burnout Scale (Maslach & Jackson, 1981) and by Malach-Pines's (2005) shorter version which takes all subscales as a composite measure, is used widely as well (Tümekaya, Çam & Çavuşoğlu, 2009). However, in recent studies, burnout is more associated with emotional exhaustion (Malach-Pines, 2005). The state of emotional exhaustion emerges when customer service employees assist customers by responding to their psychological and emotional needs (Jackson, Turner, & Brief, 1987). Unavailability of emotional replenishment, workload and the role conflict are other determinants of burnout (Jackson, Turner, & Brief, 1987). Performing emotional labor can lead to burnout when the causes of stress such as unavoidable workload or uncertainty in working environment are inevitable (Brotheridge & Grandey, 2002).

According to Grandey (2000) being engaged emotionally at the workplace can cause stress responses in the employees in hospitality business and such elevated stress can lead to burnout. When the deprivation of emotional resources cannot be replenished as quickly as they were consumed, employees could suffer from burnout (Jackson, Schwab, & Schuler, 1986). In these situations, individuals use all their emotional capacity to make customers feel in desired way during service interactions, however, after a period of time these employees become emotionally exhausted empty and useless (Grandey, 2000). Also, there could be consequences such as fatigue, insomnia, and increase in alcohol and drugs consumption (Maslach, 1981; Grandey, 2000). This negative psychological state can have severe consequences including bad mood during the labor hours, intention to leave and absenteeism (Grandey, Dickter, & Sin, 2004). If the individual emotional resources are diminished because of the job, employee could feel anxiety and stress which could cause further outcomes like health issues (Hobfoll, 2002). In that situation employees need a hand to renew their emotional resources and their managers as the first contact in their daily business practice, could have a positive effect.

In addition, burnout can have negative effects not only on employees but also on institutions. As employees feel empty and useless following several hours of unrenewed emotional work, they start to generate pessimism and reflect their negative feelings to their customers (Maslach & Jackson, 1981) which can lead to loss of customers. The psychological tension of employees and the negative

reactions of customers rooted from employee emotional exhaustion, can enhance costs for organizations (Halbesleben & Buckley, 2004).

## **1.2. Emotional Labor**

In hospitality business, employees are performing emotional labor, which means they are shaping their emotions according to the rules of the company and create a positive experience for the customers. They are using their authentic sources as a commodity and if the replenishment of their psychological resources does not renewed as fast as they deprived, employees could suffer the negative consequences of emotional labor such as burnout, intention to leave their jobs, emotional numbness, stress etc. (Hochschild, 1979, 1983; Grandey, 2000; Ashfort & Humphrey, 1993; Mann,1999)

Emotional labor includes three elements (Hochschild, 1983). First, interaction with the customer should be face-to-face or voice-to-voice. Second, employees are instructed with regards to the emotions that should be displayed during the interaction with the customer, such as joy or anger. Finally, the employees should be trained in terms of displayed emotions and following the training the customer and employee interaction process should be supervised by a manager.

Displaying emotions that one does not experience authentically could lead to several negative outcomes. Hochschild (1983) groups the reasons of the negative outcomes into three, categories that emerged from different emotional conditions.

The first condition occurs when the employee over identifies oneself with the job and the required emotions, which could lead to burnout. Second condition occurs when the employee only role-plays the emotions and does not identify oneself with the job. After a while, that employee could suffer from not being sincere and start to question the meaning of the job and could end up questioning the meaning of life. Finally, the employee eventually could feel unhappy and question the meaning of the job or she/he could feel like an empty shell after a certain period due to faking emotions, which would then lead to estrangement. According to Hochschild, the main reason of the emergence of these outcomes is the employees' way of performing the expected emotions during the interaction with the customers.

While Hochschild defines emotional labor as a one-dimensional phenomenon (i.e., whether one performs emotional labor or not), Morris and Feldman (1996) and Kruml and Geddes (2000) emphasize the frequency and the intensity of emotional labor. Previous studies focused on measuring emotional labor, indicated the acting model of the emotions, the frequency and the intensity of the practice.

Employees have two different methods to stage the emotions that are expected for the customer interaction (Hochschild, 1979, 1983; Ashfort & Humphrey, 1993; Näring, Briet & Brouwers, 2006). Inspired by theater director and theorist Stanislavski, these two methods are also methods of acting: *surface acting* and *deep acting*.

*Surface acting*. The first method to shape emotions is called surface acting. When an employee performs surface acting, only displays the emotions with her/his

face or body, without truly feeling them (Zapf, 2002). For instance, an employee could display a big smile without being happy. Although the employee shows the appropriate emotion to the customer, the employee does not feel the genuine emotion, only displays it.

If a service agent chooses to act on the surface without feeling the emotion authentically, after a while that employee could distance her/himself from the job, could feel empty and start to question the meaning of the job. This is called estrangement, which could direct an employee to change the job easily and increases his/her intention to leave (Hochschild, 1983; Yurur & Unlu, 2011). Studies indicate that practicing surface acting can lead to burnout because of the reduction of personal emotional resources while showing emotions only on the surface (Grandey 2000; Grandey & Fisk, Steiner, 2005). Abraham (1998) demonstrated that additionally to burnout, surface acting is associated with depression. Furthermore, Yürür and Ünlü (2011) found a positive relation between surface acting and intention to leave the job. In sum, surface acting affects employees negatively in terms of burnout, depersonalization, emotional exhaustion, and turnover (Hülshager & Schewe, 2011). Based on these findings, I predict that surface acting will enhance employee burnout.

Hypothesis 1: Surface acting positively affects the employees' burnout.

*Deep acting.* The second method to manage the emotions as desired is called deep acting. In this method, employees remember the real feeling and bring it out while

they are in an interaction with customers (Sliter, Chen, Withrow & Sliter, 2013). Deep acting is related with the inner world of a person, while surface acting is about external behaviors (Ashfort & Humphrey, 1993). In deep acting, individuals still do not genuinely feel the emotion, but they remember emotions from their past experiences in similar contexts, and they display their memory of this emotion and act accordingly (Hochschild, 1983). There are two ways of performing deep acting. The first one is to block an authentic feeling to stage the desired emotion. For example, an employee, while feeling sad, could manage that negative emotion and act in a positive manner. Second way to perform deep acting is to remember a related memory to stage the desired feeling, such as, remembering a good memory to act in a positive manner (Hochschild, 1983).

Further studies suggest that if a service agent performs deep acting, the contradiction between the authentic feelings and the forced emotions to be displayed could cause emotional dissonance between the ‘true self’ and the ‘acting self’. This situation can cause stress, which could turn into burnout (Chandwani & Sbarma, 2015; Zapf, 2002). Based on these research findings, I predict that employees who perform deep acting will suffer the negative outcome of burnout.

Hypothesis 2: Deep acting will positively relate with the employees’ burnout.

*Genuine emotions.* In addition to surface and deep acting, Ashforth and Humphrey (1993) identified that employees may feel and live the desired emotion at the exact

interaction moment. For instance, a nurse can feel pity and sad to a very sick patient. When an employee feels the corresponding emotion involved in the customer interaction, then it is called expression of *genuine emotion* (Ashforth & Tomiuk, 2000; Diefendorf, Croyle & Gosserand, 2005). Genuine emotions are not planned, studied or memorized, they staged naturally. For example, a service employee could be happy to see and talk to a regular customer because these two people see each other frequently and a personal relationship could be built among them. The service employee does not stage the emotions to act happy or caring when s/he sees that customer, instead s/he could feel happy and caring. When the emotions occur naturally, then the emotional source is not likely to be diminished, which prevents burnout or any other repercussion (Ashforth & Humphrey, 1993).

On the other hand, even if the emotions are authentic, there might be a cognitive effort needed to show the required feelings spontaneously (Diefendorff, Croyle & Gosserand, 2005). Genuine emotion has not been taken into consideration as predictor of negative results on well-being (Arnold, Connelly, Walsh, & Ginis, 2015), however, one study links genuine emotions to emotional exhaustion (Chu, 2002). Based on these inconclusive research findings, I predict that genuine emotions would be associated with burnout to a lower extent than surface acting or deep acting.

