

Analysing the Effects of Emotional Labour towards Employees on Empathic Tendency: A Survey on Senior Executives in Turkey

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Abstract This study was aimed to analysis the relationship between the level of the emotional labour displayed by senior managers toward the employees and their owned empathic tendency. In this aim, this research was carried out with 403 senior managers in office. The sample of this study was analysed via an appropriate statistical program. On one hand; it was found that there was no significant difference between level of the emotional labour used by senior managers toward the employees and their owned empathic tendency; on the other hand, that there was a significant influence of emotional labour towards employees on senior managers' empathic tendency

Keywords Emotional Labour, Emotional Labour towards Employees, Empathy, Emphatic Tendency, Executive Psychology

1. Literature Reviews

1.1. Emotional Labor

Emotional Labor term was firstly used on 1983 by Hochschild and this term has practically described a situation in which the employees could show certain types of emotional statue expected by an organization and could adopt themselves an emotional regulation (Allen [1]). According to Hochschild; emotional labor is to manage the clearly observable emotions by others using facial expressions or body language [2]. In other precisely words; employees try to play the role of emotional appearances expected by their organizations, whatever their actual moods.

They are supposed to act in terms of the *Emotional labor* is observed when a conflict between individual's inner world and his/her role in the organization happens.

This term is also called as *emotional disassembly* (Kelly,

[3]); it needs to be imitated and to be stifled or to change the expressivity in order to heal or improve the emotional conditions (Grandey, [4]). According to Hochschild; employees generally show these changes so as to realize a positive emotional statue towards customers while fulfilling their responsibilities under psychological pressure (Maneotis et al, [5]). However; emotional labor is not merely used to express a positive emotional statue. In this context; some situations need to express a negative emotional statue. Namely; according to some researchers (Turkay et al. [6]); a cop is supposed to especially express a negative emotional statue towards prisoner to make him/her feel bad.

An organization demands its employees to suppress their emotions or express what not to be wanted in either superficial or deep way (Sanders, [7]); namely, it wants them to realize those in sort of acting way. In other words; employees are seemed as actors who acting for choosy audience (Ashford, [8]). Emotional labor needs two sorts of acting: superficial/surface and deep respectively. These are discussed as superficial/surface and deep acting in literature (Yin, [9]). Superficial/surface acting is where you just pretend to be pleased to see someone while deep down you are plotting how to cut the brake cables of their car; deep acting, on the other hand, is where you try to change your basic attitudes towards the people you interact with by changing your thoughts and deeper feelings, so as to try and make them more positive to those around you (Wagner et al, [10]).

On one hand; superficial/surface acting is directly related to some reasons; i.e. the appearance of employee, discontent of his/her work, or his/her depression; on the other hand, deep acting is that the usage of desired expressions and is related to the developed professional competence emotion and fulfillment of customers' expectations (Liraz & Guttman, [11]).

In whatever kinds of acting, superficial or deep, these emotions for an employee are controlled by the earnings (like salary or other payments) according to Hochschild (cited by Grandey, [12]); in other words, this could be

mutually interchanged between organization and employee [13]. The most important reason for this kind of interchanging is to provide the employees a suitable environment to express a positive statue and it has a positive effect over servicing to the customers (Liraz & Guttmann, [14]). Besides, an emotional labor could be differentiated by personal self-determination, effort and his/her capacity (Brook, [15]).

1.2. Empathic Tendency

Empathy term is firstly used on 1873 by Robert Vischer (Hojat, [16]) and has defined as someone put oneself into someone's shoes (Secara, [17]). This concept has handled by psychologists in two kinds that *cognitive empathy* until 1950s and *emotional empathy* after 1960s (Dokmen, [18]). The first is "cognitive empathy," simply knowing how the other person feels and what they might be thinking. Sometimes called perspective-taking, this kind of empathy can help in, say, a negotiation or in motivating people. The second is "emotional empathy", also called as affective empathy or primitive empathy, is the subjective state resulting from emotional contagion. It is our automatic drive to respond appropriately to another's emotions. This kind of empathy happens automatically, and often unconsciously. It has also been referred to as the vicarious sharing of emotions (Hoffman, [19]).

Empathy, innate and stepped into action involuntarily, can defined as an ability enabling that making inquiries about another person's psychological state by put oneself in his/her place (Flatow, [20]); evaluating the events on point of his/her view (Carreras et al, [21]) and helping them to develop a kind of friendly relationship with him/her (Ahrweiler et al, [22]; Karbelnig, [23]). This ability is important to help a person understand others' experiences and to develop a social relation (Devlin et al, [24]; Dijkstra et al, [25]).

