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THE ROLE OF RECOVERY EXPERIENCES ON EFFECTS OF EMOTIONAL LABOR

MASTER THESIS

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Name, Last name: Dilan DOĞAN

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To my wise grandfather and lovely cousin…

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ABSTRACT

THE ROLE OF RECOVERY EXPERIENCES ON EFFECTS
OF EMOTIONAL LABOR

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There are increasing empirical findings related to the effects of emotional labor on both workers (job satisfaction, burnout, etc.) and work-related (performance, salary, etc.) outcomes. However, some of these studies have empathized negative effects of emotional labor and some of them have provided positive or non-significant effects of emotional labor. Thus, there is a need to conduct new researches which focus on discovering moderator and mediator factors that can influence emotional labor strategies and workers and work-related outcomes. In this context, the current study was designed to test the role of recovery experiences between emotional labor strategies with a new conceptualization and related outcomes. As individuals have longer working hours in their work lives, their needs to recover themselves have also increased. The recovery process might change the outcomes of emotional labor. For this purpose, we conducted this study including 366 employees in order to investigate the effect of different emotional labor strategies (PA / NA Felt, PA / NA Suppressing, PA / NA Amplifying) on well- being, job satisfaction and emotional exhaustion levels of employees with multiple and hierarchical regression

analysis. Followingly, 6 different models were tested with path analysis by using AMOS in an attempt to reveal the role of recovery experiences. Consequently, results have shown that new conceptualization of emotional labor demonstrated differentiation between positive and negative conditions and also it provides the importance of “felt” dimension. Additionally, we found that recovery experiences may have an impact on the path between emotional labor and outcomes. The findings are discussed in relation to the theoretical background. Lastly, the limitations and theoretical implications were provided.

Keywords: Emotional exhaustion, emotional labor, job satisfaction, recovery experiences, well-being

ÖZ

İŞ SAATLERİ SONRASI TOPARLANMANIN DUYGUSAL İŞÇİLİĞİN ETKİLERİ ÜZERİNDEKİ ROLÜ

Yüksek Lisans, Psikoloji

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Duygusal işçiliğin hem çalışanlar (iş doyumu, tükenmişlik vb.) hem de iş ile alakalı (performans, maaş vb.) etkileri üzerine giderek artan bilimsel bugular bulunmaktadır. Ancak, bu çalışmalardan bazıları duygusal işçiliğin negatif etkileri üzerinde duruyorken diğerleri ise pozitif veya istatistiksel olarak anlamlı olmayan etkilerini vurgulamaktadır. Bu doğrultuda, duygusal işçilik stratejilerini, çalışanları ve isle ilgili çıktıları etkileyebilecek olan aracı faktörlerin araştırıldığı yeni araştırmalara ihtiyaç duyulmaktadır. Bu bağlamda, güncel çalışma iş saatleri sonrası toparlanmanın duygusal işçilik stratejileri ile ilgili çıktılar arasındaki ilişki üzerindeki etkisini yeni bir kavramsallaştırma ile çözümlemek üzere tasarlanmıştır. Bireylerin çalışma hayatlarındaki çalışma saatleri uzadıkça, ihtiyaçları olan iş saatleri sonrası toparlanma süresi de artmıştır. İş saatleri sonrası toparlanma sürecinin duygusal işçiliğin sonuçlarının etkisini değiştirebileceği öngörülmektedir. Bu amaçla, farklı duygusal işçilik stratejilerinin (hissedilen PD/ND, bastırılan PD/ND, canlandırıcı PD/ND) çalışanların iyi oluş, iş doyumu ve duygusal tükenme seviyelerine olan etkisini araştırmak için 366 çalışanın katılımcı olarak yer aldığı bu çalışma çoklu ve hiyerarşik

regresyon analizleri ile yapılmıştır. İlaveten, iş saatleri sonrası toparlanmanın rolünü ortaya çıkarmak için 6 farklı model yol analiziyle AMOS kullanılarak test edilmiştir. Sonuç olarak, bulgular duygusal işçiliğin yeni kavramsallaştırmasının pozitif ve negatif durumlar arasında farklılaşma olduğunu göstermektedir, aynı zamanda "hissedilen" boyutunun önemini ortaya çıkarmaktadır. Buna ek olarak, iş saatleri sonrası toparlanmanın duygusal işçilik ve sonuçları ilişkisi üzerinde etkisi olabileceği sonucuna varılmıştır. Sonuçlar teorik zeminle ilişkilendirilerek tartışılmış olup son olarak, kısıtlamalar ve teorik uygulamalar verilmiştir.

Anahtar Kelimeler: Duygusal işçilik, duygusal tükenme, iş tatmini, iş saatleri sonrası toparlanma deneyimi, iyi oluş

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LISTS OF ABBREVIATIONS

EE: Emotional Exhaustion

EL: Emotional Labor

NA: Negative Affect

NAA: Negative Affect Amplifying

NAF: Negative Affect Felt

NAS: Negative Affect Suppressing

OCB: Organizational Citizenship Behavior

OECD: Organization for Economic Co-Operation and Development

PA: Positive Affect

PAA: Positive Affect Amplifying

PAF: Positive Affect Felt

PAS: Positive Affect Suppressing

JS: Job Satisfaction

WB: Well-being

CHAPTER I

INTRODUCTION

1.1 Overview

In the present globalizing world, world population shows an increase rapidly, new business lines are enhanced, the circle of trade broadens gradually and companies grow alongside the development of technology. Accordingly, the need for labour force increases. Furthermore, in line with the technological developments in medicine, the lifespan of people expands with finding new treatments for diseases. Hence, there is an increase in the number of working age people. According to Annual Labour Force Statistics of Organization for Economic Co-Operation and Development (2019), a sharp rise is seen from 588 184.5 thousand people to 635 358.3 thousand people at OECD countries while Turkey's labour force increases from 23 472.1 to 32 245.3 within the last decade. Likewise, when the employment rate of 55-64 year-olds group is compared between 2008 and 2018 years, an increase is seen from 53.93% to 61.36% in all OECD countries, regarding Turkey the ratio shows a higher increase than all OECD countries and whilst it was 27.50% it becomes 35.30% (OECD Labour Market Statistics, 2019). On the other hand, individuals spend their one-third of waking hours at work approximately, and even after hours they do not leave the job behind unavoidably. Thus, we should concede our works turned into a piece of our life.

In conjunction with technology being more accessible, organizations started to attach particular importance to using technology and militated for providing a better working environment by building or enhancing systems. For instance, gamification is initiated to use during hiring processes. Human resources executives can measure individuals' some characteristics just by conveying a video game nowadays. Along with increased multiple online resources, companies developed their own online training platforms. In this way,

companies save time by supplying these platforms to their employees instead of sending people into different institutions for training. Thus, more people get chance to reach further resources from all around the world, besides the rate of qualified employees increases more particularly. Furthermore, employees started to do something in a short span of time by the aid of some high-tech programmes. Also, using cell phones or laptops which are distributed by companies helped individuals to work in a better condition, whereas it made individuals available after hours as well. According to Joyce, Pabayo, Critchley and Bambra (2010)'s study, restructured working hours as flexible gave people some choice and control over their daily programmes, such as giving a parent time to take his/her child from the school or going for a course, and it showed a tendency to affect health outcomes in a positive way. However, this period might be interrupted by a call from colleagues due to a need. While these developments mainly related to the technology provided some opportunities for employees, this situation made individuals more reachable in terms of work. Derks and Bakker (2012) pointed out that maintaining balance on a satisfying level between work life and personal life is challenging for the ones' who stay connected to the work through smartphones and this situation makes recovery process harder. The same study shows that when smartphone users are compared in terms of high level of work – life interface, individuals who uses phones more intensively, feel more exhausted. Davis' (2002) study notably indicating that, expecting immediate responses and making interruption might be perceived as norm through pervasive access and employees may tend to accede this interruption. This finding might be approached as a demonstration of emotional labor. Even though this situation is interrupting and does not fit with individuals real emotions, they may tend to reflect intended emotions and behave through intended behaviours.

On the basis of these findings, several studies have been conducted to examine the emotional labor concept but there is no consensus among effects of emotional labor, while some of these studies have identified negative effects of emotional labor and some of them have provided positive or non-significant effects of emotional labor. In line with earlier studies indicating that there is a gap related to protective factors of this cycle. From this point of view, in this study, it is aimed to point up the role of recovery experiences on the interface between emotional labor and its outcomes. More specifically, the primary purpose of this study is to test impact of recovery experiences between emotional labor strategies and emotional exhaustion, job satisfaction and well-being as related outcomes; and also through the complexity, it was decided to develop and validate a new tool to identify important underlying dimensions of the conception of emotional labor construct and to form and refine an item pool for the structure of this concept based on discrete emotions.

In accordance with the purpose of the study, in the following sections, firstly, emotional labor is reviewed briefly in the framework of main theories. Secondly, concept of recovery is explained with its dimension. In the following section emotional exhaustion, well-being and job satisfaction notions described and their relationship with both emotional labor and recovery overviewed. Lastly, the purpose and the hypotheses of the present study are presented.

1.2 Conceptualization of Emotional Labor

The notion of emotional labor was introduced in "The Managed Heart: The Commercialization Human of Feeling" book of Arlie Russell Hochschild (1983) firstly. At the book, Hochschild (1983) refers to the need for emotional statement incidental to required interaction as a matter of course. Individuals are expected to behave in accordance

with some display rules. Diefendorff and Richard (2003) also highlights the importance of appropriate management of the emotions for various jobs, especially which requires interpersonal interaction, such as sales representatives, nurses at workplaces. Since emotional display rules are crucial in terms of interaction, companies establish some rules and train their employees about presenting emotions and display rules (Ekman, 1972). For instance, airline companies provide training for their flight attendants seriously and teach them how to react in this context formally. These display rules can be learned whether formal or informal in other respect. To give an example, waiters or waitresses have the chance to learn this by observing these behaviors in an informal way.

Beginning with Hochschild (1983), emotions at work has been investigating and it still attracts attention. Many studies have conducted to illustrate its nature, extent, aspects, antecedents, and consequences. Ashforth and Humphrey (1993) point out genuine acting dimension which focuses on the actual behavior more than presumed emotions. When it comes to Morris and Feldman's (1996) approach, they define emotional labor with these 4 dimensions: intensity of emotional display, attentiveness to required display rules, variety of emotions to be displayed, and emotional dissonance. Later, it is explained by Grandey (2000) in the framework of emotion regulation theory. While some of these focused on to present the theoretical construct of emotional labor, some others consider the measurement of this term (Morris & Feldman, 1996; Wharton, 1993). From this point of view different approaches from emotional labor theories are expended on the following section respectively.

1.3 Theoretical Background of Emotional Labor

1.3.1 Hochschild's (1983) Approach

Hochschild (1983) states that her interest in managing emotions had started by observing diplomatic gestures and smiles. Then, Mills' "The Great Sales Room" chapter of "White Collar" book raised her curiosity. Goffman affected her in the subject of controlling appearance during the development progress of emotional labor concept afterward. She noticed some similarities between actors on the theatre stage and employees at workplaces by taking inspiration from Goffman (1959). Even though actors did not experience something before, they perform through the scenario and act regarding as intended. According as actors, service employees show appropriate emotions in compliance with some display rules which are determined by companies. During the interaction between an employee and a customer, this display rules provides some standards for behaviors. When these behaviors do not comply with feelings dissonance may occur. Regarding this, Hochschild (1983) defined the notion of emotional labor as "…the management of feeling to create a publicly observable facial and bodily display" (p.7). Considering initial studies of Hochschild (1983), emotional labor was explained with two facets: deep and surface acting. Surface acting is the strategy whether stimulates the emotions that are not actually felt or alters the reflection of the emotion that is felt, in the event of not corresponding feeling to situation. When individuals change their inner feeling whether as exhorting feeling directly or using trained imagination indirectly as well, it is labelled deep acting (Hochschild, 1983). Emotional labor needs for the management of numerous emotions. A babysitter who is not able to have a baby by reason of biological factors, is expected to show compassion and interest whereas she feels envy deep down inside. A salesperson requires to act kindly and disguise his /her anger in the face of troublesome clients. According to Hochschild (1983), recognition of emotional

labor may not be easy, for instance feeling schadenfreude may be perceived as shame and so this may block the conceding this feeling.

Initial studies of Hochschild (1983) focused primarily on emotional labor's consequences and her studies illustrated that it might be unfavourable for psychological well-being and lead to burnout. She highlighted that surface acting might be more harmful than deep acting in terms of influence. As a result of the difference between real feeling and expressing of this feeling, which is called emotive dissonance, some individuals attributes themselves for this dissonance while others attribute it as a demand of their jobs (Wharton, 1999).

On the other hand, Hochschild (1983) categorized some occupations under "professional, technical and kindred", "managers and administrators", "sales workers", "clerical and kindred", "service workers excluding private household", and "private household workers" groups according to experiencing emotional labor and she claimed that individuals do not experience emotional labor at excluded occupation groups. Hence, the differentiation and categorization of some occupations are not possible to make indubitably, this approach criticized by some researchers (Wharton, 1999, Pugliesi, 1999). They supposed each job may need emotional labor at different levels, but their insensitivity might differ from each other. Although the two-dimensionality construct of emotional labor approach was interesting, it was another criticized subject. Instead of deep and surface acting, some researchers proposed different dimensions by supporting the multidimensional nature of emotional labor. (Grandey, 2000; Kruml & Geddes, 2000; Morris & Feldman, 1996).

1.3.2 Ashforth and Humprey's (1993) Approach

Ashforth and Humprey (1993) defined emotional labor as "the act of displaying the appropriate emotions" and they centered upon observable behaviors instead of underlying emotions of behaviors (p. 90). According to this approach, emotional labor might be regarded as a type of managing impression. On the purpose of making a good impression on customers, employees show some appropriate emotions through determined display rules.

Although Ashforth and Humprey hold with Hochschild's two aspects of emotional labor deep and surface acting, they made a mention of the third aspect labelled as genuine. They claimed that genuine emotions occur when employees feel the desired emotion naturally and so individuals do not need to spend so much effort in order to reflect it to the customers.

As different from Hochschild, this approach focused on positive consequences in addition to negative ones. It is asserted that emotional labor may not result in a detrimental effect all the time. Depending on the conditions, it may lead either positive or negative results. For instance, a waiter may endeavour to present appropriate emotions and on the occasion of his / her effort perceived as sincere by customers, this situation may increase task efficacy, self-efficacy and enhance the performance. On the other hand, the detrimental effect of emotional dissonance was highlighted. As a result of it, turnover intention and depression level may increase while self-esteem decreases (Ashforth & Humpley, 1993). The fact remains that, based on social identity theory, these negative effects can be altered. As long as individuals identify themselves within the scope of their work roles, they will be more genuine and authentic over display rules and consequently negative effect level of emotional labor will be prone to be on the decline.

Despite Ashforth and Humpley's emphasis on the positive consequences of emotional labor, they did not present a study to prove this claim. Furthermore, while they accentuated the importance of observable behaviours they did not indicate measurement method or distinguishing features between genuine feeling and deep acting dimensions. Because of these deficiencies, their approach scrutinized (Morris & Feldman, 1996; Wharton, 1993).

