



## **Modelling the Antecedents and the Consequences of the Emotional Labor: Evidence from Health Sector**

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### **Abstract**

This study aims to analyze the connections between the factors that influence the strategies used to demonstrate emotional labor, such as deep, surface and genuine actings. Plus, some main antecedents for instance religiosity, organizational support and the resulting outcomes, like performance and emotional exhaustion. To achieve this objective, a survey that was designed based on existing research was administered to healthcare practitioners. The hypotheses generated to align with the research objective underwent regression analysis and were tested with SPSS 26 and Python 3.10, while essential reliability and validity analyses were conducted. The theory concerning the correlation between employee performance and measures of emotional work could not be rejected. Although the impact of surface acting and deep acting strategies, both of which fall within emotional labor strategies, on employee performance was found to be considerable, no significant effect was observed in relation to genuine acting behavior. Research has found that the level of religiosity has a beneficial impact on emotional labor, a topic that has not received much focus in existing literature.

**Keywords:** Emotional Labor Displays; Antecedents; Consequences; Religiosity.

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## **1. Introduction**

Emotions, which are an important factor in human life, gain even greater importance when it comes to human health. For this reason, emotional labor in the health sector has been the subject of many studies. Positive and negative emotions affect people very seriously, both in their private and business lives. Therefore, emotional labor is a concept that is being examined in all its dimensions both in business life and in the field of health, which is a very important sector. Emotional labor, which is such an important concept, has been the subject of studies in the service sector, perhaps mostly in the healthcare sector, and in the healthcare sector, on doctors, nurses and other healthcare professionals. This situation is not surprising at all.

Despite negative perceptions, emotions are, of course, quite significant in human and employee lives, shaping psychological states and behavior. Positive emotions enable rational decision-making [1]. Emotions are short-term reactions to stimuli in business [1]. Emotions and emotional labor differ due to environmental, cultural, and individual differences in interpretation and management [2,3]. It is the employee's managing his emotions to show the desired behavior [4]. Emotional labor is a reality in many sectors of life, including the service sector, where repressing emotions to make others feel at ease is critical for maintaining societal standards and providing successful service.

Emotional labor, as a new concept, first came to the fore in 1983 focusing on social emotional control in the service sector especially for the aviation service personnel [3]. Employees that undertake emotional labor change their emotions, actions, and body language to execute a task, influence others, and express a message. Understanding employees' emotional labor and guaranteeing efficient communication rely on this facet of human nature [2]. Research on Emotional Labor explores various dimensions, including emotion definition, management, and demonstration, focusing on practitioner frequency and duration [3,5,7].

Another remarkable factor that the expected sensation is positive emotional labor or negative emotional labor, which is desired to be exhibited to the service area during the demonstration of emotional labor behavior [5]. Emotions play a role in court proceedings, with judges and police displaying negative emotions, while health personnel, hostesses, and teachers display positive emotions.

Emotional labor involves surface acting, deep acting, and genuine acting, with supervisor and colleague support influencing outcomes and contributing positively to employees' expectations [3]. Hochschild's rules on emotional labor dictate the right response in situations, guiding individuals to manage desired emotions and exhibit desired behaviors. These rules can be part of business education or workplace styles [3].

Rules in the service sector, like McDonald's, dictate customer treatment and employee emotions, influencing behavior and attitude [8]. Businesses today train staff to greet clients with a smile, causing staff estrangement and a genuine smile, affecting customer satisfaction [3]. Emotional work involves synchronizing mind and emotions, increasingly important in professions. Job requirements may cause employees to display emotions they don't feel, alienating them [9-10]. There is also research showing that the existence of rules for expressing emotions undermines good business results [11].

Emotion display is considered necessary for job satisfaction, with supervisors and supervisors agreeing on its positive impact on job commitment and loyalty. Organizations must respect emotional impression rules [12]. Emotion regulation is higher in leaders, revealing positive emotions differently when negative emotions are masked [13].

As a result of Emotional Labor demonstration behaviors, the following results are observed: emotional contradiction [3], the sense of exhaustion, the intention to quit work [5], emotional attachment to work, job satisfaction [6], positive improvements in customer service. Emotional conflict and negative results in studies reveal negative effects on self-esteem, job-related stress, burnout, and job satisfaction, while positive outcomes include increased individual performance, self-efficacy, financial benefits, and organizational performance [14].

## **2. Theoretical Framework**

### ***2.1. Emotional Labor and its Sub-dimensions***

Surely, emotional labor demonstration is crucial in today's studies, with customer expectations being the most important precursors. Understanding the appropriate emotions for each interaction, along with the interaction range, duration, frequency, and routines, impacts results.

Hochschild's "The Managed Heart" [3:7] explores emotional work in the service sector, emphasizing the importance of emotions in the service sector, alongside physical and mental labor. Her emotional labor focuses on surface behavior, which expresses emotions without reality, leading to negative results in the workplace. Deep acting is also a type of "self-induced real feelings" [3]. Surface acting conceals unpleasant emotions with happiness, compassion, and joy, while deep acting reveals genuine feelings and methodological conduct [7].

