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Araştırma Makalesi * Research Article

The Relationship Between the Emotional Labor Behaviors of Sales Staff and Their Life Satisfaction: A Research in Free Pharmacies in TRB-1 Region in Turkey

Satış Elemanlarının Duygusal Emek Davranışları ile Yaşam Tatminleri Arasındaki İlişki: Türkiye’de TRB-1 Bölgesindeki Serbest Eczanelerde Bir Araştırma

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Abstract: The aim of this study is to analyze the relationship between the emotional labor behaviors of salespeople and their life satisfaction. The universe of the research consists of 773 salespeople working in community pharmacies in the TRB-1 region in Turkey, and the sample consists of 301 salespeople. Data were obtained through online questionnaires prepared to analyze the relationship between the emotional labor behaviors of salespeople and their life satisfaction. The obtained data were evaluated by subjecting them to frequency analyzes and hypothesis tests in SPSS programme. As a result of the analysis and evaluations, it has been determined that there is a statistically significant relationship between all sub-dimensions of the emotional labor dimension. On the other hand, no statistically significant relationship was found between the sub-dimensions of emotional labor, superficial behavior and suppression of emotions, and any of the propositions of life satisfaction. With the deep behavior sub-dimension of the emotional labor dimension; A statistically significant relationship was found between the proposition of a life close to the ideals of life satisfaction, the proposition of a perfect life condition, the proposition of life satisfaction and the proposition of having the important things desired from life. There was no statistically significant relationship between the deep behavior sub-dimension of the emotional labor dimension and the proposition to change almost nothing in life..

Keywords: Emotional labor, life satisfaction, personal sales, community pharmacy, salesman, TRB-1 region.

Öz: Bu çalışmanın amacı satış elemanlarının duygusal emek davranışları ile yaşam tatminleri arasındaki ilişkiyi analiz etmektir. Araştırmanın evreni TRB-1 bölgesindeki serbest eczanelerde görev yapan 773, örneklemi ise 301 satış elemanından oluşmaktadır. Satış elemanlarının duygusal emek davranışları ile yaşam tatminleri arasındaki ilişkiyi analiz etmek amacıyla hazırlanmış olan online anket formları aracılığıyla veriler elde

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edilmiştir. Elde edilen veriler SPSS ortamında frekans analizlerine ve hipotez testlerine tabi tutularak değerlendirilmiştir. Yapılan analiz ve değerlendirmeler neticesinde duygusal emek boyutunun tüm alt boyutlarının kendi aralarında istatistiksel olarak anlamlı bir ilişkinin olduğu tespit edilmiştir. Öte yandan duygusal emek boyutunun yüzeysel davranış ve duyguların bastırılması alt boyutları ile yaşam tatmininin hiçbir önermesi arasında istatistiksel olarak anlamlı bir ilişki tespit edilmemiştir. Duygusal emek boyutunun derin davranış alt boyutu ile; yaşam tatmininin ideallerine yakın bir hayat önermesi, mükemmel bir hayat koşulu önermesi, hayattan memnuniyet önermesi ve hayattan istenilen önemli şeylere sahip olma önermesi arasında istatistiksel olarak anlamlı bir ilişki tespit edilmiştir. Duygusal emek boyutunun derin davranış alt boyutu ile hayatta hemen hemen hiçbir şeyi değiştirmeme önermesi arasında ise istatistiksel olarak anlamlı bir ilişki görülmemiştir.

Anahtar Kelimeler: Duygusal Emek, yaşam tatmini, kişisel satış, serbest eczane, satış elemanı, TRB-1 bölgesi.

INTRODUCTION

Although people often use the concept of promotion as a synonym for marketing, in the generally accepted definitions of marketing, "promotion" is seen as one of the four components of marketing. In this context, promotion; It is defined as a special form of communication focused on the function of "persuasion" and itself consists of four components (Irwin et al., 2008: 3). The "salesperson" is perhaps one of the most important components of "personal sales", which constitutes the content of the promotion. Salespeople talk to the customer face-to-face, stay in touch with them, get paid, and mediate the exchange. The performance of these salespeople is important in terms of marketing communication (Baydaş and Yaşar, 2018: 349). The duties of salespeople, which have a critical importance in this relationship established between the business and the customer, are open to great surprises almost every day (Oberdeck, 2009: 14). Most goods or services, no matter how well developed, priced or distributed, will not survive without communication that informs, persuades and reminds potential buyers about a product (Lamb et al., 2018). In this sense, sales personnel have a great responsibility.

Community pharmacies; It constitutes one of the employment areas of sales personnel, they are easily accessible, and consultancy services can be obtained from them free of charge (Kılıçdağı, 2020: 1). Private pharmacy employees, who are in one-to-one contact with patients or their relatives in community pharmacies due to their job, make an intense effort in order to put their emotional reflexes into the shape that the organization expects from them. In other words, the phenomenon of emotional labor constitutes an important part of the working experience of the salespeople working in private pharmacies. Because one of the basic strategies of community pharmacies in today's competitive conditions is to provide benefits to customers beyond their expectations. Sales staff operating in pharmacies; By controlling their cognitive, physical and emotional characteristics, they will be able to make a great contribution to standardizing the service quality they offer to customers and increasing their corporate image. For this reason, one of the important requirements for success at work is the concept of emotional labor (Başçı, 2019: 18).

In this sense, the phenomenon of emotional labor can lead to some organizational and individual positive results such as reaching the goals of the organization and as a result profit, increasing the quality of goods and services, customer satisfaction and loyalty. In other words, it can interact positively with its predecessors and successors.

However, on the other hand, the fact that employees keep their real emotions under control in the context of emotional labor behavior can also cause some negativities. These disadvantages are; They can be listed as expressing the emotions expected from them rather than their own feelings, and thinking that they are constantly acting (Köse et al., 2011: 165). In other words, it can interact positively with its predecessors and successors. One of these successors is the quality of life of the employees.

Life is the entire time an individual spends at work and outside of work. Life satisfaction, on the other hand, is the emotional reaction or attitude of a person to life in his work and leisure time. Life satisfaction is a situation related to how satisfied people are with their life as a result of comparing their expectations with their real situations (Atasoy and Turan, 2019: 359). In other words, life satisfaction is the degree to which an individual evaluates the quality of life lived in education, work, family, friends and all other segments (Mamani-Benito et al., 2022: 4). For example, in the study conducted by

Żerebecki and Oprea, a positive relationship was found between social media usage and life satisfaction. Again, according to the findings of this study, there was a positive but low relationship between online friendship and life satisfaction, while this relationship increased when online friendship was supported by face-to-face friendship (Żerebecki and Oprea, 2022: 6).