1.3.3 Morris and Feldman's (1996) Approach

According to Morris and Feldman (1996) emotional labor is "the effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions" (p. 987). They claimed that a certain level of effort is required for emotional labor. Apart from initial dimensional classifications, they categorized the dimensions of emotional labor in compliance with personal and organizational factors. Regarding their new categorization, "frequency of appropriate emotional display", "attentiveness to required emotional display rules", "variety of emotions required to be expressed" (intensity and duration), and lastly "emotional dissonance" are the four dimensions of emotional labor. Contrary to Ashforth and Humpley, they conducted some studies related to consequences of emotional labor whereas they found a negative association between all four factors and emotional exhaustion, with respect job satisfaction they found negative relation only with emotional labor dimension.

This approach came in for criticism because of its definition and dimensions. While some authors indicated that aspects of the effort, planning, and control at their definition are not represented into the dimensions, some others regarded its dimensions as antecedents of emotional labor (Gosserand, 2003; Kruml & Gedder, 2000).

1.3.4 Grandey's (2000) Approach

Grandey bore some sequences of previous emotional labor theories out. According to her, customer interaction is a crucial factor as Hochschild (1983) mentioned earlier. Grandey maintained Ashforth and Humphrey's (1993) emphasis on observable behaviours in contemplation of measurement of the display rules. She held opinion with Morris and Feldman's (1996) emotional dissonance statement as well. Besides all these, Grandey pieced together important facets of emotional labor and revealed a new approach by inserting Gross's (1998) emotional regulation theory, as a consequence she defined emotional labor as "the process of regulating both feeling and expressions for the organizational goals" (p. 97). In emotional regulation theory, stimuli arising from environmental factors are evaluated as input while individuals' reactions are referred to as output. This model states that regulation might occur whether before or later on the formation of emotional labor. Accordingly, these notions are termed as antecedent-focused regulation and response-focused regulation respectively. Antecedent-focused regulation examined through four stages: situation selection (e.g. quitting a place not to face with unfavourable emotions), situation modification (e.g. preferring email instead of face to face meeting for communication in order to minimise undesired interaction), attention deployment (e.g. thinking about positive things in the event of unpleasant situations) and cognitive change (e.g. reappraising the condition as positive in the place of negative emotions) whereas response-focused regulation is explained with only response modulation stage (e.g. adjusting the response incidental to emotions). Grandey associated these emotion regulation dimensions with Hochschild's (1983) conceptualization of emotional labor. According to her, attention deployment and cognitive change matched up to deep acting while response modulation corresponded to surface acting. Since service

employees would not have any chance to implement neither situation selection nor situation modification these strategies eliminated in this approach.

As for emotional labor consequences, Grandey reached both positive and negative results. She found that emotional labor affects burnout, turnover, job dissatisfaction, absenteeism positively. The more reliving emotional labor the less experiencing well-being. On the other hand, addressing emotional labor as a process and applying emotional regulation theory to this concept gave it a chance to alter negative outcomes to positive ones.

1.3.5 Glomb and Tews's (2004) Approach

Glomb and Tews (2004) classified emotional labor in accordance with two factors. They focused on expression or non-expression of emotions in a factor, while feeling took place as another factor.

Figure 1

		FELT	
		1 No	2 Yes
TYPE OF APPROPRIATE DISPLAY	No Expressed Display	Nothing Felt or Displayed	Appropriate Suppressed Display
		3	4
	Expressed Display	Appropriate Faked Display	Appropriate Genuine Display

According to Glomb and Tews' (2004) operationalization, there can be a match either between unfelt emotions and unexpressed behaviors (cell 1) or between felt and expressed display (cell 4). Like nurse example, a nurse may tend to show compassion

genuinely apart from the requirement of her job. On the other hand, individuals who feel emotion and do not present it by suppressing it take place in Cell 2 whereas individuals who try to show an unfelt emotion factitiously are involved in Cell 3. These two dimensions have a common ground: inconsistency. As Glomb and Tews (2004) mentioned that the greater part of emotional labor studies addressed these two cells.

Glomb and Tews' conclusion regarding emotional labor differs from previous approaches in terms of their classification and putting both negative and positive emotions into the model. This differentiation provides opportunity to understand unique variances.

1.3.6. Measurement of Emotional Labor

As we briefly discussed above, emotional labor has been defined and constructed differently (Ashforth & Humprey, 1993; Glomb & Tews, 2004; Grandey, 2000; Hochschild, 1983; Morris & Feldman, 1996). Therefore, measuring EL has used different approach and techniques which has also complicated the offered dimension of emotional labor (Brotheridge, & Grandey, 2002; Brotheridge & Lee, 1998; Chu and Murrmann, 2006; Çukur, 2009; Diefendorff, Croyle, & Gosserand, 2005; Glomb, & Tews, 2004; Harmon-Jones, Bastian & Harmon Jones, 2016; Kruml & Geddes 2000; Mann, 1999; Morris, & Feldman, 1996; Naring, Briet, & Brouwers, 2007; Schaubroeck & Jones, 2000, Strazdins, 2000; Zapf, Vogt, Seifert, Mertini, & Isic, 1999).

The current study mainly used Grandey (2000) and Glomb & Tews (2004) theoretical approaches. As several reviews and studies indicated, the classic distinction of surface and deep acting conceptualization and especially measuring these dimension are problematic and face of confounding effects (Cote and Morgan, 2002; Grandey and Gabriel, 2015). Based on these approaches, Doğan (2018) and Çukur and Doğan (2019) conceptualized emotional labor over and developed a new measure of this structure. Therefore, the new

measurement has focused on distinctions between down-regulating (suppressing) and up-regulating (amplifying). As Brockner and Higgins (2001) stated "the relief that employees may feel after not being laid off may be quite different from the elation they experience after receiving a coveted promotion" (p. 36), experiencing different emotions at work may have unique structure. Hence, differentiation between positive and negative affect may provide a better understanding of emotional labor. Accordingly, similar to Glomb and Tews (2004)' EL approach, the new measurement measured EL as discrete emotions which categorized as positive and negative effect. Thus, the new measurement classified EL as 4 dimensions: Positive / negative suppressing and positive / negative amplifying. Additionally, this measurement provides "felt" emotions beyond EL. This provides an opportunity to test the effect of EL on various outcome variables by controlling effect of felt emotion at work. This is especially important point because as the literature indicates people might experience different emotions or moods with various targets (costumer, co-workers, managers, etc.) which might not directly be regulated in which occupations including caring especially (Mann, 2004). Individuals may experience something and directly express their feelings instead of requiring any regulation such as people who are working as babysitter or lifeguard.

1.4 Concept of Recovery

Individuals spend energy and show effort in order to complete tasks at workplaces. For instance, a payroll supervisor has to race against time in order to finish his / her calculation until the date of payment of salary to employees or a finance clerk should finish to make out an invoice till month end closing. As a result of their intense effort, they may feel stressed, tired and de-energized. As Halbesleben and Buckley (2004) indicated, many individuals face with the high demands representing broadened responsibilities in workplaces on a daily basis. Subsequently, they are prone to have higher negative

emotions and they are expected to switch from negative to positive ones (Ilies, Schwind, and Heller, 2007). De Bloom, Geurts and Kompier (2010) emphasized that work-life stress may cause health problems like lack of exercise, high level of blood pressure, disturbed sleep; thus it may affect the well-being of individuals. People acquire time by standing of stressful sources in order to overcome stressful job demands. Sonnentag and Geurts (2009) said that this process is a "crucial intervening role in the relationship between stressful work characteristics on the one hand, and health, well-being and performance capability on the other hand" (p. 2). Eden (2001), also highlighted its importance in terms of well-being and mentioned that it may cause to decline job stress and burnout (Westman & Etzion, 2001).

Recovery is defined as the psychophysical system which is galvanized in the state of a stressful occasion (Meijman & Mulder, 1998). In this process, the mood is reconstructed and strain is reduced. Basically, recovery mentions the level of feeling replenished both as mental and physical at the non-work time (Binnewies, Sonnentag, & Mojza, 2009). This recovery process based upon the following two main theories:

1.5 Theoretical Background of Recovery Experiences

Several studies of this term were rooted in Meijman and Mulder's (1998) Effort-Recovery (E-R) model or Hobfoll's (1989) Conservation of Resources Theory (COR).

1.5.1 Effort-Recovery Model

At workplaces, individuals are subjected to the workload and they make an effort by the aim of performing job demands. Effort-Recovery Model expresses that this effort may lead some chronical problems such as raised heart rate, increased blood pressure, disturbed sleep, fatigue, exhaustion (Meijman & Mulder, 1998; Van Hooff, Geurts, Taris, Kompier, Dikkers, Houtman, & Van den Heuvel, 2005). According to this model, when

individuals are not exposed to the demands of work and stop psycho-physiological system, they might recover. The more people disengage from work during non-work period, the more they would replenish. Conversely, while people cannot disengage and be mentally occupied with job even after working hours, the functional systems will maintain to force themselves and in this situation recovery cannot occur totally.

1.5.2 Conservation of Resources Theory

Conservation of resources theory assumes that individuals endeavour for obtaining, retaining and protecting the sources which can be either internal like a personal characteristic or external like a financial benefit (Hobfall, 1998). Stress may become a threat and so it might have detrimental effect on both health and well-being. People must acquire new sources and reinstate the previous resources in order to recover (Sonnentag & Fritz, 2007).

1.6 Dimensions of Recovery Experiences

According to Sonnentag and Fritz (2007), people may vary by involving particular activities and experiencing recovery. From this point of view, they classified recovery experiences with these following notions: psychological detachment, relaxation, mastery, and control.

1.6.1 Psychological Detachment

According to Hartig, Jonansson, and Kylin (2007), even though staying distant from work as physical may be crucial for recovery, this may not be enough. Psychological detachment corresponds to being both as physically and mentally away from work during the non-work time (Etzion, Eden, & Lapidot, 1998; Sonnentag & Bayer, 2005). People disconnect from all demands of work which leads to whether load or effort. If a person

achieves to disengage from work, recovery may occur. Providing that a person can not disengage from work, thoughts related to work will maintain to consume sources and so it will obstruct the restoration (Sonnentag & Fritz, 2007). Receiving emails from managers or taking a call from a colleague during non-work time may hinder the process of detachment. It is essential to absent yourselves from all reminders of the work environment. Because of the fact that job-related activities may prevent one from being detached, involving in activities which are not associated with work during off-job time may reverse the effect and promote being detached psychologically (Siltaloppi, Kinnunen, & Feldt, 2009).

A number of empirical studies demonstrate that psychological detachment induces the process of recovery to increased positive affective state, reduced fatigue and decreased load reactions (Brosschot, Gerin, & Thayer, 2006; Sonnentag & Bayer, 2005; Sonnentag, Binnewies, & Mojza, 2008).

1.6.2 Relaxation

Relaxation refers to the activities which engage low activation. It includes whether low effort activation such as reading, doing yoga, meditation, relaxation of muscles progressively or no-effort activation such as sleeping and lying down in front of the television. In the light of the previous researches, it is known that stress and pressure stemmed from the job can trigger psychophysiological activation which may proceed still later than leaving workplace (Meijman & Mulder, 1998; Reinecke, 2009). Participating in such a relaxation activity can help to diminish the stress level in either mind or body (Siltaloppi Kinnunen, Feldt, & Tolvanen, 2011; Stone, Kennedy-Moore, & Neale, 1995). This component may attend to recovery process which helps to replace from negative affect to positive ones (Sonnentag & Fritz, 2007).

Regarding empirical researches relaxation is found positively related with serenity and satisfaction in life while it is negatively related to fatigue (Sonnentag, Binnewies, & Mojza, 2008; Reinecke, 2009; Sonnentag & Fritz, 2007).

1.6.3 Mastery

This component of recovery experiences specifies the activities which include challenge or improvement. For instance going a course, attending a sport team, learning new languages involve in this component (Fritz & Sonnentag, 2006). Volunteer works expressing an individual's competencies can be figured as mastery experience as well (Ruderman, Ohlott, Panzer, & King, 2002). Being a part of these kinds of activities give people a chance for development by pushing themselves beyond their boundaries. Apart from the other three components of recovery experiences, mastery needs for self-regulation at a particular level (Sonnentag & Fritz, 2007). Going a course requires a self- discipline to maintain it or else learning a new language needs patient since it will take a long time. Nevertheless, since these activities encourage building new resources such as new competency or skill, it helps recovery (Sonnentag & Fritz, 2007; Siltaloppi, Kinnunen, & Feldt, 2009).

With regards to empirical studies, experiencing mastery has a positive relationship with improvement in effect whereas it has a negative relationship with exhaustion (Rook & Zijlstra, 2006; Fritz & Sonnentag, 2006).

1.6.4 Control

The control component of recovery experiences attributes the activities that the one has an ability to choose the activity within some options according to his/her preference during the off-job period (Siltaloppi, Kinnunen, & Feldt, 2009). It consists of aspiration for having self-determination (Kelley, 1971; Sonnentag & Geurts, 2009).

Considering previous researches it is known that the control component of recovery improves the level of well-being and health (Siltaloppi, Kinnunen, & Feldt, 2009). On the other hand, in case of low control at home, it is found that women experience higher depression and men experience both depression and anxiety when it is compared with high control groups (Griffin, Fuhrer, Stansfeld, & Marmot, 2002).

A variety of researches at the literature have presented that process of "recovery" happens in the meanwhile off-job time and precludes from exposing stressor resources remarkably (Geurts & Sonnentag, 2006; Sonnentag, Binnewies, & Mojza, 2008). While some studies on recovery literature focused on vacations some others examined this notion for weekends, evenings or just breaks during the workdays (De Bloom, Geurts, & Kompier, 2010; Plemmons, 2012; Fritz & Sonnentag, 2006; Rook, & Zijlstra, 2006; Sonnentag, Binnewies, & Mojza, 2008). Quality of leisure time is important for recovery progress as well. Employees suffer from raised job demands at non-work times, as a result, they could not recover adequately at short breaks and look for longer times to recover frequently (Dahlgren, Kecklund, &Akerstedt, 2005).

Regarding emotional labor studies, recovery functions a buffer between harmful effects of emotional labor and job satisfaction, dedication to work and organizational citizenship behavior (OCB) at early middle-aged individuals (Mauno, Ruokolainen, Kinnunen, & De Bloom, 2016). At the diary study of Xanthopoulou, Bakker, Oerlemans, and Koszucka (2017), it is found that surface acting is associated with a daily need for recovery through raised exhaustion in a positive way whereas, deep acting is associated with the need for recovery through low exhaustion and raised flow in a negative way. Schraub, Turgut, Clavairoly, and Sonntag (2013) also found that partially mediation effect of recovery experiences on the negative relationship between emotional stress and affective well-being.