Emotional labor involves controlling emotions to provide social norms in social and business life [15]. Emotional labor refers to service providers' expected emotions during service delivery, with Hochschild's approach incorporating genuine acting for surface and deep acting behaviors. Surface acting may have health and psychological consequences, causing dissonance and self-alienation [7]. From this perspective, one can wholeheartedly believe in the importance of using emotional labor in the healthcare industry, regardless of whether deep emotional labor or superficial emotional labor is used. Because the effects of their use in terms of health and psychology are clearly observed in research.

### ***2.2. Antecedents of Emotional Labor***

Numerous studies in the literature examine the effects of emotional labor and individual determinants, such as various demographic traits, perceptions of organizational support, the weight given to emotional labor display rules, ethics, and religiosity, separately on businesses and employees [3,5,7,15,18]. For businesses as well as individuals, concepts such as levels of religiosity and spirituality and workplace spirituality are the concepts that can be most effective on business and employee performance. It is apparent that there haven't been enough studies looking at how the aforementioned ideas affect people. There are studies in the literature that emphasize how religion and spirituality provide support for healthcare practitioners [17,19].

When it comes to the perception of organizational support, which is an important premise, organizations can help individuals meet behavior patterns by preventing emotional labor conditions in the workplace [6]. The various scales available on this subject will help enterprises to select the appropriate elements for emotional labor conditions. Studies reveal negative effects of emotional labor on employees [6]. Emotional labor development is crucial for effective democratic administration, positively impacting behavior and work in the workplace [20]. Given the concept of emotional work, it was examined that [21] the impact of the concept of emotional work on health outcomes. Emotional labor behavior is positively influenced by customer interaction expectations, supervisory support, colleagues' support, and emotional labor display rules [21].

Grandey (2000) explores emotional labor, analyzing tension in managing emotions in job roles, comparing individual differences and organizational factors. Emotional labor contributes to situational conditions and employee health, with deep acting behavior affecting exhaustion, dissolution, and negative work attitudes. It also Emphasizes individual and organizational characteristics as main factors.

Emotion regulation is crucial in various professions, as individuals with the ability to change mood through re-evaluating situations are more suitable. This study examines the interaction of surface and deep acting behaviors with the environment, highlighting the importance of understanding emotion regulation and its impact on work [22,23]. Another study examined the impact of work and family roles on emotional management and emphasized the close relationship between work and family roles and emotional labor. The aforementioned study emphasized that there is a need for further research to address the difficulties faced by female workers in the service sector [24].

Emotional labor in health care is crucial for both health workers and patients, emphasizing women's roles and tensions in holistic care application. This study highlights differences between theory and practice [25]. Emotional labor is essential in the workplace, with two-thirds of it expressed in UK companies, highlighting its importance in organizational future [26].

This study investigates professionals' emotional behavior in their jobs, using two scales to assess emotional skills and demands. Emotional labor involves managing individual and other senses to achieve desired outcomes, often seen in service delivery work [27]. Emotional labor is a complex concept involving skills and demands across various professions, with similar sizes observed in both genders. Frontline workers in public service have higher emotional labor requirements than managers, highlighting the diverse nature of emotional labor [27]. Emotional labor is highly important for employees' job performance, as it impacts their reactions and expectations. Mismatches in emotional labor can lead to negative consequences in both work and personal lives Reference [28].

Emotions play a significant role in understanding organizational behavior because they have a wide range of effects on behavior [29,30]. Emotions play a crucial role in organizational behavior, impacting employee perspectives and performance [31]. Emotions are a powerful psychological force that affects the performance of employees and need to be analyzed well. Managing emotions, that is to say emotional labor involves strategically displaying emotions in the workplace [32,33] and increasingly its results in showing emotions

according to certain rules in the workplace, and as a result, the behavior displayed strategically is called emotional labor [11,34,36]. Emotional labor is one of the newest concepts of this trend in the related literature, and if managed correctly, it can provide positive results to organizations, especially to organizations in the service sector [37,38].

Emotional Labor involves employees managing emotions, enhancing employee performance in key sectors like health [3]. Emotion management work is applied in many professions such as funeral services, courts, police, health workers, and employees feel obliged to show different emotions due to the different situations they are in Reverence [39]. In this case, emotional display rules come into question [34,35,40]. Successful implementation is important because it reveals customer satisfaction [41,42].

Healthcare businesses, in particular, desire to have reliable predictions about the business results in terms of employee competitiveness in today's world where business competition is expanding and becoming increasingly important [43-45]. There are studies in the literature that emphasize how religion and spirituality provide support for healthcare practitioners [17-19]. It is clear that emotional labor crucial in health sector corporations seek accurate productivity forecasts [46-17-19,21,46-53]. Emotional Labor involves employees managing emotions, enhancing employee performance in key sectors like health [3]. Of course, emotions significantly impact organizational behavior, gaining attention in business [29-30]. There are many studies in the literature dealing with employees and emotional labor [3,5-7,15-18,54]. However, we find that not enough research has been done to explore the impact of the above concepts.