Hypothesis 3: Genuine emotions would relate to burnout to a lesser extent than deep acting or surface acting.

### 1.3. Transformational Leadership

Transformational leadership is a leader-follower relation centered approach aimed toward raising followers to maximize their capacity which benefits the followers and the organization (Burns, 1979; Bass, 1985; Bass & Avolio, 1994). Transformational leaders motivate, encourage and inspire their followers to achieve extraordinary results and by doing this they expand their capacity of leading as well (Bass & Riggio, 2006). Transformational leaders are strong in strategic thinking and they *lead* people by inspiring them for better conditions and opportunities instead of simply managing them to achieve targets (Bass & Riggio, 2006). In a previous study, transformational leadership is positively associated with the performance and job satisfaction of the employees (Nemanich & Keller, 2007). According to Clegg, Kornberger and Pitsis (2015) transformational leaders energize and support their followers. Burns argues that the transformational leaders understand the needs and values of followers and help them achieving their personal goals as well as reaching the collective target.

There are four components of transformational leadership including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Avolio, Bass & Jung, 1999). *Idealized influence* or charisma refer to the leader as role model for their followers. Followers intend to be like their charismatic leader, and they imitate the leader (Bass & Riggio, 2006). It was set as the emotional part of the transformational leadership (Antonakis, 2012). *Inspirational motivation* entails the leaders to motivate the followers by

enhancing the meaning of the job and challenging followers by setting high standards in order to achieve the best results. Transformational leader creates such a climate by encouraging teamwork, optimism and passion. The combination of idealized influence and inspirational motivation creates charismatic-inspirational leader (House, 1977). *Intellectual stimulation* component of transformational leadership directs followers to rethink about the problems and the ways they deal with them (Bass & Riggio, 2006). Those leaders want their followers to be more innovative and focus on problem solving by using new ways and new methods (Northouse, 2010).

*Individualized consideration* involves leader to engage deeply with the follower' needs for better achievements (Bass & Riggio, 2006). Transformational leader works as a coach and a mentor. A transformational leader believes that every individual has a potential and by focusing on individual, a transformational leader creates new ways to support the development of her/his followers. In order to achieve a better performance, a transformational leader recognizes the differences and personalized needs of the followers (Bass & Riggio, 2006).

### **1.3.1. Transformational Leadership as a Resource in Emotional Labor for Followers**

Transformational leadership is considered to be suitable to enhance follower effectiveness and satisfaction for a wide variety of sectors (Avoli & Yammarino, 2002) and it is one of the most popular approaches to leadership in practice and research (Northouse, 2010). Transformational leaders' focus on morality and motivation and the relationship between a leader and a follower is a key factor to renew the personal resources of the followers. This type of leadership underlines the importance of human conduct, emphasizes the transforming effect on both parties; leader and the follower.

Transformational leadership is associated with followers' emotional adjustments (Humphrey, 2012), which enhances the appropriateness of this leadership model to be examined in terms of followers' emotional labor. Surface acting and deep acting consume the emotional and psychological resources of employees and when individual lose those resources, it is difficult to replenish them individually, and they need help to regain (Hobfoll, 2002). Once an employee has very less emotional sources, that person wants to prevent the what was left from her/his emotional source and becomes defensive (Hobfoll, 1989).

Based on the research findings suggesting that transformational leaders enhance satisfaction, engagement and well-being, I predict that managers who act as transformational leaders will have a positive impact on followers performing emotional labor and reduce the events of burnout.

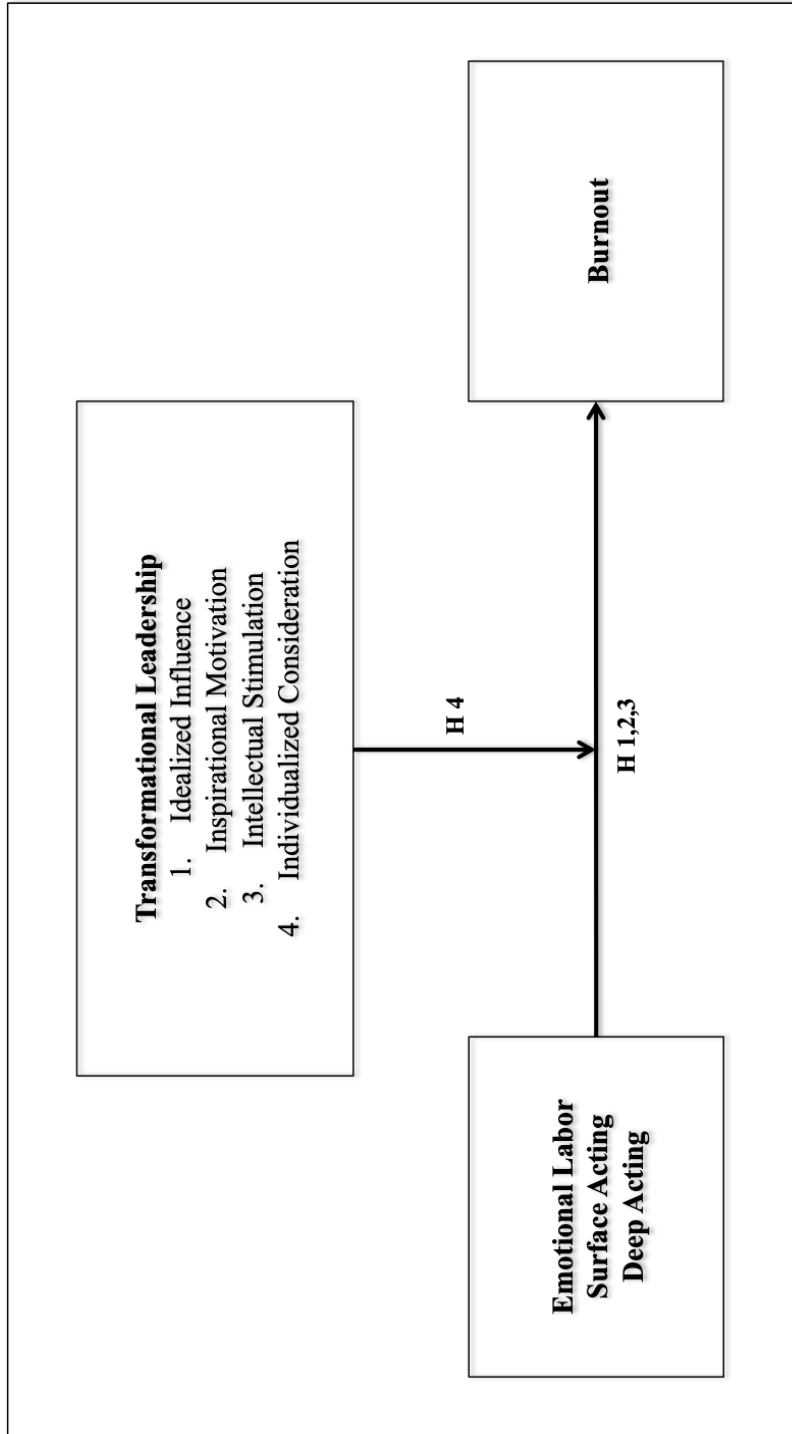
Definition of emotional labor states that emotional labor performing processes should be supervised by a manager (Hochschild, 1983). In order to achieve the expected standards during the service, supervision could be a key to sustain the required service as well as to provide motivation for the employees to act as planned (Rafaeli & Sutton, 1987). However, expanding the scope of research from management to transformational leadership, it is implied that transactional supervision should be reconsidered as viable means to manage emotional labor. Accordingly, leader-follower relation should be taken into consideration in order to understand the performance of the employees and dispose of the negative outcomes of the process.

