

**Perceived Crowding, Emotional Dissonance, and  
Their Effects on Emotional Exhaustion and Job  
Outcomes: A Study in the Airline Industry**

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## ABSTRACT

The purpose of this thesis is to develop and test a conceptual model that examines the mediating role of emotional dissonance in the relationship between perceived crowding and emotional exhaustion. The model also examines emotional exhaustion as a mediator of the impact of emotional dissonance on service recovery performance, turnover intentions, and absenteeism. In this thesis, data were collected from ground staff members and their supervisors in a low cost airline company in Turkey. The previously given relationships were tested through structural equation modeling.

The results suggest that emotional dissonance plays a full mediating role in the relationship between perceived crowding and emotional exhaustion. The results also suggest that emotional dissonance influences turnover intentions and absenteeism only through emotional exhaustion. Contrary to the study hypotheses, the results suggest that emotional dissonance increases emotional exhaustion that in turn leads to higher service recovery performance. Management implications are offered and implications for future research are given.

**Keywords:** Absenteeism; Airline Industry; Emotional Dissonance; Ground Staff; Perceived Crowding; Service Recovery Performance; Turnover Intentions

## ÖZET

Bu tezin amacı, duygusal belirsizliğin algılanan kalabalık ve duygusal tükenmişlik arasındaki ilişkiye yönelik aracı rolünü inceleyen kavramsal bir modeli geliştirip test etmektir. Model, ayrıca duygusal tükenmişliğin duygusal belirsizlik ve hizmet iyileştirme performansı, işten ayrılma niyeti ve işe gelmeme değişkenleri arasındaki ilişkiye yönelik aracı rolünü incelemektedir. Bu tezde kullanılmak üzere veri, Türkiye’de faaliyet gösteren bir havayolu işletmesindeki yer hizmetleri personeli ve bu personelin yöneticilerinden toplanmıştır. Yukarıda bahsi geçen ilişkiler yapısal eşitlik modeli vasıtasıyla test edilmiştir.

Bulgular, duygusal belirsizliğin algılan kalabalık ve duygusal belirsizlik arasında aracı bir role sahip olduğunu göstermektedir. Bulgular, ayrıca duygusal belirsizliğin işten ayrılma niyeti ile işe gelmeme değişkenlerini sadece duygusal tükenmişlik aracılığıyla etkilediğini ortaya koymaktadır. Çalışmada verilmiş olan hipotezlerin tersine, bulgular duygusal belirsizliğin duygusal tükenmişliği artırdığını ve bunun da yer hizmetleri personelinin hizmet iyileştirme performansını tetiklediğini göstermektedir. Tezde, yönetsel belirlemeler üzerinde durulmuş ve gelecek araştırmalar için önerilere yer verilmiştir.

**Anahtar Kelimeler:** Algılanan Kalabalık; Duygusal Belirsizlik; Duygusal Tükenmişlik; Havayolu Endüstrisi; İşe Gelmeme; İşten Ayrılma Niyeti; Yer Hizmetleri Personeli

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## **DEDICATION**

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# Chapter 1

## INTRODUCTION

The current thesis provides specific background about the philosophy of the empirical study whose sample has included ground staff members of a low cost airline company in Turkey. This thesis then explains the purpose, significance, and relevance of the empirical study. The introduction chapter also consists of information about the sample, measures, and data analysis. Information about the outline of the thesis is the last part of this chapter.

### 1.1 Research Philosophy of the Study

This thesis develops and tests a research model that examines a number of hypothesized relationships developed based on Koeske and Koeske's (1991) stressor-strain-outcome (SSO) model and empirical evidence in the current literature. As can be inferred from this statement, this thesis uses deductive approach. Graziano and Raulin (1993) state that a deductive theory is more formalized and traditional theory in which constructs are of major importance. The constructs (the ideas) help the researcher in making and analyzing deductions from the ideas. The deductions are empirically tested toward research, and thus lack of support or support for the theory is gathered" (Pg. 37). This study starts with a theoretical framework, develops and proposes a research model, and uses data gathered from ground staff members of a major low cost airline company in Turkey to test the relationships among study variables via structural equation modeling.

Perceived crowding (PC), emotional dissonance (ED), emotional exhaustion (EE), service recovery performance (SRP), turnover intentions (TI), and absenteeism (ABS) are the constructs used in this empirical investigation. This thesis proposes that ED mediates the relationship between PC and EE. That is, employees who are faced with passenger crowding experience ED that in turn leads to EE. This thesis also proposes that EE mediates the effect of ED on SRP, TI, and ABS. Specifically, employees who fake their true emotions during their interactions with passengers are emotionally exhausted. These employees in turn report poor SRP and exhibit higher TI and ABS.

## **1.2 Purpose, Significance, and Relevance of the Study**

Ground staff members of an airline company have an important role in delivering quality services to passengers and providing complaining passengers with effective service recovery. In doing so, they should also deal with passenger crowding. That is, they have to serve plenty of passengers in service encounters. PC is an acute stressor which starts and finishes within a short period of time (Whiting, Donthu, & Baker, 2011). However, this does not appear to be valid for ground staff members in the airline industry. Specifically, ground staff members often have to serve various passengers who even display aggressive behaviors. In this case, passenger crowding does not seem to finish within a short period of time. While doing so, such employees do emotional labor that refers to “the effort, planning, and control needed to express organizationally desired emotion during the interpersonal transactions” (Morris & Feldman 1996, Pg. 987).

When ground staff members try to manage passenger crowding in service encounters, they fake their true emotions that should be consistent with

organizationally desired emotions. That is, they experience ED. ED appears to be the key predictor of EE (Heuven & Bakker, 2003; Karatepe & Aleshinloye, 2009). EE is the initial stage of the burnout syndrome (Cordes & Dougherty, 1993) and is characterized by depletion of emotional resources (Maslach & Jackson, 1981). EE is just a response to PC and ED on the job. Employees who feel emotionally exhausted due to ED are unable to respond to aggrieved passengers' problems, have intentions to leave the organization, and show ABS. These relationships can be developed using Koeske and Koeske's (1991) SSO model. Specifically, stressors such as role conflict, role ambiguity, or ED lead to strain such as burnout that in turn results in negative job outcomes such as job dissatisfaction, poor job performance, or TI. Various studies which have applied the SSO model have reported that the model is viable and can be used to examine the relationship between stressors, strain, and job outcomes (e.g., Cheung & Cheung, 2013; Choi, Kim, Lee, & Lee, 2014).

Using Koeske and Koeske's (1991) SSO model as the theoretical framework, the purpose of this study is therefore to develop and test a research model that examines the mediating role of ED in the relationship between PC and EE and EE as a mediator of the effect of ED on SRP, TI, and ABS.

This thesis has two potential contributions to the current literature. First, there seem to be empirical studies about flight attendants' ED, EE, and SRP (e.g., Chen & Chen, 2012; Moon, Hur, & Jun, 2013; Nikbin, Ismail, Marimuthu, & Salarzahi, 2012). However, empirical studies that focus on ground staff members' ED, EE, and SRP in the airline industry are scarce. More importantly, empirical research about whether perceived passenger crowding gives rise to ED and EE is sparse (cf. Whiting et al., 2011). Second, turnover and absences from work are detrimental outcomes, because

they result in costs for airline companies (cf. Chen & Kao, 2011; Kocakulah, Galligan, Mitchell, & Ruggieri, 2009). Therefore, a deep understanding of stressors and strain that may potentially increase ground staff members' TI and ABS in the airline industry is significant. In closing, this thesis develops the relationships among PC, ED, EE, SRP, TI, and ABS through Koeske and Koeske's (1991) SSO model and tests them using data collected from ground staff members of a low cost airline company in Turkey.

