


The Role of Emotional Labor in Facility Management

Mustafa Koray Erentürk 

¹Assist. Prof., İstanbul Aydın University, Department of Management Information Systems, İstanbul, Türkiye

ABSTRACT

Facility management, one of the sub-branches of management science, is a relatively new concept in our country. In a broad sense, facility management is a field of study that aims to ensure and maintain the ideal safety, efficiency, comfort and, proper use of buildings in human and social life. At the center of facility management is the service orientation of buildings of all types and characteristics, both technically and theoretically. Facility management offers a complex set of services at every stage, from project to implementation, from control and improvement to operation. In order for facility management to achieve its objectives and deliver the expected value, the service dimension involves human elements on both the supply and demand sides. Therefore, the emotional labor phenomenon, which has a close relationship with many variables in the quality of the services provided, is of particular importance. This research aims to examine emotional labor, which consists of three dimensions: surface acting, deep acting, natural behavior and also demographic factors in terms of facility management. The research was carried out with 427 participants working in companies operating in İstanbul between October-November 2022. As a result of the research, it was seen that emotional labor is an effective factor in facility management services and that demographic characteristics differ among themselves in emotional labor sub-dimensions. Accordingly, it has been revealed that companies providing facility management services and managers in this field should act by recognizing the impact and importance of emotional labor and its sub-dimensions. The findings obtained are a reference for future studies in the field of facility management to test the relationship between emotional labor and other variables.

Keywords: Facility Management, Emotional Labor, Business, Management.

JEL Code: M00, M1, M10

Introduction

The primary purpose of facility management, which focuses on facility and human interaction, is to develop facilitating, value-adding and sustainable solutions and strategies at every stage from architecture to engineering, ergonomics to ecology, transportation to mobility, valuation to real estate management at every point where people are present and benefit, from residences to factories, from official institution buildings to public residential areas. In this respect, in terms of the dimensions it addresses and covers, the services offered within the scope of facility management are of particular importance in terms of providing employment and creating new business areas, creating human, economic and social value, developing urban and urban consciousness and being part of the development process.

Facility management is a solution tool that has long been utilized, known and applied to create value in developed countries, but it is a relatively new field of practice and study in Türkiye. Facility management is an interdisciplinary approach that seeks to solve problems, meet expectations, identify synergies and develop solutions in the context of increasingly diverse building systems, greater user participation and diversity, the requirements expected from buildings as living spaces, and the complexity of operational processes.

Facility Management

Facilities Management (FM) has been developing since the 1970s as a branch of service aimed at facilitating and providing comfort in the relationship between buildings and people (Regterschot, 1990: 151), but in recent years it has become one of the topics that have attracted attention both in practice and in the literature.

Corresponding Author: Mustafa Koray Erentürk **E-mail:** mustafakorayerenturk@aydin.edu.tr

Submitted: 11.04.2023 • **Revision Requested:** 15.05.2023 • **Last Revision Received:** 30.05.2023 • **Accepted:** 08.06.2023



This article is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)

Facility management is not a one-dimensional and ordinary business model such as maintenance and repair of buildings. On the contrary, facility management is a branch of service that covers all public and civilian buildings, facilities and areas where people spend their business and private time, receive services, use for entertainment and recreation and travel (Kwok and Warren, 2005: 2; Then, 2004: 4; Alexander, 1994: 8-9). Facility management can be defined as "the activity of harmonizing the physical workplace with people and work through the integration of principles related to business, architecture, behavior and engineering sciences" (Amaratunga and Baldry, 2004: 324-326). Thompson (1990) argued that facility management is not a one-dimensional process such as construction, real estate, building operations, maintenance, repair, housekeeping, etc., and that facility management is a comprehensive management discipline that includes facilitating people's daily life and business life with the services provided to buildings, providing quality of life and sustainability (Thompson, 1990: 9-10).

Facility management offers a wide range of integrated services such as facilitation, comfort generation, solution development, problem-solving, innovation, planning and design development between space and people wherever there are buildings and campuses, from residences to offices, from factory buildings to storage areas, from health to education, from tourism to art (Araszkiwicz, 2017: 1034-1035; Roper, 2017: 236; Cotts, Poper and Payant, 2010: 175). The mediating role of facility management between physical spaces, people and society is illustrated in Figure 1.