The aim of this study, which is prepared from the facts in the theoretical knowledge; To examine whether the emotional labor behaviors of the employees working in pharmacies in the TRB-1 region have an effect on their life satisfaction. TRB1 Region; It consists of the provinces of Malatya, Elazığ, Bingöl and Tunceli.

The universe of the research consists of sales personnel working in community pharmacies in the TRB-1 region. The hybrid nature of the legal structures of these businesses was effective in including community pharmacies in the scope of the research. As a matter of fact, pharmacies are considered as primary health care institutions according to the Social Security Institution Health Implementation Communiqué published by the Social Security Institution in 2008. On the other hand, it is defined as a "business" according to the provisions of the "Regulation on Pharmacists and Pharmacies". In other words, community pharmacies have the status of both "profit-making enterprises" and "non-profit health institutions".

The sub-research hypotheses developed depending on the basic research hypothesis were tested with the data collected through the questionnaire.

THEORETICAL FRAMEWORK

Personal Selling

Personal selling is verbal communication with potential buyers with the intention of selling (Jobber and Chadwick, 2020: 422). Personal selling is a purchase situation involving a personal, paid communication between two people with the aim of influencing each other. Traditional methods of personal selling involve a planned presentation to one or more prospective buyers for the purpose of making a sale. Whether it's face-to-face or over the phone, personal selling tries to persuade the buyer to accept a point of view. Relationship selling emphasizes a win-win outcome and achievement of shared goals that benefit both buyer and salesperson in the long run. Rather than focusing on a quick sale, relationship selling seeks to create a long-term, committed relationship based on trust, increased customer loyalty, and the continuation of the relationship between salesperson and customer (Lamb et al., 2018: 270-271).

Emotional Labor Behavior

The concept of emotional labor, which is associated with many disciplines such as sociology, psychology and organizational behavior, was first put forward by Sociologist Arlie Hochschild. In work psychology; "Pressure on employees to hide their feelings in order to achieve goals" is seen as a necessity of the job. For example, paramedics explaining their illness to patients with full clarity; such as those dealing with collections taking a harsh and unfriendly attitude towards their resisting counterparts (Fuoli and Bednarek, 2022: 256). Hochschild stated that people who perform professions that interact with people in particular, have to affect their emotions in face-to-face communication with the people they serve, and they are under control in terms of their emotional manifestations (Doğan N., 2021: 3).

Definition of Emotional Labor Behavior

Emotional labor behavior, which is defined as "organizations displaying the emotions that the company wants to show instead of their own emotions from the employees in order to ensure customer satisfaction" (Çetinkaya et al., 2013: 482), expresses the consistency between the emotional expectations and the emotionalities exhibited during an occupation (Ruiter et al. others, 2021: 2).

Four basic points stand out in the definitions of emotional labor behavior (Güngör, 2009: 170):

✓ Emotions are handled through the interactionist model. In other words, people shape their emotions according to the way they perceive the social environment.

✓ In the framework of the interactionist model, even if there is a harmony between the emotions expected by the institution and the emotions felt by the individual, the individual has to make certain efforts to exhibit these emotions.

✓ The emotion once exhibited has now become a market good (commodity) and the employee has now become a part of the good and/or service.

✓ Some rules have been determined for how and when to display emotions.

Dimensions of Emotional Labor Behavior

Emotional labor is a subject that has been studied with different dimensions. Emotional labor behavior, also known as "emotional labor strategies", is basically examined in two dimensions: superficial acting and deep acting (Doğan et al., 2019). Surface behavior, The change of emotional expressions without changing the inner emotional state is called surface behavior. An example of superficial behavior is the fake smile of the salesperson in order to show the emotion that the organization expects from the employee. Deep behavior, on the other hand, is when employees change their inner feelings to show the desired emotion of the organization. While deep behavior focuses on the management of both expressed emotions and internal emotions, surface behavior focuses only on the emotions shown (Çetinkaya et al., 2013: 482).

In other words, surface behavior is the difference between expressed (reflected) emotion and experienced emotion. Hiding an emotion can be given as an example for surface behavior. Deep behavior, on the other hand, is an exacerbated emotion, in which the expressed emotion is more consistent than the bundle of emotions (Ruiter et al., 2021: 2).

Apart from these two dimensions, another dimension called "natural emotions dimension" is included in the literature. The dimension of natural emotions, developed by Ashforth and Humphrey, refers to employees showing their emotions as they feel (Doğan et al., 2019: 683). The emotion expressed in the dimension of natural emotions, which is also defined as the "expression of the truth", is the emotion experienced in reality (Ruiter et al., 2021: 2).

Morris and Feldman, on the other hand, focus on the expression of behaviors, unlike Hochschild's understanding of emotional labor. Because the expectation of the organization is that the employee exhibits the appropriate behaviors expected from him. According to Morris and Feldman emotional labor have four dimensions: frequency of emotional display, attention to display rules, variety of emotions demanded to be exhibited, and emotional incompatibility (Barış Eren, 2021: 10).

Hochschild argues that employees perform "emotion management" before putting into practice the emotional labor strategies they use to fulfill the demands expected of them. Emotion management; It is defined as the management of one's emotions in order to regulate facial and body movements in a way that will be accepted by the society (Doğan N., 2021: 3).

Antecedents and Successors of Emotional Labor Behavior

The concept of emotional labor has been handled as a process and various studies have been conducted to identify the predecessors of emotional labor as well as the successors of the process (Baş and Kılıç, 2014: 68). A comprehensive framework dealing with the relationship between emotional labor and its antecedents and consequences has been presented by Grandey (2000). This framework consists of four parts (Barış Eren, 2021: 13):

➤ **First Section:** This section, which is defined as "Situational Signs", includes interaction expectations consisting of frequency, duration, variety and display rules, and emotional events consisting of positive/negative events.

➤ **Part Two:** This part, also known as the "Emotion Regulation Process", includes the strategies of superficial acting and deep acting.

➤ **Third Section:** This section consists of individual factors such as gender, emotional expressiveness, emotional intelligence and affect, which affect the emotion management of individuals,

and items such as work autonomy, manager support and support of colleagues, which are expressed as institutional factors.

➤ **Fourth section:** This section covers individual well-being such as burnout and job satisfaction, which are the long-term consequences of emotional labor, and organizational well-being such as performance and withdrawal behavior.

Predecessors of emotional labor behavior: There are many physiological, psychological and social factors that affect human behavior. It is possible to talk about more than one factor that also affects and triggers emotional labor behaviors. Many antecedents have been put forward on the subject of emotional labor in the studies carried out to date on the subject. These antecedents include gender as personal factors, empathy, professional experience, self-adaptation, emotional intelligence, emotional behavior rules as organizational factors, autonomy and customer interaction characteristics, organizational and social support, etc. can be listed (Çaldağ, 2010: 31). In addition, as situational factors; duration, frequency and diversity are also among the antecedents that affect and trigger emotional labor behaviors (Demirdelen Alrawadieh, 2021: 32).