### **1.3 Methodology of the Study**

#### **1.3.1 Sample and Procedure**

Judgmental sampling is a non-probability form of sampling in which the researcher chooses samples out of the interested population; presuming that errors of judgment in the selection will tend to counterbalance one another (Judd, Smith, & Kidder, 1991). In this thesis, data were obtained according to a judgmental sample of ground staff members in a low cost airline company at the Istanbul Sabiha Gokcen International Airport in Turkey. Like flight attendants or cabin attendants, ground staff members of an airline company are also considered customer-contact or frontline employees. This is because they have to carry out a number of transactions such as check-in, boarding, and lost and found luggage services and manage passengers' requests and complaints (Cheng-Hua & Hsin-Li, 2012).

The researcher contacted the airline company's management via an informative official writing regarding the purpose of the thesis and data collection procedure and approval. Although management accepted to participate in the study, the researcher was not allowed to have direct contact with ground staff members. Instead, one manager was assigned to coordinate the data collection process.

Common method bias can have serious effects on the findings of an empirical study and threaten the study's implications, because it results in measurement error that "...can inflate or deflate the observed correlation between the measures, depending on the correlation between the methods" (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003, Pg. 881). Therefore, this thesis takes into account the potential remedies recommended by Podsakoff et al. (2003) to minimize the potential risk of common method bias. Specifically, data were collected from ground staff members of a low cost airline company in three waves and from their superintendent with one week time lag.

Four different questionnaires were used in this thesis: the Time I, Time II, Time III, and supervisor questionnaires. The Time I questionnaire had the PC and ED measures. It also had items about respondents' profile such as marital status and gender. The EE measures included in the Time II questionnaire, while the Time III questionnaire had the TI and ABS measures. Finally, the supervisor questionnaire embedded the SRP measure. Each ground staff member of the airline company sealed the questionnaire in an envelope for issues of anonymity and confidentiality. The researcher was able to match the questionnaires with each other through identification numbers. This data collection process is consistent with recent empirical studies (e.g., Karatepe, 2013a, 2013b).

### **1.3.2 Measures**

This thesis used well-established scale items obtained from different sources to operationalize the constructs. Broadly speaking, PC was measured with three items from Whiting et al. (2011). ED was measured with 11 items from Chu and Murrmann (2006). Eight items taken from Maslach and Jackson (1981) were used to measure EE. SRP was measured with five items from Boshoff and Allen (2000).

Three items were taken from Singh, Verbeke, and Rhoads (1996) to measure TI. ABS was measured with three items received from Baba and Harris (1989).

Responses to items in PC, ED, EE, SRP, and TI were recorded on five-point scales (from 5 = strongly agree to 1 = strongly disagree). Responses to items in ABS were recorded on a seven-point scale (from 7 = extremely important to 1 = not all important).

According to the guidelines of the back-translation method, all items in the Time I, Time II, Time III, and supervisor questionnaires were designed (McGorry, 2000). The Time I, Time II, and Time III questionnaires were assessed with three different pilot samples of five ground staff members. This was also repeated for the supervisor questionnaire. The results of these pilot studies showed that there was no need for making changes in the questionnaires since ground staff members and their supervisors did not report any difficulty understanding items.

### **1.3.3 Data Analysis**

This thesis used frequencies to report respondents' profile. Pearson product-moment correlation was used for reporting the correlations among observed variables. Anderson and Gerbing's (1988) two-step approach was used for testing the measurement and structural models. The measurement model was assessed using confirmatory factor analysis, while the structural model was assessed through structural equation modeling. These analyses were done through LISREL 8.30 (Joreskog & Sorbom, 1996). For examining the mediation, the fully mediated or hypothesized model was compared with the partially mediated model using the  $\chi^2$  difference test. For the significance of the mediating effects, Sobel test was also employed.



## **1.4 Outline of the Thesis**

This thesis has seven chapters: introduction, literature review, research hypotheses, methodology, results, discussion, and conclusion. The first chapter consists of information about why this thesis has utilized deductive approach. This is followed by purpose, significance, and relevance of the empirical investigation conducted in the airline industry. This chapter also includes information about the sample and procedure, the measuring instruments, and data analysis.

The second chapter presents information about Koeske and Koeske's (1991) SSO model that is used as the theoretical framework to develop hypotheses. This is followed by discussions of emotional labor, PC, and burnout. Since PC and burnout have negative effects on job outcomes, SRP, TI, and ABS are discussed as employee outcomes.

The third chapter provides the conceptual model and hypotheses. In the fourth chapter, study's methodology is presented as well. That is, the fourth chapter includes information about sample and procedures, measurement, and data analysis. The fifth chapter consists of interpretation of the findings. In the sixth chapter, the findings are discussed and their management implications as well as future research implications are offered. The thesis presents the conclusion in the last (seventh) chapter.

## Chapter 2

### LITERATURE REVIEW

#### 2.1 Stressor-Strain-Outcome as a Theoretical Framework

The SSO model refers to the relationship between stress, strain, and outcome. According to Koeske and Koeske (1991), stress is defined as “a condition of perceived tension between demands and resources and depends on ongoing appraisals of both elements as they present themselves in concrete events” (Pg. 416). They conceptualize strain as a negative response to ongoing context-specific stress by the person. Role ambiguity, customer-related social stressors such as customer verbal aggression and disliked customers, role conflict, work-family conflict, and perceived passenger crowding are the stressors employees in customer-contact positions are faced with (e.g., Babakus, Yavas, & Karatepe, 2008; Choi et al., 2014; Karatepe and Kilic, 2007; Whiting et al., 2011). Burnout is “a psychological response to stressors on the job” (Karatepe, Babakus, & Yavas, 2012, Pg. 66).

As the first stage of the burnout syndrome, EE is related to a number of employee outcomes. Outcomes can be related to a number of attitudinal and behavioral outcomes such as job satisfaction, extra-role performance, in-role performance, TI, ABS, and organizational commitment (e.g., Cheung & Cheung, 2013; Choi et al., 2014; Karatepe, Yorganci, & Haktanir, 2009; Karatepe & Kilic, 2007; Karatepe & Vatankhah, 2014).

According to the SSO model, strain mediates the effects of stressors on employee outcomes. Koeske and Koeske (1993) state that strain is treated as “a mediating factor which arises from subjective stress and predisposes to negative outcomes” (Pg. 110). In short, this theoretical framework can be used to link stressors to employee outcomes through strain.

There are studies in the relevant literature reporting the abovementioned relationships. For example, though not specifically used the SSO model, Karatepe and Aleshinloye (2009) showed that EE partially mediated the effect of ED on TI for a sample of frontline hotel employees in Nigeria. Babakus et al. (2008) showed that job demands increased TI directly and indirectly through EE for a sample of frontline employees in the Turkish hotel industry. In a sample of frontline bank employees in New Zealand, Babakus, Yavas, and Ashill’s (2009) study showed that the indirect effects of job demands on job performance and TI through burnout were significant.