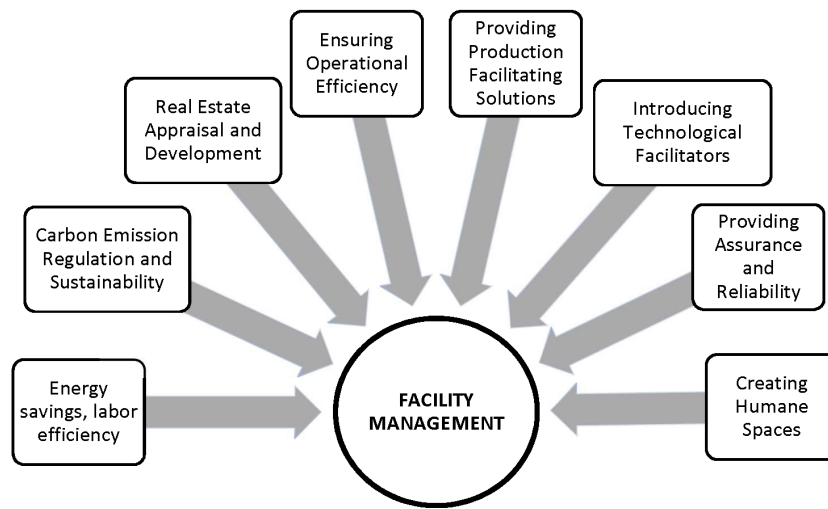


Figure 1. Facility Management's Harmonizing Role

Based on Figure 1, it can be stated that facility management is a management function that focuses on how to develop, maintain and improve the physical assets needed to support and add value to the work and life processes of people and organizations, as well as creating and maintaining the structures that provide the most appropriate support for them (Drion, Melissen and Wood, 2012: 255). The European Facility Management Network (EuroFM) has recognized facility management as a management approach in 6 dimensions (Table 1).

According to the approach of the Facility Management Association (TRFMA), which operates in Türkiye, Facility Management is defined as "a new concept, a new profession that combines people, space, technology and processes and requires expertise and experience covering multiple disciplines in order to sustain and develop all buildings, business centers, plazas, sites, residences, shopping malls, factories, hospitals, airports, hotels, schools, etc. where people live or work" (TRFMA, 2019).

Facility management represents a much broader range of activities rather than narrowly focused building services. As a matter of fact, the most important contribution of facility management practices to real estate is that they add tangible and intangible value to people's living spaces in residences and workplaces. Especially in modern offices and their buildings, residences and residential complexes, facility management practices can offer people unique experiences such as comfort, quality, peace of mind, etc. in their business and private lives.

Emotional Labor

Emotions also significantly affect the value or labor that a person adds to abstract or concrete work. The factors that a person feels, encounters or perceives internally or externally in the labor process can affect his/her performance and productivity. Therefore, emotions and labor factors are closely related (Uysal & Mammadov, 2020: 34; Çoban & Seymen, 2019: 9). Hochschild (1983:

Table 1. Demographic Findings

Understanding work organization	Managing people	Managing Buildings
Understanding the structure and behavior of organizations Understanding business and organizational strategy Development of FM Strategy	People Management Communication Working with Suppliers and Experts	Property Portfolio Management Understanding Building Design Building Fabric/Structure Maintenance
Managing services	Managing the work environment	Managing resources
Managing building services Managing support services Project Management Managing Customer Service	Environmental Issues Space Management	Procurement Risk Management Financial Management Quality Management Information Management

Resource: (EuroFM, 2011).

325-327), one of the pioneering researchers who revealed the importance of the relationship between labor and emotions, argued that there are some common expectations regarding the emotional reactions that service providers should show in accordance with the service they provide. In addition, Hochschild (1983) defined emotional labor as the work done by face-to-face service providers to manage their own emotions in order to fulfill the emotional roles determined by the organization.

Ashforth and Humphrey (1993: 90) have discussed emotional labor from a broad perspective and explained emotional labor as the right behaviors appropriate to the right situation exhibited by employees according to the needs of the organization. While Hochschild focuses on the emotions underlying the behavior, Ashforth and Humphrey focus on the behavior itself.

Morris and Feldman (1996: 988) define emotional labor as the reflection of the emotions desired by the organization on customer service processes. Grandey (2000: 8) defines emotional labor as the regulation of both emotions and behaviors in a way to serve the goals of the organization by emphasizing the rules of displaying emotions. Diefendorff and Gosserand (2003: 945) accepted emotional labor as the process of psychological behavior that the employee performs by combining his/her emotional expressions and organizational needs.

In a broad sense, emotional labor is the expression of employees' emotions according to the requirements of working conditions and organizational goals, and showing these emotions to them with the help of gestures, mimics and body language in a way that can be observed by the interlocutors. The purpose of emotional labor is to make customers/service recipients feel good or bad (Güler & Marşap, 2019: 64; Güngör Delen, 2017: 44).

Emotional labor is examined in four dimensions: surface acting, deep acting, natural behavior and display rules. Surface acting is behaviors that are expected from the employee by the company but not internalized by the employee. Surface acting is not that the emotion is not revealed, but that the emotion revealed and reflected to the customer is not felt sincerely (Çoban & Seymen, 2019: 8). In such behaviors, the employee reflects the emotions required by the profession to the customer by changing or suppressing his/her real emotions within the framework of the emotional rules required by the profession (Basım & Begenirbaş, 2012, 79). Deep acting requires displaying the behavior by feeling and adopting it. In deep acting, the employee can motivate himself/herself by thinking positively and remembering good memories (Pala & Sürgevil, 2016: 775). Deep acting is the adaptation of employees' inner emotions to the emotions they need to exhibit (Eroğlu, 2014: 149). While the employee acts like an actor on the stage while conveying his/her emotions as in surface acting, in surface acting, the employee fulfills only the requirements of the role without feeling the need for the role, while in deep behavior, he/she acts like an actor or actress (Kaya & Serçoğlu, 2013: 316). Therefore, unlike surface acting, the employee who exhibits deep acting changes his/her inner feelings as well as his/her external appearance. Natural behavior is the type of behavior that is performed sincerely and expected by the business. In natural behavior, the employee performs the behavior expected from him/her in any situation and comes from within himself/herself (Çoban & Seymen, 2019: 13). Display rules, on the other hand, refer to the standards created by businesses to display the appropriate emotional state; it is related to the display of emotion that the staff reflects rather than what they feel. These rules explain how to apply emotions (Güler & Marşap, 2019: 64).