Furthermore, every component of transformational leadership could create different effects on followers and the processes hence they could decrease burnout levels of employees when emotional labor is performed. The *charismatic-inspirational* leaders could reduce the *feelings of less personal accomplishments* which is a subcategory of burnout (Maslach, 1982), by creating new motivations for the employees in the process and believing in the potential of the follower. Leaders with *intellectual stimulation* encourages their followers to find new ways for their routine responsibilities. Followers would not be criticized because of their mistakes publicly. This subcategory of transformational leadership prevents the leaders have a routine relationship with their followers because of their aim on searching new ways for ordinary and encouragement of creativity (Arnold & Loughlin, 2013) which can also replenish the emotional resources of followers and prevent them from burnout (Hobfoll, 1989). *Individual consideration* subcategory

underlines the importance of coaching and mentoring in transformational leadership attitudes. The support and the guidance of managers, how fair they behave to the employees are important implications for employees while coping with the negative repercussions of emotional labor (Lam & Chen, 2012)

Hypothesis 4a-b: Transformational leadership will moderate the effect of surface acting (Hypothesis 4a) and deep acting (Hypothesis 4b) on burnout. When transformational leadership is low, surface acting and deep acting will positively relate to burnout; when transformational leadership is high, it will mitigate the negative consequences of surface acting and deep acting on burnout.

**Figure 1. The Proposed Model**



## **CHAPTER TWO**

### **METHODOLOGY**

#### **2.1. Participants and Design**

The sample was taken from an international company, which performs in retail business in Turkey. The survey was in Turkish and data collected from Turkish speaking participants. The company runs cafés across the country at more than 450 locations. The company is both the global and the local leader of the coffee business. As the matter of confidentiality, the name of the company and the locations of the stores are withheld. Two-hundred and thirty-two participants responded to the survey. One-hundred and seventy-four complete responses were suitable for data evaluation (56 female, 102 male and 16 preferred not to state their gender category).

There are 3 different job titles at the store level including barista, shift supervisor and store manager. The barista role is the entry level and responsible for welcoming customers and preparing orders. Shift supervisors are responsible for the management of the certain shifts especially when the store manager is off duty, while store managers are responsible for running the whole operation, which includes controlling the financials, having an active role in daily operations, leading and training the store team. There is one manager for each store. The questions were asked to baristas and shift supervisors to report the type of emotional labor that they

perform and burnout level they experience and to evaluate their stores' managers' leadership style.

One-hundred and twenty baristas and 54 shift supervisors responded to the survey from 43 different stores, which means 43 different leaders/managers were evaluated by the participants (i.e., each store members evaluated their own manager). It was important to collect data from the participants who work for the same manager to understand the participants' personal emotional labor experience and the impact of the same leader on these participants. In 33 stores, more than one participant responded to the survey, which means more than one person evaluated 33 managers. The age of the participants ranged from 18 to 45; 63%, 110 participants were between the ages of 22 and 30. 57% of the participants were high school graduates, 34% of them got higher education. Only 9% of the participants had lower level of education than high school.

**Table 1. Participant's Education Level**

<b>Participants' Education Level</b>	<b>Number of Participants</b>	<b>% in Job Title</b>
<b>Barista</b>		
High School	30	25%
Primary School	12	10%
Vocational High School	38	32%
University	26	22%
College	14	12%
<b>Barista Total</b>	<b>120</b>	
<b>Shift Supervisor</b>		
High School	20	37%
Primary School	3	6%
Vocational High School	11	20%
University	12	22%
College	8	15%
<b>Shift Supervisor Total</b>	<b>54</b>	
<b>Grand Total</b>	<b>174</b>	

Forty-two percent ( $n=77$ ) are working for the company less than 1 year, while 44% ( $n=78$ ) of the respondents are employed by the company more than 1 year but less than 5 years. Only 19 participants' tenure at the company is higher than 5 years (11%). On the contrary, 40% ( $n=70$ ) participants' total job market

experience is more than 5 years, when only 8% or 14 participants' total job experience is less than 1 year. Fifty-two percent respondents ( $n=90$ ) have been in the job market between 1 to 5 years.

**Table 2. Participant's Job Titles**

<b>Participants' Job Titles</b>	<b>Experience (Number of Participants)</b>	<b>% in Job Title</b>	<b>Tenure (Number of Participants)</b>	<b>% in Job Title</b>
<b>Barista</b>				
0 - 2 month	2	2%	22	18%
1 - 2 year	24	20%	30	25%
2 - 5 year	46	38%	12	10%
2 - 6 month	3	3%	13	11%
6 month - 1 year	9	8%	38	32%
More	36	30%	5	4%
<b>Barista Total</b>	<b>120</b>		<b>120</b>	
<b>Shift Supervisor</b>				
0 - 2 month			1	2%
1 - 2 year	2	4%	10	19%
2 - 5 year	18	33%	26	48%
2 - 6 month			1	2%
6 month - 1 year			2	4%
More	34	63%	14	26%
<b>Shift Supervisor Total</b>	<b>54</b>		<b>54</b>	
<b>Grand Total</b>	<b>174</b>		<b>174</b>	

The design of the study included a single source survey with multi-level model using store location as a random factor under which the rest of the variables were nested: Employee self-rated emotional labor (surface acting, deep acting or genuine acting) as predictor, employees' ratings of their immediate manager's transformational leadership style as moderator and employees self-rated levels of burnout. Store location was identified as a random factor however estimated ICC1 values indicated that variance accounted for team membership was not significant for surface acting ( $ICC=.04$ ), deep acting ( $ICC=.07$ ), burnout ( $ICC1=.06$ ) and

transformational leadership ( $ICC1=.10$ ). Therefore, multi-level analysis was ignored, and a single level design was used for analysis.

## **2.2. Procedures**

Data were collected via Microsoft Online survey provider. The sampling method was snowball sampling. Participants were requested to share the survey link with their colleagues who work for the same company, in Istanbul, European side.

The survey started with a consent form. If the participants refused consent for the study, the survey was automatically terminated (Appendix A and B). In order to collect responses only coming from shift supervisors and baristas, a question was included in the survey asking the role of the participant in the store. If the respondent reported working as a store manager, the survey was automatically terminated for that participant. Finally, the participants chose the name of their store from a drop-down list, so the system was able to track the location and the manager who was evaluated.

First, the participants responded to the emotional labor scale and second, they reported their burnout level. Last, they evaluated their store manager's transformational leadership style. After completing the scales, participants shared their demographic data including gender, age, education level, tenure and the total experience in the job market.

## **2.3. Measures**

There were 4 scales in total, which were used to measure emotional labor, transformational leadership style of the managers and burnout (Appendix C). The Turkish versions of the scales were used which were taken from the studies, that focused on adapting the scales in Turkish.

### **2.3.1. Emotional Labor Scale**

In this study, Turkish adaptation of emotional labor scale developed by Diefendorff, Croyle and Gosserand (2005) was used to measure the participants' emotional labor. In the original scale, there are only two subscales of emotional labor measuring surface acting and deep acting. In the Turkish translation and adaptation study of the scale (Basım and Beğenirbaş, 2012), three items that measure genuine acting, had been added to the questions from the scale developed by Kruml and Geddes (2000). The Turkish version of emotional labor scale was prepared for teachers to understand their level of emotional labor practice, so the questions were measuring the teacher's acts in front of the students. In this study, the word 'students' in questions was replaced with the word *customers*.

The measure for emotional labor included 13 questions with 5-point Likert scale (from 1 = "Strongly Disagree" to 5= "Strongly Agree") to measure surface acting, deep acting and genuine acting. The deep acting subscale consists of 4 items ( $\alpha = .89$ ), the surface acting subscale consists of 6 items ( $\alpha = .84$ ), and the genuine

acting subscale consists of 3 items ( $\alpha = .73$ ). In total, the emotional labor scale has 13 items ( $\alpha = .79$ ). High scores on this measure indicate that participants engage in emotional labor. Confirmatory factor analysis indicated a strong fit between the hypothesized three dimensions and the data ( $Cmin/df = 2.131$ ;  $RMSEA = .081$ ;  $CFI = .930$ ;  $TLI = .912$ ). (shown in Appendix E)

### **2.3.2. Burnout**

Malach-Pines (2005) short-version burnout measure was used. The original burnout scale, Maslach Burnout Inventory, was developed by Maslach and Jackson in 1981. It has 21 items and three sub-categories to understand the different aspects of burnout such as emotional exhaustion, personal accomplishment and depersonalization. The shorter version was developed to make the use of the scale easier and wider range (Tümkiye, Çam & Çavuşoğlu, 2009). This shorter version does not have subscales and consist of 10 items and applies a 7-point Likert scale (from 1 = “Never” to 7 = “Always”) ( $\alpha = .92$ ). Tümkiye, Çam and Çavuşoğlu’s (2009) scale adaptation to Turkish was used in the present research. High scores on this scale indicate that participants experienced high level of burnout.