There are also studies testing the SSO relationship based on Koeske and Koeske’s (1991) theoretical framework. For example, Cheung and Cheung (2013) reported that ED eroded organizational citizenship behaviors through burnout in a sample of Chinese school teachers. Choi et al. (2014) assessed the effects of customer-related social stressors on customer orientation and SRP through EE among frontline hotel employees in South Korea. They concluded that EE fully mediated the relationship between customer-related social stressors and the abovementioned outcomes through EE.

## **2.2 Emotional Labor**

All frontline employees or customer-contact employees who have direct contact with customers do emotional labor. This is also prevalent in the airline industry. For example, flight attendants have frequent contact with passengers and do emotional labor (Chen & Kao, 2011; Karatepe & Vatankhah, 2014). Similarly, ground staff members do emotional labor, because they have to serve passengers by dealing with their requests and problems (Cheng-Hua & Hsin-Li, 2012). In short, emotional labor is important in customer-contact positions in the airline industry.

According to Heuven and Bakker (2003), “In all organizations in which human interaction is part of the job, employees have to manage their emotions accordingly. Therefore, employees such as ground staff members should express friendliness and funeral directors sadness. These behaviors are called feeling rules or display rules; The expression of an appropriate emotional display can be achieved through deep acting, surface acting, and the expression of genuine emotion” (Pg. 84). ED appears to be the key determinant of EE or burnout and refers to the discrepancy between displayed and felt emotions (Karatepe et al., 2009). Ground staff members in the airline industry have to show organizationally desired emotion while dealing with passengers, because they are expected to solve passengers’ problems or complaints successfully and make sure that such passengers are satisfied with what they have received.

Karatepe et al.’s (2009) study showed that customer verbal aggression increased frontline hotel employees’ ED. That is, employees who really had verbal aggression in the hotel industry were supposed to fake their true emotions while dealing with

customers. In another study, POS and JA buffered the relationship between ED and disengagement among FLEs (Karatepe, 2011). That is, employees who obtained sufficient support from the organization and had independence and freedom in doing the job experienced low levels of ED and disengagement.

When ground staff members have to serve a lot of passengers, they also have to manage their emotions. This shows the impact of crowding on ground staff members' ED. As a result, a number of passengers waiting for immediate services is likely to increase employees' ED.

### **2.3 Perceived Crowding**

Whiting et al. (2011) explain crowding as an acute stressor that happens quickly and ends within a short time. However, when employees frequently have to deal with a lot of passengers in the workplace, they experience stress. Employees who have specific personal resources can deal with such a stressor. For example, if employees are self-efficacious, they have confidence in their skills to overcome problems associated with crowding in the workplace. Or, intrinsically motivated employees can manage such crowding in the workplace. Evidence regarding intrinsic motivation shows that intrinsically motivated frontline hotel employees experience less ED and EE (Karatepe & Aleshinloye, 2009). Although specific personal resources such as self-efficacy and intrinsic motivation decrease PC, it is difficult to hire individuals with such personal resources who can work as ground staff members.

As discussed above, PC is likely to increase employees' ED. It is also likely to increase employees' EE or burnout. This is because they experience ED as a result

of PC and therefore report high levels of EE. However, the current literature does not provide ample evidence regarding the outcomes of PC based on samples in the airline industry.

## **2.4 Burnout**

If PC and ED are not controlled, burnout ensues. As stated before, burnout is “a psychological response to stressors on the job” (Karatepe et al., 2012, Pg. 66). Employees experience burnout as a psychological response to stressors which are PC and ED. Burnout has three dimensions: exhaustion, cynicism, and inefficacy. Exhaustion refers to “feelings of being overextended and depleted of one’s emotional and physical resources”, while cynicism refers to “a negative, callous, or excessively detached response to various aspects of the job” (Maslach, Schaufeli, & Leiter, 2001, Pg. 399). Inefficacy refers to “feelings of incompetence and a lack of achievement and productivity at work” (Maslach et al., 2001, Pg. 399).

EE is the first stage of the burnout syndrome and leads to a number of undesirable outcomes (Karatepe et al., 2009; Karatepe & Uludag, 2008a). That is, when employees’ emotional resources are drained, they are EE. Employees who are emotionally exhausted demonstrate job dissatisfaction, low levels of organizational commitment, poor job performance, and elevated levels of TI and ABS. For example, Chen and Kao (2012) reported that burnout eroded flight attendants’ in-role and extra-role performances. Cheung and Cheung (2013) reported that ED triggered burnout that in turn resulted in poor organizational citizenship behaviors. Karatepe and Uludag (2008a) found that EE increased employees’ job performance, while diminished personal accomplishment decreased their job performance.

According to the results reported by Karatepe et al. (2009), both ED and EE resulted in high levels of TI. They also showed that EE reduced employees' SRP. Moon et al. (2012) showed that EE decreased flight attendants' organizational commitment. Moreover, Baba, Galperin, and Lituchy (1999) reported that burnout triggered employees' TI and ABS through depression.

## **2.5 Employee Outcomes**

There are a number of job outcomes that can be used to ascertain the effects of PC, ED, and EE. However, this thesis considers SRP, TI, and ABS as employees' job outcomes to include them in the conceptual model. There are several reasons for this. First, SRP is a very important performance outcome for dealing with passengers' problems or complaints (e.g., Karatepe & Vatankhah, 2014). Second, management of airline companies has to make sure that employee turnover and ABS are low. If not controlled, they will result in costs for airline companies (cf. Chen & Kao, 2011; Kocakulah et al., 2009).

### **2.5.1 Service Recovery Performance**

According to Babakus, Yavas, Karatepe, and Avci (2003), SRP refers to "FLEs perceptions of their own abilities and actions to resolve a service failure to the satisfaction of the customers" (Pg. 274). It is important that service providers return aggrieved customers to a state of satisfaction to achieve competitive advantage (cf. Boshoff & Allen, 2000). Otherwise, aggrieved customers will have negative word-of-mouth communication about the company and its services and will switch from the existing company to the other one.

An analysis of the relevant literature indicates that there are studies that focus on SRP. For example, Karatepe et al. (2009) found that EE reduced frontline hotel

employees' SRP. Karatepe (2012) showed that both supervisor and coworker support influenced SRP only through work engagement. Babakus et al.'s (2003) study among frontline bank employees demonstrated that training, empowerment, and rewards jointly increased SRP only via job satisfaction and affective organizational commitment. Choi et al. (2014) reported that customer-related social stressors such as customer verbal aggression, disliked customers, and ambiguous customer expectations triggered EE that in turn resulted in low levels of frontline hotel employees' SRP. Karatepe's (2014a) recent study among frontline hotel employees showed that job embeddedness fully mediated the impact of supervisor support on SRP. Karatepe's (2014b) another recent study indicated that WE played as a full mediator of the effect of hope on SRP among frontline hotel employees.

It seems that the current literature lacks empirical evidence regarding the effects of PC, ED, and EE on SRP. This is also the case for empirical evidence in the airline industry. Given that SRP is an important performance outcome in the airline industry, ground staff members should do their best to respond to passenger requests and complaints according to management expectations. In short, this study uses SRP as the performance outcome.

### **2.5.2 Turnover Intentions**

Management of airline companies has to make sure that employees remain in the organization. Retention of employees is likely to decrease various costs that are related to high turnover rates. Employees who have intentions to leave the organization can display poor service delivery and fail in meeting customers' expectations about service recovery.