Emotional labor behavior can lead to negative consequences such as exhaustion, stress and resignation (Arı & Bal, 2008:132; Chu & Murrmann, 2006:1182). In particular, it is stated that the dimensions of natural and deep acting exhibited by employees have consequences such as alienation from work, distancing and, intention to leave (Eren & Yılmaz, 2020: 221; Türkay, Ünal, Taşar, 2011: 203). In order for emotional labor to yield desired results and to reduce its negative effects on employees, emotional

labor should be managed effectively (Humphrey, Pollack, & Hawver, 2008: 153). In the service sector, where emotional labor is performed the most, the behaviors, attitudes and emotional displays performed by the employee who interacts face-to-face with customers or service recipients are perceived as representing the organization. This creates a relationship between the emotional labor of the employee and his/her task performance (Misican & Türkoğlu, 2019: 30-31; Çoban & Seymen, 2019: 9-10). Witt, Andrews and Carlson (2004) stated in their study that there is a close relationship between the emotional attitude of the employee and general job performance and that this relationship also affects organizational performance in the service sector.

As a result of research on occupational groups that require emotional labor, three prominent characteristics of these occupational groups have been identified. The first of these is that employees who exhibit emotional labor communicate face-to-face with customers. Secondly, employees in these occupational groups have to influence the emotions of the other party. The last common feature is that employers have control over the emotional activities of employees (Polatçı & Özyer, 2015: 134).

Methodology

Aim

Facility management is one of the sub-business lines of the service sector (Araszkievicz, 2017: 1034-1035). In the service sector, speech and body language displays, general attitudes, etc. are considered among the elements that represent the organization in the perceptual context for service recipients (Şahin & Şen, 2017: 1177-1178; İzci, 2013). When facility management is also service-oriented, the emotional labor factor, which has an impact on the attitudes and behaviors of employees, is important. In this context, the study aims to reveal the perception of emotional labor, which is closely related to many variables in the facility management process. In the study, the relationship between the emotional labor behaviors of the participants and the variables of age, gender, marital status, income status, educational status, and professional experience was examined. Hence, it is aimed to reveal the nature and importance of emotional labor for future researchers who will study the facility management literature. The research was prepared in the survey model. Survey models are models that allow us to examine the events and phenomena that are the subject of the research as they exist. The relational survey model is used to determine the change and level of the relationship between the variables determined by the researcher (Şimşek, 2012: 92; Büyüköztürk et al. 2020: 24).

Convenience sampling was used to measure the emotional labor behaviors of 427 participants working in facility management services. Analyses of the findings were conducted using SPSS Version 26 package program at a 95% confidence level by assuming $\alpha=0.05$. Since the data were not normally distributed ($p=0.0001<0.05$), nonparametric tests were used. The Mann-Whitney U test was used to investigate the statistical differences in the mean scores of paired groups, and the Kruskal-Wallis test was used for more than two groups.

Population and Sample

The study was conducted with 427 participants working in companies operating in Istanbul and providing facility management services. Convenience sampling was used and this method was preferred due to its time and application advantage. In addition, with the convenience sampling method, the cluster that is thought to represent the universe can be easily reached (Haşiloğlu, Baran, & Aydın, 2015; Gürbüz & Şahin, 2017: 135). Demographic findings regarding the sample are presented in Table 2.

As can be seen in Table 2, 56.9% of the participants were male and 43.1% were female, and more than half of these participants were between the ages of 18-25, while participants aged 55 and over constituted the smallest group with a rate of 1.4%. Only 31.6% of the respondents, who are predominantly young, are married. The highest proportion of the participants stated that they received a salary in the range of 5 thousand-7 thousand TL, the second highest group was the other participants with a salary in the range of 7 thousand-9 thousand TL, and the third group was the group that earned the highest income with a salary of 13 thousand TL and above with 19.2%. While 52.2% of the participants were undergraduates, 6.3% were postgraduate, and 30.2% did not continue their education after high school. Almost 70% of the participants are within the first 5 years of their professional life. The second group is those who have been working for 6-10 years with 10.1% and then those who have been working for 11-15 years with 8.7%. The proportion of those working for more than 20 years is higher than those working for 16-20 years, but this rate is 7.5% of the respondents.