### 2.3.3. Transformational Leadership Scale

Multifactor Leadership Scale was used, which was developed by Podsakoff, Mackenzie, Moorman and Fetter (1990). The original scale measures transformational and transactional leadership attitudes. In this study, only the transformational leadership questions were asked to the participants due to focus on transformational leadership. In the original version, there are 23 questions asked in 5-point Likert scales (from 1 = “Disagree Strongly” to 5 = “Agree Strongly”) to evaluate store manager’s leadership attitudes. In Turkish version, İşcan’s (2002) adaptation was used. In İşcan’s version, there are also 23 questions in 5-point Likert-scales. In the current study only 20 items were used. 3 items were discarded from the survey. Two of these excluded items measured strategic thinking of the leaders, which is not applicable to the managers of the sample. At store level, managers are acting as executors of the company’s management decisions more than strategy builders. Asking about a role, which is not included in the job description of a store manager may lead to wrong impression about that managers’ leadership style. (1. He/she has a clear understanding of where we are going, 2. Paints an interesting picture for the future of our group). The third excluded item was a reversely coded item and has an alternative positive expression in the scale (the discarded item was “*Treats me without considering my personal feelings*”).

The transformational leadership scales measures 4 subcategories, which are idealized influence, inspirational motivation, intellectual stimulation, individualized consideration. In the present study the subscales and their composite

measure ( $\alpha = .96$ ) were highly reliable. Idealized influence subscale has 6 items ( $\alpha = .93$ ), inspirational motivation subscale consists of 4 items ( $\alpha = .94$ ), intellectual stimulation subscale has 4 items ( $\alpha = .90$ ) and individualized consideration subscale has 6 items ( $\alpha = .87$ ) and the average of all items. High scores in these measures indicate that the participants perceived their manager as transformational. Confirmatory factor analysis indicated mixed results of fit between the hypothesized four dimensions and the data ( $Cmin/df = 3.35$ ;  $RMSEA = .116$ ,  $CFI = .888$ ,  $TLI = .87$ ). (shown in Appendix F)

## **2.4. Results**

Descriptive analysis was run including all the variables in the study (Mean, Std Deviation, Cronbach's Alpha and correlations). There is positive, significant and strong relation between independent variables surface acting and deep acting. Also, independent variable surface acting has a positive and strong significant correlation with the dependent variable burnout. Besides, independent variable deep acting strongly and positively correlated with transformational leadership and genuine emotions. Lastly, independent variable transformational leadership has a strong positive correlation with the dependent variable burnout. (Table 1)

**Table 3. Variable's Descriptive Data**

*Means, Std. Deviations, Cronbach's Alphas (diagonal in parantheses), and Correlations between the study variables (N=174)*

Variable	Range	M	SD	1	2	3	4	5
Surface Acting	1-5	2.45	1.00	(.84)				
Deep Acting	1-5	3.36	1.17	.25**	(.89)			
Genuine Emotions	1-5	4.00	.84	-.14	.28**	(.74)		
Transformational Leadership	1-5	3.95	.84	-.07	.20**	-.01	(.96)	
Burnout	1-7	2.57	1.31	.35**	-.07	-.11	-.47**	(.93)

\*p<.05

\*\*p<.01

Moderated regression analysis was performed with surface acting, deep acting, and genuine acting as predictors, transformational leadership as moderator and burnout as the outcome variable (Table 2). In step 1, the centered scores for transformational leadership, surface acting, deep acting and genuine acting were entered as main effects. In step 2, the two-way interaction term of transformational leadership and each emotional labor measure was entered. The interaction terms were computed based on centered values of the measures.

In step 1, the model containing surface acting, deep acting, genuine acting and transformational leadership was significant [ $F(4,169) = 20.074, p = .000$ ]. Hypothesis 1 was confirmed, perceptions of surface acting was a significant positive predictor of burnout. Hypothesis 2 was not confirmed, deep acting was not a significant predictor. Genuine acting was not a significant predictor, lending some support for Hypothesis 3. Finally, as expected on the basis of transformational leadership literature, the main effect of transformational leadership was significant and negative predictor of burnout – high transformational leader ratings were associated with lower levels of burnout.

In step 2, entering interaction terms to the model significantly increased the explained variance and the model was significant, [ $F(7, 166) = 14.903, p = .001$ ]. The interaction between transformational leadership and surface acting was significant. Simple slope analysis confirmed Hypothesis 4a (*Figure 1*): When transformational leadership was high, the difference between low and high surface acting in terms of burn out was not significant.  $\beta = -.053, t = -.348, p = .728$ . When transformational leadership was low, followers reported significantly higher levels

of burnout in high as compared to low surface acting  $\beta=.706, t=5.16, p=.000$ . These results confirmed the role of transformational leadership to mitigate the impact of surface acting on burnout.

The interaction between deep acting, genuine acting and transformational leadership was not significant. Hypotheses 4b and 4c were not supported, respectively.

**Table 4. Moderated Regression Analysis Predicting Burnout (Transformational Leadership and Emotional Labor Subscales)**

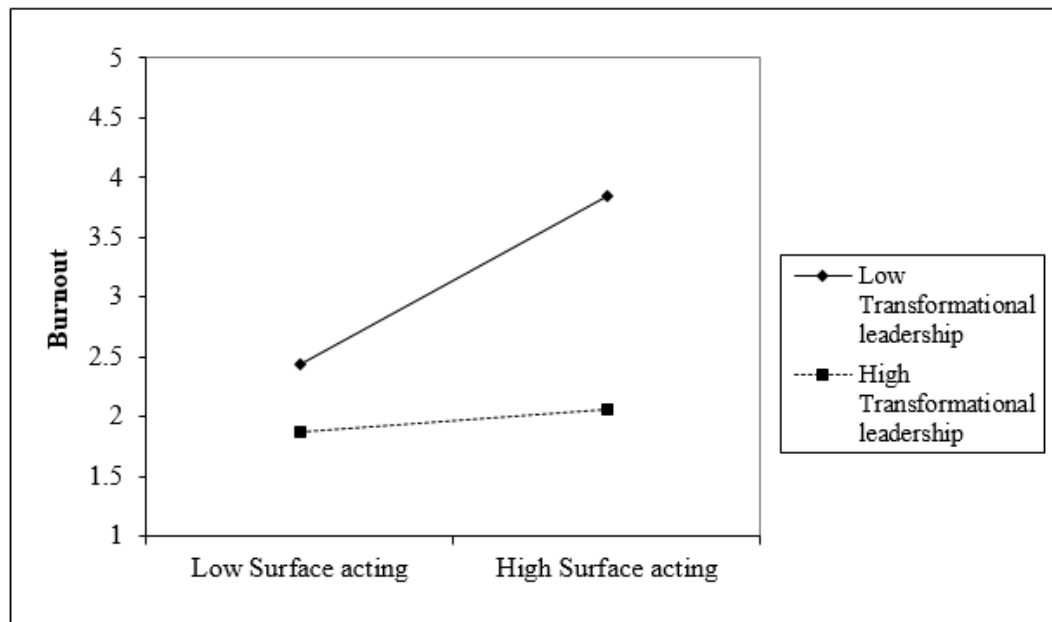
Variables	Model	F	R <sup>2</sup>	R <sup>2</sup> change	B1	B2	t
Transformational Leadership	1	E(4,169)=20.074	.322**	.322**	.674**	-.435**	-6.642
Surface Acting					.416**	.318**	4.689
Deep Acting					-.047	-.042	-.592
Genuine Acting					-.087	-.056	-.820
Surface Acting & Transformational Leadership	2	E(7,166)=14.903	.386**	.064**		-.24**	-3.418
Deep Acting & Transformational Leadership						-.017	-.244
Genuine Acting & Transformational Leadership						.027	.391

N=174).