Managers must be able to identify employee unhappiness and take the appropriate action to eliminate it [50,55] by understanding the types of responses that employees of the company exhibit to job dissatisfaction. Healthcare businesses seek reliable employee competitiveness predictions [43-45]. Emotional labor behavior decreases with seniority, affecting financial workers' work results; accustomed employees demonstrate deep acting strategy to demonstrate emotional labor in the first place and then comes genuine acting [15].

Emotional labor demonstrations are influenced by motivational and structural factors, impacting surface acting and deep acting [56]. Surface acting and deep acting are positively influenced by emotional labor rules, with positive events influencing job satisfaction and quit intention [57]. Emotional labor impacts job satisfaction and exhaustion; surface acting increases exhaustion, deep acting behavior doesn't [14]. In the survey conducted by Kaya and Özhan (2012), Tourist guides' emotional labor scale analysis reveals surface acting, deep acting, and genuine acting behaviors, with depersonalization and personal accomplishment decreasing with intimate behaviors [58].

### ***2.3. Consequences of Emotional Labor***

In previous studies, we see the concept of employee performance and emotional exhaustion among the variables frequently studied as the results of emotional labor use strategies. Today's businesses want to be able to predict with certainty how their employees will perform at work. For this reason, a number of studies on the use of emotional work by health professionals in areas where emotional work is of great importance demonstrate this

situation clearly [21,46,47,49,53,59,60].

Job requirements may cause employees to display emotions they don't feel [9,10]. There is also research showing that the presence of emotive rules negates good business outcomes [61]. Emotional labor, emotional exhaustion, job satisfaction, intensity, emotions, and deep acting explain employee levels [62]. Study reveals positive correlation between emotional success dimensions, personal accomplishment, desensitization, and emotional labor, affecting employee desensitization and accomplishment. It is crucial for managers to understand the kind of responses employees have when they are not satisfied with their jobs so they can diagnose the issue and take the appropriate action to address it [50,55].

Emotional labor, as defined by Morris and Feldman [6], involves frequency, rules of choice, diversity, and emotional dissonance. These dimensions contribute to emotional exhaustion and low job satisfaction. On the other hand, deep acting behavior doesn't strongly impact job satisfaction, with public sector employees showing more emotional labor, while private sector employees show more surface acting [50].

The results of the health sector in which the employees are expected to exhibit some feelings towards patients are quite remarkable [63]. Employee emotional intelligence positively impacts individual performance, business success, and overall work performance through deep acting behavior [63]. Emotional displays by workers in businesses impact customer sentiment, causing burnout and positive impacts [48]. In one study, Emotional Labor Scale developed [1] and Exhaustion Scale of Maslach and emotional labor and exhaustion levels of 136 nurses were measured. As a result [48], a significant relationship was found between emotional labor sub-dimensions and burnout and its sub-dimensions.

The emotional approach to work manifested in service sector work is pervasive in social life and requires a personal relationship with the customer. As it is suggested in Güngör's study [64] that society expects polite friendliness and quality service from service workers. Emotional labor involves forcing self-expression, leading to conflict between representation rules and feelings, causing stress, anxiety, and exhaustion for employees [64]. Emotional labor involves employees incorporating feelings into their work, enhancing market functioning and transferring them from private to consumption areas [64].

### **3. Method**

Focusing on topics that have not been studied much in the literature before, the research aims to investigate the derivative antecedents related to emotional labor display strategies (clarity of emotional labor display rules, the importance given to these rules) as well as the employee's level of religiosity. As a result of a literature review in this direction, it was decided to use a previously studied scale.

Thus, emotional labor display strategies, emotional behavior rules and the importance given to these rules were used from the studies of [65-66], and the clarity of these display rules was used from the study of Grandey (1999). In addition, for the scale of employee religiosity, the scales in the studies of [67-68] were preferred. In addition, [69-70] scales were used for the emotional exhaustion scale and employee performance scales, respectively.

In order to explain the relationships between these antecedents and results, a survey prepared in accordance with the literature was applied to healthcare professionals. Of the data collected, 452 were found to be appropriate. The hypotheses created in accordance with the purpose of the research were subjected to regression analysis and tested synchronously with SPSS 26 and Python 3.10 Libraries; and necessary reliability factor analyzes were performed.

A quantitative method was used in the study and a 65-item questionnaire was used to obtain the data. To this end, a questionnaire was developed through a literature survey, consisting of scales appropriate for the research purpose and previously passed tests of validity and reliability. After obtaining formal approval from the relevant institutions, the created questionnaires were sent to the hospitals where the healthcare workers work. Written permission was obtained from the Public Hospital Administration of Public Hospitals, and the hospital was visited after the hospital authorities received this permission information.