1.7 EL and Recovery with Related Psychological (Work) Outcomes

1.7.1 Emotional Exhaustion

Burnout is one of the widely researched topics which attracts a great deal of attention in the field of psychology. Since the beginning of Freudenberger's (1974) introduction researchers are still working on this subject. This notion is defined as a psychological syndrome which is "a state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding" and it causes to feel drained and depleted (Schaufeli & Greenglass, 2001, p. 501). It consists of 3 components: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion expresses the situation in which individuals' emotional resources diminish and their energy absents. This one is addressed the core factor of burnout frequently (Bakker & Schaufeli, 2000; Wright & Cropanzano, 1998). Depersonalization means being detached from other people. Lastly, reduced personal accomplishment corresponds to a decline in self-efficacy, sensation of capability and increase in perceived negatively (Maslach & Jackson, 1986; Maslach, Jackson, & Leiter, 1996). Employees suffering from burnout may be unable to concentrate and feel self-depreciation.

Recent findings regarding emotional exhaustion show that it has a relationship with both recovery and emotional labor. In the meta-analysis of Hülsheger and Schewe (2011) they reported that facet of surface acting has a powerful association with emotional exhaustion even greater job satisfaction. In the diary study of Derks and Bakker (2012) which was conducted in smartphone users' sample, they found that when smartphone users compared with non-users in the event of high level of work-home interface, intensive users experienced exhaustion more than other group and they explained this situation with Meijman and Mulder's (1998) assumption. Pursuant to this, using smartphone leads to

maintain work demands exposure even after working hours. De Jonge, Spoor, Sonnentag, Dormann and Van den Tooren's (2012) study supports these results as well, according to their research, emotional job demands and absence of detachment are both predictors of emotional exhaustion. Likewise being exposed to high workload, job stressors causes individuals to become infected with emotional exhaustion and requires recovery on a high level since they need to put extra effort into the regulation of emotions for job demands (Zapf, Seifert, Schmutte, Mertini, & Holz, 2001; Zohar, Tzischinski, & Epstein, 2003). At Sonnentag, Kuttler, and Fritz (2010)'s study, they found a negative association between psychological detachment and emotional exhaustion during the off-job period. In case of high time pressure and the absence of pleasant leisure time, detachment is found hard by exhausted workers even though this group requires it more (Sonnentag, Arbeus, Mahn, & Fritz, 2014). In line with previous findings, in this study, it can be estimated that the relationship between emotional labor dimensions (PA / NA suppressing and PA / NA amplifying) and recovery experiences with emotional exhaustion can be in a negative way.

1.7.2 Well-being

Prolonging a "good life" has been one of the principal life objectives for most people. From ancient times, in order to state and understand the meaning of "good life" and "well-being", people seek for responses. Even though it has been considered for decades, when it is taken a glance at the literature, it seems that there is no agreement on the definition and conceptualization of the term well-being. Ryff (1989) explains this notion with self-acceptance, positive relations with others, personal growth, purpose in life, environmental mastery and autonomy dimensions while Diener (1984) highlights subjectiveness and occurrence of positive factors. When it comes to Ryan and Deci (2001), they clarify this notion with eudemonia and hedonia aspects.

Regarding previous researches, the less people experience well-being the less they are

productive, the less they make a good decision (Boyd, 1997); the less they show performance (Conrad, 1988) and the more they have detrimental contributions to the workplace (Price & Hooijberg, 1992). Considering former studies results, this notion has also proved its importance in recovery and emotional labor subjects. According to Eden (2001), off-job time is crucial for prolonging well-being at the workplace, it eventuates in decline at individuals' burnout level and their perceiving job stress (Westman & Etzion, 2001). Sheldon, Ryan, Rawsthorne, and Ilardi (1997) indicates that emotional labor can diminish well-being as well. Since genuine and desired emotions require to be controlled continually in the event of surface acting, people require to put the further effort in an attempt to alter the emotional expression. Hence, it leads to increase strain while expending resources and reducing well-being (Coˆte´, 2005; Martı´nez-In˜igo, Totterdell, Alcover, & Holman, 2007). In an emotional regulation study of Gross and John (2003), the suppression group showed an unfavorable prediction on well-being while reappraisals group shows the favorable prediction. On the other hand, Hülsheger, Alberts, Feinholdt, and Lang (2012) revealed the mediator effect of surface acting beyond the path on mindfulness and well-being. Taking these associations into consideration, in the present study, it was expected that well-being might be predicted by both PA / NA suppressing and PA / NA amplifying of emotional labor strategies; and recovery experiences may have an impact as buffer between these notions.

1.7.3 Job Satisfaction

Weiss (2002), clarified job satisfaction with workers appraisal of their work, according to this view whether a person appraises his / her work positively or negatively. It is known as the extent of feeling in which workplaces let people be contentment in the event of their needs meet with their own values (Hochwarter, Perrewe, Ferris, & Brymer, 1999; Riketta & Van Dick, 2005). Numerous preliminary studies were carried out in emotion display

management approached and reported job satisfaction as consequence (Grandey, 2000; Hochschild, 1983; Morris & Feldman, 1996). In the explanatory study of Ishii and Markman (2016) which was conducted in online customer service employee's sample, the engagement between emotional labor with job satisfaction and burnout was illustrated. According to their findings, the more experiencing surface acting group had lower satisfaction level, furthermore, they were prone to have burnout. Bono and Vey (2005) also illustrated the inverse relationship of surface acting with job satisfaction and emotional exhaustion. Consequently, in this study, it is supposed to be like that PA / NA suppressing and PA / NA amplifying of emotional labor strategies might be associated with job satisfaction and recovery experiences may have an impact on this path.

1.8 The Present Study

The main purpose of this study is to test the efffect of emotional labor which is conceptualized and measured with a new approach on some possible workers' outcomes (job satisfaction, emotional exhaustion, well-being). More importanly, the current study is tested possible moderation effect of recovery tecniques on this link (EL and work' outcome). More specifically; the link between different types of EL experiences and various work or worker related outcomes has been one of the important controversies in emotional labor studies as briefly discussed in introduction. The link is tested in this study with new measurement of EL. The emotional labor strategies defined and measured as PA and NA suppressing / amplifying. Therefore, we tested whether 4 dimensions of EL is related to workers outcomes (job satisfaction, emotional exhaustion, well-being) (Research Question 1). Also, we wanted to test same relationship after controlling of felt emotion to show independent effect of emotional labor strategies on outcomes) (Research Question 2.). Additionally, SEM analysis was conducted to observe the effect of different recovery experiences on the path between four dimensions of emotional labor and emotional

exhaustion, job satisfaction and well-being (Research Question 3). Lastly, we added positive and negative felt emotions into the model aiming to see the effect of felt emotions (Research Question 4).

CHAPTER II

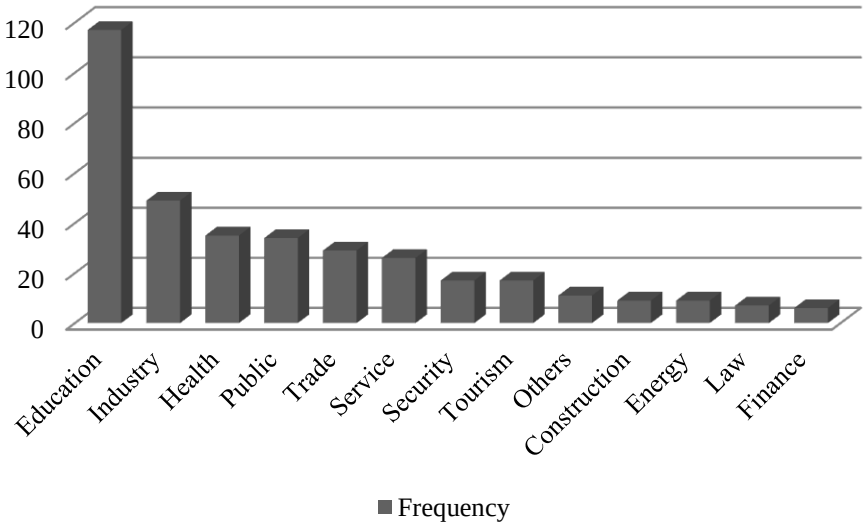
METHOD

2.1 Participants

Sample of this study was consisted of working people living in different cities of Turkey. Being 18 years old or over the age of 18 and working currently at least 3 months were two criterias in order to involve the study. First of all 378 individuals participated for this study. After excluding people who did not approve consent form, have experience less than 3 months and live out of Turkey, the sample took its final form with 366 participants. Gender was balanced, there were 209 women (57.1%) and 157 men (42.9%). The average age of respondents was 31.56 ranging from 18 to 56. Education level of the participants varied from primary school to doctorate and the highest rate was from undergraduate group (53.6%). In terms of institution type there were more people working in private institutions than public (54.9% vs. 45.1%) and while 81.1% of all individuals were employee, 18.9% was employer. The average working hours was 8.32 daily and 43.14 weekly. The range of participant's occupations were quiete wider varying from different sectors (Figure 2).

Figure 2

Distribution of Participants' Sectors



2.2 Measures

2.2.1 Emotional Labor Scale

This scale was designed as 3 parts by Çukur and Doğan (2019) (See in Appendix B)**.** First of all, felt emotions were focused by using this statement: "Please consider the events you have experienced in your workplace and the feelings you feel with respect to these events; indicate how often you feel about each of the feelings given below." And this part was labeled as actual emotions. Secondly, in order to see whether people show their emotions or not even if they really feel these emotions, the following explanation was directed: "You have expressed how often you feel the different emotions at work in the section above. Now, even though you feel the same feelings in the workplace, we want to know to what extent you reflect these feelings, for the job, or whether you share it with others (customers, colleagues, managers) at the moment. Please, indicate how often you keep the following feelings for yourself." and this section is called as down-regulating (suppressing). Lastly, it was demanded to observe individuals regulation related to emotions. So, the following description was used: "Above, you have remarked how often you feel the different emotions and keep them to yourself at work. Now, despite you do not feel the same feelings in the workplace, we want to learn to what extent you try to feel these emotions, or you try to reflect (share) it with others (customers, colleagues, managers). Please indicate how often you try to present the following emotions for work." and it was denominated as upregulating (amplifying) . Same positive and negative 14 emotions were given as items of these 3 sections. Angry, happy, fear, proud, anxious, sad, interested, embarrassed, bored, quiet, guilty, disgusted, surprised, love were chosen as most common emotions and each of these was presented with 3 near-synonymous emotions to better explanation parenthetically. This measurement was designed as a 5-point Likert type scale ranging from *never* (0) to *always* (4) to investigate frequency.

When cronbach alpha reliabilities were checked for this study, it is found .82 for negative affect felt, .85 positive affect felt, .92 for negative affect suppressing, .87 for positive affect suppressing, .88 for negative affect amplifying and .89 for positive affect amplifying.

2.2.2 Minnesota Satisfaction Questionnaire

A short version of the Minnesota Satisfaction Questionnaire (Weiss, Davis, England, & Lofquist, 1967) was chosen in order to measure the criterion validity of the new implemented emotional scale. For this purpose, as it can be seen in Appendix C, this 5-point Likert type scale includes 20 items and these items are ranging from very dissatisfied (1) to very satisfied (5). A sample item of the scale is "The chance to try my own methods of doing the job". According to Weiss and et al. (1967), this scale consists of 3 subscales as intrinsic satisfaction, extrinsic satisfaction, and their total general satisfaction. At the Turkish version of this scale Bilgiç (1998) used content and contextual factors for intrinsic and extrinsic dimensions respectively and she reported the alpha reliability coefficients both for content and contextual factors over .80. When cronbach alpha was checked for this stduy it is found as .89 for intrinsic satisfaction, .78 for extrinsic satisfaction and .92 for overall.

2.2.3 Recovery Experience Questionnaire

Recovery experiences after work hours are measured with Sonnentag and Fritz (2007) recovery scale which has 4 subscales as psychological detachment, mastery, relaxation, and control dimensions originally. According to the analyses of two different sample tested, Cronbach alpha was reported .84 for psychological detachment, .85 for relaxation, .79, for mastery and .85 for control subscales whereas other sample gave the following results .85 for each of these subscales. The Turkish version of the recovery experience questionnaire which was translated into Turkish by Koçak, Agun, Günaydın, Soysal,

Erebak, and Karabakkal (2016) is used. Since the items of the control dimension have not translated, this dimension was translated into Turkish by the researcher and this translation checked and reviewed by 3 different scholars subsequently. Considering reliability levels of this study, Cronbach alpha was checked and it was reported .85 for psychological detachment, .78 for relaxation, .89 for mastery and .92 for control subscales. "I distance myself from my work.", "I seek out intellectual challenges.", "I take time for leisure." and "I determine for myself how I will spend my time." are example items for psychological detachment, mastery, relaxation, and control dimensions respectively. This 16-item questionnaire consists of 4 items per each of the subscales. Responses are take in Likert scales from *never* (1) to *always* (6) (See Appendix D).

2.2.4 Flourishing Scale

Flourishing Scale (Diener, Wirtz, Biswas-Diener, Tov, Kim-Prieto, Choi, Oishi, 2009) was developed to measure socio-psychological well-being from a broader concept. Telef (2013) adapted this form of the scale into Turkish. This 7-point (1= Strongly Disagree, 7= Strongly Agree) Likert type scale includes 8 items. "I lead a purposeful and meaningful life." is an example item of this scale. Higher scores correspond with higher levels of well-being. The Cronbach alpha internal consistency coefficient of the scale was reported as .87 while it was calculated as .93 for the current study. An overall score for psychological well-being is obtained from this scale and a high score indicates that the person has many psychological resources and strength. The scale is given in Appendix E.

2.2.5 Maslach Burnout Inventory

Turkish version (Ergin, 1992) of Maslach and Johnson's (1986) Maslach Burnout Inventory has been chosen in order to measure people's burnout levels. As it can be seen in Appendix F, this inventory involves 22 items and each item is answered on a 5 point Likert type (0–4) scale that ranges from *never* to *always*. This inventory consists of 3 component

as emotional exhaustion, personal accomplishment and depersonalization; “I feel fatigued when I get up in the morning and have to face another day on the job”, “I can easily create a relaxed atmosphere with my recipients” and “I feel I treat some recipients as if they were impersonal objects” are same items for each of component respectively. Cronbach’s alpha were found as .83 for emotional exhaustion, .72 for personal accomplishment and .65 for depersonalization (Ergin, 1992). Regarding this study, cronbach alpha scores were found as .88 for emotional exhaustion, .83 for personal accomplishment and .78 for depersonalization.

2.2.6 Demographic Information Form

In this form, gender, year of birth, educational status, occupation, city, type of settlement pattern, marital status, educational status of spouse, employment status of spouse, spouse’s occupation, cohabiting partner, having a child, number of children, average monthly income, satisfaction level of financial situation, job tenure, occupational tenure, tenure of office, daily working hour(s), weekly working hour(s), types of employees, position, types of institutions, sectors and life satisfaction levels will be asked in the frame of demographic variables (See Appendix G).

