

The Role of Person-Job Fit and Organizational Commitment on Emotional Labor: Evidence from Turkey

Şenay Yürür

Yalova University, Yalova, Turkey
senyurur@gmail.com

Cengiz Mengenci

Yalova University, Yalova, Turkey
cengiz.mengenci@yalova.edu.tr

Ömür Gündüz Topçu

Turkish Airlines Company, İstanbul, Turkey

Emotional labor has received considerable attention in recent years. Many jobs in service sector require a significant amount of emotional labor. Emotional labor is defined as “the management of feeling to create a publicly observable facial and bodily display” for a wage (Hochschild, 1983: 7). In the literature, it’s stated that there are two emotional labor strategies: surface and deep acting. Surface acting is expressing organizationally required emotions by hiding real feelings. Deep acting involves changing one’s feelings in order to display organizationally required emotions. Generally research showed that deep acting is more likely to be perceived as sincere as surface acting, so, in terms of service quality and positive customers’ reactions, deep acting is more effective than surface acting. Since deep acting is more effortful than surface acting, we may expect that employees who fit better to their jobs and committed their organizations engage in more deep acting when interacting with their customers. In testing this idea, we predict the following hypothesis:

H1: Flight attendants who fit better to their jobs engage in more deep acting than do surface acting.

H2: Flight attendants who committed to their organizations engage in more deep acting than do surface acting.

In the emotional labor literature, as far as we know there is a dearth of empirical evidence regarding this issue. Therefore, the aim of this study is to analyze the relationship between person-job fit, organizational commitment and emotional labor of flight attendants. Data will be collected from Turkish airlines companies’ flight attendants in Turkey. To analysis the hypothesis, correlation and regression analysis will be used.

We used Turkish version (Oz, 2007) of the emotional labor scale developed by Brotheridge and Lee (1998). Organizational commitment was measured using the scale developed by Meyer, Allen and Smith (1993). Person-job fit was measured by Brkich, Jeffs and Carless (2002) scale.

Keywords: Person Job Fit, Organizational Commitment, Emotional Labor.