Reliability Analysis

In the study, the "Emotional Labor Scale" developed by Diefendorff, Croyle and Grosserand (2005) and adapted into Turkish by Basım and Beğenirbaş (2012) was used as 12 Items to measure emotional labor. As a result of their analyses, Basım and Beğenirbaş (2012) showed that the scale revealed a three-factor structure consisting of superficial role-playing, deep role-playing and natural

Table 2. European Facility Management Network (EuroFM) Facility Management

Gender Distribution	n	%
Male	243	56,9
Female	184	43,1
Total	427	100,0
Age Distribution	n	%
18-25	246	57,6
25-35	82	19,2
35-45	74	17,3
45-55	19	4,4
55 and over	6	1,4
Total	427	100,0
Marital Status Distribution	n	%
Married	135	31,6
Single	292	68,4
Total	427	100,0
Income Status Distribution	n	%
5.000 TL -7.000 TL	139	32,6
7.000 TL - 9.000 TL	90	21,1
9.000 - 11.000 TL	72	16,9
11.000 TL - 13.000 TL	42	9,8
13.000 TL and over	82	19,2
Missing data	2	99,5
Total	425	0,5
Total	427	100,0
Education Status Distribution	n	%
High School	129	30,2
Associate degree	48	11,2
Bachelor's degree	223	52,2
Postgraduate	27	6,3
Total	427	100,0
Professional Experience Distribution	n	%
1-5 Years	294	68,9
6-10 Years	43	10,1
11-15 Years	37	8,7
16-20 Years	21	4,9
20 Years and more	32	7,5
Total	427	100,0

behavior sub-dimensions consistent with the original scale. The Emotional Labor Scale, which has a Cronbach's Alpha reliability coefficient of 0.80, has been stated as a valid and reliable scale that can be used to measure emotional labor behaviors in business life in Türkiye (Basım & Beğenirbas, 2012). The Cronbach's Alpha reliability coefficient of this 12-item scale used in the study was found to be 0.778, in line with (Table 3), and the sub-dimensions of the scale (Table 4) are presented below.

Table 3. Reliability Analysis

	Cronbach's Alpha	N
Emotional Labor Scale	0,778	12
Superficial Role Playing	0,873	7
Deep Role Playing	0,852	3
Natural Behavior	0,685	2

As can be seen in Table 5, as a result of the analysis, it is understood that employees sometimes tend to use emotional labor. While the mean score of emotional labor of the respondents is 3.16, it is understood that the participants only rarely resort to superficial role-playing and most of the time they exhibit deep role-playing behavior. The mean score of the natural behavior subdimension is 3.51.

There was no statistically significant difference between the two groups in the comparison of the mean emotional labor scores in terms of the whole scale according to gender ($p=0,793>0,05$). In the Mann-Whitney U test conducted to investigate the differences in terms of sub-dimensions according to gender variable, it can be said with a 5% margin of error that women resort to superficial role-playing behavior more frequently than men ($p=0,0071<0,05$). It can be said that men exhibit deep role and natural behaviors

Table 4. Normality Test

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Emotional Labor	0,124	427	0,000	0,928	427	0,000
Superficial Role Playing	0,28	427	0,000	0,839	427	0,000
Deep Role Playing	0,302	427	0,000	0,799	427	0,000
Natural Behavior	0,155	427	0,000	0,932	427	0,000

Table 5. Findings Related to Emotional Labor and Its Dimensions

	n	Min.	Max.	Ort.	SS
Emotional Labor Scale	427	1,00	5,00	3,16	0,58277
Superficial Role Playing	427	1,00	5,00	2,75	0,77095
Deep Role Playing	427	1,00	5,00	3,89	0,96131
Natural Behavior	427	1,00	5,00	3,51	1,09087

Table 6. Relationship between Gender Factor and Emotional Labor Dimensions

		Number	Average	Standard Deviation	Mann-Whitney U Tes
Emotional Labor	Male	243	3,1735	0,64010	p=0,793
	Female	184	3,1549	0,49857	
	Total	427	3,1655	0,58277	
Superficial Role	Male	243	2,69	0,8773	p=0,0071
	Female	184	2,84	0,5929	
	Total	427	2,75	0,7709	
Deep Role	Male	243	3,93	1,0226	p=0,022
	Female	184	3,84	0,8739	
	Total	427	3,89	0,9613	
Natural Behavior	Male	243	3,74	1,0615	p=0,0001
	Female	184	3,21	1,0576	
	Total	427	3,51	1,0909	

at a higher rate in the other two sub-dimensions, and the difference between these two dimensions is statistically significant in terms of gender variable ($p=0,022 < 0,05$ $p=0,0001 < 0,05$).

Table 7. Relationship between Gender Factor and Emotional Labor Dimensions

		Number	Average	Standard Deviation	Mann-Whitney U Test
Emotional Labor	Married	135	2,95	0,6996	p=0,0001
	Single	292	3,26	0,4910	
	Total	427	3,16	0,5827	
Superficial Role	Married	135	2,34	0,9471	p=0,0001
	Single	292	2,95	0,5842	
	Total	427	2,75	0,7709	
Deep Role	Married	135	3,61	1,1823	p=0,004
	Single	292	4,02	0,8103	
	Total	427	3,89	0,9613	
Natural Behavior	Married	135	4,10	0,9015	p=0,0001
	Single	292	3,24	1,0645	
	Total	427	3,51	1,0909	

When the participants are compared in terms of emotional labor in terms of marital status, it can be stated that single individuals

perform more intensive emotional labor than married individuals ($p=0,0001<0,05$). The difference between married and single individuals in terms of displaying natural, natural behavior is statistically significant and it can be said that married individuals exhibit natural behaviors more often than single individuals ($p=0,0001<0,05$).