\*p<.05

\*\*p<.01

**Figure 2. Interaction of Surface Acting and Transformational Leadership on Burnout**



In order to elucidate further on the roles of each sub-dimension of transformational leadership, moderate regression analysis was performed with surface acting as predictor and the four subscales of transformational leadership (i.e. idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) as moderators with burnout as outcome variable (Table 3). In the first step, the centered scores for surface acting and for the subscales of transformational leadership were entered as main effects. In the second step, the interaction term of each transformational leadership subscale with surface acting was included in the model.

In step 1, the model containing surface acting and the four subscales of transformational leadership was significant [ $F(5,168) = 18.592, p = .000$ ]. Besides surface acting as a positive predictor, as predicted, inspirational motivation and

intellectual stimulation had a significant negative impact on burnout, indicating that these aspects of transformational leadership were associated with lower levels of burnout. Individualized consideration was a negative but not a significant predictor. In contrast to my prediction, idealized influence was a positive, though a marginally significant predictor of burnout. ( $p=.052$ )

In step 2, including the interaction terms the model remained significant, [ $F(4, 164) = 8.047, p=.000$ ]. The interaction between surface acting and individualized consideration was significant (Figure 1). As predicted, when leaders were rated as low on individualized consideration, burnout was significantly higher for followers who indicated high surface acting as compared to those with low surface acting, ( $\beta=.839, t=5.014, p=.000$ .) Confirming the hypothesis, when individualized consideration was high, the difference between low and high surface acting followers was not significant ( $\beta=.041, t=.229, p=.819$ ).

The interaction between idealized influence and surface acting was significant ( $\beta=.302, t=2.169, p=.032$ ). On the contrary to the hypothesis, when leaders were rated as charismatic, followers reported significantly higher levels of burnout when engaged in high as compared to low surface acting, ( $\beta=.832, t=3.966, p=.000$ ). When charisma was low, the difference between low and high surface acting followers was not significant ( $\beta=.048, t=.253, p=.801$ ).

When the leader's individualized consideration level was high, the surface acting's negative impact on burnout is mitigated and employees' burnout level decreases. Figure 3. illustrated the simple slope analysis ( $\beta=-.148, t=5.665, p=0.000$ ).

**Table 5. Moderated Regression Analysis Predicting Burnout (Transformational Leadership Subscales and Surface Acting)**

Variables	Model	F	R <sup>2</sup>	R <sup>2</sup> change	B1	B2	t
Idealized Influence	1	<u>E(5,168)=18.592</u>	.356**	.356**	.346	.25	1.954
Inspirational Motivation					-.413*	-.309*	-2.456
Intellectual Stimulation					-.373*	-.275*	-2.408
Individualized Consideration					-.248	-.165	-1.642
Surface Acting					.437**	.334**	5.323
Surface Acting & Idealized Influence	2	<u>E(4,164)=8.047</u>	.462**	.106**		.302*	0.933
Surface Acting & Inspirational Motivation						-.182	-1.779
Surface Acting & Intellectual Stimulation						-.148	-2.548
Surface Acting & Individualized Consideration						-.268**	-1.816

(N=174).

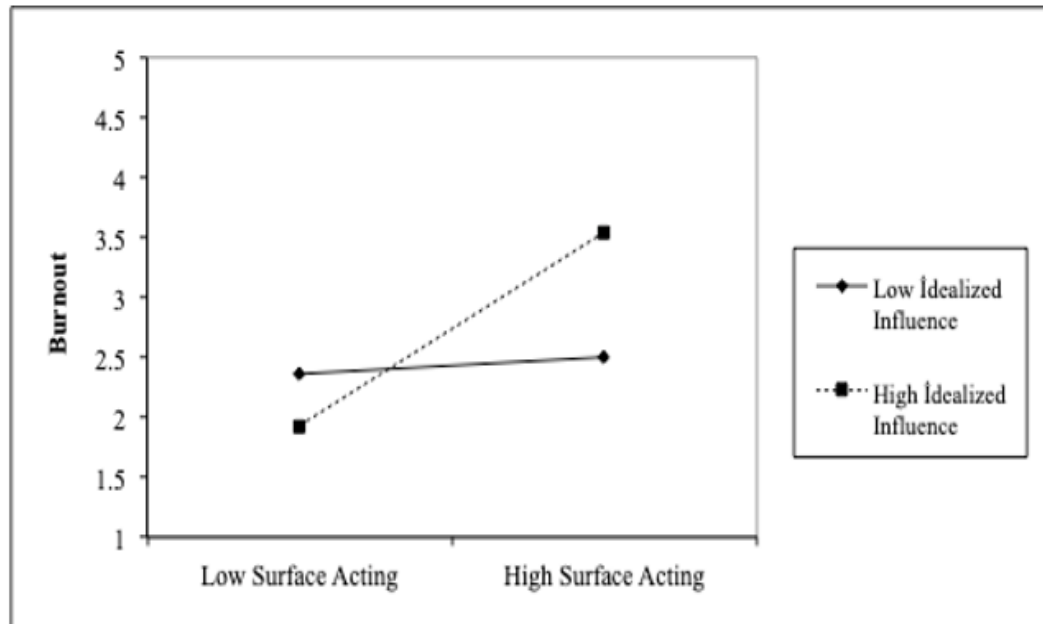
\*p<.05

\*\*p<.01

**Figure 3. Interaction of Surface Acting and Individualized Consideration on Burnout**



**Figure 4. Interaction of Surface Acting and Idealized Influence on Burnout**



## **2.5. Discussion**

This study examined the impact of transformational leadership as a moderator of the relationship between emotional labor and burnout of the employees in an international coffee company. Past research indicates that emotional labor has a negative impact on employees such as burnout, intention to leave the job, estrangement, and absenteeism (Morris & Feldman, 1996; Chandwani and Sharma, 2015). This present study aimed to contribute to this literature by examining whether transformational leadership can mitigate such negative consequences of emotional labor.

In main effect analysis, as expected, the results showed that the surface acting increased the events of burnout with a medium effect size. This result is in line with previous research findings (Grandey 2000; Grandey & Fisk, Steiner, 2005). Hypothesis 1.a was confirmed with this result, which means surface acting is positively associated with the burnout levels of employees. On the other hand, deep acting and genuine emotions, both with a very small effect size, reported, as they do not have a significant effect on burnout. That result means that if employees whether stage their authentic feelings as they do in genuine emotions or adopt their inner emotions for the required situations as in deep acting, it is unlikely to relate these situations with burnout. So, Hypothesis 2 and Hypothesis 3 were not confirmed by the data. Besides, it was also reported that transformational leadership had a negative and significant effect on burnout with a large effect size, which means that when transformational leadership is high, burnout level gets lower.

The interaction of surface acting and transformational leadership on burnout has a significant negative effect with a medium effect size. Hypothesis 4a was confirmed. Transformational leadership attitudes of a leader could diminish the negative results of surface acting and decreases the burnout levels of the employees. This result was also confirmed with the simple slope analysis, when transformational leadership high, even if the employees report high surface acting, their burnout level affected negatively and stays at the low levels. That result shows that the burnout could be moderated by the manager's transformational leadership style in surface acting, which also underlines the importance of the manager's impact in emotional labor and suggests a suitable leadership model to the literature.

In order to find out which transformational leadership component contributes more to the prediction process on burnout, further analysis was done taking surface acting as the independent variable, burnout as the dependent variable and the four subcategories of transformational leadership such as idealized influence, inspirational motivation, intellectual stimulation, individualized consideration, as the moderator. The main effect results indicated that inspirational motivation and intellectual stimulation categories have negative significant prediction power with a medium effect size on burnout. Surface acting, as the previous analysis showed, is a positive predictor of burnout with a medium effect size. Besides, as predicted individual consideration showed a negative however a non-significant relation with burnout, while idealized influence, in contrast to the prediction, showed a positive and marginally significant relation with burnout. This finding draws attention to the dark side of charisma of leadership with regards to

burnout – an effect, which has not been reported in transformational leadership research. Accordingly, using transformational leadership as a composite measure can be misleading as idealized influence has a different impact on burnout levels of employees as compared to the other dimensions of transformational leadership.