This study aimed to examine the signification of the emotional labor display rules (ELDR) of healthcare professionals and some other variables related to it, such as the effect of the clarity of these rules (CELDR) and importance given to the emotional labor display rules (IGELDR) on emotional labor displays (ELD) (deep, surface and genuine actings). In addition, it investigates the effects of the religiosity of health sector employees and the organizational support perceptions of employees in this sector on their deep, surface and genuine actings (Emotional Labor Displays). The effects of emotional labor display strategies (deep, surface and genuine), which are the main variables of the research, on employee performance (Emp. Performance) and emotional exhaustion (Emo. Exhaustion) are also examined in the research. Although the relationship between emotional labor, exhaustion and performance has been the subject of previous research, studies examining the interaction between the variables of our research and the level of religiosity are rare. Based on the literature review and previous empirical findings, the following hypotheses are put forward:

H1. There is a significant relationship between EL Display Rules (ELDR) and Emotional Labor (EL) Display Strategies.

H2. There is a significant relationship between EL Display Strategies and Emotional Exhaustion.

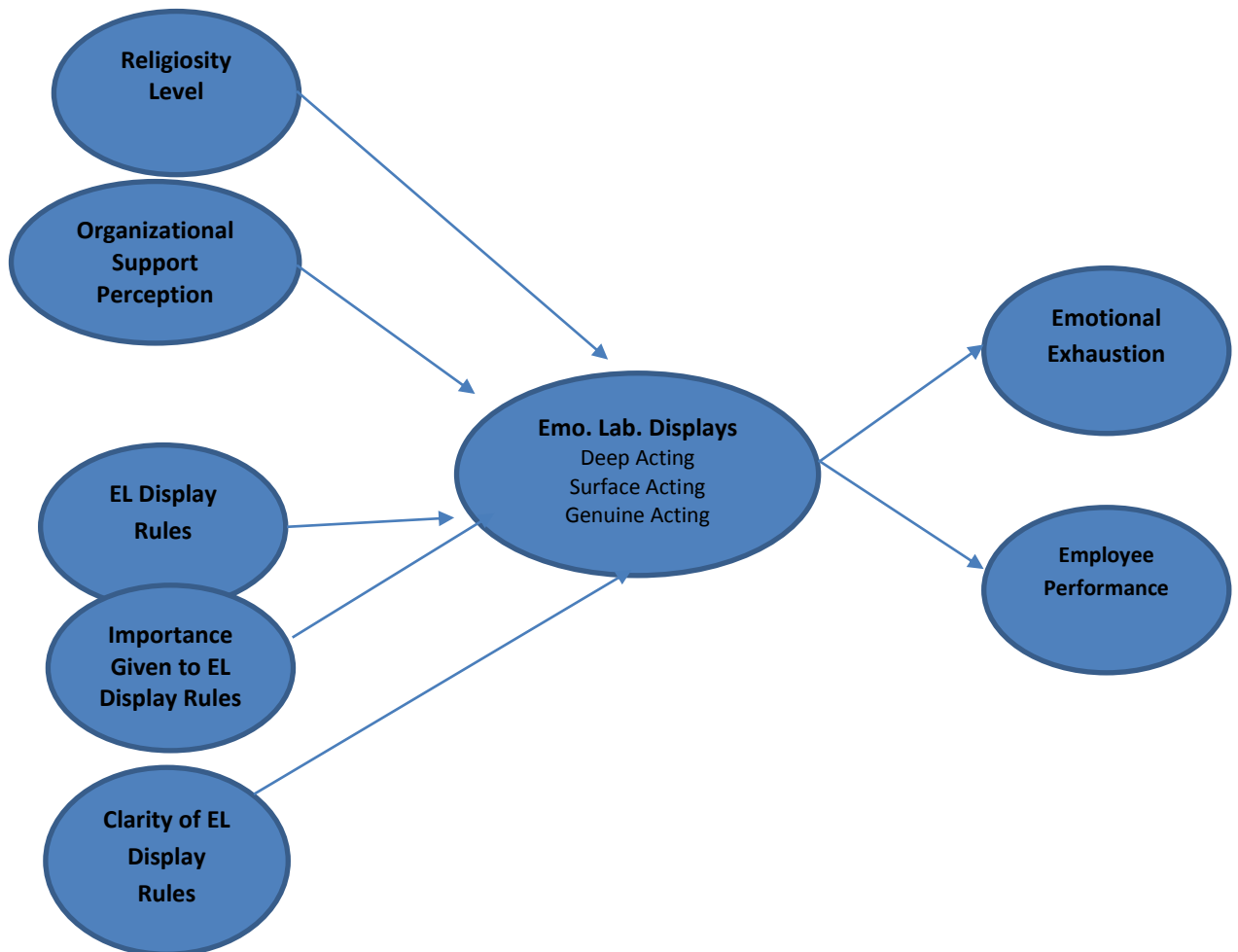
H3. There is a significant relationship between EL Display Strategies and Employee Performance.