The term of *emphatic tendency* is defined as individual's potential of empathize with others in daily life (Dokmen, [26]). Emphatic tendency is practically basis of emotional dimension of empathy (Durakoglu & Gokcearslan, [27]) and it is alleged that this characteristic is innate (Celik & Cagdas, [28]). This kind of tendency increases the level of individual sensitiveness; in this context, it is argued that an individual eligibly fulfills a highly-qualified duty (Dizer and Iyigun, [29]).

In studies regarding *Emphatic tendency*, it is found that these are generally carried out by Turkish scholars and mainly by educational scientists. It obtained in these studies that the individuals with a high emphatic tendency have been successful (Esfer & Satici, [30]; Akyol & Sali, [31]); emphatic tendency strengths communication skill (Mutlu et al., [32]); women have more emphatic tendency than men (Kapikiran, [33]; Karabulut ve Pulur, [34]); individuals, who like their professions and deliberately choose them, have higher level of emotional tendency than ones lacking of those (Celik & Cagdas, [35]); individuals, who work at daylight, have more emphatic tendency than ones, who work at night-light (Dizer & Iyigun, [36]), the more emphatic

tendency is, the more love of child is (Ugurlu, [37]); and the level of emphatic tendency increases the level of emphatic writing skill; so it does in turn increase the activities in education (Oksuz et al, [38]).

2. Emotional Labour and Its Relation with Empathy

The literature has documented that there was a negatively influence of emotional labour over the psychology of employees (Grandey, [39]; Hwa, [40]; Hulsheger and Schewe, [41]; Wagner, [42]). If an individual was a point of using emotional labour, it would not be wrong to say that the ability to empathy in turn was being influenced negatively. According to Akyol and Sali; they cause a serious anxiety over employees as the senior managers lacking of emphatic ability are, as usual, ones, who expect excellent service and have zero-tolerance to mistakes [43].

Empathy alike is an important ability not only to cognitive and acting development but to physiological health, as well (Dombayci et al, [44]). Thus, it was found in a study that there was a positive relationship between emphatic tendency and physiological health and the individuals with a strong emphatic tendency are psychologically in-good state (Kapikiran, [45]). Therefore; an individual, who has a negatively influenced psychology, will be adversely influenced in terms of emphatic ability.

Based on the above literature and current studies, this could be proposed: both emotional labour and empathy have a determinant effect on psychological health of individual. However; this effect is on contrary in terms of both variables. In other words; the more the increasing effort of individual emotional labour has influence psychology positively, the much better empowering empathy strengths the individual psychology. Herewith; in this study, theoretically based on the carried out experimental researches, it was aimed to investigate a negative relationship between the variances of emotional labour and emphatic tendency. Based on the above information, the following hypotheses were proposed:

H₁= There was a significant, but negatively relationship between the level of participants' emotional labour and their emphatic tendency.

H_{1.1}= There was a significant, but negatively relationship between the perception of participants' surface acting and their emphatic tendency.

H_{1.2} = There was a significant, but negatively relationship between the perception of participants' deep acting and their emphatic tendency.

H_{1.3}= There was a significant, but negatively relationship between the perception of participants' sincere acting and their emphatic tendency.

3. Method and Purpose

The existing body of domestic and international literature has drawn that it was not found neither any researches

analysing the relationship between emotional labour and emphatic tendency, nor anything analysing *emphatic tendency* in management, as well. The aim of this study is to analyse the senior managers' effort to emotional labour during their intercommunication with staff, and to analyse whether to affect their ability to empathy one another; if so, to investigate the importance and source of this effect.

In framework of this study, it was used the scores obtained via *Emotional Labour Scale (ELS)* and *Emphatic Tendency Scale (ETS)* so as to determine and measure the relationship between emphatic tendency and emotional labour. The data analysis of this study was done using SPSS 20. Based on the Cronbach's Alpha (α) reliability coefficient for these scales and exploratory factor analysis was followed by the correlation and regression applied to the obtained structure. The used scales and analyses all are presented below in detail.

3.1. Population, Sample and Data Collection

The universe of this study is consist of individuals who are senior managers and working at firms. As being difficult to collect enough data on the population from the related organizations, and the population size is 399 participants, and unrestricted sample was used. Data were collected from the senior managers in office via 430 questionnaire forms omitting 27 questionnaires, which were lack or contained of missing and failure data. Thus, the analysis of this study was done according to the results of 403 questionnaires.