TI appears to be “a good substitute for turnover rates” (Karatepe, 2009, Pg. 74) and predict turnover. Studies show that there are a number of personal and/or organizational variables as well as stressors and strain that predict TI. For instance, Baba et al. (1999) found that stress and burnout positively influenced nurses’ TI through depression. Karatepe et al. (2009) found that FLEs’ ED and EE resulted in high levels of TI. Similarly, Karatepe and Aleshinloye (2009) showed that ED and EE triggered frontline hotel employees’ TI. Karatepe (2009) reported that the interaction of organizational tenure and SS reduced FLEs’ TI. Chen and Kao (2011) indicated that job stress decreased flight attendants’ job satisfaction that in turn led to high levels of TI. In another study, Rathi, Bhatnagar, and Mishra (2013) found that surface acting triggered employees’ TI in the Indian hospitality industry. Lv, Xu, and Ji’s (2012) study showed that EE appeared to fully mediate the effect of surface acting on TI among managerial and non-managerial employees in the Chinese hotel industry.

Again it seems that there is convincing evidence about factors influencing employees’ TI in the service-related settings. However, there is still a lack of research about factors influencing ground staff members’ TI in the airline industry. Therefore, it is important to determine whether PC, ED, and EE trigger ground staff members’ TI in the airline industry.

### **2.5.3 Absenteeism**

Employees may be absent from work due to various reasons. Such absences may be excused (e.g., sickness) or unexcused. Management of airline companies has to control both excused and unexcused absences very carefully. Otherwise, this will result in costs for the organization (Kocakulah et al., 2009). Empirical studies show that there are stressors and/or strain that trigger employees’ ABS. For example, Baba

et al. (1999) reported that stress and burnout increased nurses' ABS through depression. Iverson, Olekalns, and Erwin (1998) triggered employees' ABS via burnout. Bakker, Demerouti, de Boer, and Schaufeli (2003) found that job demands increased absence duration through burnout and job resources decreased absence frequency through organizational commitment. Bakker, Demerouti, and Schaufeli's (2003) study also found that job demands increased ABS through health problems.

There are empirical studies that focus on variables influencing employees' ABS. However, as is the case with SRP and TI, empirical research about the relationship between stress and/or strain and ABS is still scarce.

## **Chapter 3**

### **RESEARCH HYPOTHESES**

#### **3.1 Research Model**

The research model that includes study relationships is shown in Figure 1. This model is proposed based on Koeske and Koeske's (1991) SSO theoretical framework. In simple terms, the SSO relationship is considered in the model. The model proposes that ground staff member perceptions of passenger crowding in the airline industry result in ED. That is, ground staff members fake their true emotions while dealing with a number of passengers in service encounters. Such employees then experience high levels of EE. EE as experienced by these employees leads to poor job performance in terms of complaint-handling, high levels of TI and ABS. In short, EE fully mediates the effect of ED on SRP, TI, and ABS, while ED fully mediates the effect of PC on EE.

#### **3.2 The Mediating Role of Emotional Dissonance**

Ground staff members in the airline industry have to serve a number of passengers who have different requests and complaints. If such employees are often faced with these requests and complaints, they experience more ED. That is, they fake their true feelings to be able to manage various passengers' requests and complaints. Interestingly, Whiting et al. (2011) do not report any empirical support for a significant positive relationship between PC and surface acting. However, this study proposes that ground staff members spend time and effort to be able to serve a number of passengers. While doing so, they fake their true

emotions and experience ED. This is because of the fact that it is not easy for employees to cope with different types of requests and problems of passengers on a daily basis. Accordingly, it is hypothesized that:

H1: PC is positively related to ED.

Koeske and Koeske's (1991) SSO model proposes that individuals who are faced with heightened stress experience high levels of strain. That is, employees working in the airline industry are faced with high levels of ED and therefore display heightened EE. Not surprisingly, there is sufficient evidence showing that ED increases EE. For instance, Karatepe and Aleshinloye's (2009) study in Nigeria showed a significant positive association between ED and EE among FLEs. Karatepe et al.'s (2009) study also reported a similar result for a sample of FLEs in Northern Cyprus. According to a recent meta-analytic study conducted by Kammeyer-Mueller et al. (2013), surface acting significantly and positively influenced exhaustion. Accordingly, it is hypothesized that:

H2: ED is positively related to EE.

The relationships given above propose that PC influences EE indirectly through ED. Broadly speaking, ground staff members experience ED due to a number of passengers with different requests and complaints. During their interactions with passengers, they may also observe that some passengers really display aggressive behaviors (e.g., verbal aggression). If this is the case, then they have to show organizationally desired emotion. If they often experience ED, they experience more EE. In short, this study proposes that PC influences ED that in turn results in EE. Accordingly, it is hypothesized that:

H3: ED fully mediates the effect of PC on EE.

### **3.3 The Mediating Role of Emotional Exhaustion**

Iverson, Olekalns, and Erwin (1998) failed to find a significant relationship between EE and ABS. Instead, they reported that personal accomplishment reduced employees' ABS. Devonish's (2014) study showed that physical exhaustion was positively correlated with uncertified ABS. Babakus et al. (2008) reported that frontline employees had higher TI due to high existing levels of EE in Turkish hotels. Karatepe et al. (2009) showed that EE decreased FLEs' SRP in hotels of Northern Cyprus and increased their intentions to leave the organization. In short, it appears that employees who experience EE have negative job outcomes such as poor SRP, TI, and ABS. Accordingly, it is hypothesized that:

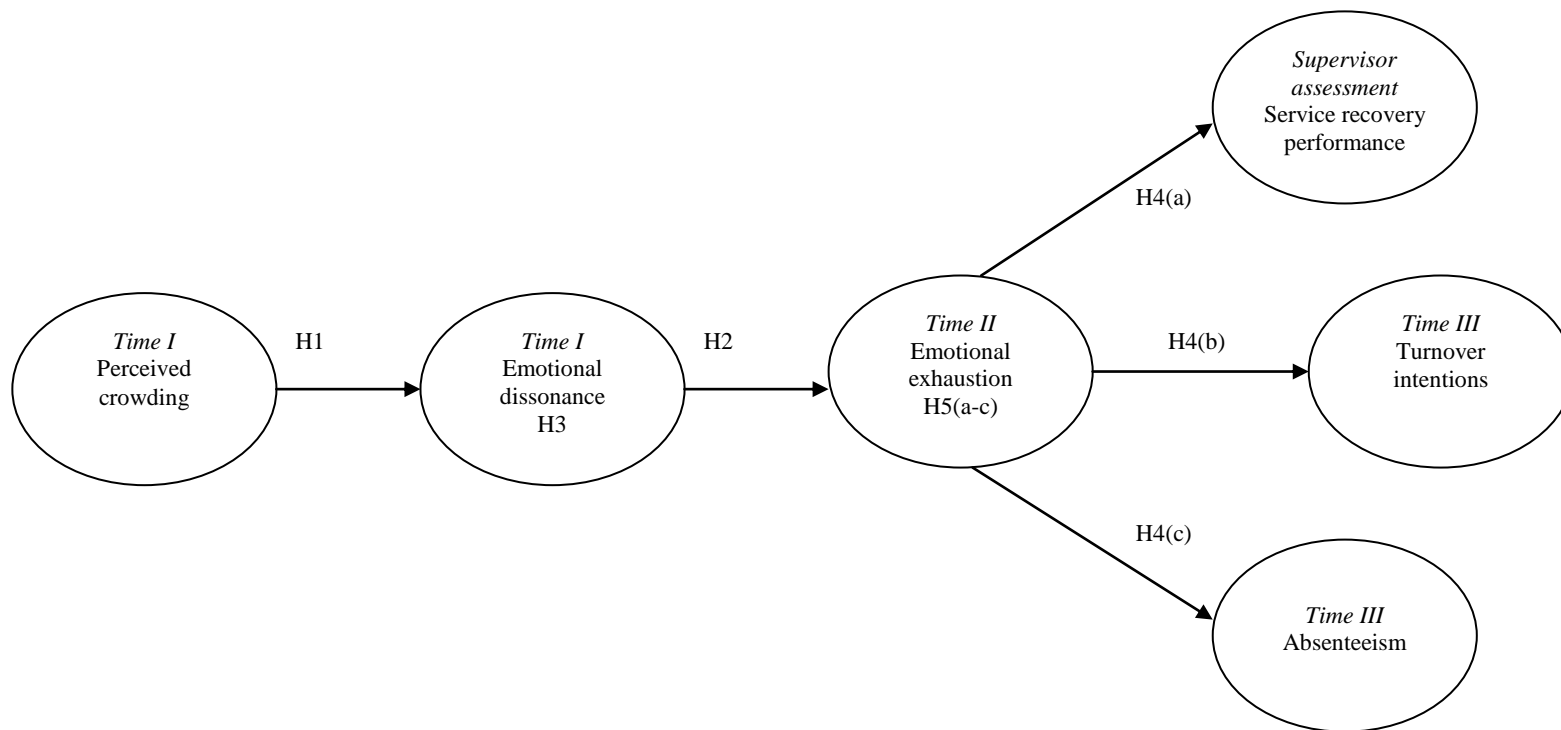


Figure 1. Conceptual Model

H4a: EE is negatively related to SRP.

H4b: EE is positively related to TI.

H4c: EE is positively related to ABS.

As discussed before, the SSO model is used as a theoretical framework to propose that strain fully mediates the relationship between stressors and employee outcomes. According to the model shown in Figure 1, ED is the stressor considered to influence ground staff members' SRP, TI, and ABS through EE. In other words, EE fully mediates the effect of ED on SRP, TI, and ABS. The SSO model proposes that employees who experience high levels of stress or are faced with a number of stressors in the workplace experience strain. In our case, ground staff members in the airline industry are expected to fake their true feelings while having direct contact with passengers. Such employees' ED lead to high levels of EE. They in turn have poor SRP and higher TI and are likely to display higher ABS.

Empirical studies have provided support for the use of the SSO model to develop similar relationships such as the ED-burnout-organizational citizenship behavior relationship (Cheung & Cheung, 2013) and the customer-related social stressors-EE-customer orientation and SRP relationship (Choi et al., 2014). Accordingly, it is hypothesized that:

H5a: EE fully mediates the effect of ED on SRP.

H5b: EE fully mediates the effect of ED on TI.

H5c: EE fully mediates the effect of ED on ABS.

## Chapter 4

### METHODOLOGY

This chapter explains research philosophy of the empirical study conducted with ground staff members in the airline industry. Judgmental sampling used in this study is further explained. The current chapter explains the data collection process and remedies used to minimize the potential risk of CMB. This is followed by the measuring instruments and their sources. This chapter ends with information about data analysis strategy.

#### 4.1 Deductive Approach

Although the emotional labor studies can be done using in-depth interviews, this thesis uses deductive approach for at least two reasons. First, this thesis utilizes Koeske and Koeske's (1991) SSO model as a theoretical framework and empirical evidence in existing knowledge to develop and test a research model that examines ED as a mediator of the effect of PC on EE and the mediating role of EE in the relationship between ED and three job outcomes (i.e., SRP, TI, and ABS). Second, deductions from the constructs are tested using a judgmental sample of ground staff members of a low cost airline company in Turkey. By doing so, support or lack of support can be provided for the SSO model. The abovementioned approach used in this thesis is also consistent with other studies (e.g., Cheung & Cheung, 2013; Heuven & Bakker, 2003; Karatepe et al., 2009).



## **4.2 Sample and Procedure**

This thesis used judgmental sampling that was related to selection of sample elements according to the judgment of the researcher (Babbie, 1999). In light of judgmental sampling, records were obtained from ground staff members of a major low cost airline company at the Istanbul Sabiha Gokcen International Airport in Turkey. Ground staff members of the airline company were responsible for a number of tasks such as check-in, lost and found luggage services, boarding, and ticketing.

Management of the airline company agreed to participate in the study as a result of an application through a letter that included information about the purpose of the study and permission for data collection. However, management did not allow the researcher to have direct contact with ground staff members. Therefore, all questionnaires were submitted to one of the managers who was responsible for coordinating the data collection process. This data collection process is also found in various empirical studies (e.g., Karatepe, 2013a; Karatepe & Aleshinloye, 2009).

As explained in the introduction chapter, common method bias is a potential problem in empirical studies whose data are based on self-report. However, if the researcher is unable to collect data from multiple sources, he or she can use a temporal separation through a time lag between the predictor and criterion variables (Podsakoff et al., 2003). This study obtained data from both employees and their supervisors. That is, data were obtained from employees with a time lag of one week in three waves and their supervisors. All respondents sealed the questionnaires in their envelopes for issues of anonymity and confidentiality. The Time I, Time II, Time III, and supervisor

questionnaires were matched through identification numbers used on an unseen part of each questionnaire.

250 Time I questionnaires were distributed to employees. 140 Time I questionnaires were returned. Response rate at Time I was 56%. 140 Time II questionnaires were distributed to the same employees. 135 Time II questionnaires were retrieved. Response rate at Time II was 96.4%. 135 Time III questionnaires were distributed to the same employees. Then, 129 Time III questionnaires were returned. Response rate at Time III was 95.6%. Eighteen supervisors also assessed 129 ground staff members' SRP.

### **4.3 Measurement**

As reported above, common method bias is a serious problem in empirical studies and should be controlled using various remedies. With this realization, this study collected data from ground staff members of the airline company through a temporal separation by introducing a time lag of one week in three waves. This study also collected data from the supervisors of these employees for the assessment of SRP. This data collection being rarely found in the current literature appears to contribute to existing knowledge.

Four different questionnaires were used in this thesis. The Time I questionnaire included the PC and ED measures. It also included items about respondents' profile (e.g., gender and marital status). The Time II questionnaire contained the EE measure and the Time III questionnaire included the TI and ABS measures. As mentioned above, SRP was assessed by each employee's supervisor and was included in the supervisor questionnaire.

A three-item scale to measure PC was taken from Whiting et al. (2011). ED was measured through 11 items taken from Chu and Murrmann (2006), while an eight-item scale obtained from Maslach and Jackson (1981) was used to measure EE. Three items from Singh et al. (1996) were used to assess ground staff members' TI. ABS was operationalized through three items from Baba and Harris (1989). Five items from Boshoff and Allen (2000) were utilized to measure SRP. These sources mentioned above were also used in a number of various empirical studies in the current literature (e.g., Baba et al., 1999; Choi et al, 2014; Karatepe, 2011; Karatepe, 2013b; Karatepe & Aleshinloye, 2009).