H4. There is a significant relationship between Clarity of EL Display Rules (CELDR) and EL Display strategies.

H5. There is a significant relationship between Importance Given to EL Display Rules (IGELDR) and EL Display Strategies.

H6. There is a significant relationship between the Religiosity and EL Display Strategies.

H7. There is a significant relationship between the Organizational Support and EL Display Strategies.



**Figure 1:** The Theoretical Design of the Research

Study variables included questions on specific topics such as religiosity and personality, so questionnaires were left to the institution and collected after one week, assuming staff provided better answers. Above is the figure showing the theoretical design of the research on emotional labor in figure 1.

#### 4. Results and Discussions

Necessary analyzes were carried out on the research data according to the hypotheses previously created.



Skewness and Kurtosis values were between -1.5 and +1.5 for all scales. In addition, Kolmogorov-Smirnov normality test values were found to be appropriate, and the test results were significant. Although the resulting results are generally compatible with the results in the literature, some details also stand out. For example, the positive relationship between the religiosity variable and the performance of deep acting emotional labor.

Deep acting, surface acting, and genuine acting displays of emotional labor have been demonstrated to be significantly influenced by the positive content of the emotional display rules. The idea that deep acting has a major impact on performance was proven correct. The literature indicates that showing deep acting is a tactic that benefits both employees and employers. Additionally, emotional exhaustion has a significant effect on employee performance, which has shown that the employee's emotional labor tactics also have an impact on his own performance.

As a result of this research, the support of the hypotheses related to the variables that we can see as complementary to the use of emotional labor, such as the importance given to the emotional display rules, the clarity of the emotional display rules and emotional labor display rules determined by the institutions, clearly reveals the importance of the practices related to emotional labor in terms of employees and organizations. Another striking aspect of the study is that there is a significant relationship between employees' religiosity and their displays of deep emotional labor. Although researches on concepts such as workplace spirituality and religiosity have been started in the field of organizational behavior in the literature in recent years, there are hardly any studies on emotional labor and the management of emotions.

Table 1 below shows the relations between the variables of the research. The variables of the research are located in the rows and columns of the correlation table. The value where the row and column overlap shows us numerically the relationship between these two variables. The Pearson coefficient (P), which is generally used in correlation tables, is less than 0.05, indicating that the relationship is significant ( $P < 0.05$ ). On the other hand the "r" value, ranges between -1 and +1, and a value approaching 1 indicates a strong relationship and a value approaching 0 indicates a weak relationship between two variables. If the "r" value is negative, the relationship is reverse; if it is positive, the relationship is linear. Meaningful P values which are less than 0.05 are shown with (\*) in the table.

**Table 1:** Correlations and Descriptive Information on Research Scales

Variables	1	2	3	4	5	6	7	8	9	10	11
1. ELD (E. L. Displays)	-										
2. Deep Acting	.792*	-									
3. Surface Acting	.779*	.320*	-								
4. Genuine Acting	.388*	.326*	<b>-.073</b>	-							
5. Emo. Exhaustion	.133*	<b>-.064</b>	.253*	.013	-						
6. Emp. Performance	.194*	.305*	<b>-.026</b>	.216	<b>-.157</b>	-					
7. IGELDR	.333*	.347*	.163*	.203	<b>-.076</b>	.260	-				
8. CELDR	.352*	.363*	.184*	.194	<b>-.176</b>	.236	.515	-			
9. ELDR	.398*	.387*	.232*	.209	.018	.267	.383*	.418	-		
10. Org. Support	.222*	.241*	.103*	.132	.259*	.224	.359*	.666*	.373*	-	
11. Religiosity	.168*	.207*	.009	.214*	.012	.309	.225*	.138*	.171	.139	-
12. Mean	3.29	3.65	2.85	3.65	3.03	<b>4.0</b>	3.78	3.07	3.35	2.95	<b>3.91</b>
13. SD	0.61	0.84	0.86	0.92	1.13	0.64	0.70	0.77	0.70	1.02	0.85
14. Cronbach Alpha	0.74	0.75	0.73	0.69	0.87	0.87	0.62	0.84	0.88	0.93	0.88
15. Items Numbers	11	4	5	2	3	8	4	9	17	8	5

The upper part of table 1 gives the correlation coefficient values, while the lower part shows the Cronbach's alpha values of the scales and the averages of these variables in the scale as responses from the sample set. The item numbers and standard deviations of the expressions in the scales are also at the bottom of this table. The relationship between deep acting and employee performance is meaningful and is positive ( $P = 0,305$ ). Organizational support and emotional exhaustion also have negative relationship ( $P = -0,259$ ). The religiosity variable does not have a negative relationship with any other variable of the study. It also has significant relationships with many of the variables. These variables are IGELDR, CELDR, ELDR, deep acting, genuine acting, organizational support and employee performance, respectively. It is seen that the variables with the highest level and positive relationships are employee performance ( $P = 0.309$ ) and IGELDR ( $P = 0.225$ ). The relationship between deep impression and religiosity is also positively significant and at a good level ( $P = 0.207$ ).