In the Mann-Whitney U test performed on the data examined in terms of role-playing, it can be said that the difference between the mean scores of married and single individuals in terms of superficial role-playing behavior according to marital status is statistically significant and single individuals exhibit superficial role-playing behavior more often than married individuals ($p=0,0001<0,05$). Similarly, in terms of deep role-playing behavior, it can be said that singles have a higher mean score than married individuals ($p=0,004<0,05$).

Table 8. Relationship between Age Factor and Emotional Labor Dimensions

		Number	Average	Standard Deviation	Kruskal Wallis Test
Emotional Labor	18-25	246	3,35	0,3835	p=0,0001
	25-35	82	2,98	0,7552	
	35-45	74	2,94	0,6604	
	45-55	19	2,60	0,4516	
	55 and over	6	2,60	0,8683	
	Total	427	3,17	0,5828	
Superficial Role	18-25	246	3,08	0,4319	p=0,0001
	25-35	82	2,47	0,9540	
	35-45	74	2,27	0,9097	
	45-55	19	1,92	0,4911	
	55 and over	6	2,07	0,7967	
	Total	427	2,75	0,7709	
Deep Role	18-25	246	4,15	0,6234	p=0,0001
	25-35	82	3,61	1,1923	
	35-45	74	3,64	1,1312	
	45-55	19	3,19	1,2086	
	55 and over	6	2,61	1,8429	
	Total	427	3,89	0,9613	
Natural Behavior	18-25	246	3,12	1,0529	p=0,0001
	25-35	82	3,82	1,0011	
	35-45	74	4,26	0,6836	
	45-55	19	4,05	1,0527	
	55 and over	6	4,42	0,5845	
	Total	427	3,51	1,0909	

After the Kruskal-Wallis Test, which was performed on the data analyzed according to the age variable and used to investigate the differences between more than two groups, it can be argued that the difference between the groups is statistically significant in terms of average scores in the whole scale and all sub-dimensions ($p=0.0001<0.05$). In order to determine between which age groups these differences are, the Mann-Whitney U test was performed by comparing all groups with each other in pairs. As a result, it can be said that there is no difference between the "25-35 and 35-45" age groups and the "45-55 and 55 and over" age groups in terms of mean emotional labor scores, while the mean emotional labor score decreases with increasing age ($p=0.0001<0.05$).

When the natural behavior sub-dimension was examined, the situation was the opposite and although it was seen that the frequency of natural behavior increased with increasing age, as a result of the Mann-Whitney U test used to determine which age groups the difference between the groups originated from, it can be said that there is no statistically significant difference between any group after the age of 35 in terms of mean scores, and this difference is due to randomness ($p=0,656>0,05$). However, it can be argued that individuals over the age of 35 exhibit natural behavior more frequently than younger individuals ($p=0,005<0,05$).

It can be said that individuals between the ages of 25-35 show natural behavior more frequently than individuals between the

ages of 18-25 ($p=0,0001<0,05$). When the superficial role sub-dimension is analyzed, it can be said that the group between the ages of 18-25 has the highest mean score differentiating from all other groups ($p=0,0001<0,05$). Apart from that, it is understood that the only group in which the difference between the mean scores between the groups is statistically significant is between the ages 25-35 and 45-55, and it can be said that individuals between the ages of 25-35 exhibit more superficial role-playing behaviors than individuals between the ages of 45-55 ($p=0,0001<0,05$).

On the other hand, it can be said at a 95% confidence level with a margin of error of $\alpha=0.05$ that there is no statistical difference in terms of mean scores of surface acting in any group over the age of 35 ($p=0.182>0.05$ $p=0.482>0.05$). In the deep role sub-dimension, it can be said that the mean score of only one individual in the 18-25 age group is higher than all other groups ($p=0,0001<0,05$). As a result of the analysis performed among other age groups, it can be said that the difference between the groups in terms of deep role sub-dimension mean scores is not significant ($p=0,993>0,05$ $p=0,135>0,05$ $p=0,424>0,05$).