2.3 Procedure

At this study, data were collected with online survey hosted by Google Forms. One afishe was designed that indicates the the purpose of the study and includes QR code to reach this form online and those were distributed common places around. Participants were recruited via the snowball method within working people. While reaching people, it is requested them to convey this survey to whom it might be insteresting. Being a participant was voluntary. Before starting the survey a participant consent was presented to the individuals and their approval was taken (See Appendix A which was planned to be used for Study 1). New Emotional Labor Scale, Recovery Experiences Scale, Minnesota

Satisfaction Questionnaire, Flourishing Scale and Maslach Burnout Scale have used in conjunction with demographic variables.

Regarding the study, demographic variables was examined using descriptive statistics and correlation analysis were completed in order to see associations between the variables primarily. After, using t test and ANOVA, gender, age and job tenure differences were tested by using SPSS 23. Then, a series of regression analysis was conducted to reveal the relationship between EL dimensions and outcomes (job satisfaction, well-being and emotional exhaustion). Lastly, path analysis were conducted for the purpose of understanding the effect of different recovery experiences (psychological detachment, mastery, relaxation, and control) on emotional labor to its outcomes (job satisfaction, well-being, and emotional exhaustion) by using AMOS.

CHAPTER III

RESULTS

The results chapter was performed in four parts. Initially, the descriptive statistics, correlations were examined with Statistical Package for Social Science for Windows (SPSS). Secondly, group differences were tested regarding gender, age and job tenure. Later, a series of regression analysis were conducted in order to observe the prediction between emotional labor and work related outcomes (well-being, job satisfaction and emotional exhaustion). Lastly, two path analyses were carried out with Structural Equation Model (SEM) in order to investigate the effect of recovery experiences on emotional labor and its outcomes by AMOS statistical software. In the path analysis, the bootstrap method was chosen for the estimations. Model fits were assessed with the following indicators: chi square tests, goodness of fit index (GFI), comparative fit index (CFI), and rootmean-square error of approximation (RMSEA).

3.1 Correlations between the Study Variables and Descriptive Statistics

In order to observe the relationship between the all variables, bivariate correlation was conducted before testing the model. The detailed descriptive statistics, means, standard deviations and correlations among the emotional labor dimensions, job satisfaction, well-being and emotional exhaustion subscales are illustrated in Table 1.

Correlation among recovery experiences were correlated with jobs satisfaction and well-being positively whereas their relationship with emotional exhaustion was found negatively correlated. Regarding emotional labor, correlation between other variables and its dimensions were ranging from negative to positive. Among the all variables emotional exhaustion was negatively correlated with most of the variables.

Table 1

Descriptive Statistics and Zero Order Correlations

	Min	Max	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Recovery Detachment	1	6	2.87	1.21	1												
2. Recovery Relaxation	1	6	3.82	1.09	.70**	1											
3. Recovery Mastery	1	6	4.26	1.19	.37**	.54**	1										
4. Recovery Control	1	6	4.51	1.21	.45**	.70**	.72**	1									
5. Job Satisfaction	1	5	3.40	.77	.14**	.32**	.33**	.41**	1								
6. Emotional Exhaustion	0	4	1.63	.87	-.14**	-.23**	-.18**	-20**	-.45**	1							
7. Well-being	1	7	5.17	1.28	.21**	.37**	.50**	.55**	.56**	-.32**	1						
8. Negative Felt Emotions	0	4	1.10	.61	-.19**	-.20**	-.13*	-.20**	-.43**	.51**	-.28**	1					
9. Positive Felt Emotions	0	4	2.27	.83	.10	.27**	.31**	.34**	.51**	-.39**	.41**	-.35**	1				
10. Negative Affect Suppressing	0	4	1.41	.97	-.07	-.05	-.07	-.07	-.09	.16**	-.06	.40**	-.10*	1			
11. Positive Affect Suppressing	0	4	1.73	1.05	.09	.09	.12*	.12*	.12*	-.01	.11*	-.01	.21**	-.08	1		
12. Negative Affect Amplifying	0	4	.78	.64	-.01	-.03	.01	-.09	-.07	.11*	-.08	.38**	.02	.23**	.01	1	
13. Positive Affect Amplifying	0	4	2.42	1.00	.04	.24**	.32**	.30**	.29**	-.27**	-.29**	-.15**	.55**	.07	.25**	.11*	1

Note. * $p < .05$ ** $p < .01$

3.2 Group Differences

3.2.1 Group Differences According to Gender

An independent samples *t* test was performed comparing the emotional labor, recovery experiences, emotional exhaustion, well-being and job satisfaction scores of women and man. Levene's test indicated equal variances for all variables. According to *t* test results it was only meaningful while comparing positive affect suppressing (M = 1.85, SD = 1.01, N = 157) men were more prone to suppress their emotions positively than women (M =1.63, SD = 1.06, N = 209), $t(364) = 1.99$, $p < .05$.

3.2.2 Group Differences According to Age

In order to observe the effect of age, first of all age was categorized into two groups as young adults (18-29) and middle aged (30-59). After, an independent samples *t* test was performed comparing the emotional labor, recovery experiences, emotional exhaustion, well-being and job satisfaction scores of young adults and middle aged groups. Levene's test indicated equal variances for all variables. *t* test outcomes was significant only in negative felt emotions. Young adults (M = 1.16, SD = .61, N = 187) tend to feel more negative emotions than middle aged group (M = 1.04, SD = .60, N = 176), $t(361) = 1.94$, $p < .05$.

3.2.3 Group Differences According to Experience Level

A one-way between subjects ANOVA was conducted to compare the effect of job tenure on the emotional labor, recovery experiences, emotional exhaustion, well-being and job satisfaction in 0-5 years' experience, 6-10 years' experience and 11+ years' experience conditions. A significant effect of job tenure on positive suppressed emotions was obtained at the $p < .05$ level for the three conditions [$F(2,363) = 4.11$, $p = .02$]. Post hoc

comparisons using the Tukey HSD test indicated that the mean score for 6-10 years' experience condition (M = 1.95, SD = 1.10) was significantly different than 11+ years' experience condition (M = 1.52, SD = 1.01). However 0-5 years' experience group (M = 1.75, SD = 1.02) was not significantly differ from 6-10 years' experience and 11+ years' experience groups. Taken together, these results illustrates that when people have experience between 5-10 years they tend to apply for positive suppressed emotions comparing the people who have more than 10 years' experience. On the other hand, low job tenure was exception, it did not appear to meaningful effect on positive suppressed emotions.

The effect of job tenure on of control dimension of recovery experiences was also significant at the $p < .05$ level for the three conditions [$F(2,363) = 4.14$, $p = .02$]. Likewise positive suppressed emotion results, post hoc comparisons using the Tukey HSD test indicated that the mean score for 6-10 years' experience condition (M = 4.76, SD = 1.11) was significantly different than 10+ years' experience condition (M = 4.27, SD = 1.31). Nevertheless 0-5 years' experience group (M = 4.55, SD = 1.16) was not significantly differ from 6-10 years' experience and 10+ years' experience groups. Accordingly, the more people have experience the more they choose control facet of recovery experience. As it can be seen at the previous findings, 0-5 years' experience group did not give meaningful results.

Regarding positive felt emotions, negative felt emotions, negative suppressed emotions, positive antecedent-focused emotions, and negative antecedent focused emotions, psychological detachment, relaxation, mastery dimensions of recovery experiences, emotional exhaustion, well-being and job satisfaction job tenure did not show any significant difference at this variables.

According to overall results of group differences, there were no differences between the groups mainly. Thus, these variables did not proceeded to further analysis.

3.3 Regression Analysis

Regression analyses were conducted using SPSS 23 in order to test the research questions 1 and 2.

3.3.1 Predicting Well-Being

A regression was calculated to predict psychological well-being based on the 4 dimensions of emotional labor. Using the enter method, the regression model was found statistically meaningful $F(4, 361) = 9.68$, $p < .001$, with an R^2 of .10. It was found that emotional labor significantly predicted well-being when positive affect amplifying is taken into consideration (β=.29, t=5.62, $p < .01$, with 95% CI = [.25, .51]). Contrary to this significant result positive and negative affect suppressing, negative affect amplifying were not contributed to the prediction of well-being statistically ($p > .05$).

Table 2
Regression in 4 Dimensions of Emotional Labor Predicting Well-being

Variable	β	*t*	R^2	F
			.10	9.68***
PAS	.03	.541		
NAS	-.05	-1.00		
PAA	.29	5.62***		
NAA	-.10	-1.85		

PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying
* p<.05, **p<.01, ***p<.001

Followingly, hierarchic regression analysis was conducted to see whether PA / NA suppressing and PA / NA amplifying would predict to well-being after PA / NA felt variables or not. The regression revealed that at stage one, PA / NA felt predicted well-being significantly; $F(2, 363) = 56.09$, $p < .001$, and it explains 19% of the variation in

emotional exhaustion. At stage two, introducing PA / NA suppressing and PA / NA amplifying into the model explained an additional 01% of the variation in emotional exhaustion and this change in R^2 was significant, $F(6, 359) = 14.64$, $p < .001$.

In the second regression model; while negative affect felt (β=-.17, t=-2.85, $p < .01$, with 95% CI = [-.60, -.11]) and positive affect felt (β=.30, t=4.90, $p < .01$, with 95% CI = [.27, .64]) were positively related to level of emotional exhaustion the rest of the variables did not predict to the well-being ($p > .05$).

Table 3
Hierarchic Regression in 6 Dimensions of Emotional Labor Predicting Well-being

Variable	β	*t*	R^2	ΔR^2	F
Step 1					
			.19	.19	41.61***
PAF	.35	6.93***			
NAF	-.16	-3.16**			
Step 2					
			.20	.01	14.64***
PAF	.30	4.90***			
NAF	-.17	-2.85**			
PAS	.02	.42			
NAS	.05	.87			
PAA	.10	1.61			
NAA	.04	-.74			

PAF: Positive Affect Felt, NAF: Negative Affect Felt, PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying
* p<.05, **p<.01, ***p<.001

3.3.2 Predicting Job Satisfaction

A regression analysis was calculated to predict job satisfaction based on the dimensions of emotional labor. A significant regression equation was found $F(4, 361) = 10.78$, $p < .001$, with an R^2 of .11. Likewise predicting well-being, it was found that emotional labor significantly predicted job satisfaction when positive affect amplifying is taken into consideration (β=.30, t=5.82, $p < .01$, with 95% CI = [.15, .31]). In contrast to

this result positive and negative affect suppressing, negative affect amplifying were not contributed to the prediction of well-being statistically ($p > .05$).

Table 4

Regression in 4 Dimensions of Emotional Labor Predicting Job Satisfaction

Variable	β	*t*	R^2	F
			.11	10.78***
PAS	.03	.63		
NAS	-.09	-1.79		
PAA	.30	5.82***		
NAA	-.08	-1.59		

PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying

* p<.05, **p<.01, ***p<.001

Next, hierarchic regression analysis was conducted to see whether PA / NA suppressing and PA / NA amplifying would predict job satisfaction after PA / NA felt variables or not. The regression revealed that at stage one, PA / NA felt contributed significantly to the regression model; $F(2, 363) = 91.24$, $p < .001$, and it explains .34% of the variation in emotional exhaustion. At stage two, introducing PA / NA suppressing and PA / NA amplifying into the model explained an additional 01% of the variation in emotional exhaustion and this change in R^2 was significant, $F(6, 359) = 31.06$, $p < .001$.

Table 5

Hierarchic Regression in 6 Dimensions of Emotional Labor Predicting Job Satisfaction

Variable	β	*t*	R^2	ΔR^2	F
Step 1					
			.33	.34	91.24***
PAF	.41	9.00***			
NAF	-.29	-6.32**			
Step 2					
			.34	.01	31.06***
PAF	.39	7.05***			
NAF	-.34	-6.31**			
PAS	.03	.70			
NAS	.08	1.60			
PAA	.02	.31			
NAA	.03	.64			

PAF: Positive Affect Felt, NAF: Negative Affect Felt, PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying

* p<.05, **p<.01, ***p<.001

In the second regression model; only negative affect felt (β=-.34, *t*=-6.31, $p < .01$, with 95% CI = [-.56, -.29]), positive affect felt (β=.39, t=7.05, $p < .01$, with 95% CI = [.26, .46]), were positively associated to level of job satisfaction. On the other hand, NA / PA suppressing and NA /PA amplifying did not predict to the emotional exhaustion significantly ($p > .05$).

3.3.3 Predicting Emotional Exhaustion

A regression analysis was calculated to predict psychological emotional exhaustion according to the dimensions of emotional labor. Using the enter method, the regression model was found statistically meaningful $F(4, 361) = 12.11$, $p < .001$, with an R^2 of .12. It was found that negative affect supressing (β=.16, *t*=3.11, $p < .01$, with 95% CI = [.05, .23]), negative affect amplifying (β=.11, *t*=2.05, $p < .01$, with 95% CI = [.01, .28]), and positive affect amplifying (β=-.31, *t*=-6.03, $p < .01$, with 95% CI = [-36, -.18]) significantly predicted emotional exhaustion. Nevertheless, positive affect suppressing, did not predict to the emotional labor ($p > .05$).

Table 6
Regression in 4 Dimensions of Emotional Labor Predicting Emotional Exhaustion

Variable	β	*t*	R^2	F
			.12	12.11***
PAS	.09	1.67		
NAS	-.16	-3.11**		
PAA	-.31	-6.03***		
NAA	.11	2.05*		

PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying
* p<.05, **p<.01, ***p<.001

A hierarchic regression analysis was conducted to see whether PA / NA suppressing and PA / NA amplifying would still predict emotional exhaustion after PA / NA felt variables or not. The regression revealed that at stage one, PA / NA felt contributed significantly to the regression model; $F(2, 363) = 82.25$, $p < .001$, and it

explains .31% of the variation in emotional exhaustion. At stage two, introducing PA / NA suppressing and PA / NA amplifying into the model explained an additional 01% of the variation in emotional exhaustion and this change in R^2 was significant, $F(6, 359) = 28.88$, $p < .001$.

In the second regression model; negative affect felt (β=.45, t=8.42, $p < .01$, with 95% CI = [.50, .80]), positive affect felt (β=-.19, t=-3.44, $p < .01$, with 95% CI = [-.32, -.09]), and positive affect amplifying (β=-.11, t=-1.95, $p < .01$, with 95% CI = [-18, -.01]) were positively related to level of emotional exhaustion. Nevertheless, NA / PA suppressing and NA amplifying did not predict to the emotional exhaustion ($p > .05$).

Table 7
Hierarchic Regression in 6 Dimensions of Emotional Labor Predicting Emotional Exhaustion

Variable	β	*t*	R^2	ΔR^2	F
Step 1					
			.31	.31	82.25***
PAF	-.24	-5.22***			
NAF	.43	9.17**			
Step 2					
			.33	.01	28.88***
PAF	-.19	-3.44**			
NAF	.45	8.42***			
PAS	.07	1.45			
NAS	-.02	-.48			
PAA	-.11	-1.95			
NAA	-.04	-.89			

PAF: Positive Affect Felt, NAF: Negative Affect Felt, PAS: Positive Affect Suppressing, NAS: Negative Affect Suppressing, PAA: Positive Affect Amplifying, NAA: Negative Affect Amplifying
* p<.05, **p<.01, ***p<.001

3.4 Examination of the Model

Path analyses were conducted using Structural Equation Modeling (SEM) with AMOS in order to test the research questions 3 and 4. Two models predicting well-being, job satisfaction and emotional exhaustion were analyzed. The summary of the model fit indices are shown in Table 8, Table 9, Table 10, Table 11, Table 12, and Table 13. Additionally, both the direct and indirect effects for each model were reported.