Demographic information of the participants of the study is shown in Table 2. As seen in Table 2, 70,4% (318) of the respondents were female and 29,6% (134) were male. In general, it can be said that the health sector is a female-dominated sector, and for this reason, it is a profession that is open to the use of emotions. 59.1% of this population is married. The rate of those who are single is 40.9%. A total of 452 healthcare professionals answered the survey questions. 53.5% of the health workers participating in the research are workers under the age of 34. Around 45 percent of employees are 35 years or older. Since more than 80% of the participants are healthcare professionals under the age of 45, it can be said that a dynamic audience was surveyed.

**Table 2:** Demographic Characteristics of the Study Participants. (N = 452)

<b>Variables</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>	<b>Variables</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
<b>Gender</b>			<b>Working Time in the</b>		
Male	134	29,6	<b>Institution</b>	250	55,3
Female	318	70,4	1-5 years	99	22,0
<b>Age</b>			6-10 years	62	13,7
18-25	129	28,5	11-15 years	20	4,4
26-34	113	25,0	16-20 years	21	4,6
35-44	138	30,5	20+ years		
45-54	63	14,0			
55+	09	2,0			
<b>Marital Status</b>			<b>Type of Institution</b>		
Married	267	59,1	Public	289	63,9
Single	185	40,9	Private	163	36,1
<b>Level of Education</b>			<b>Working Time in the</b>		
Primary education	33	7,3	<b>Profession</b>	151	33,4
Lycee	117	25,9	1-5 years	100	22,1
Graduate	247	54,7	6-10 years	82	18,15
Post-Graduate	55	12,1	11-15 years	49	10,85
			16-20 years	70	15,5
			20+ years		
<b>Employee Title</b>			<b>Employee Title (cont'd)</b>		
Manager etc.	8	1,8	Health technician; lab	67	14,8
Doctor	52	11,5	technician	115	25,4
Nurse; midwife; health officer etc.	131	29,0	Officers; receptionist	79	17,5
			Cleaning staff; drivers etc.		

#### 4.1. Regression Analyses for the Hypotheses of the Research

The results of the hierarchical regression model established by taking emotional labor scale as dependent and the other variables constant scale as independent variable are given in Table 3. Here, the  $R^2$  value of the model is 0.223, which indicates that a one unit increase in the model value will increase the dependent variable by approximately 22%. In our model, it was observed that the level of religiosity ( $p > 0,05$ ) and the perception of organizational support ( $p > 0,05$ ) were not significant in predicting the Emotional Labor display strategies, which is the dependent variable of the model. Emotional display rules ( $p < 0,05$ ) the clarity of these rules ( $p < 0,05$ ) and the importance given to these rules ( $p < 0,05$ ) were found to be significant in predicting the fixed variable of the model. It appears that the perception of organizational behavior has a negative effect ( $\beta = -0,079$ ) on the fixed

variable of the model. While it is seen that the variable that contributes the most to the model is the emotional labor display rules ( $\beta = 0,27$ ), the variable that contributes the least is the perception of organizational support with a negative effect ( $\beta = -0,079$ ).

**Table 3:** Hierarchical Regression Analysis of the Models of the Research

.Model		Non-Standard Coefficients		Standardized Coefficients		
		B	Standard Error	Beta	t	p
F=25,64;  R <sup>2</sup> =0,223	Constant	1,4781	0,179	-	8,264	0,000
	Religion	0,0527	0,031	0,0736	1,708	0,088
	Organizational Support	-0,0475	0,034	-0,0794	-1,402	0,162
	Rules	0,2402	0,041	0,2771	5,813	0,000
	Importance	0,1130	0,044	0,1300	2,573	0,010
	Clarity	0,1674	0,049	0,2119	3,432	0,001

*Dependent variable: Emotional Labor Display Strategies*

**Table 4:** Comparison Values for Hierarchical Models

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	R <sup>2</sup> Change	p
1	,168	,028	,026	,028	,000
2	,262	,069	,065	,040	,000
3	,418	,174	,169	,106	,000
4	,460	,212	,205	,037	,000
5	,473	,223	,215	,012	,010

On the other hand, when the R scores of the models compared in the above table when the variables are taken into the regression equation one by one, it is seen that the level of religiosity alone has an effect of approximately 3%. When the organizational behavior variable is added to the equation, its effect is 7%, while this value becomes 17% when emotional display rules are added to the equation. When the variables of clarity of emotional display rules and the importance given to these rules are added separately to the regression equation, the percentages of the variables in the model explaining the dependent variable, emotional labor display strategies, become 21% and 22%, respectively. Significance (p) values of Table 4 requires a clear support for all the hypotheses of H1, H4, H5, H6 and H7. The results of the regression model in which emotional labor representation strategies sub-dimensions are taken as independent and emotional exhaustion as dependent variables are given in the following Table 5.