Successors of emotional labor behavior: Emotional labor has positive and negative successors. Depending on the emotional labor behavior of the employees, the perception of quality service, customer satisfaction and customer loyalty can be achieved and thus contribute to the performance of the business. In addition to organizational benefits, employees can also gain individual gains such as increased satisfaction and personal success (Baş ve Kılıç, 2014: 68). As a matter of fact, in studies examining the relationship between job satisfaction and emotional labor, it is stated that if the employees who are in direct contact with the customer can direct the emotions of the customer and keep the control, this situation affects the employee positively. In addition to these, it is claimed that if the employee can decide how to use his/her role with the way of doing business, the level of job satisfaction increases (Mengenci, 2015: 129).

However, when pressure is applied to increase emotional labor behavior, the employee may experience symptoms such as emotional exhaustion, stress, depression, intention to leave and emotional exhaustion (Pabel et al., 2022: 2). In addition, emotional labor behavior has negative consequences such as alienation and emotional conflict (Baş and Kılıç, 2014: 68).

As a matter of fact, in a study conducted by Yürür and Ünlü, it was seen that an increase in the level of surface behavior increased the intention to leave the job (Yürür and Ünlü, 2011: 94). According to the findings of a study conducted by Yağcı, the increase in the level of emotional labor increases the level of burnout and the intention to leave the job (Yağcı, 2020: 254).

Life Satisfaction

When an individual's quality of life comes to the fore, the concept is "satisfaction", although it is not clearly expressed (Ott, 2022: 1). In fact, life satisfaction is a result based on the comparison of one's expectations with what he has achieved as a result of his efforts, and it is a concept that covers not only working life but also the time period outside of working life (Akyüz, 2018: 173). For example, according to the results of a study conducted in China, grandparents get a high life satisfaction while taking care of their grandchildren, and thus they are more confident about their future and exhibit a more entrepreneurial attitude in social activities (Shen and Yang, 2022: 1).

The Importance of Life Satisfaction

Life satisfaction is generally expressed as a cognitive evaluation of life as a whole (Ağbay et al., 2022: 2327). According to a definition emphasizing the emotional dimension of the concept, life satisfaction is; While it is defined as the expression of the emotional state that emerges as a result of the person's evaluation of his or her general life; According to the definition emphasizing that this process is a perception, life satisfaction is the difference that a person perceives between his/her goals and what he/she realizes or achieves depending on the results arising from the interaction of the life conditions presented to him and the experiences he/she has experienced (Tutcu, 2018: 98).

In life satisfaction, a general evaluation of life is made in line with the choices of the individual. In this general evaluation, it is considered important for the individual to be happy in his life and to reach life satisfaction. The main importance of life satisfaction; It is understood by the magnitude of the problems that people experience in case of deficiency (Demirdelen Alrawadieh, 2021: 48). As a matter of fact, people with high life satisfaction feel more valuable and important, and can look at situations and events in life more positively, they can enjoy their daily life more, they can communicate more easily with people with different values, they lead a healthier life psychologically and physically. In addition, they become more aware of their responsibilities and fulfill the requirements of these responsibilities, cope with stressful situations and problems more easily, evaluate their lives more positively in general, work efficiently, evaluate events within the framework of logic and give appropriate reactions (Deveci, 2020: 70).

Concepts Related to Life Satisfaction

Explaining life satisfaction, which is seen as an abstract concept, with related concepts makes it easier to understand. When an individual's life satisfaction is sought to be investigated, well-being, quality of life and happiness are the leading concepts that come to mind (Çatal, 2021: 8-10).

The concept of well-being can be explained through mental well-being, which includes both subjective well-being and psychological well-being. Mental well-being is defined by the World Health Organization as “an individual's awareness of his/her abilities, overcoming the stress in his/her life, being productive and beneficial in business life, and contributing to society in line with his/her abilities”. In this context, it can be said that life satisfaction is the cognitive dimension of subjective well-being (Şahin, 2019: 159). In a study conducted by Kuşçu, Kuşçu-Karatepe, Karaman and Atik; It has been determined that there is a statistically significant and positive relationship between psychological well-being and life satisfaction of the participants. In other words, it was stated that with the increase in the psychological well-being of the participants, their level of life satisfaction would increase in the same way (Kuşçu et al., 2019: 559).

The term quality of life, which has been discussed since ancient times, was first used by Long in 1960 in today's sense. With the developments in human rights, quality of life has been an important indicator in making all political decisions and has become a universal goal that societies aim to reach in some way. Today, there is no single definition of quality of life that will be accepted by all sciences. However, the common point in all definitions is the human factor and its subjective evaluation system (Aydiner Boylu and Paçacıoğlu, 2016: 138).

As a matter of fact, quality of life; It defines a generally subjective evaluation that can not be expressed only with the use of measurable indicators, but also expresses the complex aspects of life. It includes not only subjective well-being, but also objective indicators such as health status and external life status. In this sense, quality of life; it depends on personal satisfaction rather than having a certain job, good social status, hobbies (Top et al., 2003: 19).

Happiness; It is a concept as old as human history and is one of the basic searches of people. It remains up-to-date because the ultimate purpose of people in life is happiness (Yazıcı Çelebi and Çelebi, 2020: 180). Happiness is considered as an examination of subjective well-being in positive psychology. In colloquial speech, subjective well-being is also called happiness. It is the sum of the satisfaction and positive emotions that individuals receive from their lives. The concept means that the individual evaluates his own life and makes a judgment (Kangal, 2013: 216).

Life Satisfaction Approaches

Due to the importance of life satisfaction by individuals and organizations, it has been observed that it has been investigated on different theoretical bases. At this point, Reaching a Certain Point Approach, Efficiency Approach, Pleasure and Pain Approach, Bond Approach, Judgment Approach, Top-Down Approach and Bottom-Up Approach come to the fore (Çatal, 2021: 8-10; Deveci, 2020: 70-79; Taşkırılmaz, 2020: 78-79).

✓ **Reaching a Certain Point Approach:** The basis of this approach is to meet the needs. Needs arise when they move away from a target point. According to this approach, life satisfaction will

decrease if needs are not met and increase if they are met. According to this view, which was put forward by Wilson and also known as the "Temple Theory"; When the needs are satisfied, people can adapt to their lives and put their lives in order. Maslow's hierarchy of needs, Freud's pleasure principle, balanced life model and Nussbaum's objective list theory are discussed within the scope of his target and needs theories.