Response options for items in PC, ED, EE, SRP, and TI included a five-point scale (from 5 = strong agree to 1 = strong disagree). Response options for items in ABS included a seven-point scale (from 7 = extremely important to 1 = not all important).

The back-translation method was used to prepare the Time I, Time II, Time III, and supervisor questionnaires (McGorry, 2000). Specifically, all items were developed in English. After this stage, two fluent individuals in English and Turkish were involved in the translation process. At the end, the researcher checked the questionnaires for any inconsistencies. All employee questionnaires were subjected to three different pilot studies that used five different ground staff members. The supervisor questionnaire was also subjected to a pilot study that included five supervisors. As results of these pilot studies no changes in items were made.

#### **4.4 Data Analysis**

This thesis develops and proposes a research model that examines the mediating role of ED in the relationship between PC and EE and EE as a mediator of the effect of ED on SRP, TI, and ABS. Therefore, this thesis used Anderson and Gerbing's (1988) two-step approach. Specifically, the measurement model was subjected to confirmatory factor analysis via LISREL 8.30 (Joreskog & Sorbom, 1996). Then, the proposed model was tested through structural equation modeling. Model comparison was made for the mediation analysis (James, Mulaik, & Brett, 2006). Sobel test was also used for providing support for the significance of the mediating effect.

In this thesis,  $\chi^2/df$ , Comparative fit index (CFI), non-normed fit index (NNFI), and root mean square residual (RMR) were used to evaluate model fit. Reporting values between 2 and 5 for  $\chi^2/df$  is acceptable (see Karatepe & Uludag, 2008b). Having values equal to or greater than .90 for CFI and NNFI is acceptable (see Karatepe & Uludag, 2008b). Reporting values below .10 for RMR is acceptable (see Karatepe & Uludag, 2008b).

Frequencies are used for presenting results regarding respondents' profile (i.e., gender, age, education, marital status, and organizational tenure). Means, standard deviations, and correlations of observed variables are also reported.

## **Chapter 5**

### **RESULTS**

The results chapter is about the presentation and interpretation of findings of the empirical study conducted with ground staff members of a low cost airline company in Turkey. Specifically, the results about respondents' profile are reported. This is followed by the confirmatory factor analysis and correlation analysis. Then, the results about the relationships shown in the conceptual model are reported based on structural equation modeling.

#### **5.1 Respondents' Profile**

Table 1 demonstrated the results about the demographic breakdown of the thesis sample. 56% of the respondents (Rs) were male, while 44% were female. 61% of the Rs were 18 and 27 years and 36 % were range from 28 and 37 years. The rest of the Rs were older than 37 years. 2% of the Rs had primary school education and 5% had high school and secondary education. The rest had two-year college degrees or better. 64% of the respondents had organizational tenures of less than 1 year. 33% of the Rs had organizational experiences between one and 5 years. The rest had organizational experiences more than five years. 74% of the respondents were divorced or single and the rest were married.

Table 1: Respondents' Profile ( $n = 129$ )

	<u>Frequency</u>	<u>%</u>
<b>Age</b>		
18-27	79	61.2
28-37	47	36.4
38-47	3	2.4
Total	129	100.0
<b>Gender</b>		
Male	72	55.8
Female	57	44.2
Total	129	100.0
<b>Education</b>		
Primary School	2	1.5
Secondary and High School	7	5.4
Two-Year College Degree	42	32.6
Four-Year College Degree	74	57.4
Graduate Degree	4	3.1
Total	129	100.0
<b>Organizational Tenure</b>		
Less than 1 year	82	63.6
1-5	42	32.6
6-10	4	3.1
11-15	1	0.7
Total	129	100.0
<b>Marital status</b>		
Single or divorced	96	74.4
Married	33	25.6
Total	129	100.0

## 5.2 Measurement Results

As stated before, this thesis followed Anderson and Gerbing's (1988) two-step approach. In the first step, all measures were subjected to CFA using LISREL 8.30 (Joreskog and Sorbom, 1996). The results suggested deletion of several items because of non-significant  $t$ -values and correlation measurement errors. Broadly speaking, four items from the ED scale and one item from the EE scale were deleted. Items 'I fake a good mood when interacting with passengers', 'The emotions I show to passengers match what I truly feel', 'My interactions with passengers are very robotic', 'I show the same

feelings to passengers that I feel inside’, and ‘I feel emotionally drained from my work’ were deleted.

After deletion of items given above, the results regarding statistics of the model fit were good and were as follows: ( $\chi^2 = 383.74$ ,  $df = 335$ ;  $\chi^2 / df = 1.15$ ; CFI = .94; NNFI = .93; RMR = .069). The lowest loading was .47, while the highest loading was .97. Most of loadings were equal to or greater than .60. All loadings were significant at the .01 level. These results provided evidence of convergent validity (Anderson & Gerbing, 1988).

The results also provided support for discriminant validity based on pairwise  $\chi^2$  difference tests (Anderson & Gerbing, 1988). That is, forcing measures of different variables such as PC and ED, PC and EE, PC and TI, PC and ABS, PC and SRP, ED and EE, ED and TI, ED and ABS, or SRP and ABS into a single-factor model produced a significant result.

Table 2 presents the results about means, standard deviations, and correlations of observed variables as well as coefficient alphas for variables used in this study. All coefficient alphas are deemed acceptable, since each of them is greater than .70.

Table 2. Means, Standard Deviations, and Correlations of Variables

Variables	1	2	3	4	5	6
1. Perceived crowding	-					
2. Emotional dissonance	.549 <sup>***</sup>	-				
3. Emotional exhaustion	.240 <sup>***</sup>	.336 <sup>***</sup>	-			
4. Service recovery performance	.129	.149 <sup>*</sup>	.220 <sup>*</sup>	-		
5. Turnover intentions	.064	.221 <sup>**</sup>	.393 <sup>***</sup>	.251 <sup>***</sup>	-	
6. Absenteeism	.017	.178 <sup>**</sup>	.249 <sup>***</sup>	.245 <sup>***</sup>	.429 <sup>***</sup>	-
Mean	3.39	3.24	3.41	3.71	2.67	2.04
Standard deviation	.95	.87	.70	.69	1.13	.92
Alpha	.78	.82	.83	.78	.91	.77

\* p < .10, \*\* p < .05, \*\*\* p < .01 (two-tailed test)

### 5.3 Tests of Research Hypotheses

The results demonstrated that the direct model ( $\chi^2 = 400.28$ ,  $df = 344$ ) appeared to have a better fit than the partially mediated model ( $\chi^2 = 391.98$ ,  $df = 337$ ). The results showed a non-significant fit ( $\Delta\chi^2 = 8.3$ ,  $\Delta df = 7$ ). Accordingly, the completely mediated model was used to report the results emerging from structural equation modeling.

The results in Table 3 show that hypothesis 1 is supported, because PC has a significant positive impact on ED ( $\gamma_{11} = .72$ ,  $t = 5.51$ ). The results provide empirical support for hypothesis 2, since ED is significantly and positively affect EE ( $\beta_{21} = .41$ ,  $t = 3.13$ ).