**Table 5:** Regression Analysis of Emotional Labor Display Strategies and Emotional Exhaustion.

Model		Non-Standard Coefficients		Standardized Coefficients		
		B	Standard Error	Beta	t	p
F=16,1;  R <sup>2</sup> =0,097	Constant	2,346	0,296	-	7,934	0,000*
	Deep Acting	-0,273	0,069	-0,203	-3,981	0,000*
	Surface Acting	0,427	0,063	0,326	6,751	0,000*
	Genuine Acting	0,127	0,059	0,103	2,135	0,033*

Since the model significance level is  $p < 0.05$ , it is seen that emotional labor representation strategies significantly predict emotional exhaustion, and all the coefficients of the variables in the model are significant. Model equation; Emotional Exhaustion =  $2,328 - 0,203 * (\text{Deep Acting}) + 0,326 * (\text{Surface Acting}) + 0,103 * (\text{Genuine Acting})$ . While deep emotional labor display has a negative effect on emotional exhaustion, surface and genuine emotional labor display has a positive effect on emotional exhaustion. The rate of independent variables to explain dependent variable is 9.7%. All of this supports hypothesis 2 (H2).

The results of the regression model in which the sub-dimensions of emotional labor representation strategies are taken as independent and the performance as dependent variable are given in Table 5.

**Table 6:** Regression Analysis of Emotional Labor Display Strategies and Employee Performance

Model		Non-Standard Coefficients		Standardized Coefficients		
		B	Standard Error	Beta	t	p
F=20,4;  R <sup>2</sup> =0,120	Constant	3,117	0,167	-	18,697	0,000*
	Deep Acting	0,237	0,039	0,308	6,119	0,000*
	Surface Acting	-0,087	0,036	-0,117	-2,453	0,015*
	Genuine Acting	0,075	0,033	0,107	2,244	0,025*

*a. Dependent variable: Employee Performance*

Since the model significance level is  $p < 0.05$ , it is seen that emotional labor display strategies significantly predict performance, while deep acting and genuine acting have positive effect on employee performance, surfaceacting labor display strategy has negative effect on employee performance. In this case, the model equation; Performance =  $3,117 + 0,308 * (\text{Deep Acting}) - 0,117 * (\text{Surface Acting}) + 0,107 * (\text{Genuine Acting})$ . The rate of independent variables to explain the dependent variable is around 12.0%. So, hypothesis 3 (H3) is

clearly supported. It is clear that all emotional labor display strategies, (deep, surface acting and genuine acting) have significant relationship with performance.

As it is stressed in some research emotion regulation is like an umbrella concept related with emotions [71]; but it is not very easy to translate the terms into formal definitions which means that more work is needed to harmonize formal concepts and terms with each other. Yet, most of the findings Of course, most of the findings in this study seem to be in line with the literature. According to Seo's research [72], deep and surface acting differentially mediated the relationship between religiosity and meaningful work. One of the main points wanted to emphasize in this research is the fact that variables such as religiosity and spirituality can give such results. Here, employees with a high intrinsic religiosity tended to engage in deep acting more than surface acting and, this gives the result that higher levels of meaningful work can be related with of the intrinsic religiosity [72]. Although the contribution of the level of religiosity to the regression model in this research seems low at 3%; Even though the perception of organizational behavior has a negative impact, this issue should not be neglected. There are also other studies in the literature that emphasize this.

Byrne and colleagues [73] emphasize that not many research has addressed how spirituality and religion influence the performance and outcomes of emotional labor. This is a kind of ignorance given the growing awareness that religion and spirituality are important components of people's lives that continue to shape their feelings, thoughts and behaviour. It is considered how religiosity shape entry into helping professions saturated with emotional labor requirements, how positive emotional experiences associated with religiosity influence emotional labor. Plus, how religious expectations for emotional displays facilitate to show organizational display rules may be essential in the future researches [73].

## **5. Limitations of the Study**

This research study certainly has many limitations, as no one is perfect. If the issue of emotional labor is studied with other scales, different methods and variables through interdisciplinary studies, then it is hoped that results that will make seriously new and different contributions to the literature will emerge. Even if each of the scales used in the study had different numbers and different expressions, the results could have changed.

The fact that the regression analyses were conducted with SPSS instead of the Python program should of course be recorded as a minimal limitation. The reason for this is that the regression analyses were conducted with both package programs and no situation that would affect the results was encountered.

The findings based on the data obtained from this research have some limitations and are limited to those working in the health sector in the city of Bursa.

Of course, studies conducted with different scales in another region at another time may yield different results. Therefore, in order to make these comparisons, the same variables need to be studied in different ethnics and religious samples.

Another limitation can be shown as the emotional exhaustion variable was used instead of general exhaustion in

the study. This choice was made because a subject related to emotion was discussed. Of course, if the exhaustion variable had been used, another scale could have led to some changes in the study.

