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A STUDY ON MEASURING OF EMOTIONAL LABOR AND BURN-OUT LEVELS OF SHOPPING MALL EMPLOYEES: THE CASE OF THE PROVINCE OF KONYA

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Abstract

As a result of globalization and changing consumer preferences, the number of shopping malls has increased significantly in recent years. Consumers prefer shopping malls to both do comfortable shopping in a short time and benefit from the social facilities there. Employees, who are obliged to behave to the consumers in the way the company wants them to do, often spend intensive emotional effort because companies buy the emotions the employees must display to customers in order to ensure customer satisfaction. The emotions the employees constantly try to contain may lead to the phenomenon of burn-out in time. This study was conducted to reveal the relationship between the emotional labor and burn-out levels of shopping mall employees, who work in shopping malls and are supposed to reflect the corporate culture.

Keywords: Emotional labor, Burnout, shopping mall employees

1. INTRODUCTION

Today, with the rise of the importance the labor factor in terms of organization, employees have gradually gained in importance for both the customers and the workplaces. Workplaces allocate significant funds to human resources and in-service training and take very seriously that right people get the right jobs. In recent years, customer satisfaction has become one of the most important factors in achieving competitive superiority. Therefore, workplaces expect their employees to exhibit certain behaviors to ensure customer satisfaction. Since emotional labor, which can be defined as employees' masking their emotions in order to be able to demonstrate the behaviors that their workplaces expect of them, usually involves not the emotions that are felt but the emotions which the workplaces expect to take, it is expected to lead to emotional exhaustion called "burnout". Burnout arises because employees are in a frequent and intensive interaction with people by virtue of the very nature of their job and it is highly possible that burnout will appear in work groups where demonstration of emotional labor takes place heavily (Çaldağ, 2010: 44). It is expected that work turnover time will be high or the phenomenon of burnout will occur in shopping mall employees who demonstrate emotional labor for 12 hours under spotlights in shopping centers where there is not even one window opening to the outer world and which does not receive sunlight.

2. THE CONCEPT OF EMOTIONAL LABOR

The concept of emotional labor was dealt with in Arlie Russell Hochschild's book entitled "The Managed Heart" in 1983 and since then it has attracted attention of many researchers and been investigated in many aspects (Oral and Köse, 2011, 465). Emotional labor involves employees' managing their emotions in the expected manner in order to be able to create an observable facial and body image. Emotional labor has an Exchange value because it is sold in return for payment (Hochschild, 1983: 7). Emotional labor is the management of the emotions of employees in accordance with the predetermined rules of the organization (Wharton, 2009: 147). It is the effort spent by employees, who by virtue of the nature of their job, are in one-to-one communication with customers, to adjust their emotional reactions to a form acceptable by the organization or to demonstrate emotional displays that are compatible with the goals of the organization (Oral and Köse, 2011: 465). One of the fundamental components of service employees is social interaction with customers. Individuals who are in a social interaction need to regulate their emotions (Zapf & Holz, 2006). In its broadest sense, we can define emotional labor as employees' regulating their emotions while they are doing their jobs (Başbuğ et al. 2010: 255).

Empathizing with customers, assuming predetermined roles and behaving in the way expected of them although their true emotions may be different constitute the work roles of employees (Onay, 2011: 587). Today, public expects service sector employees to exhibit politeness and sincerity in the style of McDonald's. These expectations require formation of the desired "psychological state" in employees or their demonstration of behaviors compatible with the rules of the organization. In this context, in spite of their personal suspicions or different emotions, employees are obliged to appear happy, beautiful and satisfied to serve customers properly (Boyd, 2002: 153). In addition, employees have been expected to offer interactive services in recent years. This situation can be described as "commoditizing of emotional labor". Employees are expected to be "sincere, joyful and helpful". In order to create and strengthen this phenomenon, emotions of employees need to be controlled. In conclusion, an "organizational culture" forms in the course of time. Together with emotional labor, organizational culture turns into a structure where not only where and what employees will do and what they will say but also what they will feel is controlled (Boyd, 2002: 154). The more detailed the emotions that employees need to demonstrate are, the more emotional labor will be used by employed. Employees, who sometimes have to exhibit more than one emotion by virtue of their roles, are obliged to make more effective plans and monitor their behaviors more consciously. In some professions, often various changes are exhibited during the day. For example, academicians have to demonstrate positive emotions to provide joy, negative emotions to ensure discipline and impartial behaviors to act professionally (Morris and Feldman: 1996: 991).