Table 9. Relationship between Professional Experience Factor and Emotional Labor Dimensions

		Number	Average	Standard Deviation	Kruskal Wallis Test
Emotional Labor	1-5 Years	294	3,26	0,490	p=0,0001
	5-10 Years	43	3,04	0,627	
	10-15 Years	37	2,97	0,668	
	15-20 Years	21	2,90	0,838	
	20 Years and over	32	2,83	0,752	
	Total	427	3,17	0,583	
Superficial Role	1-5 Years	294	2,96	0,56485	p=0,0001
	5-10 Years	43	2,45	0,89554	
	10-15 Years	37	2,30	0,98330	
	15-20 Years	21	2,24	1,14209	
	20 Years and over	32	2,12	0,86231	
	Total	427	2,75	0,77095	
Deep Role	1-5 Years	294	4,00	0,81085	p=0,084
	5-10 Years	43	3,72	1,10537	
	10-15 Years	37	3,83	0,97062	
	15-20 Years	21	3,60	1,24997	
	20 Years and over	32	3,31	1,46632	
	Total	427	3,89	0,96131	
Natural Behavior	1-5 Years	294	3,20	1,06822	p=0,0001
	5-10 Years	43	4,09	0,68362	
	10-15 Years	37	3,98	0,93159	
	15-20 Years	21	4,14	0,98923	
	20 Years and over	32	4,56	0,51977	
	Total	427	3,51	1,09087	

It can be concluded that there is a statistically significant difference between the groups when comparing the mean emotional labor scores of the participants in terms of their professional experience ($p=0.0001<0.05$). As a result of the Mann-Whitney U test used to investigate the difference between the paired groups, it can be said that this difference only differs from all other groups with individuals working in the 1-5-year range and has a higher average ($p=0,0001<0,05$). It can be said that there is no statistical difference between the remaining groups in terms of emotional labor mean scores ($p>0.05$). When the natural behavior sub-dimension is examined, it can be said that while there is no statistically significant difference between those with "20 years and more" experience in the profession and those with "15-20 years" experience ($p=0,105>0,05$), this group shows natural behaviors more frequently than individuals with less than 10 years of experience ($p=0,02<0,05$).

It can be said that those with experience between 1-5 years, which includes participants who are in the first years of their profession, show the least natural behavior among all other groups ($p=0,0001>0,05$). It can be said that there is no statistically significant difference between the mean scores of natural behaviors of individuals with experience between 5 years and 20 years ($p=0,403>0,05$ $p=0,422>0,05$).

As a result of the two-way comparisons made in terms of the superficial role sub-dimension in terms of the professional experience variable, it is understood that the only difference between the groups stems from the individuals with 1-5 years of experience in the first years of the profession and that these individuals resort to a superficial role more frequently than the individuals in the other groups ($p=0.0001<0.05$). It is said that there is no statistically significant difference in terms of surface role mean scores in any of the other groups according to the duration of experience in the profession ($p>0.05$). In terms of the deep role-playing sub-dimension of the scale, it can be said that the difference between the groups is not statistically significant ($p=0,084>0,05$).

Table 10. Relationship between Income Status Factor and Emotional Labor Dimensions

		Number	Average	Standard Deviation	Kruskal Wallis Test
Emotional Labor	5.000 TL - 7.000 TL	139	3,18	0,5825	P=0,005
	7.000 TL - 9.000 TL	90	3,17	0,6262	
	9.000 - 11.000 TL	72	3,32	0,4592	
	11.000 TL - 13.000 TL	42	3,29	0,3714	
	13.000 TL and over	82	2,95	0,6640	
	Total	425	3,17	0,5832	
Superficial Role	5.000 TL - 7.000 TL	139	2,71	0,8230	P=0,0001
	7.000 TL - 9.000 TL	90	2,72	0,8430	
	9.000 - 11.000 TL	72	3,01	0,5886	
	11.000 TL - 13.000 TL	42	2,99	0,4647	
	13.000 TL and over	82	2,53	0,7945	
	Total	425	2,76	0,7726	
Deep Role	5.000 TL - 7.000 TL	139	3,98	1,0086	p=0,003
	7.000 TL - 9.000 TL	90	3,92	1,0131	
	9.000 - 11.000 TL	72	3,98	0,7471	
	11.000 TL - 13.000 TL	42	4,05	0,7006	
	13.000 TL and over	82	3,59	1,0410	
	Total	425	3,90	0,9582	
Natural Behavior	5.000 TL - 7.000 TL	139	3,60	1,1312	p=0,206
	7.000 TL - 9.000 TL	90	3,62	1,0522	
	9.000 - 11.000 TL	72	3,43	1,0458	
	11.000 TL - 13.000 TL	42	3,19	1,1840	
	13.000 TL and over	82	3,48	1,0509	
	Total	425	3,51	1,0932	

When the mean emotional labor scores of the participants are compared according to income status, it can be said that the difference in the mean scores between the groups is statistically significant only between the individuals with the highest salary and the individuals in all other groups, and only those who receive a salary of 13 thousand TL have a lower mean emotional labor score by differentiating from the other groups ($p<0.05$). It can be said that there is no significant difference between the mean emotional labor scores in any of the remaining groups and this difference is due to randomness ($p>0.05$). It can be said that there is no statistical difference between the groups in terms of the mean score of natural behavior according to income status ($p=0,206>0,05$).