The moderating role of individualized consideration in the effect of surface acting on burnout had a medium effect size. That result indicates that when a leader acts as a coach and a mentor, takes the follower potential into consideration, supports them for the future achievements and acknowledges the individual differences between employees, the negative effect of surface acting on burnout diminishes. That negative effect on burnout was confirmed with the simple slope analysis: When the manager is showing high individualized consideration, it mitigates the negative effect of surface acting as burnout levels indicated no differences between high and low surface acting employees.

On the contrary, as it was reported in the main effect analysis, idealized influence had a positive significant effect with a medium effect size over the positive significant relation of surface acting and burnout. Idealized influence covers the charismatic leadership attitudes, which is more about the emotional side of being a leader. The followers of charismatic leaders take the leader as their role models, try to be and act like their leaders. This part of transformational leadership is more about the leader her/himself than the followers and the processes.

The interaction between idealized influence and surface acting shed further light on a negative effect of charisma on burnout. When the simple slope analysis was completed, it also indicated that when leaders were perceived to have high

idealized influence, surface acting had increased burnout levels with a very large effect size. This particular finding could be suggesting that followers could wear out trying to keep up with and achieve their charismatic leaders' goals, action plans and strategies, which is a strong indication of the dark side of the charismatic leadership.

The findings concerning the opposite effects of individualized consideration and idealized influence in terms of their main effects and interaction with surface acting suggest that when employees feel their needs are considered and appreciated, they are less likely to burnout even they are performing surface acting. However, idealized influence has negative outcomes concerning followers' burnout. As such, charismatic leaders should be instructed to be careful in terms of setting goals and pushing the bar. Individualized consideration focuses the leaders' attention on the personal development of the employees in order to diminish burnout, employees should be understood individually and supported by their leader during surface acting process.

### **2.5.1. Implications**

The findings of this study underline the importance of the manager in the service sector. Although Hochschild's (1983) definition of emotional labor states that a manager should supervise the process, there had not been enough researches done on an applicable leadership style for leaders in related sectors. The present study proposes transformational leadership as a *full-range leadership model*

(Avolio & Avolio, 2011) for emotional labor performing industries, covering many aspects of leadership. The former studies focused on limited aspects of leadership skills, however transformational leadership involves validated dimensions of leadership that can be applied to many situations and different contexts that a leader can face. Thus, transformational leadership contributes to the existing literature on emotional labor and burnout.

Considering the findings of this study, emotional labor industries could focus on individualized consideration as a means to minimize burnout of their employees in the long run. That is, the present study underlines the importance of managers' coaching and mentoring skills to support the potential of the employees for a better performance, supported by the findings of a negative relation between burnout and individualized consideration. As a result of this study, the managers in the field could be examined according to their practices of transformational leadership attitudes. The test scores could help the training professionals in the companies to find the individual managers who need help to develop their skills according to the suggested leadership model. In addition to the findings, the training departments could prepare contents, which underline the importance of transformational leadership attitudes by supporting the managers with the coaching and mentoring skills, for the team leaders on the field. Also, the executive level could be supported to be an advocate of that leadership model and the organization could support transformational leadership aspect in every level.

Although, charisma is a desirable trait in leadership, the findings suggest that in terms of burnout, it can have a negative outcome on employees. Recent

research indicates that charisma can increase employee engagement and performance in experimental studies (Antonakis, Bastardo, Jacquart, & Shamir, 2016). It is recommended that organizations should invest into training their managers to develop charisma via interpersonal communications trainings. My study suggests that such increased performance in engagement might have a cost on employees' burnout by pointing to the dark side of the charisma.

### **2.5.2. Limitations**

The number of control variables was very limited due to lessening the time spent on over all survey during data collection. That choice narrowed down the collected information about the participants. The questions about the monthly income of the participants and the total spending of the household could give a hint to understand the participants' socio-economical situation better. Also, there could be some questions to understand the importance of the job for the participants and the title that they are currently working on, could put forward a general idea about how the employees see the service sector; as a life-time job or a permanent financial source.

### **2.5.3. Future Studies**

In this study, idealized influence had an unexpected positive relation with burnout, which should be tested in future studies to better understand the effect of charismatic leader to the service employees' burnout. While employees would like to be supported and appreciated by their leader, the data showed that they are motivated by their own contribution to the process rather than imposed targets given by their manager. This finding should be considered in future studies to examine the implications of each dimension of the transformational leadership model according to the service sector.

To conclude, this study showed that individual consideration component of transformational leadership has a negative significant moderation impact on burnout when there is surface acting. On the other hand, charisma component of transformational leadership showed significantly positive impact on burnout especially when surface acting was high. In sum, the components of transformational leadership did not act similarly on burnout, the present study showed that individualized consideration can help employees to suffer less from the negative results of surface acting, however, idealized influence appeared to enhance the negative effect of surface acting.

Employees prefer to be recognized individually by their leaders, to be defined and supported according to their own potential and they want to be aware of their own contribution to the process. To meet their expectations, they rely on their managers in the process. In service sector, an applicable leadership model

could lead to better and healthier performance for the employees, which also could create better customer experience and better financial results.

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## Appendix A

### GÖNÜLLÜ KATILIM FORMU (TÜRKÇE)

Değerli Katılımcı,

Bu çalışmanın amacı, duygusal emek yoğun çalışan sektörlerde, duygusal emeğin getirdiği olumsuz sonuçların, olumlu liderlik davranışlarıyla azaltılabilmek olasılığının anlaşılmasıdır.

Çalışma, İstanbul Bilgi Üniversitesi Örgütsel Psikoloji öğrencisi tarafından Yüksek Lisans Tezi kapsamında Prof. Dr. Gergely Csukor danışmanlığında yürütülmektedir.

Katılımcılardan, adı-soyadı ve iletişim bilgileri talep edilmemektedir. Çalışma kapsamında vereceğiniz tüm bilgiler gizli tutulacak ve sadece bilimsel amaçla kullanılacaktır. Anketten elde edilen veri tekil olarak kullanılmayacak, tüm katılımcılardan alınan cevaplar bir veri havuzunda bir araya getirilecek ve analizler bu toplam veri üzerinde yapılacaktır.

Anket sorularının doğru veya yanlış cevabı yoktur. Ekranı gelecek olan anket sorularını, üzerinde çok fazla düşünmeden, size en yakın seçeneği işaretleyerek yanıtlamanız beklenmektedir. Araştırmada yer alan soruların katılımcılar açısından olumsuz etkileri olması beklenmemektedir. Çalışmaya katılım tamamen gönüllülük esasına dayanmaktadır. Uygulama sırasında istediğiniz anda ve gerekçe belirtmeden uygulamayı bırakabilirsiniz. Tüm soruları cevaplamanız yaklaşık 20 dakika sürecektir.

Desteyiniz için teşekkür ederiz.

Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriyi okudum, anladım ve araştırmaya katılmayı,

Kabul ediyorum

Kabul etmiyorum

## **Appendix B**

### **INFORMED CONSENT FORM (ENGLISH)**

Dear Participant,

The objective of the study is to look for the positive effects of transformational leadership attitudes on negative outcomes of emotional labor on the employees who perform emotional labor.

The study is carried out by an organizational psychology student at Istanbul Bilgi University, within the scope of Master Thesis under the supervision of Prof. Dr. Gergely Czukor.

Name-surname and contact information are not being asked from the participants.

All information that you give within the scope of the study will be kept confidential and data collected will only be used for the scientific purposes. The data collected from participants will not be used individually, they will be combined in a data pool and analysis will be conducted on this anonymous database.