3.4.4 Predicting Well-Being via Different Recovery Experiences

Proposed model predicting well-being is displayed in Figure 3. The proposed model had an overall good fit to the data ($\chi^2(11)=16.48$, $\chi^2/df = 1.50$, $p > .05$, GFI = .990, CFI = .995, RMSEA = .037). All of the estimates has displayed at Table 8. PA amplifying predicted relaxation ($\beta = .23$), mastery ($\beta = .35$) and control ($\beta = .33$) significantly. Apart from these, mastery ($\beta = .21$), control ($\beta = .41$) and PA amplifying ($\beta = .15$) predicted well-being significantly as well. In this model control variable significantly predicted the path between PA amplifying and well-being (indirect effect = .13, CI [.07, .23], $p < .05$) and while it did not predict the path between PA suppressing and well-being (indirect effect = .02, CI [-.02, .06], $p > .05$). Regarding the effect of mastery, the path between PA amplifying and well-being (indirect effect = .08, CI [.02, .15], $p < .05$) was significant whereas the path between PA suppressed and well-being (indirect effect = .01, CI [-.10, .03], $p > .05$) was insignificant. Likewise, the moderator effect of relaxation on the path between PA amplifying and WB was not significant (indirect effect = -.01, CI [-.05, .04], $p > .05$).

Figure 3

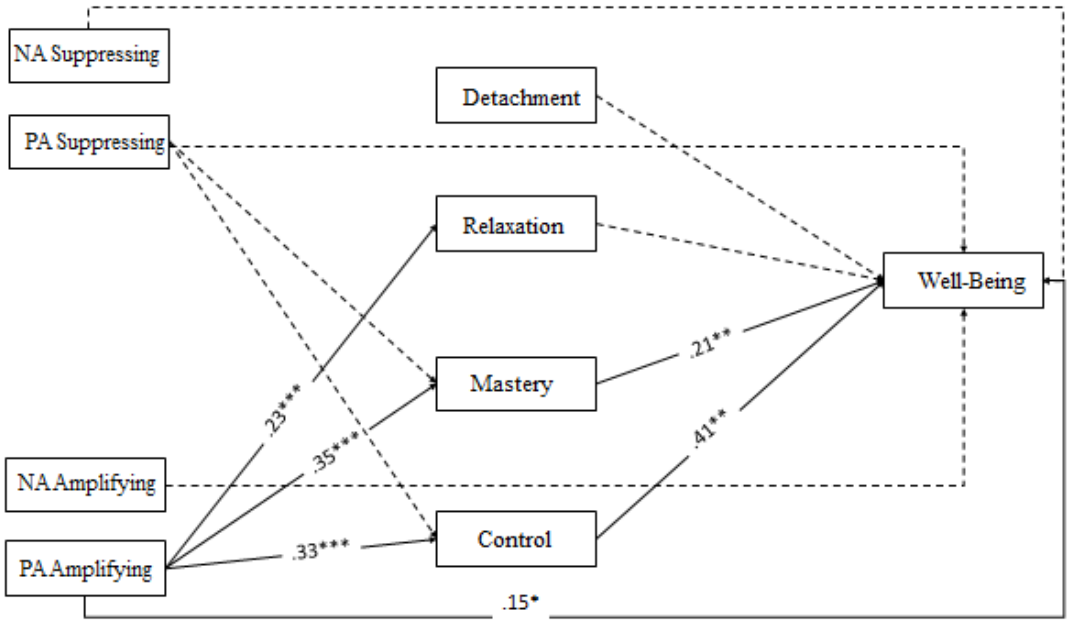


Table 8

Unstandardized Parameter Estimates in the Predicting Well-Being via Different Recovery Experiences

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	.23***	.04
Positive Affect Suppression	→	Mastery	.03	.05
Positive Affect Suppression	→	Control	.04	.04
Positive Affect Amplifying	→	Mastery	.35***	.06
Positive Affect Amplifying	→	Control	.33***	.06
Detachment	→	Well-being	-.03	.07
Relaxation	→	Well-being	-.02	.09
Mastery	→	Well-being	.21**	.07
Control	→	Well-being	.41***	.08
Negative Affect Suppression	→	Well-being	-.02	.06
Positive Affect Suppression	→	Well-being	.01	.06
Negative Affect Amplifying	→	Well-being	-.11	.09
Positive Affect Amplifying	→	Well-being	.15*	.06

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.4.5. Predicting Well-Being via Different Recovery Experiences with NA/PA Felt

Proposed model predicting well-being is displayed in Figure 4. The proposed model had an overall good fit to the data ($\chi^2(12)=16.2$, $\chi^2/df = 1.35$, $p > .05$, GFI = .992, CFI = .997, RMSEA = .031). All of the estimates has displayed at Table 9. PA amplifying (β = .16), PA felt (β = .16) and NA felt (β = -.24) predicted relaxation; NA felt (β = -.37) predicted detachment; PA amplifying (β = .26), PA felt (β = .23) predicted mastery; PA amplifying (β = .20), PA felt (β = .28) and NA felt (β = -.21) predicted control significantly. Further, mastery (β = .22), control (β = .37), PA felt (β = .30) NA felt (β = -.34) predicted well-being significantly as well. In this model control variable significantly predicted the path between PA felt and well-being (indirect effect = .10, CI [.04, .20], $p < .05$) and the path between PA amplifying well-being (indirect effect = .07, CI [.03, .16], $p < .05$), while it did not predict the path between NA felt and well-being (indirect effect = -.08, CI [-.19, .01], $p > .05$) and the path between PA suppressing and well-being (indirect effect = .01, CI [-.02, .05], $p > .05$). With respect to the effect of mastery, the path between PA amplifying and well-being found significant (indirect effect = .06, CI [.02, .13], $p < .05$) whereas the path between NA felt and well-being (indirect effect = .02, CI [-.10, .03], $p > .05$), the path between PA felt emotions and well-being (indirect effect = .05, CI [.01, .13], $p > .05$) and the path between PA suppressing and well-being (indirect effect = .01, CI [-.02, .03], $p > .05$) were insignificant.

Figure 4

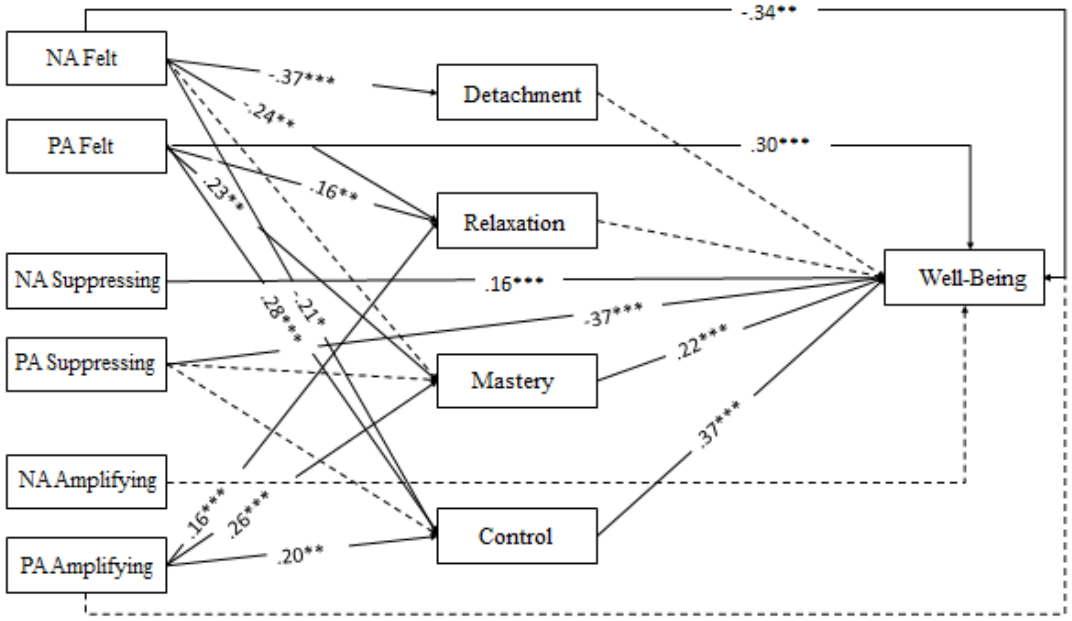


Table 9

Unstandardized Parameter Estimates in the Predicting Well-Being via Different Recovery Experiences Model Including PA/NA Felt

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	.16***	.05
Negative Affect Felt	→	Detachment	-.37***	.10
Negative Affect Felt	→	Relaxation	-.24**	.09
Negative Affect Felt	→	Mastery	-.08	.10
Negative Affect Felt	→	Control	-.21*	.10
Positive Affect Felt	→	Relaxation	.16**	.06
Positive Affect Felt	→	Mastery	.23**	.08
Positive Affect Felt	→	Control	.28***	.08
Positive Affect Suppression	→	Mastery	.02	.05
Positive Affect Suppression	→	Control	.03	.04
Positive Affect Amplifying	→	Mastery	.26***	.07
Positive Affect Amplifying	→	Control	.20**	.06
Detachment	→	Well-being	-.04	.06
Relaxation	→	Well-being	-.05	.09
Mastery	→	Well-being	.22***	.07
Control	→	Well-being	.37***	.08
Negative Affect Felt	→	Well-being	-.34**	.11
Positive Affect Felt	→	Well-being	.30***	.08
Negative Affect Suppression	→	Well-being	.16***	.05
Positive Affect Suppression	→	Well-being	-.37***	.10

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.4.6 Predicting Job Satisfaction via Different Recovery Experiences

Proposed model predicting job satisfaction is displayed in Figure 5. The proposed model had an overall good fit to the data ($\chi^2(11)=16.48$, $\chi^2/df = 1.50$, $p > .05$, GFI = .990, CFI = .994, RMSEA = .037). All of the estimates has displayed at Table 10. PA amplifying predicted relaxation (β = .23), mastery (β = .35) and control (β = .33) significantly. Moreover, control (β = .17), PA amplifying (β = .14) predicted job satisfaction significantly as well. In this model only control variable significantly predicted the path between PA amplifying and job satisfaction (indirect effect = .05, CI [.02, .10], $p < .05$). However the moderator effect of control on the path between PA suppressing and JS; the moderator effect of mastery on both the path between PA amplifying and JS and PA suppressing and JS; the moderator effect of relaxation on both the path between PA amplifying and JS were not significant ($p > .05$).

Figure 5

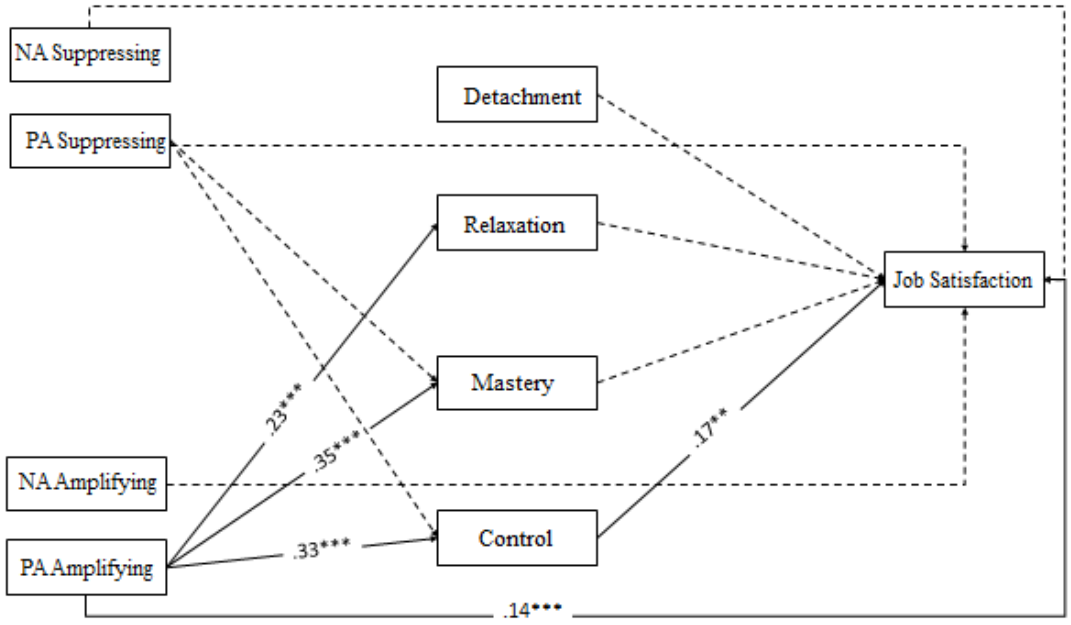


Table 10
Unstandardized Parameter Estimates in the Predicting Job Satisfaction via Different Recovery Experiences

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	.23***	.04
Positive Affect Suppression	→	Mastery	.03	.05
Positive Affect Suppression	→	Control	.04	.04
Positive Affect Amplifying	→	Mastery	.35***	.06
Positive Affect Amplifying	→	Control	.33***	.06
Detachment	→	Job Satisfaction	-.07	.04
Relaxation	→	Job Satisfaction	.10	.06
Mastery	→	Job Satisfaction	.03	.04
Control	→	Job Satisfaction	.17**	.05
Negative Affect Suppression	→	Job Satisfaction	-.06	.04
Positive Affect Suppression	→	Job Satisfaction	.02	.04
Negative Affect Amplifying	→	Job Satisfaction	-.06	.07
Positive Affect Amplifying	→	Job Satisfaction	.14***	.04

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.3.7 Predicting Job Satisfaction via Different Recovery Experiences with NA/PA Felt

Proposed model predicting job satisfaction is displayed in Figure 6. The proposed model had an overall good fit to the data ($\chi^2(12)=16.2$, $\chi^2/df = 1.35$, $p > .05$, GFI = .992, CFI = .997, RMSEA = .031). All of the estimates has displayed at Table 11. PA amplifying (β = .16), PA felt (β = .16) and NA felt (β = -.24) predicted relaxation; NA felt (β = -.37) predicted detachment; PA amplifying (β = .26), PA felt (β = .23) predicted mastery; PA amplifying (β = .20), positive felt emotions (β = .28) and NA felt (β = -.21) predicted control significantly. Moreover, detachment (β = -.09), control (β = .13), PA felt (β = .30) NA felt (β = -.43) predicted job satisfaction significantly as well. In this model control variable significantly predicted the path between PA felt and job satisfaction (indirect effect = .03, CI [.01, .08], $p < .05$) and the path between PA amplifying and job satisfaction (indirect effect = .03, CI [.01, .06], $p < .05$), while it did not predict the path between NA felt and job satisfaction (indirect effect = -.03, CI [-.07, .01], $p > .05$) and the path between PA suppressing and job satisfaction (indirect effect = .01, CI [-.01, .02], $p > .05$). With

respect to the effect of detachment, the path between NA felt and job satisfaction (indirect effect = .03, CI [.01, .08], $p > .05$) was significant.