While there is no statistically significant difference between those earning less than 9 thousand TL and those earning 13 thousand TL and above in terms of the mean scores of superficial role-playing ($p=0.09>0.05$ $p=0.105>0.05$), the difference between the mean superficial role-playing score of this group can be said to be significant and lower ($p=0.02<0.05$), although there is no difference between those participants earning between 13 thousand and 9 thousand TL in terms of their mean scores of superficial behavior ($p=0.945>0.05$). In other words, it can be said that individuals with middle-income status resort to superficial role-playing behavior more frequently than those who receive less wages or those who receive higher wages.

As a result of examining the data and making pairwise comparisons, we can say that the difference between the groups is statistically significant only for individuals earning 13 thousand TL and above and that they exhibit deep role behavior less frequently ($p=0.001<0.05$). In terms of other groups, it can be said that there is no difference between the groups in terms of income status variable in the deep role sub-dimension ($p>0.05$).

In the analysis conducted in terms of emotional labor score averages and superficial role sub-dimension in the examination of the participants by classifying them according to their educational status, it can be said that the difference between the groups is only due to the individuals with a bachelor's degree level of education and these individuals have a higher mean emotional labor score average than the other groups ($p=0.0001<0.05$).

It can be said that there is no statistically significant difference between the other groups in the education variable in terms of mean scores ($p>0.05$). When the natural behavior sub-dimension is examined, it can be said that only those with a bachelor's degree differ from the other groups and exhibit natural behaviors less frequently ($p=0,0001<0,05$). When the education variable was examined in the natural behavior sub-dimension, it was seen that the difference in mean scores between the other groups was not statistically significant ($p>0.05$).

In examining the relationship between the deep role-playing behavior, which is another sub-dimension of the scale, and the educational variable, it can be said that the only group in which the difference between the groups was statistically significant was the individuals with postgraduate education and these individuals exhibited deep role-playing behavior less frequently than the individuals in the other groups ($p=0,039<0,05$).

Conclusion

Facility management is a constantly evolving and changing management function that provides multidimensional services for the effective and efficient use of buildings for human and community life. Facility management is generally outsourced to provide comfortable, sustainable and rational operation of residential and commercial real estate. The fact that facility management is relatively new in Türkiye has led to a limited number of studies. Therefore, in this field, first of all, facility management should be based on a service-centered management function, and the emotional labor factor, which is one of the main determinants in the provision of services, should always be kept in the foreground. Because emotional labor can direct many important variables such as satisfaction, quality, competence, word-of-mouth marketing, repurchase, etc. between the parties in the provision of services. The other effect of emotional labor on the aforementioned variables is that it directly affects the overall performance of the company providing facility management services. Emotional labor is one of the concepts that should be emphasized the most in the facility management process, as it refers to the attitude, behavior and style exhibited by employees in the service process. In this study, the emotional labor behaviors of 427 participants working in facility management companies operating in Istanbul between October-November 2022 were examined.

There was no significant difference between the groups according to the gender variable, and it was found that women resorted to superficial role-playing behavior more frequently than men in the sub-dimensions of surface role, deep role and natural behavior. Men, on the other hand, were found to exhibit deep roles and natural behaviors at a higher rate than other women. Accordingly, it has been observed that women working in facility management services show the emotional labor behavior expected from them by the organization, while men do not naturally feel the emotion they reflect. In the study, it was determined that single individuals spent emotional labor more intensely than married individuals, there was a significant difference between married individuals and single individuals in terms of displaying natural and natural behaviors, and married individuals tended towards natural behaviors more often than single individuals. According to the age variable, it was observed that there was no difference between the "25-35 and 35-45" age groups and the "45-55 and 55 and over" age groups in terms of mean emotional labor scores, and the mean emotional labor score decreased with increasing age. In the natural behavior sub-dimension, it was observed that the frequency of natural behavior increased with increasing age.

When we look at professional experience, which was discovered to be an important variable in emotional labor and facility management services, it was seen that individuals working in the range of 1-5 years had a higher average by differentiating from all other groups. It was seen that employees who are new in the profession differed in natural behavior and surface role behaviors compared to others. On the other hand, in terms of income status variable, emotional labor behavior was found to be different only for those who received the highest wage. In the analyses conducted in terms of emotional labor score averages and surface role sub-dimension according to the education variable, it was determined that the difference between the groups was only due to the individuals with a bachelor's degree level of education and that these individuals had a higher mean emotional labor score average than the other groups.

As a result, it was seen that emotional labor is an effective factor in facility management services and that demographic characteristics differ among themselves in emotional labor sub-dimensions. Accordingly, it has been revealed that companies

providing facility management services and managers in this field should act by recognizing the impact and importance of emotional labor and its sub-dimensions. There is a wide field of study for future researchers on the effects of emotional labor factors in facility management and its relationships with other variables.

Peer Review: Externally peer-reviewed.

Conflict of Interest: The author has no conflict of interest to declare.

Grant Support: The author declared that this study has received no financial support.