Survey questions have no right or wrong answers. You are expected to answer the survey questions without too much thought on, by selecting the closest option to you. There will be no harm expected from this study for the participants. It is voluntary to participate in this study. Your participation is completely voluntary.

You can quit answering the questionnaire any time without mentioning an excuse.

Answering the questionnaire will take about 20 minutes.

Thanks for your participation.

I have read and understand the explanation provided to me, and I voluntarily agree to participate in this study.

I accept

I do not accept

## Appendix C

### Measures Used In The Study

#### Emotional Labor Scale

Emotional Labor Type	No	Sorular	Questions
Surface Acting	1	Müşterilerle ilgilenirken iyi hissediyormuşum rolü yaparım	I often find myself faking to clients that I am in a good mood
	2	Mesleğimin gerektirdiği duyguları sergileyebilmek için sanki bir maske takarım	When dealing with a difficult client I can put on a sympathetic face, even though in reality I am feeling irritated.
	3	Müşterilerle ilgilenirken bir şov yapar gibi ekstra bir performans sergilerim	I often “put on an act” in order to deal with clients
	4	Müşterilerle uygun şekilde ilgilenebilmek için rol yaparım	In order to be what my client expects, I can modify my true feelings

	<b>5</b>	Mesleğimi yaparken hissetmediğim duyguları hissediyormuşum gibi yaparım.	I often pretend to have the emotions I need to show for clients
	<b>6</b>	Müşterilerime gerçek hissettiğim duygulardan farklı duygular sergilerim	I can create a look of concern for a client, when in reality I am not
<b>Deep Acting</b>	<b>7</b>	Göstermem gereken duyguları gerçekte de hissetmek için çaba harcarım	I try to feel the positive emotions I must show to my clients
	<b>8</b>	Müşterilere göstermem gereken duyguları hissedebilmek için elimden geleni yaparım	I can manage my feelings to help me understand my client's perspective
	<b>9</b>	Müşterilere sergilemem gereken duyguları içimde hissedebilmek için yoğun bir çaba gösteririm	I work very hard to really feel the positive emotions I consistently show to clients
	<b>10</b>	Müşterilere göstermek zorunda olduğum duyguları gerçekten yaşamaya çalışırım	I can control my feeling enough to really put myself in my clients' shoes to relate to their concerns

<b>Genuine Emotions</b>	<b>11</b>	Öğrencilere gösterdiğim duygular kendiliğinden ortaya çıkar	I show the same feelings to customers that feel inside.
	<b>12</b>	Öğrencilere sergilediğim duygular samimidir	I take to heart the positive feelings needed to work with my clients.
	<b>13</b>	Öğrencilere gösterdiğim duygular o an hissettiklerimle aynıdır.	The emotions I show the customer match what I truly feel

## Burnout

	No	Sorular	Questions
<b>Emotional Exhaustion</b>	1	Yorgunluk hissediyorum	Emotional Exhaustion
	2	İnsanlar tarafından hayal kırıklığına uğratılmış hissediyorum	I feel emotionally drained from my work
	3	Umutsuzluk duyuyorum	I feel used up at the end of the workday
	4	Kapana kısılmış gibi hissediyorum	I feel fatigued when I get up in the morning and have to face another day on job
	5	Çaresiz hissediyorum	Working with people all day is really a strain for me
	6	Üzüntülü/kederli hissediyorum	I feel burned out from my work
	7	Fiziksel olarak hastalıklı hissediyorum	I feel frustrated by my job
	8	Değersiz ve başarısız biri gibi hissediyorum	I feel I am working too hard on my job

	9	Uyumada zorluk çekiyorum	Working with people directly puts too much stress on me
	10	Bıkkınlık hissediyorum	I feel like I am at the end of my rope

## Transformational Leadership

Subcategories	No	Sorular	Questions
<b>Idealized Influence</b>	1	İşletme için daima yeni fırsatlar arar.	S/he is always seeking new opportunities for the organization.
	2	İşletmenin gelecekteki durumunu çalışanlara anlatmaya çalışır.	S/he has a clear understanding of where we are going
	3	Çalışanlara, geleceğe ilişkin planlarıyla ilham vermeye çalışır.	S/he inspires others with his/her plans for the future
	4	Çalışanların belirlenen amaçlara bağlılık duymalarını sağlar ve buna önem verir.	S/he is able to get others committed to his/her dream
	5	Çalışanlara sözlerinden çok davranışları ile örnek olur.	S/he leads by “doing” simple rather than by “telling”
	6	Benim için izlenecek, örnek alınacak bir liderdir.	S/he provides a good model for me to follow

<b>Inspirational Motivation</b>	7	İşletme içi takım çalışmalarında işbirliğini sürekli hale getirir.	S/he paints an interesting picture for the future of our group
	8	Çalışanlarda takım düşüncesinin ve ruhunun oluşmasını sağlamaya çalışır.	S/he fosters collaboration among work groups
	9	Çalışanların, “takım oyuncusu” olmalarını sağlamaya çalışır.	S/he encourages employees to be team players.
	10	Çalışanları (grubu) aynı amaca dönük olarak çalışmaya sevk eder.	S/he gets the group to work together for the same goal.
<b>Intellectual Stimulation</b>	11	Beni düşünmeye sevk eden sorular sorar.	S/he develops a team attitude and spirit among employees
	12	İşleri gerçekleştirme biçimimi sürekli gözden geçirmem için beni uyarır.	S/he challenges me to think about old problems in new ways.
	13	Beni, rutin sorunları, yeni bakış açısı ile çözmeye teşvik eder.	S/he has ideas that have challenged me to reexamine some of basic assumptions about my work.

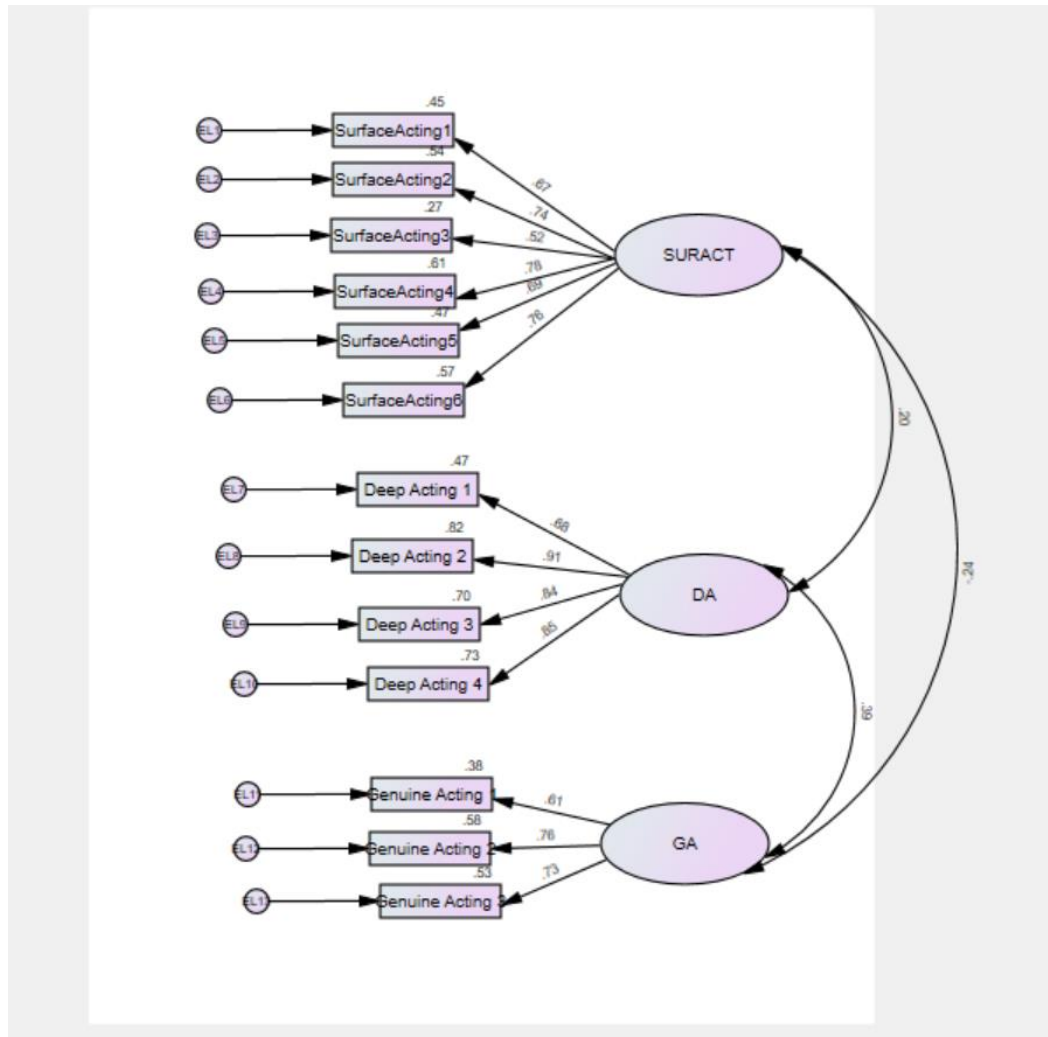
	14	İşime ve kariyerime ilişkin beklentilerimi yükseltmemi sağlamaya çalışır.	S/he has stimulated me to rethink the way I do things.
<b>Individualized Consideration</b>	15	Benim kişisel ihtiyaçlarımı göz önüne alarak davranır.	S/he behaves in a manner thoughtful of my personal needs.
	16	Benim duygularımı dikkate alarak davranır.	S/he acts without considering my feelings. (R)
	17	Benim kişisel duygularıma saygı gösterir.	S/he shows respect for my personal feelings.
	18	Bizden çok şey beklediğini, bize açıkça söyler ve belli eder.	S/he insists on only the best performance.
	19	Faaliyetlerimizi değerlendirirken ikinci en iyiyi başarı olarak görmez.	S/he will not settle for the second best.
	20	Bizden her zaman en iyisini, daha iyisini yapmamızı bekler.	S/he shows us that he/she expects a lot from us.