Figure 6

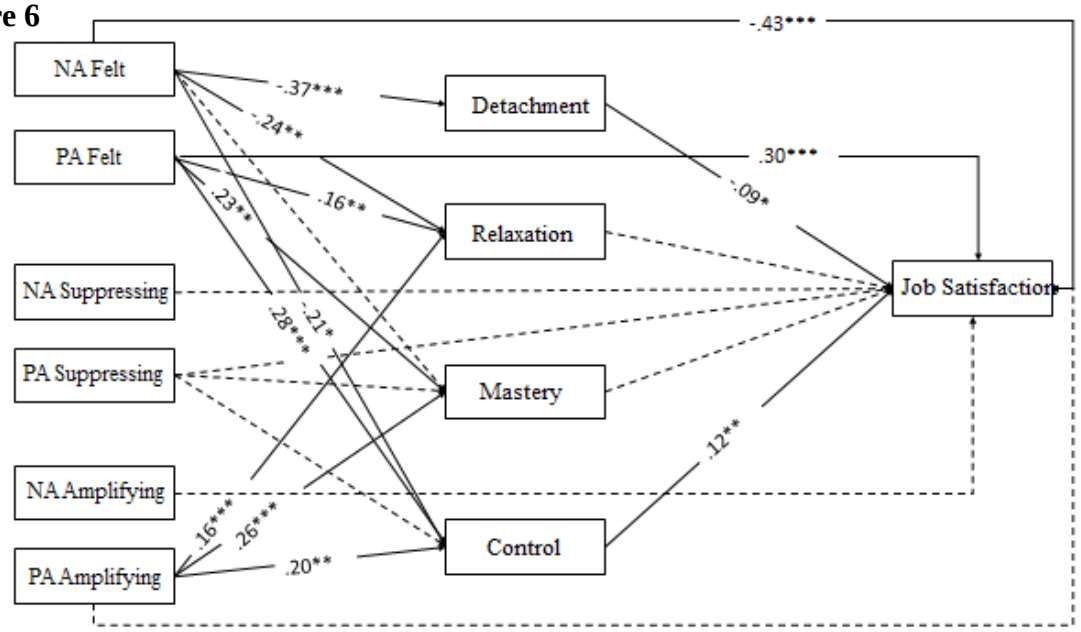


Table 11

Unstandardized Parameter Estimates in the Predicting Job Satisfaction via Different Recovery Experiences Model Including PA/NA Felt

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	,16***	,05
Negative Affect Felt	→	Detachment	-,37***	,10
Negative Affect Felt	→	Relaxation	-,24**	,09
Negative Affect Felt	→	Mastery	-,08	,10
Negative Affect Felt	→	Control	-,21*	,10
Positive Affect Felt	→	Relaxation	,16**	,06
Positive Affect Felt	→	Mastery	,23**	,08
Positive Affect Felt	→	Control	,28***	,08
Positive Affect Suppression	→	Mastery	,02	,05
Positive Affect Suppression	→	Control	,03	,04
Positive Affect Amplifying	→	Mastery	,26***	,07
Positive Affect Amplifying	→	Control	,20**	,06
Detachment	→	Job Satisfaction	-,09*	,04
Relaxation	→	Job Satisfaction	,08	,05
Mastery	→	Job Satisfaction	,04	,04
Control	→	Job Satisfaction	,12**	,05
Negative Affect Felt	→	Job Satisfaction	-,43***	,07
Positive Affect Felt	→	Job Satisfaction	,30***	,05
Negative Affect Suppression	→	Job Satisfaction	,07	,04
Positive Affect Suppression	→	Job Satisfaction	,02	,03
Negative Affect Amplifying	→	Job Satisfaction	,07	,05
Positive Affect Amplifying	→	Job Satisfaction	-.04	,04

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.4.8 Predicting Emotional Exhaustion via Different Recovery Experiences

Proposed model predicting emotional exhaustion is shown in Figure 7. The proposed model had an overall good fit to the data ($\chi^2(11)=16.48$, $\chi^2/df = 1.50$, $p > .05$, GFI = .990, CFI = .994, RMSEA = .037). All of the estimates has displayed at Table 7. PA amplifying predicted relaxation (β = .23), mastery (β = .35) and control (β = .33) significantly. Besides these, PA amplifying (β = -.24) NA amplifying (β = .13) and NA suppressing (β = .14) predicted emotional exhaustion significantly. Since, recovery experiences did not show any prediction on EE, further analysis would not be done for this model.

Figure 7

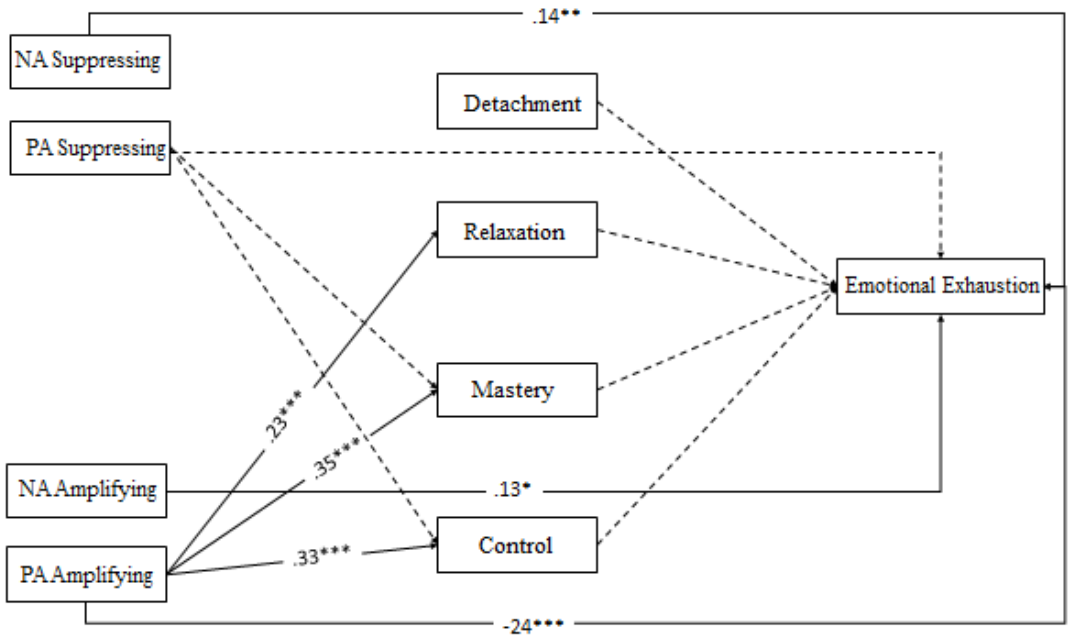


Table 12
Unstandardized Parameter Estimates in the Predicting Emotional Exhaustion via Different Recovery Experiences

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	.23***	.04
Positive Affect Suppression	→	Mastery	.03	.05
Positive Affect Suppression	→	Control	.04	.04
Positive Affect Amplifying	→	Mastery	.35***	.06
Positive Affect Amplifying	→	Control	.33***	.06
Detachment	→	Emotional Exhaustion	-.02	.05
Relaxation	→	Emotional Exhaustion	-.11	.07
Mastery	→	Emotional Exhaustion	.01	.05
Control	→	Emotional Exhaustion	-.01	.06
Negative Affect Suppression	→	Emotional Exhaustion	.14**	.05
Positive Affect Suppression	→	Emotional Exhaustion	.08	.04
Negative Affect Amplifying	→	Emotional Exhaustion	.13*	.07
Positive Affect Amplifying	→	Emotional Exhaustion	-.24***	.05

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

3.3.9 Predicting Emotional Exhaustion via Different Recovery Experiences with NA/PA Felt

Proposed model predicting emotional exhaustion is shown in Figure 10. The proposed model had an overall good fit to the data ($\chi^2(12)=16.2$, $\chi^2/df = 1.35$, $p > .05$, GFI = .992, CFI = .997, RMSEA = .031). All of the estimates has displayed at Table 10. PA amplifying (β = .16), PA felt (β = .16) and negative felt emotions (β = -.24) predicted relaxation; NA felt (β = -.37) predicted detachment; PA amplifying (β = .26), PA felt (β = .23) predicted mastery; PA amplifying (β = .20), PA felt (β = .28) and NA felt (β = -.21) predicted control significantly. Besides these, only PA felt emotions (β = -.19) NA felt (β = .64) predicted emotional exhaustion significantly. Since, recovery experiences did not show any prediction on EE, further analysis would not be done for this model.

Figure 8

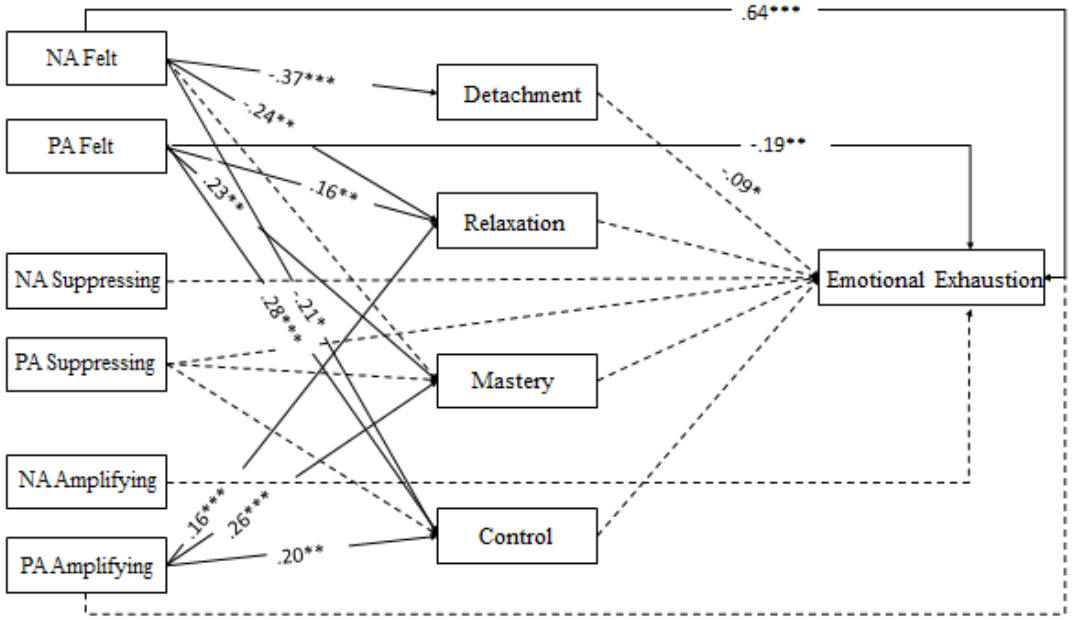


Table 13

Unstandardized Parameter Estimates in the Predicting Emotional Exhaustion via Different Recovery Experiences Model Including PA/NA Felt

			Estimate	SE
Positive Affect Amplifying	→	Relaxation	,16***	,05
Negative Affect Felt	→	Detachment	-,37***	,10
Negative Affect Felt	→	Relaxation	-,24**	,09
Negative Affect Felt	→	Mastery	-,07	,10
Negative Affect Felt	→	Control	-,21*	,10
Positive Affect Felt	→	Relaxation	,16**	,06
Positive Affect Felt	→	Mastery	,23**	,08
Positive Affect Felt	→	Control	,28***	,08
Positive Affect Suppression	→	Mastery	,02	,05
Positive Affect Suppression	→	Control	,03	,04
Positive Affect Amplifying	→	Mastery	,26***	,07
Positive Affect Amplifying	→	Control	,20**	,06
Detachment	→	Emotional Exhaustion	,03	,05
Relaxation	→	Emotional Exhaustion	-,10	,06
Mastery	→	Emotional Exhaustion	-,02	,05
Control	→	Emotional Exhaustion	,03	,05
Negative Affect Felt	→	Emotional Exhaustion	,64***	,08
Positive Affect Felt	→	Emotional Exhaustion	-,19**	,06
Negative Affect Suppression	→	Emotional Exhaustion	-,02	,04
Positive Affect Suppression	→	Emotional Exhaustion	,06	,04
Negative Affect Amplifying	→	Emotional Exhaustion	-,06	,06
Positive Affect Amplifying	→	Emotional Exhaustion	-,08	,05

Note. * $p < .05$, ** $p < .01$, *** $p < .001$.

CHAPTER IV

DISCUSSION

5.1. General Discussion

The current research primarily investigated the emotional labor associated with new conceptualization positive affect and negative affect suppressing and positive affect and negative affect amplifying among employees who work in a company more than 3 months based upon Grandey (2000, 2015) and Glomb and Tews (2004) theoretical assumptions. Seminal researches on emotional labor had demonstrated that experiencing emotional labor at the workplace would affect some psychological and work-related outcomes perniciously while some other previous studies implicated its positive effects. However, there are only limited empirical studies about the moderator and mediator variables related to emotional labor. The current study contributes to the literature by demonstrating the protective effect of recovery experiences on this relationship. Therefore, we conducted further analysis in order to reveal the role of recovery on the path between emotional labor and its outcomes. In addition to this, this study reveals the importance of differentiating positive and negative affect.

In this study, compatible with Erickson and Ritter's (2001) findings, gender did not present any distinction except for experiencing positive affect suppressing. Accordingly, men were more inclined to suppress their positive effect. Even though Hochschild (1983) reported gender differences, our finding can result from a range distribution of participant's occupations. While she conducted her studies with flight attendants and bill collectors, in this study individuals from various career fields involved, this may help to stand in front of "gendered jobs" (Acker, 1990).

With respect to the age difference, young adults detected negative affect felt more than middle-aged group. This may derive from socioemotional selectivity theory which indicates that older people likely to maximizing positive emotional experiences while minimizing negative ones (Charles & Carstensen, 2007, Ready & Robinson, 2008). The more they get closer to the end of life, the less they focus on negative things. Similarly, considering experience level, individuals who have experience between 5 to 10 years suppressed the positive affect rather than individuals who have experience more than 10 years. Likewise socioemotional selectivity theory, people having more than 10 years experience may not need to veil their positive affects instead of other group.

5.2. Emotional Labor and Related Outcomes

5.2.1 Emotional Labor and Well-being

According to findings when people experienced positive affect amplifying, the level of well-being increased. In the literature, there are plenty of studies related to emotional labor and well-being association. While some of these could not find any significant relationship (Adelmann, 1989), some others explained this relation with an additional variable such as job autonomy (Erikson, 1991), internalization (Rafaeli & Sutton, 1987). Based on Fredrickson's (1998, 2001) broaden-and-build theory which states discrete positive emotions are complementary and help people to create their own endurable resources, our finding can be explained. By this means, as long as individuals put down to positive affect, their personal resources will be widened and flourish.