✓ **Efficiency Approach:** According to this approach, life satisfaction; determines the individual's self-directed activities. According to the activity approach, concentrating on the activities that the individual deems important for himself increases life satisfaction. Aristotle is the oldest and most important name of the activity theorists. According to Aristotle, happiness comes from virtuous, that is, well-performed activities. Csikszentmihalyi's theory of flow, Frankl's theory of meaning and Seligman's theory of true happiness are among the theories of effectiveness.

✓ **Pleasure and Pain Approach:** According to this approach, the individual feels pleasure when his needs are met and his goals are met, and in the opposite case he feels pain. The sources of pleasure and pain act together. The more the individual feels his need and the more effort he puts into meeting this need, the more he will be satisfied to the extent that his needs are met.

✓ **Attachment Approach:** There are some theories that try to explain why some people have a more happy temperament. These theories are mostly under bond theories; It is based on memory, conditioning, and cognitive principles. According to this approach, some cognitive bonds are formed in the minds of individuals regarding the emotions and thoughts they experience. If cognitive bonds are fed with positive emotions, an increase in life satisfaction occurs, and in the opposite case, a decrease occurs.

✓ **Judgment Approach:** According to this approach, life satisfaction emerges by comparing the standards established by the individual in his/her life and the actual situation that emerges. Accordingly, the more the standards determined by the individual overlap with the real situation, the higher the life satisfaction will be. Standards; Although they appear in different ways in each theory, they are used as the main criterion for evaluating conditions in each case. For example; In Social Comparison Theory, the person is based on other people as a standard. If a person evaluates himself as better than other people, he is satisfied and happy. Social assistance theory, harmony theory and multiple conflict theory are evaluated among judicial theories.

✓ **Top-Down/Bottom-Up Approach:** Bottom-up/top-down theories are also expressed as bottom-up/top-down, bottom-up/top-down. It is stated that the distinction between these theories is quite popular in modern psychology. The top-down approach is based on the assumption that fixed traits, such as personal traits, affect life satisfaction. Bottom-up approach is life satisfaction of individuals; It is explained as a combination of the satisfactions felt from these areas that make up life.

The Relationship Between Emotional Labor Behavior and Life Satisfaction

Emotions are a concept that forces individuals to behave in certain patterns not only in their working life but also in their social life. Emotional labor behavior is a concept that refers to negative behaviors exhibited due to the complexity of these emotions. Because of the negativities caused by complexity, emotional labor behavior has a "*natural weariness*" feature (Mc.Ginley and Wei, 2020). This situation has the potential to negatively affect not only working life, but also the whole life (Akyüz, 2018: 174).

When the relationship between emotional labor and life satisfaction is examined in the studies conducted on different occupational groups in different businesses, it is seen that different results are obtained. In some of these studies, it was determined that the effect of emotional labor on life satisfaction was not clear; In some studies, it has been revealed that surface behavior is negatively related to life satisfaction. On the other hand, in some studies, it has been concluded that the superficial behavior and deep behavior dimensions of emotional labor affect life satisfaction significantly and positively (Ağbay et al., 2022: 2329).

According to the findings of a study conducted by Ginley and Wei to investigate the relationship between emotional labor behaviors and life satisfaction of hotel employees; "As the level of life

satisfaction decreases, the participants exhibit more emotional labor behaviors" (Mc.Ginley and Wei, 2020: 278). Similarly, in a study conducted by Hwang and Park to investigate the relationship between emotional labor behaviors and life satisfaction in nurses, it was found that "as the emotional labor behaviors of the participants decreased, their life satisfaction levels increased" (Hwang and Park, 2022: 1).

Mamacı investigated the relationship between "emotional labor and well-being" on 352 people who attended "Eye Movement Desensitization and Reprocessing (EMDR)" supervision training at an institute providing services and training in the field of mental health in the province of Istanbul. According to the research findings, superficial role-playing predicts health, general well-being negatively, and positively predicts loneliness and negative emotions. On the other hand, it is seen that deep acting predicts positive emotions and success positively (Mamacı, 2019: 105-106).

The relationship between emotional labor behaviors and life satisfactions of tourist guides with a license, who works actively in Turkey, was investigated by Alrawadieh. According to the research findings, a positive and significant relationship was found between emotional effort and life satisfaction. In other words, as emotional effort increases, life satisfaction also increases. On the other hand, it has been determined that the destructive effects of emotional incompatibility harm the well-being of the participants through burnout (Demirdelen Alrawdîeh, 2021: 113).

Atasoy and Turan investigated the relationship between emotional labor behaviors and life satisfaction of all midwives and nurses working in a public hospital. According to the research findings, no relationship was found between the emotional labor scale scores of the sample and the life satisfaction scale scores (Atasoy and Turan, 2019: 360).

METHOD

Under this title; the purpose and scope of the research (population and sample), data collection tools and method, research model and hypotheses are included.

Purpose of the Research

The main purpose of the research is; *"The aim of this study is to examine whether there is a relationship between emotional labor behaviors and life satisfaction of employees (sales personnel) working in private pharmacies in the TRB-1 region"*. In addition to this main purpose, the following sub-objectives have been determined:

- To reveal the demographic characteristics of the participants,
- To determine the emotional labor behavior levels of the participants,
- To determine the life satisfaction levels of the participants.

Scope of the Research (Population and Sample)

The population of the research consists of sales personnel working in community pharmacies in the TRB-1 region. In order to determine the universe of the study, first of all, the Chamber of Pharmacists in each province (Elazığ, Malatya, Tunceli and Bingöl) in the TRB-1 region was contacted and the pharmacies in the city centers and the total number of sales personnel working in these pharmacies were learned. The number of pharmacies in each city and the employee information in these pharmacies are as shown in Table 1.

Table 1. Pharmacies in the provinces of TRB-1 region and number of employees in these pharmacies

City	Number of pharmacies	Number of employees
Elazığ	140	250
Malatya	230	400
Bingöl	47	101
Tunceli	11	22
Total	428	773

Kaynak: Pharmacy rooms in provinces

As can be seen in Table 1; 773 sales personnel working in community pharmacies in the TRB-1 Region constitute the universe of the study. For reasons such as time, money and effort constraints, 301 sales personnel were included in the sample that can represent the universe instead of the whole universe were studied. While determining the sample, first of all, the definition of the universe was made. In the next step, the community pharmacies where the salespeople work and the employees in these pharmacies are listed. Finally, a sample size capable of representing the population was selected from this list by random sampling method and data were obtained through online questionnaires. According to (Sekaran, 2003), the sample numbers to be selected for universes of certain sizes are shown in Table 2. As seen in Table 2, a sample group of 260 people is sufficient for a population of 800 people. For this reason, a participant group of 301 people is considered to be at the sufficient sample level.