The fact that emotions become part of the job and employees are forced into a certain emotional format by employers may increase customer satisfaction but this may also affect employees negatively due to emotional disturbances that might arise. Studies conducted in this regard have demonstrated that emotional maladjustments experienced by employees lead to tensions and that employees often face job-family conflicts, and negative consequences such as burnout (Çelik and Turunç, 2011: 227). At the same time, emotional labor has a significant effect on job-related diseases, absenteeism and low productivity rates as it is part of the working process (Boyd, 2002: 152). It is observed from the results of studies that stress and conflicts experienced by employees due to having to display emotional exhibitions not out of their own accord but as demanded by the

business increase psychological problems, and lead to concerns about their health, sleep disorders, anxiety, pessimism and a tendency to commit suicide (Çelik and Turunç, 2011: 242).

Emotional labor should follow certain features.

1. Emotional labor emerges in face-to-face or verbal interactions with customers.

2. Emotional labor is used to influence the emotions, attitudes and behaviors of other people.

3. Exhibition of emotions should follow certain rules (Zapf, 2002: 239).

The most important purpose of emotional behavior rules is to be able to teach, as institutional norms, employees the emotions that will be reflected to customers and supervise employees within the framework of these norms. Instant and urgent responses that will be given to customer complaints may also be determined by the institution beforehand. A polite handling by employees of customer complaints, their friendly behavior, their acting reliably and with a smiling face, and when necessary changing the product or agreeing to replace it in accordance with customer demands can be cited as examples (Özdemir et al., 2013: 304). If employees cannot internalize their roles in their workplaces, differences will arise between emotions that are felt and emotions that need to occur. Individuals are obliged to make a choice in the face of these differences. It is reported that individuals demonstrating a high level of adherence to rules of emotional exhibition use higher proportions of deep and superficial behaviors (Seçer, 2009: 225-227).

2.1. Approaches related with Emotional Labor

When the literature about emotional labor is examined, we see various different definitions and approaches. Here four approaches will be dealt with. These are approaches of Hochschild (1983), Ashforth and Humphrey (1993), Morris and Feldman (1996) and Grandey (2000).

2.1.1. Hochschild's Approach (1983)

Hochschild defined and conceptualized the concept of "Emotional Labor" in his book entitled "The Managed Heart" in 1983. Hochschild wrote that workplaces demanded employees to exhibit some behaviors and divided these behaviors into two: "surface acting" and "deep acting". Surface acting involves exhibition of emotions that are not in fact felt. Deep acting, on the other hand, is an effort on the part of individuals to really feel and experience the emotions that are expected of them. Deep acting requires more effort. Here individuals try to arouse in themselves the emotions that are demanded by using some ideas, images and memories. Therefore, intensive emotions require deeper acting (Güngör, 2009: 172). Hochschild (1983) divided professional groups into two namely, those that use emotional labor and those that do not. In this context, there have to be three qualities in a job for it to need to use emotional labor. The first involves employees' entering into face-to-face or by-phone interaction with customers. The second involves employees' prioritizing customers' emotions. The third involves the management of the organization having control over interactions between customers and employees. Hochschild listed the six Professional groups bearing these qualities as; the self-employed, managers and directors, sales assistants, civil servants and special services employees working at home and stated that those other than these Professional groups do not emotional labor (Savaş, 2012: 47). Employees resemble actors in a theater. Just as actors in a theater try to demonstrate their audiences a natural and sincere performance, service employees, too, exhibit to their customers who they interact with performances required by their jobs (Hochschild, 1983: 33).

2.1.2. Ashforth and Humphrey's Approach (1993)

According to Ashforth and Humphrey (1993), emotional labor is the reflection of emotions expected by the organization while offering services (Ashforth and Humphrey, 1993: 88).