REFERENCES

- Alexander, K. (2003). A Strategy For Facilities Management. *Facilities*, 21(11/12), 269-274.
- Amaratunga D., & D. Baldry, (2004), Process Thinking in Facilities Management: An Analytical View, Proceedings of the International Salford Centre for Research and Innovation Research Symposium, University of Salford, UK, pp. 320-333.
- Ashforth, B. E., & Humphrey, R.H. (1993). Emotional Labor in Service Roles: The Influence of Identity, *Academy of Management Review*, 18(1), 88-115.
- Cotts, D., G., Poper, K., O., & Payant, R., P. (2010). *The Facility Management, Handbook*, (3. Ed.), Amacom, New York.
- Çoban, M., & Seymen, O. A. (2019). Hizmet Verme Yatkınlığının Duygusal Emek Üzerindeki Etkisinde Duygusal Zekânın Rolü: Kuşadası'nda Beş Yıldızlı Otel Çalışanları Örneği. *Anatolia: Turizm Araştırmaları Dergisi*, 30(1), 7-18.
- Diefendorff, J. M., & Gosserand, R. H. (2003). Understanding the Emotional Labor Process: A Control Theory Perspective. *Journal of Organizational Behavior*, 24(8), 945-959.
- Eren, M. Ş., & Yılmaz, E. (2020). Duygusal Emek Davranışlarının İş Sonuçlarına Etkisi: Biçimlendirici Değişken Olarak Algılanan Örgütsel Desteğin Rolü. *Uluslararası Yönetim ve Sosyal Araştırmalar Dergisi*, 7(14), 219-237.
- Eroğlu, Ş. G. (2014). Örgütlerde Duygusal Emek ve Tükenmişlik İlişkisi Üzerine Bir Araştırma. *Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, (14), 147-160.
- Grandey, A. (2000). Emotion Regulation in the Workplace: A New Way to Conceptualize Emotional Labor. *Journal of Occupational Health Psychology*, (5), 95-110.
- Güler, H. N., & Marşap, A. (2019). Duygusal Zeka ve Duygusal Emek Etkileşimi Üzerine Bir Literatür İncelemesi. *İstanbul Ticaret Üniversitesi Sosyal Bilimler Dergisi*, 18(35), 63-81.
- Güngör Delen, M. (2017). Duygusal Emek & Tinsel Emek. İstanbul: Türkmen Kitabevi. Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*. Berkeley (CA): University of California Press
- Humphrey, R. H., Pollack, J. M., & Hawver, T. (2008). Leading with Emotional Labor. *Journal of Managerial Psychology*. *Journal of Managerial Psychology*, 23(2), 151-168.
- İzci, F. (2013). Algılanan Hizmet Kalitesi Kurumsal İmaj ve Sadakat İlişkisi: Van Bölge Hastanesi Uygulaması. *e-Cumhuriyet Üniversitesi İktisadi ve İdari Bilimler Dergisi (elektronik)*, 14(1).
- Kwok, A., & Warren C. (2005). Optimisation Of Performance in Facilities Management, Pacific Rim Real Estate Society Conference – Melbourne 24-27 January
- Misican, D. Ö., & Türkoğlu, N. (2019). Psikolojik Sermayenin Duygusal Emek Üzerine Etkisi: Hizmet Sektöründe Bir Araştırma. *İşletme Araştırmaları Dergisi*, 11(1), 173-188.
- Morris, J. A., & Feldman, D.C. (1996). The Dimensions Antecedents and Consequences of Emotional Labor. *Academy of Management Review*, 21(4), 986-1010.
- Polatçı, S., & Özyer, K. (2015). Duygusal Emek Stratejilerinin Duygusal Zekanın Tükenmişliğe Etkisindeki Aracılık Rolü. *Bolu Abant İzzet Baysal Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 15(3), 131-156.
- Regterschot, J. (1990). Facility management in changing organizations, Proceedings of the International Symposium on Property Maintenance Management and Modernization CIB International Council for Building *Research studies and Documentation Working Commission*, Singapore, pp.146-155.
- Şahin, A., & Şen, S. (2017). Hizmet Kalitesinin Müşteri Memnuniyeti Üzerine Etkisi. *Journal of International Social Research*, 10(52), 1176-1187.
- Then, D. (2004). The Future of Professional Facility Management Education in The Asia-Pacific Region, Conference in Hong Kong on 3 June 2004 "New World Order in Facility Management" HKIFM-PSDAS.
- Türkay, O., A. Ünal, O. Taşar (2011). Motivasyonel ve Yapısal Etkenler Altında Duygusal Emek Üzerine İşe Bağlılığa Etkisi. *ZKÜ Sosyal Bilimler Dergisi*, 7(14), 201-222.
- Uysal, G., & Mammadov, O. (2020). Duygusal Zeka ile Duygusal Emek Arasındaki İlişki: İşletmelerde Duygu Yönetimi. *Avrasya Sosyal ve Ekonomi Araştırmaları Dergisi*, 7(2), 33-40.
- Witt, L.A., Martha, A.C., & Dawn, C. S. (2004). When Conscientiousness isn't Enough: Emotional Exhaustion and Performance Among Call Center Customer Service Representatives. *Journal of Management*, (30), 149-160.

How cite this article

Erenturk, M.K. (2023). The role of emotional labor in facility management. *Istanbul Management Journal*, 94, 37-48.
<http://doi.org/10.26650/imj.2023.94.004>