Table 2. Number of samples to be selected for populations of certain sizes

N	S	N	S	N	S	N	S
10	10	150	108	460	210	2200	327
15	14	160	113	480	214	2400	331
20	19	170	118	500	217	2600	335
25	24	180	123	550	226	2800	338
30	28	190	127	600	234	3000	341
35	32	200	132	650	242	3500	346
40	36	210	136	700	248	4000	351
45	40	220	140	750	254	4500	354
50	44	230	144	800	260	5000	357
55	48	240	148	850	265	6000	361
60	52	250	152	900	269	7000	364
65	56	260	155	950	274	8000	367
70	59	270	159	1000	278	9000	368
75	63	280	162	1100	285	10000	370
80	66	290	165	1200	291	15000	375
85	70	300	169	1300	297	20000	377
90	73	320	175	1400	302	30000	379
95	76	340	181	1500	306	40000	380
100	80	360	186	1600	310	50000	381
110	86	380	191	1700	313	75000	382
120	92	400	196	1800	317	100000	384
130	97	420	201	1900	320		
140	103	440	205	2000	322		

Source: (Sekaran, 2003: 294) **N:** Universe Size, **S:** Number of Samples Required

Under this title; The purpose and scope of the research, data collection tools and method, research model and hypotheses are included.

Data Collection Tools and Method

An online questionnaire was created to analyze the relationship between emotional labor behaviors and life satisfaction of employees working in community pharmacies in the TRB-1 region. Prior to the application of the questionnaire, ethics committee approval was obtained with the meeting decision of Adiyaman University Social and Human Sciences Ethics Committee dated 30.11.2022 and numbered 351. The data set used in the research was collected through a questionnaire consisting of three parts. In the first part of the questionnaire, there are 7 questions about the demographic characteristics of the participants. The scale of "emotional labor behavior" in the second part consists of 12 items and three dimensions (superficial behavior, suppression of emotions and deep behavior). The items in the questionnaire were formed as a 5-point Likert scale (1=Not at all, 2= A little bit, 3= Somewhat, 4= A lot, 5= A lot), and the participants were asked to indicate their degree of agreement with these propositions. This scale is Pala and Sürgevil's; Taken with their permission from their article titled "Emotional Labor Scale: Scale Development, Reliability and Validity Study" (Pala and Sürgevil, 2016: 781).

The "life satisfaction" scale in the third part of the questionnaire consists of five items. Similarly, these items were prepared as a 5-point Likert scale (1=Not at all, 2= A little bit, 3= Somewhat, 4= A lot, 5= A lot), and the participants were asked to indicate their degree of agreement with the given propositions. This scale was taken from Bekmezci and Mert's article titled "*The Turkish Validity and Reliability Study of the Life Satisfaction Scale* (Bekmezci, 2018: 170)" with their permission.

Data; Analyzed through the Statistical Package for the Social Sciences (SPSS) 21. For this purpose, frequency, validity, reliability, factor and correlation analyzes were performed, and the findings were evaluated and analyzed through tables.

Research Model and Hypotheses

In the scope of the research; The relationship between emotional labor behaviors and life satisfaction of salespeople working in community pharmacies was analyzed. The research model created in line with the main purpose is given in Figure 1.

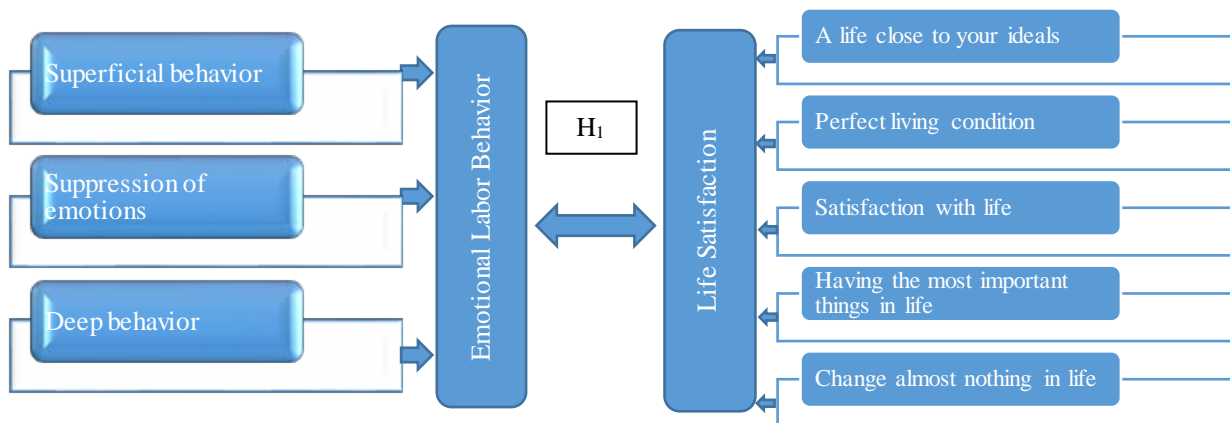


FIGURE 1. Research Model

The questions, hypotheses and expected results of the research created within the scope of the research model are as shown in Table 3.

Table 3. Research questions, hypotheses and expected results

N	RESEARCH QUESTIONS	HYPOTHESES	EXPECTED RESULTS
1	IS THERE A RELATIONSHIP BETWEEN EMOTIONAL LABOR BEHAVIORS AND LIFE SATISFACTIONS OF THE SAMPLE (SALES WORKING IN FREE PHARMACIES IN TRB-1 REGION)?	H1: THERE IS A MEANINGFUL RELATIONSHIP BETWEEN EMOTIONAL LABOR BEHAVIORS AND LIFE SATISFACTIONS OF THE SAMPLE (SELLERS WORKING IN FREE PHARMACIES IN TRB-1 REGION)	THERE IS A MEANINGFUL RELATIONSHIP BETWEEN EMOTIONAL LABOR BEHAVIORS AND LIFE SATISFACTIONS OF THE SAMPLE (SELLERS WORKING IN FREE PHARMACIES IN TRB-1 REGION)
2	Is there a significant relationship between the superficial behaviors of the sample and their living a life close to their ideals?	H1.1.: There is a significant relationship between the superficial behaviors of the sample and their living a life close to their ideals.	There is a significant relationship between the superficial behaviors of the sample and their living a life close to their ideals.
3	Is there a significant relationship between the superficial behaviors of the sample and their perfecting their living conditions?	H1.2.: There is a significant relationship between the superficial behaviors of the sample and their perfecting their living conditions.	There is a significant relationship between the superficial behaviors of the sample and their perfecting their living conditions.
4	Is there a significant relationship between the superficial behaviors of the	H1.3.: There is a significant relationship between the superficial behaviors of the	There is a significant relationship between the superficial behaviors of the