"Cordial and sincere emotion" was added to Hoshchild's surface acting and deep acting approaches. Although emotional labor does not seem to allow behaviors that develop spontaneously, the behavior exhibited by a nurse while she is treating a child's injury is a sincere behavior. At the same time, it is a behavior expected by the organization. The emotion here can be felt and exhibited with a relatively little effort (Ashforth and Humphrey, 1993: 94). The emotion expected of the employee and required by the job is really felt by the employee.

There are four reasons for emotional labor in the literature related to employee management:

1. Service employee connects the organization with customers and so he/she represents the organization for customers.

2. The service procedure involves face-to-face interaction between service employees and customers.

3. Uncertainty is created by customers who participate in the service. As a result, encounters are usually dynamic and developmental in nature.

4. Services that provided during an encounter are relatively abstract. Therefore, it is difficult for customers to evaluate the service quality.

These four factors attach a huge significance to the behaviors of service employees during an encounter and these behaviors have a strong influence on customer perceptions regarding productive quality of the goods or services (Ashforth and Humphrey, 1993: 90).

Social identity is a perception belonging to the group classification. Individuals tend to perceive themselves and others as parts of certain social groups and adopt the characteristics of the social group to which they belong as if they were their own characteristics (Ashforth and Humphrey, 1993: 98).

2.1.3. Morris and Feldman's Approach (1996)

As a result of the fact that the total quality approach has gained in importance in today's organizations, management of employees' emotions by the organization, exhibition by employees of the behaviors demanded by the organization, formation of a good quality interaction among customers are all developing fairly well under the supervision of customer management (Morris and Feldman, 1996: 986). Emotional labor involves the effort, planning and control that are needed to be able to demonstrate the behaviors demanded by the organization. It is even harder to conceptualize the presentation of emotional labor. It was handled in four dimensions in the name of conceptualization.

1. Frequency of the emotions exhibited

2. Attention to the necessity of the emotions exhibited

3. Diversity of the necessary emotions exhibited

4. In conclusion, the desired emotions specified by the organization are not always the emotions that actually took place.

Different dimensions of emotional labor can be predicted as the features of the organization, the features of the profession and individual differences. Although emotional labor has different

dimensions, it is highly probable that it is connected with emotional burnout. Emotional instability may lead to low job satisfaction (Morris and Feldman, 1996: 987). Exhibiting longer emotional labor requires more attention and emotional strength. More information about customers can be obtained through constant interaction (Morris and Feldman, 1996: 990).

3. THE CONCEPT OF BURNOUT

Burnout, which is considered to be one of the most important of the negative effects of emotional labor on employees, appears, as an important phenomenon of modern age, in times when business relations run counter to their normal course. It was mentioned for the first time in a book by Greene in 1961 entitled "A Burnt-Out Case". The book told the story of an architect who was disillusioned with his business and settled in African forests after quitting it.

Burnout is both a fictional and nonfictional phenomenon that is defined as extreme fatigue, the feeling of anger the individual feels for the job and loss of idealism and passion (Maslach et al., 2001: 398). Individuals experiencing burnout change their points of view and begin to see people around them as objects. Thus, individuals begin not to pay attention to the needs of people/customers they serve and serve them in an impolite manner (Izgar, 2001: 25). According to Meier, it is a reflection of a situation where "individuals' expectations of positive reinforcement regarding their jobs are very low whereas their expectations of punishment are high" (Sürgevil, 2006: 4). Studies which have been conducted on the assumption that burnout, which is defined in its simplest form as "exhaustion of energy psychologically and physically", "is a consequence of the interaction between business environment and individual" have revealed the importance of the phenomenon for both individuals and organizations (Budak and Sürgevil, 2005: 95).

3.2. Maslach's Dimensions of Burnout

Maslach dealt with the concept of burnout in three different dimensions, namely emotional exhaustion, depersonalization and a reduction in emotions related to personal accomplishment (Maslach and Jackson, 1981: 99). In other words, Maslach defined burnout as "emotional exhaustion, depersonalization and low feeling of personal accomplishment seen in people who are in intensive interactions with people due to their jobs "(Maslach and Zimbardo, 1982: 3).