Table 3: Structural Model Test Results

Hypothesized relationships	Estimate	t-value
H1: Perceived crowding → Emotional dissonance ( $\gamma_{11}$ )	.72	5.51
H2: Emotional dissonance → Emotional exhaustion ( $\beta_{21}$ )	.41	3.13
H3: Perceived crowding → Emotional dissonance → Emotional exhaustion	.30	3.16
H4a: Emotional exhaustion → Service recovery performance ( $\beta_{32}$ )	.29	2.43
H4b: Emotional exhaustion → Turnover intentions ( $\beta_{42}$ )	.43	3.57
H4c: Emotional exhaustion → Absenteeism ( $\beta_{52}$ )	.29	2.43
H5a: Emotional dissonance → Emotional exhaustion → Service recovery performance	.12	2.19
H5b: Emotional dissonance → Emotional exhaustion → Turnover intentions	.18	2.92
H5c: Emotional dissonance → Emotional exhaustion → Absenteeism	.12	2.23
R <sup>2</sup> for:		
Emotional dissonance	: .52	
Emotional exhaustion	: .17	
Service recovery performance	: .08	
Turnover intentions	: .19	
Absenteeism	: .09	

*Statistics of the Model fit:*

$\chi^2 = 400.28$ ,  $df = 344$ ;  $\chi^2 / df = 1.16$ ; CFI = .94; NNFI = .93; RMR = .077

**Notes:** All direct estimates are significant ( $p < .05$ ). All indirect estimates are also significant according to Sobel test ( $p < .05$ ). CFI = Comparative fit index; NNFI = Non-normed fit index; RMR = Root mean square residual.

A careful analysis of the results in Table 3 also shows that PC indirectly influence on EE through ED is significant ( $t = 3.16$ ). That is, PC strengthens ED that in turn leads to EE. Therefore, hypothesis 3 is supported. Hypothesis 4a proposes that EE is negatively related to SRP. In contrast, the results show that EE significantly and positively affects SRP ( $\beta_{32} = .29, t = 2.43$ ). Therefore, there is no support for hypothesis 4a. Hypothesis 4b proposes that EE has a significant positive effect on TI, while hypothesis 4c proposes that EE is significantly and positively related to ABS. Both of these hypotheses are supported based on the results reported in Table 3. Specifically, EE positively influences both TI ( $\beta_{42} = .43, t = 3.57$ ) and ABS ( $\beta_{52} = .29, t = 2.48$ ).

Hypothesis 5a is not supported due to the significant positive effect of EE on SRP. The results in Table 3 indicate that ED increases SRP only via EE. This is also supported by Sobel test result ( $t = 2.19$ ). As stated above, there is no empirical support for hypothesis 5a. Hypothesis 5b is supported, because EE fully mediates the effect of ED on TI. This effect is also significant based on Sobel test ( $t = 2.92$ ). Hypothesis 5c proposes that EE fully mediates the relationship between ED and ABS. This hypothesis is supported by the results reported in Table 3, and the mediating effect is significant based on Sobel test ( $t = 2.23$ ). In closing, the results explain 52% of the variance in ED, 17% in EE, 8% in SRP, 19% in TI, and 9% in ABS.

## **Chapter 6**

### **DISCUSSION**

#### **6.1 Evaluation of Findings**

To fill in a number of research voids in the current literature, this thesis developed and tested a conceptual model that examined the indirect effect of ED in the relationship between PC and EE and EE as a mediator of the effect of ED on SRP, TI, and ABS. Unlike a number of empirical studies in the relevant literature, this thesis used data collected from ground staff members of a major low cost airline company in Turkey. In addition, such data were gathered from these employees with a one week time lag of in three waves and their supervisors. The results provide useful theoretical and managerial implications.

The results suggest that PC triggers ED that in turn results in EE. That is, employees are often faced with plenty of passengers who have different requests and report different complaints or problems. They have to hide their true feelings when they try to deal with these requests and complaints. However, experiencing ED continuously as a result of PC leads to high levels of EE. Those employees feel physically and emotionally exhausted, because they cannot always deal with passenger requests and problems successfully and manage their emotions as expected. The result regarding the

relationship between ED and EE is consistent with other studies (e.g., Kammeyer-Mueller et al., 2013; Karatepe & Aleshinloye, 2009).

Consistent with Koeske and Koeske's (1991) SSO model, the results demonstrate that EE mediating the effect of ED on TI and ABS. That means; there is empirical support for the SSO relationship. Ground staff members often have to fake their true emotions while dealing with passengers. However, this triggers EE that in turn leads to negative job outcomes such as TI and ABS. Employees experience high levels of EE as a result of heightened ED and have intentions to leave the organization and exhibit absences from work. The SSO relationship is also consistent with other recent studies (Cheung & Cheung, 2013; Choi et al., 2014).

The results of this thesis suggest that ED triggers SRP through EE. That is, ED heightens EE that in turn results in an increase in SRP. Employees who often fake their true emotions are highly exhausted and therefore display better service recovery efforts. Although there is support for the SSO relationship, the effect is positive, not negative. One potential explanation can be used for this unexpected result. ED appears to be inevitable in customer-contact positions. Ground staff members are always expected to display organizationally desired emotion. Although this results in high levels of EE, ground staff members have to respond to passengers' requests and problems effectively. Otherwise, ineffective service recovery will give rise to loss of actual buyers for the airline company. The positive relationship between EE and performance outcomes can also be observed in several studies. For example, Karatepe and Uludag (2008a) found

evidence in the Northern Cyprus hotel industry that frontline employees displayed quality job performance though they were faced with high levels of EE.

## **6.2 Limitations and Future Research Directions**

This thesis has several limitations, although it contributes to the current literature by investigating the mediating role of ED in the relationship between PC and EE and the mediating role of EE in the relationship between ED and job outcomes (i.e., SRP, TI, ABS). First, this study collected data in three waves from ground staff members and their supervisors for decreasing common method bias risk. This is one of the major strengths of this study. Using time-lagged designs provide some temporal causality evidence. However, it is not sufficient. Therefore, in future studies collecting data through a longer period of time would be more useful.

Second, this study measured SRP as the performance outcome. This is because of the fact that SRP has not received much empirical attention in studies associated with airline services. In future studies using various performance outcomes such as SRP, job performance, extra-role performance, creative performance, and team performance simultaneously would present a more detailed picture of the effects of ED and EE on these outcomes. Third, data were collected from only one low cost airline company. In future studies collecting data from different low cost airline companies in the Turkish market environment would pay dividends.

The final future direction is related to replication studies with larger sample sizes in different countries. This will provide a platform to compare the results of empirical

studies conducted with ground staff members in the low cost airline industry in different countries.

### **6.3 Management Implications**

The results give directions about how managers can help ground staff members to manage PC and ED, experience less EE, and increase SRP. First, ground staff members have interactions with a number of polite and/or aggressive passengers during their working hours. However, they have to behave politely and show courtesy through organizational rules. To retain such employees, management should organize training programs that focus on time and emotion management. Such training programs will enable ground staff members to control their emotions and manage passenger crowding in the workplace. It is important that expert teams should give presentations to employees about time and emotion management. If ground staff members are still unable to manage their emotions, then assistance can be provided by mentors. For example, mentors can provide psychosocial support to employees for management of emotions (cf. Karatepe, 2012).

Second, management should make sure that they hire individuals who are really able to work as ground staff members. If there is really no fit between individuals' skills and abilities and the demands of the job, it is not possible to expect these individuals to fulfill the requirements of the job according to management expectations.