Two different scales in Agirman's [46] study were used to determine the level of emotional labour effort of senior managers. One of them was developed by Brotheridge and Lee [47] and consisted of the first two sub-dimensions (deep and surface acting) of *employee-oriented emotional labour*. Second of them was developed by Diefendorff et al. [48] and consisted of the third sub-dimension (sincere acting) of *employee-oriented emotional labour*.

There were eleven items in ELS; namely, the surface acting scale consisted of five items (1-5), and the deep acting scale consisted of three items (6-8), and sincere acting scale consisted of three items (9-11)

Individuals responded to each item on a 7-point Likert scale, ranging from "1 = completely disagree" to "7 = completely agree". The range of the higher and lower scores obtained from the scale was among one after being multiplied five by number of items. The lower scores from the scale show the low of emotional labour of individuals; the higher scores do so the adequately high of emotional labour of individuals.

Emphatic Tendency Scale (ETS) developed by Dökmen [49] was used to determine the level of emphatic tendency of individuals in research group. This scale consisted of 20 items and these items were analysed under one-dimension in accordance with original one. The items 9 "I am always too loved by those around me" and 10 "Feel happy when movies were happy ending" were excluded as they reduced reliability of scale. A five-point response scale was used,

where 1 was "Strongly Incorrect" and 5 was "Certainly Correct". The range of the higher and lower scores obtained from the scale was among one after being multiplied five by number of items. The lower scores from the scale show the low of emphatic tendency of individuals; the higher scores do so the adequately high of emphatic tendency of individuals. The lowest score obtained from the scale was 20; the highest one was 100.

3.2. Findings on Sample

A total of 403 individuals (30 female and 373 male) participated in this study. Descriptive statistics by genders was shown below at *Table 1*.

Descriptive statistics regarding independent variable obtained in framework of this study was shown at below tables.

Table 1. Descriptive Statistics by Gender

	N	%
Man	373	92,6
Woman	30	7,4
TOPLAM	403	100

Table 2. Descriptive Statistics by Age Distribution

	N	%
20 and below	3	0,7
21-30	25	6,2
31-40	78	19,4
41-50	119	29,5
51 and over	178	44,2
TOPLAM	403	100

Age distribution range of participants at fifty and over was 44,2 %; Age distribution range at twenty and below was 0,7 %.

Table 3. Descriptive Statistics by Service Year

	N	%
1-10	14	3,5
11-20	73	18,1
21-30	200	49,6
31 and over	116	28,8
TOPLAM	403	100

Based on the service year results; 49,6 % of the participants were among 21 and 30 years; 3,5 % of were among 1 and 10 years in service.

Table 4. Descriptive Statistics by Educational Status

	N	%
Primary education	87	21,6
High school	218	54,1
Upper secondary education	54	13,4
Undergraduate	39	9,7
Post graduate	5	1,2
TOPLAM	403	100

Based on the participants educational background; 54,1 % of the participants were high-school degreed, 26,6 % of the participants were primary school degreed, 13,4 % of the participants were associate's degree, 9,7 % of the participants were bachelor's degree, and 1,2 % of the participants were master's degree at lowest.

3.3. Findings on Scale Reliability

Cronbach's alpha, appropriate for likert-type scale, was used for a measure of internal consistency of the used scales SPSS program, that is, how closely related a set of items are as a group. It was considered to be a measure of scale reliability. In literature, it is accepted on a reliability score of 0.70 or higher in order to use a psychometric instrument (Morgan, [50]). It was found that internal consistency of Emotional Labour Scale (ELS) was 0,851 (Cronbach's Alpha). As for surface acting dimension, reliability was 0,834; for deep acting dimension was 0,741; and for sincere acting dimension was 0,897. Internal consistency of all 18 items of Emphatic Tendency Scale (ETS) was 0,862 (Cronbach's Alpha). Hence, the used scales for the research group, both Emotional Labour Scale (ELS) and Emphatic

Tendency Scale (ETS) were found as highly reliable level.

3.4. Findings on Factor Analysis

Factor analysis identifies unobserved (i.e., latent) variables that explain patterns of correlations within a set of observed variables. In this context; it was used to determine the *construct validity* of "Emotional Labour Scale". While the Kaiser-Meyer-Olkin (KMO) ranges from 0 to 1, the world-over accepted index is over 0.6. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study (Leech et al, [51]). The KMO for Emotional Labour Scale was 0,762, and Bartlett's Test of Sphericity ($\chi^2=2334,990$, $df=55$, $p<0,00$) was found significant. Based on the mentioned above scores, it was enough to be done the Factor Analysis

In exploratory factor analysis (EFA) applied for *Emotional Labour Scale*; it was seen that 11 items all were distributed into three-factor, and the variance of these factors explained 69,27 %.