## **6. Conclusion**

Here, in this section, antecedents of emotional labor display strategies, and outcomes were examined together. While the display rules and religiosity of emotional labor are regarded as important as individual pioneers of emotional labor, the clarity of emotional expression rules as a pioneer of the organization, the content of the expression rules of emotional labor. As a result, emotional exhaustion, deep acting, employee performance, surface acting, and genuine acting and emotional labor display strategies were discussed [6]. Different from Morris and Feldman's study [6] this study focused clarity of Emotional Display (EL) rules, importance given to EL display rules, religiosity and organizational support perception. As for future implications this time the combination of these above-mentioned antecedents can be searched together.

The most important factors in the development of the intended results are deep acting strategy of emotional labor and emotional display rules. These have a direct bearing on worker productivity and the outcomes of emotional exhaustion. Organizations must clarify the rules of emotional displays to their workforce in order to deliver the deep acting as the strategy of emotional displays in a planned way with a precise, intelligible, and efficient manner. All these research results reveal that emotional labor display strategies are important both in terms of the workplace and working life and in terms of emotion regulation [26, 73].

Turkey, which has made major investments in recent years, has undergone serious transformations, and has a high level of medical services provided by qualified healthcare institutions, may suffer from a lack of sufficiently deep-impacting emotional labor towards medical care among medical professionals. In order to receive better medical services in the country, the attitude of healthcare professionals towards these exhibition strategies can be improved. Above all, it shows that deep emotional labor and its results are consistent with studies in the literature. For getting better and quality health care for the people of the society emotion regulation and emotional labor strategies should be taken as essentials of the sector [25, 74, 76]

These findings suggest that training provided to health professionals on the use of emotional labor by the organizations they work for when they first enter the field and then periodically may help to prevent emotional exhaustion. Eliminating physical or organizational interruptions in the workplace can be useful in decreasing emotional exhaustion if the individual's spiritual side is not neglected. By doing this, the employee will be able to use his emotions more effectively.

Since increasing the positive content of emotional labor behavior in healthcare delivery helps reduce emotional exhaustion and improve the performance of employees, training activities in this direction should be prioritized. Since health care delivery is a human-based service, it is necessary to consider it a duty to learn deep acting strategies, not surface acting. In order to improve the knowledge and skills of staff, especially in communicating with patients and their families emphasizing the use of emotion management in professional work can also be extremely effective and can increase the performance of healthcare personnel by reducing their fatigue.

Nowadays, positive development in this direction is necessary for everyone [25, 74,76].The necessity for additional study should be underlined in order to completely comprehend the impact of emotional labor behaviors on emotional labor display strategies in terms of personnel and organizations in the health sector. Although this study examines emotional labor from multiple angles, it also has the distinction of being the first to examine the emotional labor practices of healthcare professionals in relation to their level of religiosity. Therefore, it is hoped that the findings would illuminate future research in this area. Studies on the idea of emotional labor are at a crossroads, according to the literature [74].The results that emerged between deep, surface and genuine acting emotional labor display strategies, and employee performance and emotional burnout were not surprising in terms of the literature. Perhaps somewhat surprising is the emergence of a significant positive interaction between employee religiosity level and deep emotional display. Again, the perception of organizational support has a negative effect on the research dependent variable. As Hochschild [3]. previously stated, it would be beneficial to conduct emotional labor research in different ethnic and religious environments. In the research model, the religiosity variable may have seemed meaningless in addition to different independent variables such as emotional behavior rules, the clarity of these rules, and the importance given to these rules. However, it is also true that empirical studies conducted since 1996 [6] have not sufficiently addressed issues of religiosity and ethics in terms of antecedents and consequences. In 1979, Hochschild [40] emphasized the necessity of conducting emotional labor studies in different ethnic, ethical, and religious groups. It can be assumed that studies aimed at directly measuring the interaction between the religiosity variable and emotional labor will yield different results. It can also be thought that the perception of organizational behavior is negative due to reasons such as competition and cost pressure in the health sector. Otherwise, this result could be considered truly surprising [52,53].

Another important result of emotional labor strategies in terms of their antecedents and consequences is that they are necessary for leaders and managers. It is inevitably necessary to be able to recognize and manage the negative emotions of employees in terms of emotion management [73,77].studies on employee performance and moral values, beliefs and ethical values of the relevant country without neglecting them. In case the number of variables changes, it should be considered to use different structural equation models [78]. Studies examining the general health status and sleep status of employees may be insightful in this direction. The quality of employees' work lives and their anxiety levels are somehow neglected in emotional labor studies, as are the variables of religiosity and spirituality. In addition to all these, perhaps the most important element should be the evaluation of service recipients who are exposed to these strategies rather than the evaluation of those who implement emotional labor display strategies. Or is it feared that emotional labor has a dark side, as some researchers emphasize?

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