However, we obtained the different result by employing felt dimensions into the model. In this direction, it surfaced that the main effect of emotional labor on this path stems from NA and PA felt. In some kind of occupations, employees need for manipulating the expression of their emotions such as detectives (Stenross & Kleinman, 1989), cashiers (Sutton & Rafaeli, 1988), waiters/waitresses (Shani, Uriely, Reichel, &

Ginsburg, 2014) in order to regulate the relations with clients/customers. Although, Maslach (1987) states that faking emotions can be advantageous from time to time, because of the difference between real and expressed emotions it may leads to emotive dissonance (Wharton, 1999). Since people expressing their genuine felt emotions, they would not face with dissonance.

5.2.2 Emotional Labor and Job Satisfaction

Similar to well-being results, it is found that the more people use positive affect amplifying the more they satisfy with their jobs and supported Weiss and Cropanzano's (1996) findings. The reason may derive from positive attitudes of the people whom they are in an interaction with. Pugh (2001) and Thsai (2001)'s studies which reveal that displaying positive emotions contributes to clients' positive attitude and evaluation quality related to service support our finding at this point.

Further, when PA and NA felt were put into the model, the same finding reappeared and showed that the main effect was related to felt dimensions instead of suppressing and amplifying. Cheung and Tang (2009, 2010, 2011) reported that the more employees expressing naturally felt emotions the more they likely to be satisfied with their job and have qualified work life, the less they prove to have psychological distress and experience burnout.

5.2.3 Emotional Labor and Emotional Exhaustion

Our analyses indicated that the more people apply for negative affect suppressing or negative affect amplifying the more they experience emotional exhaustion. Contrary to this, the more they appeal positive affect amplifying the less they have emotional exhaustion. According to ego depletion theory studies, ego depletion and emotion regulation may affect each other bifacially. While emotional regulation requires some

effort and control, it is influenced by ego depletion (Muraven & Baumeister, 2000). In a study in which two different tasks (suppressing felt expression and being yourself) were given to participants indicates that suppressing group drained their energy more than other group (Goldberg, & Grandey, 2007). Another study which was conducted with employees who work in medical service shows that the more being exposed maltreatment from the patient, the more they manage emotions and as a result their burnout level increases (Grandey, Foo, Groth, & Goodwin, 2012). Hence, our findings related to negative affect dimensions showed consistency with the literature. People who experience negative affect either suppressing or amplifying, they are more likely to be exhausted. On the other hand, experiencing positive affect amplifying helped people to decrease the level of emotional exhaustion which may ensue from ego depletion once more. As Tice, Baumeister, Shmuel, and Muraven (2007) claimed that positive emotions may defuse the influence of ego depletion; here in positive affect might have a role to replace the detrimental effect of depletion and declines exhaustion.

As it was expected, when we controlled the effect of NA and PA felt, the result was remarkable. In this model, while NA felt and PA felt explains 31% of the relationship, the contribution of the rest dimensions was only 01%. This is one of the main pillars of this study which goes along with Glomb and Jews' (2004) quartet taxonomy and Ashforth and Humphrey's (1995) assumption related genuinely felt emotions, they also pointed out the causal effect of this situation on emotional exhaustion. Accordingly, internal emotional states have a crucial role as much as displaying behaviors for the comprehension of emotional labor notion (Rubin, Tardino, Daus, & Munz, 2005).

Overall, these findings showed that expressing positive affect has a role in individuals' wellbeing and job satisfaction while it effects emotional exhaustion alongside to suppressing negative and positive affect. The present series of studies repeatedly

demonstrated that naturally felt affect either positive or negative has a key role in this association. Consideration of NA/ PA Felt counteracted the effect of the other 4 dimensions of emotional labor and took upon the main role itself. Furthermore, even though the differentiation between positive and negative affect was ignored at emotional labor studies by a majority, our finding gave supportive results for Glomb and Tews (2004) assumption. This differentiation utilized to understand two different faces and put forward the importance of positive affect amplifying. Despite individuals do not feel positive emotions inner, expressing these can influence the results by enhancing positive affect (Fleeson, Malanos, & Achille, 2002).

5.3 Prominence of Recovery

The current findings illustrate that recovery moderates the relationship between positive affect amplifying, positive affect felt and negative affect felt facets of emotional labor and outcomes. Along with this, recovery experiences did not show any prediction on emotional labor as distinct from literature (Fritz & Sonnentag, 2006; Singh, Burke & Boekhorst, 2016). When we look more closely to results, it can be seen control dimension of recovery experiences predicted both paths between positive affect amplifying and positive affect felt on job satisfaction, similarly on well-being. Mastery was another efficient dimension on the positive affect amplifying and well-being pattern. Lastly, detachment only predicted the path between negative affect felt and job satisfaction.

According to COR theory, individuals who experience recovery during non-work time may have chance restoring impaired internal resources (Hobfoll, 1989; Sonnentag & Fritz, 2007). The more people replenish themselves the more they fulfill their resources. A study by Cameron (2013) shows that lower control impairs well-being. Expressing an intended emotion even though it is not really felt, demands people own control over it.

Thus, the person who experiences control activities during the non-work period may prefer to control their emotions by displaying intended positive emotions concordantly. Regarding mastery, using cognitive capacity in another field might be the key factor of this kind of recovery. Pushing own limits and learning new things may courage people and improve self-efficacy (Bandura, 1997).

The influence of feeling negative emotions last longer and than positive emotions with a higher degree of intensity (Verduyn, Van Mechelen, & Tuerlinckx, 2011). In this situation, individuals may be hard put to do overcome the negative affect which stems from work life and in line with this negative affect may influence job satisfaction adversely (Fisher, 2000). Nevertheless, individuals who achieve to detach from work after job hours lessen the adverse effect of this even if just a drop.

Overall in the grand scheme of things, this study puts down to the fact decomposition of emotional labor in terms of positive and negative is substantial for understanding the pattern much better. It is worth noting that felt emotions have a critical effect which supposed to be controlled. Detachment, mastery and especially control dimensions of recovery experiences enhance curative effect among positive outcomes which would be investigated in details with a follow-up study.

5.4 Implications, Limitations and Strengthens

The current study has some implications for practitioners in the field of industrial and organizational psychology, consultancy or human resources. First of all, the results suggest that within emotional labor strategies, felt dimensions are crucial predictors of well-being, job satisfaction and emotional exhaustion. While researchers more focused on other dimensions of emotional labor (e.g. suppressing), felt dimension was underestimated. But this study attached importance of this factor and evidenced its value with two-stage

analysis. Thus, the interventions centering this notion may help practitioners to understand better the employees. Moreover, differentiation of dimensions as positive and negative is another important point of this study which provides a better explanation of the emotional labor context. While positive affect amplifiying predicted well-being, job satisfaction and emotional exhaustion, negative affect amplifiying and negative affect suppressing only predicted when it comes to emotional exhaustion outcome. Accordingly, considering positive and negative emotions separately will advantage to comprehend emotion labor at workplaces.

As every study has some limitations and strengthens, there are both some limitations and strengthens with respect to data collection and sample for the current study. The methodology of data collection was based upon self –report and in this process, social desirability might be confounding. Data were collected with an online platform which might be debatable in terms of accessibility and also attention span. Because the survey includes 7 different questionnaires, it was quite long and this situation may distract the attention. In order to control this effect, data collection tools which supply duration of filling the survey such as Qualtrics can be used and it can be controlled per person in further studies. Since elderly people do not access the internet as much as younger people we hardly reached people over 45 and even could not reach the people over 60 years. Participants' age showed a tendency to be left centered distribution. Thus, this study cannot represent the overall age-group levels mainly. In addition to these, the sample consists of employees and employers while the majority of the sample was employees. Since the normal distribution was not obtained, comparison between these two groups had not checked but this difference may have an impact. Furthermore, the range of occupation was quite broad. Because of the different characteristics of job families, this situation might be undesirable.

Regarding strengthens, this study reveals the effect of recovery and shows it as a protector feature among the effects of emotional labor which was narrowly studied. Contrary to the negative effect of the wideness of occupations, this situation contributes in a positive way by representing employees from different sectors without remaining limited. Lastly, this study has the characteristic of using new conceptualization of emotional labor that has pros and cons at the same time. While this new concept highlighted the importance of differentiation positive and negative affects, it was risky to implement new approach into the deep-rooted field. Accordingly, the effect of felt dimension can be investigated at further studies more deeply.

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APPENDICES

APPENDIX A
INFORMED CONSENT FORM

BİLGİLENDİRİLMİŞ ONAM FORMU

Sayın Katılımcı,

Bu çalışma, Prof. Dr. Cem Şafak Çukur süpervizörlüğünde Ankara Yıldırım Beyazıt Üniversitesi Psikoloji Bölümü Yüksek Lisans Programı öğrencisi Dilan Doğan tarafından tez çalışması olarak yürütülmektedir. Çalışmanın amacı bireylerin iş saatleri dışında yapmış oldukları aktivitelerin bazı psikolojik değişkenleri ile ilişkisini test etmektir. Bu doğrultuda çalışmaya katılacak kişilerin şu anda bir işte çalışıyor olması beklenmektedir.

Bu çalışmada yer alan ankete katılım tamamıyla gönüllülük esasına dayalıdır. Ankette sizden kimlik belirleyici hiçbir bilgi istenmemektedir, sorulara vereceğiniz cevaplar anonim olarak kaydedilecektir. Vereceğiniz cevaplar tamamıyla gizli tutulacak ve yalnızca araştırmacı Psk. Dilan Doğan ve tez danışmanı Prof. Dr. Cem Şafak Çukur tarafından değerlendirilecektir; elde edilecek bilgiler bireysel değil diğer tüm anket katılımcılarının sonuçları ile birlikte değerlendirecek olup elde edilen veri sadece bilimsel çalışmalarda kullanılacaktır.

Çalışmanın amacına ulaşması için sizden beklenen, bütün sorulara eksiksiz, kimsenin baskısı veya telkini altında olmadan, sizin için en uygun cevapları içtenlikle ve samimi bir şekilde yanıtlar vermenizdir. Bunun yanı sıra soruların "olması gerekeni (ideali)" değil, "halihazırda mevcut durumu" düşünerek cevaplanması istenmektedir. Bu formu okuyup onaylamanız, çalışmaya katılmayı kabul ettiğiniz anlamına gelecektir. Anket içeriği, genel olarak kişisel rahatsızlık verecek soruları içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir nedenden ötürü kendinizi rahatsız hissederseniz cevaplamayı yarıda bırakma seçeneğine sahipsiniz.

Anket formu doldurmanızın ardından, bu çalışmayla ilgili sorularınızı yönlendirebilmek ve çalışma hakkında daha fazla bilgi almak için Dilan Doğan (e-posta: dilan_dogan@yahoo.com) ile iletişim kurabilirsiniz. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz.

"Bu çalışmaya tamamen gönüllü olarak katılıyorum ve istediğim zaman yarıda kesip çıkabileceğimi biliyorum. Verdiğim bilgilerin akademik amaçla kullanılmasını kabul ediyorum."

	Onay
Kabul ediyorum	☐
Kabul etmiyorum	☐

APPENDIX B
EMOTIONAL LABOR SCALE

İLK AŞAMA

Çalışanlar işlerini yürütürken farklı duygular yaşarlar. Bu duygular bazen işimizi yaparken, bazen iş arkadaşlarımızla veya yöneticilerimizle olan ilişkilerde bazen de müşteriler ile olan ilişkilerimizde ortaya çıkar. Aşağıda farklı duygular liste halinde verilmiştir. Ayrıca bu duyguları daha iyi ortaya koyabilmek adına her bir duygu için bazı örnekler parantez içerisinde verilmiştir. İlgili duyguya ait sizin farklı deneyimleriniz olabilir.

Lütfen son zamanlarda işyerinizde yaşadığınız olayları ve bu olaylar karşısında hissettiğiniz duyguları düşünerek; aşağıda verilen duyguların her birini son zamanlarda hangi sıklıkla işyerinde hissettiğiniz belirtiniz.	**Hiçbir Zaman (0)**	**Nadiren (1)**	**Ara Sıra (2)**	**Sıklıkla (3)**	**Her Zaman (4)**
1. ÖFKELİ (Sinirli, Çileden Çıkmış, Kızgın)	0	1	2	3	4
2. MUTLU (Sevinçli, Coşkulu, Neşeli)	0	1	2	3	4
3. KORKU (Tehdit Edilmiş, Dehşete Düşmüş, Ürkmüş)	0	1	2	3	4
4. GURURLU (Kıvançlı, Başarılı, Mağrur)	0	1	2	3	4
5. KAYGILI (Endişeli, Gergin, Stresli)	0	1	2	3	4
6. ÜZGÜN (Depresif, Hüzünlü, Kırgın)	0	1	2	3	4
7. İLGİLİ (İstekli, Hevesli, Alakalı)	0	1	2	3	4
8. UTANMIŞ (Mahcup, Yüzü Kızarmış, Aşağılanmış)	0	1	2	3	4
9. SIKILMIŞ (Canı Sıkılmış, Bunalmış, Bıkkın)	0	1	2	3	4
10. SAKİN (Rahat, Huzurlu, Dingin)	0	1	2	3	4
11. SUÇLU (Pişmanlık, Sorumlu, Kusurlu)	0	1	2	3	4
12. İĞRENMİŞ (Tiksinme, Midesi Kalkmış, Nefret)	0	1	2	3	4
13. ŞAŞKIN (Hayrete Düşmüş, Sürpriz, Şaşırmış)	0	1	2	3	4
14. SEVGİ (Sevgi Dolu, Şefkat, Duygusal Yakınlık)	0	1	2	3	4

İKİNCİ AŞAMA

Yukardaki kısımda verilen farklı duyguları hangi sıklıkla işyerinde hissettiğinizi belirttiniz. ŞİMDİ ise yine aynı duyguları işyerinde hissetmenize rağmen, bu duyguları iş gereği hangi ölçüde yansıtıp yansıtmadığınızı veya diğerleri (müşteri, iş arkadaşları, yönetici) ile o anda paylaşıp paylaşmadığınızı öğrenmek istiyoruz.