## Appendix D

Category	Question	Soru	Coding	Kodlama
<b>Gender</b>	What is your gender?	Cinsiyetiniz?	1= female 2= male 3= Prefer not to say	1= kadın 2= erkek 3= söylemeyi tercih etmiyorum
<b>Age</b>	How old are you?	Yaşınız?	In years	Rakam Kullanarak Belirtiniz
<b>Education</b>	What is your last graduation?	Son mezun olduğunuz okul hangisidir?	1= Primary School 2= High school 3= Vocational High School 4= 2 year degree 5= University and higher	1= İlk Öğretim 2= Düz Lise 3= Meslek Lisesi 4= Yüksek Okul 5= Üniversite
<b>Total Experience</b>	What is your total experience?	Toplam iş deneyiminiz kaç yıl?	In years	Yıl ve ay olarak belirtiniz
<b>Tenure</b>	For how many years are you working for this company?	Bu şirkette ne kadar süredir çalışıyorsunuz?	0-2 Months 2-6 Months 6 Months-1 Year 1-2 Years 2-5 Years More	0-2 Ay 2-6 Ay 6 Ay-1 Yıl 1-2 Yıl 2-5 Yıl Daha Fazla
<b>Your current title</b>	What is your current title?	Şirkette hangi pozisyonda çalışıyorsunuz?	1= Barista 2= Shift Supervisor 3= Asistant Store Manager	1= Barista 2= Shift Supervisor 3= Asistan

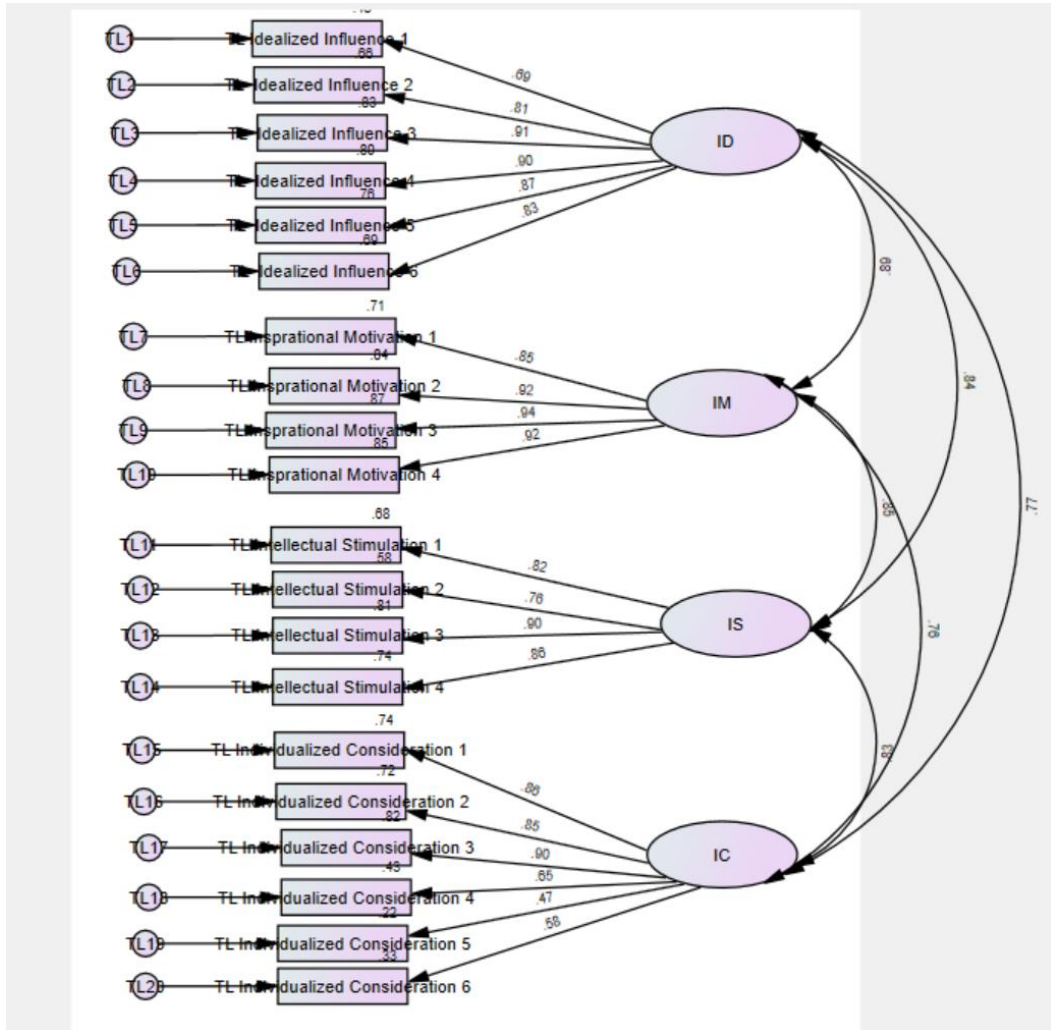
## Appendix E

### Emotional Labor Scale Confirmatory Factor Analysis



## Appendix F

### Transformational Leadership Scale Confirmatory Factor Analysis



**ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY  
THE ETHICS COMMITTEE**

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından  
doldurulacaktır /This section to be completed by the Committee on Ethics in research  
on Humans)

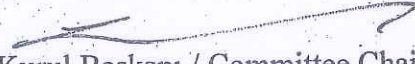
**Başvuru Sahibi / Applicant:** Şerife Hande Ortaç

**Proje Başlığı / Project Title:** The Effects of Transformational Leadership Attitudes  
on Employees who perform Emotional Labor

**Proje No. / Project Number:** 2019-20024-90

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

**Değerlendirme Tarihi / Date of Evaluation:** 10 Mayıs 2019

  
Kurul Başkanı / Committee Chair

Doç. Dr. İtir Erhart

  
Üye / Committee Member

Prof. Dr. Aslı Tunç



Üye / Committee Member

Prof. Dr. Turgut Tarhanlı

  
Üye / Committee Member

Prof. Dr. Hale Bolak Boratav

  
Üye / Committee Member

Prof. Dr. Koray Akay