Figure 1 : Maslach's Burnout Model

+ Emotional Exhaustion $\Longrightarrow$ + Depersonalization $\Longrightarrow$ - Personal Accomplishment
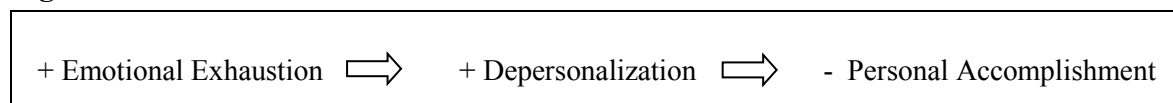
While emotional exhaustion expresses individuals' feeling psychological wear, depersonalization refers to their being negative, strict and inconsiderate towards people they serve or work with. On the other hand, a reduction in feeling of personal accomplishment or skills indicates efficiency and individuals' feelings of accomplishment (Naktiyok and Karabey, 2005:183). These three dimensions have become the focal point of various studies that have investigating the reasons of the syndrome of burnout and the results of burnout (Leiter and Maslach, 1988: 287).

a) Emotional Exhaustion It refers to the individual and stress-related aspect of burnout and highlights a reduction in individuals' emotional and physical resources (Budak and Sürgevil, 2005: 96). At this stage, which is concerned with individuals' exhaustion, physical and emotional

wear is observed (Keser, 2009: 466). Individuals who experience emotional exhaustion resort to escape in order to lighten emotional load. They reduce their relationships with people to the minimum level required to perform the job. For individuals who are fraught with emotions of tension and frustration, the obligation to go to work the next day is the source of greatest concern (Izgar, 2012: 130).

b) Depersonalization It refers to the international aspect of burnout (Budak and Sürgevil, 2005: 96). At this point, individuals experience both burnout and cynicism (Maslach, 2003: 190). They grow indifferent to people around them, and genuinely desire that other people get out of their lives and leave them alone. They give apathetic responses to customers (Leiter and Maslach, 1988: 287). They become indifferent towards people with whom they encounter in the line of job (Basım and Şeşen, 2006: 16).

c) Low Personal Accomplishment: Negative ideas which individuals have about people around themselves ultimately lead them to think negatively about themselves and feel unsuccessful in their jobs (Çimen et al., 2012: 22). The think they have made no progress in their jobs; on the contrary, they have regressed.

3.3. Symptoms of Burnout

All employees develop certain personal emotions and attitudes towards their jobs in the course of time as a result of the incidents they have experienced in their jobs. We can say that if the psychological state that arises as a result of the employees' experiences at work is positive, then we can say that they derive satisfaction from their jobs, and if it is negative, then they cannot derive satisfaction (Barutçugil, 2004; 388).

Certain physical, emotional and behavioral symptoms are observed as a result of burnout.

Physical symptoms; These symptoms include fatigue and exhaustion that have become chronic, muscular spasms, difficulty in breathing, stomachaches, heart diseases, gaining or losing weight, sleep disorders and low back pains.

Emotional symptoms; These symptoms include irritability, uneasiness and apprehension, impatience, developing negative attitudes towards the people around, a reduction in feelings such as politeness and respect, feelings of guilt, desperation, low self-confidence, baseless suspicions, mental dilemmas, an increase in family disputes and a negative attitude towards the people around.

Behavioral symptoms; These symptoms include making frequent errors, absenteeism, coming to work late and leaving early, taking frequent sick leaves, being averse to innovations and criticisms, a reduction in productivity and creativity, developing antisocial behaviors, forgetfulness, an increase in bad habits, feelings of failure, avoiding polemics concerned with the job, exhibiting sarcastic and accusatory behaviors, quitting jobs and role conflicts (Maslach and Jackson, 1981; Kaya et al., 2010; Surgevil and Budak, 2005; Arı and Bal, 2008; Izgar, 2012).

4. A STUDY ON EMOTIONAL LABOR AND BURNOUT LEVELS OF SHOPPING MALL EMPLOYEES: THE CASE OF KONYA

4.1. The Purpose of the Study

The fundamental purpose of this study is to reveal "the emotional labor and burnout levels of employees working at shopping malls in the province of Konya". The sub-goals determined in the light of this fundamental goal can be listed as follows.