Teamwork training is the last implication of this study. Teamwork results in synergy and enables employees to manage passenger requests and problems successfully. However, it does not mean that these employees are not empowered. These employees

should first be empowered and taught how to practice empowerment. Then, teamwork should be emphasized. By doing so, it will be possible to increase their SRP. When ground staff members find that the organization invests in human resources, they will show low levels of TI and ABS.

## Chapter 7

### CONCLUSION

Today's global airline market environment requires companies to have distinctive competencies that will enable them to maintain a sustainable competitive advantage. This can be done through a pool of employees who have the knowledge, skills, and abilities needed to do the job. But it is important to maintain an environment where employees will be able to manage problems that may arise from stress and strain.

By considering the importance of talented employees, this thesis proposes a conceptual model. This model examines ED as a direct effect of PC on EE. This model also tests EE as a mediator of the effect of ED on SRP, TI, and ABS. Since ground staff members in the airline industry are relatively under researched when compared with flight attendants, this thesis uses data collected from such employees in a major low cost airline company in Turkey. Unlike other similar studies, this thesis collects data from employees in three waves and their supervisors to test the previously mentioned relationships.

All study relationships receive support from the data. However, there are two exceptions. First, EE heightens SRP and the mediating role of EE in the relationship between ED and SRP is positive. The rest of the relationships are consistent with what has been hypothesized. This may due to the fact that ground staff members appear to do



their best to be able to deal with passenger requests and complaints. It should be kept in mind those employees who experience ED and EE at all times may not be able to show quality SRP. Therefore, it is much better to provide support to such employees to manage their problems arising from ED and EE. The results also suggest that employees' perceptions of passenger crowding aggravate their ED that in turn leads to high levels of EE. Employees' perceptions of ED heighten their EE that in turn leads to TI and absences from work.

This thesis provides useful implications for management of airline companies. This thesis also presents limitations of the empirical study and provides implications that would be useful for future direction.

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## **APPENDIX**

## **A FIELD STUDY IN THE AIRLINE INDUSTRY IN TURKEY**

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Homa Choubtarash Abardeh through her e-mail address: 115244@students.emu.edu.tr.

Thank you for your kind cooperation.

**Research Team:**

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**SECTION I.**

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

<b>01.</b> The total number of passengers makes me feel crowded.	1	2	3	4	5
<b>02.</b> The number of passengers restricts the time I spend with passengers.	1	2	3	4	5
<b>03.</b> At my job, the number of passengers makes me feel confined.	1	2	3	4	5
<b>04.</b> I fake a good mood when interacting with passengers.	1	2	3	4	5
<b>05.</b> I fake the emotions I show when dealing with passengers.	1	2	3	4	5
<b>06.</b> I put on a mask in order to express the right emotions for my job.	1	2	3	4	5
<b>07.</b> The emotions I show to passengers match what I truly feel.	1	2	3	4	5
<b>08.</b> I behave in a way that differs from how I really feel.	1	2	3	4	5
<b>09.</b> I put on an act in order to deal with passengers in an appropriate way.	1	2	3	4	5
<b>10.</b> My interactions with passengers are very robotic.	1	2	3	4	5
<b>11.</b> I display emotions that I am not actually feeling.	1	2	3	4	5
<b>12.</b> I have to cover up my true feelings when dealing with passengers.	1	2	3	4	5
<b>13.</b> I actually feel the emotions that I need to show to do my job well.	1	2	3	4	5
<b>14.</b> I show the same feelings to passengers that I feel inside.	1	2	3	4	5

**SECTION II.**

Please indicate your answer by placing a (√) in the appropriate alternative.

**1.** How old are you?

- 18-27        ( )
- 28-37        ( )
- 38-47        ( )

**2.** What is your gender?

- Male        ( )
- Female      ( )

**3. What is the highest level of education you completed?**

- Primary school ( )
- Secondary and high school ( )
- Vocational school (two-year program) ( )
- University first degree ( )
- Master or Ph.D. degree ( )

**4. How long have you been working in this airline company?**

- Under 1 year ( )
- 1-5 years ( )
- 6-10 years ( )
- 11-15 years ( )

**5. What is your marital status?**

- Single or divorced ( )
- Married ( )

## **A FIELD STUDY IN THE AIRLINE INDUSTRY IN TURKEY**

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Homa Choubtarash Abardeh through her e-mail address: 115244@students.emu.edu.tr.

Thank you for your kind cooperation.

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Prof. Dr. Osman M. Karatepe  
Homa Choubtarash Abardeh

**Address:**

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Eastern Mediterranean University  
Gazimagusa, TRNC  
Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

<b>01.</b> I feel emotionally drained from my work.	1	2	3	4	5
<b>02.</b> I feel used up at the end of the workday.	1	2	3	4	5
<b>03.</b> I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5
<b>04.</b> Working with people all day is really a strain for me.	1	2	3	4	5
<b>05.</b> I feel burned out from my work.	1	2	3	4	5
<b>06.</b> I feel frustrated by my job.	1	2	3	4	5
<b>07.</b> I feel I am working too hard on my job.	1	2	3	4	5
<b>08.</b> I feel like I am at the end of my rope.	1	2	3	4	5



## **A FIELD STUDY IN THE AIRLINE INDUSTRY IN TURKEY**

Dear Respondent:

This research is aimed to better understand your daily experiences at work. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Homa Choubtarash Abardeh through her e-mail address: 115244@students.emu.edu.tr.

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**SECTION I.**

Please indicate the degree of importance you give to each statement by crossing the number using the following seven-point scale:

- (1) Not at all important
- (2) Low importance
- (3) Slightly important
- (4) Neutral
- (5) Moderately important
- (6) Very important
- (7) Extremely important

<b>01.</b> How important do you think never missing a day's work is?	1	2	3	4	5	6	7
<b>02.</b> How important is having a good attendance record to you?	1	2	3	4	5	6	7
<b>03.</b> How important is having a good attendance record as your boss makes it out to be?	1	2	3	4	5	6	7

**SECTION II.**

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

<b>06.</b> It is likely that I will actively look for a new job next year.	1	2	3	4	5
<b>07.</b> I often think about quitting.	1	2	3	4	5
<b>08.</b> I will probably look for a new job next year.	1	2	3	4	5

## A FIELD STUDY IN THE AIRLINE INDUSTRY IN TURKEY

Dear Respondent:

The purpose of this research is to obtain information regarding ground staff members' performance under your supervision. Therefore, each questionnaire (to be self-administered by you) will belong to each ground staff member who is supervised by you.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept in confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms. Homa Choubtarash Abardeh through her e-mail address: 115244@students.emu.edu.tr.

Thank you for your kind cooperation.

Employee's:

First Name \_\_\_\_\_

Last Name \_\_\_\_\_

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Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) I am undecided
- (4) I agree
- (5) I strongly agree

<b>01.</b> Considering all the things this employee does, he/she handles dissatisfied passengers quite well.	1	2	3	4	5
<b>02.</b> This employee doesn't mind dealing with complaining passengers.	1	2	3	4	5
<b>03.</b> No passenger this employee deals with leaves with problems unresolved.	1	2	3	4	5
<b>04.</b> Satisfying complaining passengers is a great thrill to this employee.	1	2	3	4	5
<b>05.</b> Complaining passengers this employee has dealt with in the past are among today's most loyal passengers.	1	2	3	4	5