	sample and their satisfaction with life?	sample and their satisfaction with life.	sample and their satisfaction with life.
5	Is there a significant relationship between the superficial behaviors of the sample and the fact that they have the important things they want from life?	H1.4: There is a significant relationship between the superficial behaviors of the sample and the fact that they have the important things they want from life.	There is a significant relationship between the superficial behaviors of the sample and the fact that they have the important things they want from life.
6	Is there a significant relationship between the superficial behaviors of the sample and their continuation of everything in their life?	H1.5: There is a significant relationship between the superficial behaviors of the sample and their continuation of everything in their lives.	There is a significant relationship between the superficial behaviors of the sample and their continuation of everything in their lives.
7	Is there a significant relationship between the sample's ability to suppress their emotions?	H1.6: There is a significant relationship between the sample's ability to suppress their emotions.	There is a significant relationship between the sample's ability to suppress their emotions.
8	Is there a significant relationship between the sample's ability to suppress their emotions and their ability to perfect their living conditions?	H1.7: There is a significant relationship between the sample's ability to suppress their emotions and their ability to perfect their living conditions.	There is a significant relationship between the sample's ability to suppress their emotions and their ability to perfect their living conditions.
9	Is there a significant relationship between the sample's ability to suppress their emotions and their satisfaction with life?	H1.8: There is a significant relationship between the sample's ability to suppress their emotions and their satisfaction with life.	There is a significant relationship between the sample's ability to suppress their emotions and their satisfaction with life.
10	Is there a significant relationship between the sample's ability to suppress their emotions and having the important things they want from life?	H1.9: There is a significant relationship between the sample's ability to suppress their emotions and having the important things they want from life.	There is a significant relationship between the sample's ability to suppress their emotions and having the important things they want from life.
11	Is there a significant relationship between the sample's ability to suppress their emotions and their ability to maintain everything in their lives?	H1.10: There is a significant relationship between the sample's ability to suppress their emotions and maintaining everything in their lives.	There is a significant relationship between the sample's ability to suppress their emotions and their ability to maintain everything in their lives.
12	Is there a significant relationship between the deep behaviors of the sample and their living a life close to their ideals?	H1.11: There is a significant relationship between the deep behaviors of the sample and their living a life close to their ideals.	There is a significant relationship between the deep behaviors of the sample and their living a life close to their ideals.
13	Is there a significant relationship between the deep behaviors of the sample and their perfecting their living conditions?	H1.12: There is a significant relationship between the deep behaviors of the sample and their perfecting their living conditions.	There is a significant relationship between the deep behaviors of the sample and their perfecting their living conditions.
14	Is there a significant relationship between the deep behaviors of the sample and their satisfaction with life?	H1.13: There is a significant relationship between the deep behaviors of the sample and their satisfaction with life.	There is a significant relationship between the deep behaviors of the sample and their satisfaction with life.
15	Is there a significant relationship between the deep behaviors of the sample and	H1.14: There is a significant relationship between the deep behaviors of the sample and	There is a significant relationship between the deep behaviors of the sample and the fact that they

	their having the important things they want from life?	their having the important things they want from life.	have the important things they want from life.
16	Is there a significant relationship between the deep behaviors of the sample and their continuing everything in their lives?	H1.15: There is a significant relationship between the deep behaviors of the sample and their continuation of everything in their lives.	There is a significant relationship between the deep behaviors of the sample and their continuing everything in their lives.

FINDINGS

IBM SPSS 21.0 package program was used in the analysis of the research data. For this purpose, first of all, frequency distributions related to the demographic characteristics of the participants were included. Then, Cronbach's Alpha value was used to determine the reliability level of the scales, exploratory was used for validity testing, variance analysis and correlation analysis were used for the characteristics of hypotheses and variables.

Factor and Reliability Analysis of the Data Set

Cronbach's Alpha values for the scale used in the study are shown in Table 4.

Table 4. Reliability results of the scale (Crombach's alpha values)

Scales	Number of Items	Crombach's Alpha Value
<i>Emotional labor behavior</i>	12	0,785
<i>Life satisfaction</i>	05	0,771
<i>Total of the Scale</i>	17	0,767

In the study, the Cronbach's Alpha value of the scale used for the emotional labor behavior of sales personnel operating in private pharmacies in the TRB-1 Region was 0.785; The Cronbach's Alpha value of the scale used for life satisfaction was 0.771; Cronbach's Alpha value of the total scale was found to be 0.767. These rates correspond to a very reliable range (Kalaycı, 2005: 405).

In order for the data set to be suitable for factor analysis, the KMO value should be greater than 0.50 (Kalaycı, 2005: 321-322). As a result of the analysis, the KMO value for the sample size was 0.770; Bartlett's test was found to be significant (Chi-Square 1545,334 p=0.00). The result of the Bartlett's test result showing that the data is normally distributed. According to the results of these tests, it was understood that the data were suitable for factor analysis. KMO value and Bartlett's test result are as shown in Table 5.

Table 5. KMO and Bartlett's test results of the scale

Scales	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity
<i>Emotional labor behavior</i>	0,774	Approx. Chi- Square 917,878 Df 66 Sig.,000
<i>Life satisfaction</i>	0,793	Approx. Chi- Square 525,583 Df 10 Sig.,000
<i>Total of the Scale</i>	0,770	Approx. Chi- Square 1545,334 Df 136 Sig.,000

Findings Related to Demographic Variables

Information on the demographic characteristics of the sample is as in Table 6.

Table 6. Demographic characteristics of the sampling

VARIABLES		N	%
Gender	Woman	111	36,9
	Man	190	63,1
Age	18-35	143	47,5
	36-45	124	41,2
	46 and above	34	11,3
Marital status	Married	195	64,8
	Single	106	35,2
Educational Status	High school	126	41,9
	Associate degree	45	15,0
	Undergraduate	110	36,5
	Graduate	20	6,6
Working Time at Current Workplace	5 years and below	139	46,2
	6-10 years	52	17,3
	11 years and above	110	36,5
Length of Service in the Profession	5 years and below	57	18,9
	6-10 years	44	14,6
	11 years and above	200	66,4
City of Residence	Elazığ	114	37,9
	Malatya	140	46,5
	Bingöl	34	11,3
	Tunceli	13	4,3

As can be seen in Table 6; 190 of the participants (63.10%) were men and 111 (36.9%) were women. When the age ranges of the participants are examined, it is seen that the weight is between the ages of 18-35 (47.5%). When the marital status of the participants is examined; It is seen that 195 people (64.8%) are married and 106 people (35.2%) are single. Considering the educational status of the respondents, 126 (41.9%) high school, 45 (15%) associate degree, 110 (36.5%) undergraduate, 20 (6.6%) postgraduate education. level has been found. Considering the working time of the participants at their current workplace, 139 people (46.2%) have 5 years or less, 52 people (17.3%) have 6-10 years of work, and 110 people (36.5%) have 11 years or more of work experience. were found to be. Looking at the total working time in the profession, it is seen that 57 (18.9%) have 5 years or less, 44 (14.6%) 6-10 years, 200 (66.4%) 11 years or more. detected. 114 (37.9%) of the participants are in pharmacies in Elazığ, 140 (46.5%) in Malatya, 34 (11.3%) in Bingöl and 13 (4.3%) in Tunceli pharmacies. is working.