Aşağıdaki duyguları iş gereği hangi sıklıkla kendinize sakladığınızı belirtiniz.	**Hiçbir Zaman (0)**	**Nadiren (1)**	**Ara Sıra (2)**	**Sıklıkla (3)**	**Her Zaman (4)**
1. ÖFKELİ (Sinirli, Çileden Çıkmış, Kızgın)	0	1	2	3	4
2. MUTLU (Sevinçli, Coşkulu, Neşeli)	0	1	2	3	4
3. KORKU (Tehdit Edilmiş, Dehşete Düşmüş, Ürkmüş)	0	1	2	3	4
4. GURURLU (Kıvançlı, Başarılı, Mağrur)	0	1	2	3	4
5. KAYGILI (Endişeli, Gergin, Stresli)	0	1	2	3	4
6. ÜZGÜN (Depresif, Hüzünlü, Kırgın)	0	1	2	3	4
7. İLGİLİ (İstekli, Hevesli, Alakalı)	0	1	2	3	4
8. UTANMIŞ (Mahcup, Yüzü Kızarmış, Aşağılanmış)	0	1	2	3	4
9. SIKILMIŞ (Canı Sıkılmış, Bunalmış, Bıkkın)	0	1	2	3	4
10. SAKİN (Rahat, Huzurlu, Dingin)	0	1	2	3	4
11. SUÇLU (Pişmanlık, Sorumlu, Kusurlu)	0	1	2	3	4
12. İĞRENMİŞ (Tiksinme, Midesi Kalkmış, Nefret)	0	1	2	3	4
13. ŞAŞKIN (Hayrete Düşmüş, Sürpriz, Şaşırmış)	0	1	2	3	4
14. SEVGİ (Sevgi Dolu, Şefkat, Duygusal Yakınlık)	0	1	2	3	4

ÜÇÜNCÜ AŞAMA

Yukardaki kısımda verilen farklı duyguları hangi sıklıkla işyerinde hissettiğinizi veya kendinize sakladığınızı belirttiniz. ŞİMDİ ise yine aynı duyguları işyerinde hissetmemenize rağmen, bu duyguları iş gereği hangi ölçüde hissetmeye çalışıyorsunuz veya hissetmeseniz bile diğerlerine (müşteri, iş arkadaşları, yönetici) yansıtmaya (paylaşmaya) çalışıyorsunuz bunu öğrenmek istiyoruz.

Aşağıdaki duyguları iş gereği hangi sıklıkla iş yerinde ortaya koymaya çalıştığınızı belirtiniz.	**Hiçbir Zaman (0)**	**Nadiren (1)**	**Ara Sıra (2)**	**Sıklıkla (3)**	**Her Zaman (4)**
1. ÖFKELİ (Sinirli, Çileden Çıkmış, Kızgın)	0	1	2	3	4
2. MUTLU (Sevinçli, Coşkulu, Neşeli)	0	1	2	3	4
3. KORKU (Tehdit Edilmiş, Dehşete düşmüş, Ürkmüş)	0	1	2	3	4
4. GURURLU (Kıvançlı, Başarılı, Mağrur)	0	1	2	3	4
5. KAYGILI (Endişeli, Gergin, Stresli)	0	1	2	3	4
6. ÜZGÜN (Depresif, Hüzünlü, Kırgın)	0	1	2	3	4
7. İLGİLİ (İstekli, Hevesli, Alakalı)	0	1	2	3	4
8. UTANMIŞ (Mahcup, Yüzü kızarmış, Aşağılanmış)	0	1	2	3	4
9. SIKILMIŞ (Canı Sıkılmış, Bunalmış, Bıkkın)	0	1	2	3	4
10. SAKİN (Rahat, Huzurlu, Dingin)	0	1	2	3	4
11. SUÇLU (Pişmanlık, Sorumlu, Kusurlu)	0	1	2	3	4
12. İĞRENMİŞ (Tiksinme, Midesi Kalkmış, Nefret)	0	1	2	3	4
13. ŞAŞKIN (Hayrete Düşmüş, Sürpriz, Şaşırmış)	0	1	2	3	4
14. SEVGİ (Sevgi Dolu, Şefkat, Duygusal Yakınlık)	0	1	2	3	4

APPENDIX C

JOB SATISFACTION SCALE

Aşağıda verilen her bir maddede işinizin bir yönü ele alınmıştır. Kendinize "İşimin bu yönünden ne kadar tatmin oluyorum?" sorusunu sorunuz ve cevabınızı verilen ölçeği kullanarak belirtiniz.

1 Hiç tatmin etmiyor	2 Pek tatmin etmiyor	3 Ne ediyor ne etmiyor	4 Oldukça tatmin ediyor	5 Çok tatmin ediyor

1. Sürekli meşgul olabilme fırsatı	1	2	3	4	5
2. Kendi kendine çalışma fırsatı	1	2	3	4	5
3. Zaman zaman farklı şeylerle meşgul olma şansı	1	2	3	4	5
4. Toplumda bir yer edinme olanağı	1	2	3	4	5
5. Amirimin elemanlarına karşı davranış tarzı	1	2	3	4	5
6. Amirimin karar verme konusundaki yeterliliği	1	2	3	4	5
7. Vicdanıma ters düşmeyen şeyleri yapabilme olanağı	1	2	3	4	5
8. Sürekli bir işe sahip olma (iş güvenliği) şansı	1	2	3	4	5
9. Başka insanlar için bir şeyler yapabilme şansı	1	2	3	4	5
10. Başka insanlara ne yapacaklarını söyleme fırsatı	1	2	3	4	5
11. Yeteneklerimi kullanabilme olanağı	1	2	3	4	5
12. Kurum politikasının uygulamaya konulma tarzı	1	2	3	4	5
13. Yaptığım işe karşılık aldığım ücret	1	2	3	4	5
14. Bu işte ilerleme şansım	1	2	3	4	5
15. Kendi kararımı verme özgürlüğü	1	2	3	4	5
16. İş yaparken kendi yöntemlerimi deneme şansı	1	2	3	4	5
17. Çalışma koşulları	1	2	3	4	5
18. Çalışma arkadaşlarımın birbirleriyle anlaşması	1	2	3	4	5
19. Yaptığım işten dolayı aldığım övgü	1	2	3	4	5
20. İşimden elde ettiğim başarı duygusu	1	2	3	4	5

APPENDIX D

RECOVERY EXPERIENCE QUESTIONNAIRE

Aşağıda iş saatleri sonrasındaki deneyimleriniz ile ilgili bazı ifadeler yer almaktadır. Lütfen her bir ifadeyi dikkatlice okuyunuz. Bu ifadelere ne derece katıldığınıza ilişkin görüşünüzü "6 – Tamamen katılıyorum"dan "1 - Kesinlikle katılmıyorum"a doğru uzanan ölçek üzerinde belirtiniz. **İŞ SAATLERİ SONRASINDA;**	**Kesinlikle Katılmıyorum**	**Katılmıyorum**	**Pek Katılmıyorum**	**Biraz Katılıyorum**	**Katılıyorum**	**Tamamen Katılıyorum**
1. İşleri aklımdan çıkarıp atabiliyorum						
2. Zamanı sakince dinlenip gevşemek için kullanırım						
3. Yeni şeyler öğrenirim						
4. Kendim için ne yapacağıma kendim karar verebilirim						
5. İşle ilgili hiçbir şey düşünmem						
6. Beni rahatlatacak şeylerle meşgul olurum						
7. Kendimi geliştirmek için entelektüel konulara bakarım						
8. Kendi programıma (planıma) kendim karar veririm						
9. Kendimi zihinsel olarak işimden uzak tutuyorum						
10. Rahatlamak için kendime zaman ayırırım						
11. Sınırlarımı zorlayıp kendimi geliştirebileceğim şeyler yaparım						
12. Kendim için zamanımı nasıl geçireceğimi ben belirlerim						
13. İşimle ilgili konularla neredeyse hiç ilgilenmem						
14. Hiçbir şeyle uğraşmadan sadece dinlenirim						
15. Ufkumu açacak şeyler yaparım						
16. Kendi isteklerim doğrultusunda yapmam gerekenleri yaparım						

APPENDIX E

FLOURISHING SCALE

Aşağıda katılıp ya da katılamayacağınız 8 ifade vardır. 1–7 arasındaki derecelendirmeyi kullanarak, her bir madde için uygun olan cevabınızı belirtiniz.

	1 Kesinlikle katılmıyorum	2 Katılmıyorum	3 Biraz katılmıyorum	4 Kararsızım	5 Biraz katılıyorum	6 Katılıyorum	7 Kesinlikle katılıyorum
1.	Amaçlı ve anlamlı bir yaşam sürdürüyorum						☐
2.	Sosyal ilişkilerim destekleyici ve tatmin edicidir						☐
3.	Günlük aktivitelerime bağlı ve ilgiliyim						☐
4.	Başkalarının mutlu ve iyi olmasına aktif olarak katkıda bulunurum						☐
5.	Benim için önemli olan etkinliklerde yetenekli ve yeterliyim						☐
6.	Ben iyi bir insanım ve iyi bir hayat yaşıyorum						☐
7.	Geleceğim hakkında iyimserim						☐
8.	İnsanlar bana saygı duyar						☐

APPENDIX F

MASLACH BURNOUT INVENTORY					
Aşağıda, kişilerin ruh durumlarını ifade ederken kullandıkları bazı cümleler verilmiştir. Lütfen her bir cümleyi dikkatle okuyarak hangi sıklıkta hissettiğinizi size uyan seçeneğe işaret koyarak belirtiniz.	Hiçbir Zaman	Çok Nadir	Bazen	Çoğu Zaman	Her zaman
İşimden soğuduğumu hissediyorum.	0	1	2	3	4
İş dönüşü ruhen tükenmiş hissediyorum.	0	1	2	3	4
Sabah kalktığımda bir gün daha bu işi kaldıramayacağımı düşünüyorum.	0	1	2	3	4
İşim gereği karşılaştığım insanların ne hissettiğini hemen anlarım.	0	1	2	3	4
İşim gereği karşılaştığım bazı insanlara sanki insan değillermiş gibi davrandığımı hissediyorum.	0	1	2	3	4
Bütün gün insanlarla uğraşmak benim için gerçekten çok yıpratıcı.	0	1	2	3	4
İşim gereği karşılaştığım insanların sorunlarına en uygun çözüm yollarını bulurum.	0	1	2	3	4
Yaptığım işten tükendiğimi hissediyorum.	0	1	2	3	4
Yaptığım iş sayesinde insanların yaşamına olumlu katkıda bulunduğuma inanıyorum.	0	1	2	3	4
Bu işte çalışmaya başladığımdan beri insanlara karşı sertleştim.	0	1	2	3	4
Bu işin beni giderek katılaştırmasından korkuyorum.	0	1	2	3	4
Çok şeyler yapabilecek güçteyim.	0	1	2	3	4
İşimin beni kısıtladığını hissediyorum.	0	1	2	3	4
İşimde çok fazla çalıştığımı hissediyorum.	0	1	2	3	4
İşim gereği karşılaştığım insanlara ne olduğu umurumda olmaz.	0	1	2	3	4
Doğrudan doğruya insanlarla çalışmak bende çok fazla stres yaratıyor.	0	1	2	3	4
İşim gereği karşılaştığım insanlarla aramda rahat bir hava yaratırım.	0	1	2	3	4
İnsanlarla yakın bir çalışmadan sonra kendimi canlanmış hissederim.	0	1	2	3	4
Bu işte birçok kayda değer başarı elde ettim.	0	1	2	3	4
Yolun sonuna geldiğimi hissediyorum.	0	1	2	3	4
İşimdeki duygusal sorunlara serinkanlılıkla yaklaşırım.	0	1	2	3	4
İşim gereği karşılaştığım insanların bazı problemlerini sanki ben yaratmışım gibi davrandıklarını hissediyorum.	0	1	2	3	4

APPENDIX G

DEMOGRAPHIC INFORMATION FORM

DEMOGRAFİK BİLGİ FORMU

1) Cinsiyetiniz Kadın ☐ Erkek ☐ **Doğum Yılınız** _____

2) Eğitim Durumunuz ***(Lütfen en son mezun olduğunuz yeri belirtiniz.)***

☐ Okur-yazar değil	☐ Ortaokul mezunu	☐ Ön lisans mezunu	☐Doktora mezunu
☐ Okur-yazar	☐ Lise mezunu	☐ Lisans mezunu	☐ Diğer
☐ İlkokul mezunu	☐ Yüksekokul mezunu	☐ Yüksek lisans mezunu	

3) Mesleğiniz _____

4) Hangi şehirde yaşamaktasınız? _____

5) Hayatınızın çoğunluğunu geçirmiş olduğunuz yerleşim yeri neresidir?

☐Köy ☐ Kasaba ☐ İlçe ☐Büyükşehir

6) Medeni Durumunuz

☐ Evli ☐ Bekar ☐ Boşanmış / Ayrı ☐ Diğer

Evli iseniz

7.1) Eşinizin Eğitim Durumunuz ***(Lütfen en son mezun olduğunuz yeri belirtiniz.)***

☐ Okur-yazar değil	☐ Ortaokul mezunu	☐ Ön lisans mezunu	☐Doktora mezunu
☐ Okur-yazar	☐ Lise mezunu	☐ Lisans mezunu	☐ Diğer
☐ İlkokul mezunu	☐ Yüksekokul mezunu	☐ Yüksek lisans mezunu	

7.2) Eşinizin Çalışma Durumu ☐ Çalışıyor ☐ Çalışmıyor

7.3) Eşinizin Mesleği _____

7) Kimle / Kimlerle birlikte yaşıyorsunuz? (Yalnız, anne-baba, eş, çocuk, arkadaş vs.) _____

8) Çocuğunuz var mı? *(Varsa kaç çocuğunuz olduğunu belirtiniz.)* ☐ Var, Sayısı _____ ☐ Yok

9) Tüm gelirinizi düşündüğünüz zaman ailenizin ortalama aylık geliri nedir? *(Lütfen Türk lirası olarak cevaplayınız.)* _____ Tl

10) Hanenizin maddi durumunu ne kadar tatmin edici buluyorsunuz? ***(Lütfen size en uygun olduğunu düşündüğünüz rakamı yuvarlak içine alınız.)***

1	2	3	4	5	6	7	8	9	10
Hiç tatmin edici değil									Son derece tatmin edici

11) (Hayatınız boyunca) Toplamda ne kadar süredir çalışmaktasınız? (Süreyi belirtmek için lütfen bir sayı yazıp yanına gün, ay veya yıl seçeneklerinden birini ekleyiniz. Örneğin; 5 ay /// 8 yıl) _____ gün / ay / yıl

12) Toplam ne kadar süredir bugünkü mesleğiniz ile ilgili çalışmaktasınız? (Süreyi belirtmek için lütfen bir sayı yazıp yanına gün, ay veya yıl seçeneklerinden birini ekleyiniz. Örneğin; 5 ay /// 8 yıl) _____ gün / ay / yıl

13) Şu anda mevcut olarak çalıştığınız kurumda ne kadar süredir çalışmaktasınız? (Süreyi belirtmek için lütfen bir sayı yazıp yanına gün, ay veya yıl seçeneklerinden birini ekleyiniz. Örneğin; 5 ay /// 8 yıl) _____ gün / ay / yıl

14) Mevcut iş yerinizde günlük kaç saat çalışmaktasınız? _____ saat

15) Mevcut iş yerinizde haftalık toplam kaç saat çalışmaktasınız? _____ saat

16) Mevcut işinizde çalışma durumunuz ne şekildedir? ☐Tam zamanlı ☐Yarı zamanlı (Part time)

17) Mevcut iş yerinizdeki pozisyonunuz ne şekildedir? ☐Yönetici / Müdür ☐Çalışan / İşçi

18) Mevcut iş yerinizi en uygun şekilde tanımlayan seçeneği seçiniz. ☐Kamu Kurumu ☐Özel Kurum

19) Hangi sektörde çalışmaktasınız? _____

20) Genel olarak bugünlerde hayatınızdan ne kadar memnunsunuz?

1	**2**	**3**	**4**	**5**
Hiç memnun değilim				Çok memnunum