Table 5. Factor Analysis Scores of Emotional Labour Scale

Items	Factor Loads		
	Surface Acting	Deep Acting	Sincere Acting
Avoid to show my real feelings	0,817		
Happy even if everything is bad in my life	0,810		
Reflect the feelings out as if these were my real feelings to those around me	0,757		
Reflected feelings are not usually my real feelings	0,817		
Try to disguise my real feelings	0,643		
Try to live and reflect what feelings I need to reflect		0,829	
Try to have the feelings to those around me as it should be		0,826	
Try to feel inner the emotions towards employees I should reflect		0,724	
My feelings are sincere			0,956
My feelings are spontaneously realized			0,955
The feelings I reflected those around me are what I feel in real			0,819

In exploratory factor analysis (EFA) to determine the construct validity, The *KMO* score for Emphatic Tendency Scale was 0,845, and *Bartlett's Test of Sphericity* ($\chi^2=2725,504$, $df=153$, $p<0,00$) was found significant. Based on the *KMO* and *Bartlett's Test of Sphericity* scores; it was enough to be done the Factor Analysis. In exploratory factor analysis (EFA) applied for Emphatic Tendency Scale; it was seen that 18 items all were distributed into one factor only, and variance of this factor explained 41,803 %

Table 6. Factor Analysis Scores of Empathic Tendency Scale

Items	Factor Loads
Have too many friends	0,552
My eyes are rarely filled with tears while watching movies	0,617
Do not feel alone	0,464
People who shared me their problems got happy	0,472
Interested in the problems of those around me as much as mine	0,728
Feel comfortable to express my feelings to those	0,689
I am gentle to understand that people get cried while watching movies	0,638
Focus on what s/he says instead of my responds when I make a new friend	0,505
Not have difficulty in expressing my ideas	0,562
I think the majority of people are not selfish as being told	0,482
I am not an angry one	0,588
Generally trust in people	0,547
People usually get understood what I say	0,610
I am sociable	0,572
I get feel relaxed when sharing my any problems with my close friend	0,649
Usually satisfied with my life	0,537
My close friends tell me their problems	0,623
I am really in a good mood	0,520

3.5. Findings on Correlation Analysis

There are two different correlation analyses used: The first of it is that the Pearson product-moment correlation coefficient (or Pearson correlation coefficient, for short) is a measure used to determine the relationship between the variances of Empathic Tendency and Emotional Labour in terms of the value of $N \geq 30$; the second of it is that Spearman's Rank-Order Correlation is a measure used to analyse the data, what assumptions to satisfy, how to calculate it, and how to report it in terms of the value of $N < 30$.

The correlation values among the three-different level of Empathic Tendency and Emotional Labour Scales were calculated in three-different level, and it is shown in Table 7.

Table 7. Correlation Scores by Emotional Labour and Empathic Tendency

	A	B	B1	B2	B3
(A) Empathic Tendency					
(B) Emotional Labour	-0,280*	1			
(B1) Surface acting	-0,230*	0,743*	1		
(B2) Deep acting	0,325*	0,225*	-0,347*	1	
(B3) Sincere acting	0,086*	0,418*	0,086	0,135*	1
Ortalama	69,56	34,79	9,50	12,98	12,30
Standart Sapma	6,31	2,62	2,50	1,30	1,13

Based on the results of Pearson correlation analysis; it was found that there was weak and negatively significant ($r = -0,280$), but weak correlation between emotional labour and empathic tendency. Namely, the more the level of the emotional labour used by senior managers toward the employees increases, the less the empathic tendency of the senior manager towards the employees and other individuals decreases, or vice versa.

This finding supports the hypotheses in the literature reviews of this research. On the other hand, it was found significant correlations among the dimensions of emotional labour and empathic tendency. However; the direction of correlations was differenced according to the dimensions. That is to say, it was found that there was a negative ($r = -0,230$), and weak correlation between the surface acting dimension and empathic tendency; a positive ($r = 0,325$), and medium correlation between deep acting and empathic tendency; a positive weak ($r = 0,086$), and significant correlation between sincere and empathic tendency.

Based on these findings; the hypotheses, H1 and H1.1, were proved; the ones, H1.2 and H1.3, were rejected.