Findings on Emotional Labor Behavior

The distribution reflecting the views of the sample on emotional labor behavior is as shown in Table 7.

Table 7. Frequency distribution of the relation to "emotional labor behavior" of the sample

Suggestions for emotional labor behavior	Display Frequency									
	None		Very little		Partially		More		Too much	
	N	%	N	%	N	%	N	%	N	%
I have to be friendly to people, even if it is superficial.	6	2,0	14	4,7	125	41,5	101	33,6	55	18,3
In life, I have to feel like I'm an actor on the stage.	78	25,9	61	20,3	87	28,8	42	14,0	33	11,0
I have to constantly pretend to handle situations in the most optimal way.	47	15,3	81	26,9	103	34,2	45	15,0	25	8,3
I have to make people feel valuable, even if it's tactical.	29	9,6	46	15,3	98	32,6	74	24,6	54	17,9

Even if I don't listen to people, I have to pretend to listen.	93	30,9	87	28,9	64	21,3	34	11,3	23	7,6
I have to pretend that I share people's sadness, even if it sounds ridiculous.	86	28,6	63	20,9	80	26,6	44	14,6	28	9,3
I must be able to hide my fear of people's threatening behavior	55	18,3	42	14,0	82	27,2	65	21,6	57	18,9
I must be able to hide my anger at a behavior I don't like.	40	13,3	88	29,2	103	34,2	40	13,3	30	10,0
I must be able to maintain my composure even in astonishing situations	23	7,6	63	20,9	113	37,5	66	21,9	36	12,0
I must be able to suppress my emotions in order to give standard responses to people.	22	7,3	65	21,6	128	42,5	58	19,3	28	9,3
To change my feelings, I have to look at the positive side of things.	11	3,7	42	14,0	106	35,2	87	28,9	55	18,3
I should be able to try to focus on the things that make me happy.	9	3,0	22	7,3	72	23,9	117	38,9	81	26,9

When Table 7 is examined, the propositions that the participants stated that they agreed with the most (too much and too much) are respectively; "I should be able to try to focus on the things that make me happy" (198; 65.8%), "I should be friendly to people, even if it is superficially" (156; 51.9%), and "I should be able to look at things from the positive side to change my feelings" (142; 47%, 2) seem to have propositions. On the other hand, the propositions with the lowest frequency of exhibiting (total of none and very little); "I should pretend to listen to people even if I don't listen" (180; 59.8%), "I should pretend to share people's sadness even though it sounds ridiculous" (149; 49.5%) and "I should feel like I am an actor on the stage" (139;46.2%) It was determined to be.

Findings on Life Satisfaction

The distribution reflecting the views of the sample about life satisfaction is as shown in table 8.

Table 8. Frequency distribution of the sample's opinions on "satisfaction with life"

Propositions Regarding Life Satisfaction	Satisfaction Level									
	None		Very little		Partially		More		Too much	
	N	%	N	%	N	%	N	%	N	%
I have a life close to my ideals.	42	14,0	66	21,9	134	44,5	42	14,0	17	5,6
My living conditions are perfect.	62	20,6	81	26,9	119	39,5	25	8,3	14	4,7
I am happy with my life.	36	12,0	62	20,6	128	42,5	47	15,6	28	9,3
I've had the important things I want out of life so far.	20	6,6	88	29,2	123	40,9	54	17,9	16	5,3
If I were born again, I wouldn't change almost anything in my life.	59	19,6	75	24,9	110	36,5	26	8,6	31	10,3

As can be seen in Table 8, the proposition with the lowest level of agreement with the statements about life satisfaction is "my life conditions are excellent" (143; 47.5%), and the highest proposition (with the sum of nothing and very little) with) "I am satisfied with my life" (75; 24.9%).

Correlation Findings of the Relationships between Emotional Labor Behavior Sub-Dimensions and Life Satisfaction (Hypothesis Tests)

This section, there are correlation analysis findings showing the relationships between the sub-dimensions of emotional labor and life satisfaction.

The test results regarding the sub-hypotheses of the research are as shown in Table 9.

Table 9. Correlation analysis results regarding the sub-dimensions of the emotional labor factor and the variables of life satisfaction

		Surface Behavior	Suppression of Emotions	Deep Behavior	A Life Close to His Ideals	A Perfect Life Condition	Satisfaction with Life	Having the most important things in life	Not Changing Almost Anything in Life
Surface Behavior	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	301							
Suppression of Emotions	Pearson Correlation	,399**	1						
	Sig. (2-tailed)	,000							
	N	301	301						
Deep Behavior	Pearson Correlation	,263**	,330**	1					
	Sig. (2-tailed)	,000	,000						
	N	301	301	301					
A Life Close to His Ideals	Pearson Correlation	,062	-,037	,314**	1				
	Sig. (2-tailed)	,285	,523	,000					
	N	301	301	301	301				
A Perfect Life Condition	Pearson Correlation	-,011	,010	,274**	,582**	1			
	Sig. (2-tailed)	,850	,865	,000	,000				
	N	301	301	301	301	301			
Satisfaction with Life	Pearson Correlation	-,027	,029	,206**	,464**	,695**	1		
	Sig. (2-tailed)	,637	,614	,000	,000	,000			
	N	301	301	301	301	301	301		
Having the most important things in life	Pearson Correlation	,010	,028	,233**	,476**	,598**	,630**	1	
	Sig. (2-tailed)	,863	,631	,000	,000	,000	,000		
	N	301	301	301	301	301	301	301	
Not Changing Almost Anything in Life	Pearson Correlation	,064	,083	,093	,146*	,194**	,159**	,233**	1
	Sig. (2-tailed)	,271	,150	,108	,011	,001	,006	,000	
	N	301	301	301	301	301	301	301	301

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

When the analysis results in Table 9 are examined, there is a statistically significant relationship between all sub-dimensions of the emotional labor dimension. On the other hand, no statistically significant relationship was found between the superficial behavior sub-dimension of the emotional labor dimension and any proposition of life satisfaction. According to this; Hypotheses H1.1, H1.2, H1.3, H1.4 and H1.5 were rejected.