3.6. Findings on Regression Analysis

Regression analysis is a statistical means for the investigation of relationships between variables. In this aim to seek to ascertain the causal effect of one variable upon another, the linear regression analysis was used to determine the effect of the empathic tendency level of individuals in the research group over the emotional tendency and its sub-dimensions SPSS 20 program, and the significance level is 0,01.

Table 8. Regression Analysis Scores by the Effect of Emotional Labour over Empathic Tendency

Independence variable	Bağımlı Değişken: Empatik Eğilim				
	β	t	R^2	Düzeltilmiş R^2	F
Emotional labour	71,944	17,065	0,01	0,02	0,320
Surface acting	75,321*	62,300	0,057	0,055	24,224*
Deep acting	49,140*	16,44	0,105	0,103	47,163*
Sincere acting	63,668	18,646	0,007	0,005	0,005

* $p < 0,05$ the level of significance

Based on the scores of Regression Analysis; it was found that the surface and deep acting sub-dimensions of emotional labour significantly estimated ($p < 0,05$) emphatic tendency, but that the sincere acting dimension of emotional labour did not significantly estimate ($p > 0,05$) emphatic tendency. In addition to these findings; it was found that emotional labour, which the individuals in the research group developed towards employees explained 1 % only of emotional tendency ($R^2 = 0,01$). It was determined that when being evaluated in terms of the dimensions; the deep acting dimension highly explained in detail emotional tendency ($R^2 = 0,105$, $p < 0,05$); on the other hand, the weaker one in explaining 0,5 % of this is the surface acting dimension ($R^2 = 0,05$, $p < 0,05$). The sincere acting dimension failed to explain emotional tendency of individuals as lack of the explanatory power.

Based on the results all obtained from the sample, it was found that there was not any significantly effect of the emotional labour used by senior managers towards employees over explaining the emphatic tendency, but it was seen that the dimensions of deep and surface acting had the explanatory power to explain it. It was thought that the sincere acting dimension had a preventive effect on it. That is to say, increase or decrease, even if being in low ratio in emphatic tendency of the research group were based upon the deep or surface acting to employees.

4. Discussions

Emotional labour does have the effect at a level of organization and managerial (Basım and Begenirbas, [52]); in particular, when it is discussed in terms of employees, the disharmony situation between the emotions and actings of individual depends on the effectiveness of the communication, which is responsible for all managerial activities. In turn, it describes how these activities could be realized. Namely, driven from some managerial or organizational reasons, a senior manager who is at the level of emotional labour effort could be obliged to veil his/her real emotions or amend his/her emotions towards employees. Senior managers who are responsible for organizational strategies and for service cause to make the intercommunication weaker and to make the effectiveness of communication decreased inter-employees.

This study was presumed that emotional tendency development of senior managers could be affected negatively after such periods; consequently, the basis of this study was depended on these facts. It is reason why the senior managers have difficulty in developing emphatic tendency towards employees due to intra-organization reasons or not, will be resulted in loss of empathy, and as a result of this, this makes difficult to understand the psychologies of employees. As mentioned in some studies (Dombaycı et al, [53]); developing empathy is undisputed ability for both managerial and employees that it helps individuals to better communicate one another, to strength their communications, and to solve the disagreements.

Based on the data analysis of these above-mentioned studies, it was found that there was negatively, weak and significant correlation between the emotional labour shown by the senior managers in the research group and their owned empathic tendency. In other words, it could be said that increase and decrease in the emphatic tendency of the senior manager in the research group relatively depend on the emotional labour shown by senior managers. It is pointed out that the highest share of this balance is related to the dimension, deep acting. This finding found out that the fact that senior managers act as though they actually felt affected adversely and reduced the effort they exerted to understand employees. The analyses showed that the surface acting dimension positively influenced the emphatic tendency of senior managers in the research group. However, this influence power was not as higher as deep acting. After all, it was found that the sincere acting dimension was not determinant to influence the emphatic tendency of senior managers.

The results of this study will help and give an idea to the researches regarding the efficiency and effectiveness in the quality communication between senior manager and employees. Last but not least; according to the results of this study, it was pointed out that the decrease in all the emphatic tendency of senior managers was not simply explained by the increase in the emotional labour towards employees, because there were numerous reasons for the loss of senior manager-employee, for instance, intra-organization or not, personal or group so on and on. On the other hand this study's sample is consist of mainly men (92,6%). When if consider that women are more fragile in terms of emotions, it would run into perhaps more different results in studies which women participation rates are higher. For further researches, it could said that other reasons that influence positively or negatively both emotional labour and emphatic tendency are subject to the researches and it will be beneficial so as to ascertain the border of this issue.

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