There was no statistically significant relationship between the suppression of emotions sub-dimension of emotional labor and any of the propositions of life satisfaction. According to this; Hypotheses H1.6, H1.7, H1.8, H1.9 and H1.10 were rejected.

With the deep behavior sub-dimension of the emotional labor dimension; between a life proposition close to the ideals of life satisfaction ($r=.314$; $p=.000$), between a proposition of a perfect life condition ($r=.274$; $p=.000$), life satisfaction ($r=.206$; $p=.000$) and having the important things desired

from life ($r=.233$; $p=.000$) was found to be statistically significant. According to this; Hypotheses H1.11, H1.12, H1.13 and H1.14 were accepted. There was no statistically significant relationship between the deep behavior sub-dimension of the emotional labor dimension and the proposition to change almost nothing in life. According to this; H1.15 hypothesis was rejected.

CONCLUSION, DISCUSSION AND RECOMMENDATIONS

The results obtained from this study, which was conducted to analyze the relationship between emotional labor behaviors and life satisfaction of salespeople working in community pharmacies in the TRB-1 Region, can be listed as follows:

- 190 (63.10%) of the participants were men and 111 (36.9%) were women; It was determined that 143 (47.5%) were between the ages of 18-35, 195 (64.8%) were married, 126 (41.9%) were high school graduates, 110 (36.5%) were undergraduate graduates.

- Considering the working time of the participants at their current workplace, it was seen that 139 people (46.2%) had 5 years or less work experience, and 110 people (36.5%) had 11 years and more work experience. Looking at the total working time in the profession, it was seen that 200 people (66.4%) had 11 years or more work experience.

- 114 (37.9%) of the participants are located in Elazığ, 140 (46.5%) in Malatya, 34 (11.3%) in Bingöl and 13 (4.3%) in Tunceli. He works in pharmacies.

- The average of emotional labor behavior is 3.21. This average shows that salespeople working in community pharmacies in the TRB-1 region exhibit moderate emotional labor behavior.

- The 3 propositions with the highest participation in emotional labor behaviors (with the sum of too much and too much); It is seen that there are propositions such as "I should be able to try to focus on the things that make me happy", "I should be friendly towards people even if it is superficial" and "I should be able to look at things from the positive side in order to change my feelings". On the other hand, the propositions with the lowest frequency of exhibition (with the sum of none and very little); It has been determined that "I should pretend to listen to people even though I don't listen to them", "I should pretend to share people's sadness even though it seems ridiculous" and "I should feel like I am an actor on the stage in life".

- The average of the participants' level of agreement with life satisfaction statements is 2.73. Accordingly, it can be said that the life satisfaction levels of the sales personnel in the community pharmacies operating in the TRB-1 region are below the average. As can be seen in Table 7, the proposition with the highest level of agreement with the statements about life satisfaction is "I am satisfied with my life" (with the sum of more and a lot), and the proposition with the lowest average (with the sum of none and very little) is "my life conditions are excellent". is a proposition.

- There is a statistically significant relationship between all sub-dimensions of the emotional labor dimension.

- On the other hand, no statistically significant relationship was found between the superficial behavior sub-dimension of the emotional labor dimension and any of the propositions of life satisfaction.

- There was no statistically significant relationship between the suppression of emotions sub-dimension of emotional labor and any of the propositions of life satisfaction.

- With the deep behavior sub-dimension of the emotional labor dimension; A statistically positive and significant relationship was found between the propositions of a life close to the ideals of life satisfaction, a perfect life condition, satisfaction with life, and having the important things desired from life.

- There was no statistically significant relationship between the deep behavior sub-dimension of the emotional labor dimension and the proposition to change almost nothing in life.

Kılıçdağı (2020); In his study, which examined the effects of emotional labor behaviors and general self-efficacy perceptions of community pharmacists on their professional commitment, it was determined that community pharmacists spend emotional labor above the average (Kılıçdağı, 2020: 91). In this study, which was conducted to analyze the relationship between emotional labor behaviors of salespeople working in community pharmacies and life satisfaction, it was observed that salesmen spent emotional labor close to the average.

Akyüz (2018), "Does Emotional Labor Affect Organization-Based Self-Esteem and Life Satisfaction?" found a low-level negative relationship between emotional labor behavior and life satisfaction (Akyüz, 2018: 180). These results; does not match the results obtained. As a matter of fact, no statistically significant relationship was found between the sub-dimensions of emotional labor, superficial behavior and suppression of emotions, and life satisfaction. A statistically positive and significant relationship was found between the deep behavior sub-dimension of the emotional labor dimension and life satisfaction.

Ağbay et al. (2022); In their study examining the effect of emotional labor on life satisfaction and employee performance, they found that employees exhibit false emotions, but this does not make any difference on life satisfaction (Ağbay et al., 2022: 2335). The results obtained partially overlap with this study.

Pharmacies; They are both for-profit and not-for-profit businesses with primary health care status. Community pharmacies, which constitute one of the employment areas of sales personnel, constitute one of the most important components of today's health sector with the medicines and health services they offer. The fact that it is a business in the health sector makes the quality of service offered to people even more important. The sales staff who continue their activities in pharmacies play a key role in the satisfaction of the customers who sell services, as personal salespersons, on the one hand, in the achievement of the profit goals of the pharmacy owners, and on the other hand, with their positions as customer representatives. In line with the data obtained from this study, in which the relationship between emotional labor behaviors and life satisfaction (satisfaction) of salespeople in pharmacies operating in the TRB- region was examined, the following suggestions can be made:

- Since pharmacy employees are in constant communication with people, they may sometimes have to display different behaviors from their real thoughts. In this sense, training can be given to sales personnel on topics such as customer relationship management and communication techniques.

- Since they give importance to the salespeople to focus on the behaviors that make them happy, they can engage in activities that increase their motivation. Paying attention to working hours, paying overtime in cases where they have to work overtime (watch, etc.), giving them a say in the decisions taken about them can be given as examples of these activities.

- Considering that pharmacy customers are generally patients or their relatives, awareness raising activities regarding the need for high empathy skills of pharmacy employees can be given importance.

- Considering that the life satisfaction levels of salespeople working in pharmacies are below the average, activities can be undertaken to provide conditions that will increase their satisfaction. For this purpose, first of all, the reasons for the dissatisfaction of the employees can be investigated.

- In future studies, considering that salespeople are internal customers, research on internal marketing activities can also be conducted. Factors that cause employee dissatisfaction, possible mediator roles between emotional labor behavior and life satisfaction can be examined.

This work; it analyzes the relationship between emotional labor behaviors and life satisfaction of salespeople working in community pharmacies in the TRB-1 region. In the future, studies can be carried out on sales personnel in other regions or sectors.

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