- Analyzing emotional labor and burnout scales according to demographic variables
- Making comparisons among the dimensions of Burnout and Emotional Labor scales
- Seeing the relationships between Burnout and Emotional Labor.

4.2. The Method and Sample of the Study

The 5-point likert type questionnaire method was used in the study. Since the study was conducted on employees working in public and private hospital employees operating in the province of Konya, the scope of the study was limited to shopping mall employees in Konya. Questionnaire forms were sent to the people in the sample that was determined (250 people). At the end of the questionnaire application, 226 questionnaire forms were returned. 7 questionnaires were not taken into account because responses were missing. The responses in the returned questionnaire forms were encoded and analyzed in accordance with "SPSS (Statistical Package for Social Sciences) / Windows 15.0 Version". Maslach Burnout Scale was used in this study to evaluate the burnout dimension of employees. The scale was developed by Maslach (1981), adapted to Turkish by Çam (1993) and Ergin (1993), and at the same time its validity and reliability were tested. The scale consists of three dimensions, namely emotional exhaustion, depersonalization and personal accomplishment, and 22 items. *Emotional exhaustion* dimension consists of nine questions (1, 2, 3, 6, 8, 13, 14, 16, 20), *depersonalization* dimension five questions (5, 10, 11, 15, 22), and *personal accomplishment* dimension questions (4, 7, 9, 12, 17, 18, 19, 21). The 21st question was excluded from the process because reduced the reliability of Personal Accomplishment Dimension from 0,603 to 0,588. "Emotional Labor Behaviors Scale", which was adapted to Turkish by Oz (2007) from Grandey (1999), Bratheridge and Lee's (1998) work and whose reliability and validity tests were conducted, to measure emotional labor dimension. This scale consists of 19 questions and 3 sub-dimensions, namely role playing, suppressing and deep acting. Role playing is a sub-dimension of surface labor acting and consists of 8 items (6, 8, 9, 12, 13, 14, 15, 16). Suppressing sub-dimension is also a surface labor acting sub-dimension and consists of 3 items (1, 2, 3). The deep acting sub-dimension, on the other hand, consists of 7 items (4, 5, 7, 10, 11, 17, 18). 4 out of 5 questions which were removed by Öz (2007) and Değirmenci (2010) were included for analysis after they were tested for reliability. The 4th question in the Suppressing sub-dimension of Emotional Labor Scale was not used in this dimension because it reduced reliability from 0,597 to 0,566. Inclusion of items 9, 12 and 15 in the Role Playing Dimension raised reliability from 0,745 to 0,812. The use of 4th and 5th questions in the Deep Acting Dimension raised reliability from 0,526 to 0,599. The 9th question was not used in this analysis because it reduced reliability 9.

Table 1: Cronbach Alpha Reliability Abstract

Variables	Number of Items	Cronbach Alpha Value
Emotional Exhaustion Dimension	9	0,799
Depersonalization Dimension	6	0,621
Personal Accomplishment Dimension	7	0,603
Role Playing Dimension	8	0,812
Suppressing Dimension	3	0,597
Deep Acting	7	0,599

4.3. Research Findings and Evaluation

Table 2: Demographic Features

Demographic Variables	Category	Number	Percentage
Genders of the Participants	Female Male	116 103	53 47
Marital Statuses of the Participants	Married Single	89 130	40,6 59,4
Ages of the Participants	18-24 25-31 32-38 38 +	94 92 24 9	42,9 42 11 4,1
Educational Levels of the Participants	Primary High School Associate Degree Bachelor's Degree Postgraduate Degree	39 121 22 26 11	17,8 55,3 10 11,9 5
Job Duration	1-3 years 4-6 years 7-9 years 9 +	136 41 15 27	62,1 18,7 6,9 12,3

As can be seen in Table 2, of the 219 people in the sample group, 53 % were female and 47 % were male, and 40,6 % were married while 59,4 % were single. 42,9 % of them were aged18-24, 42 % were aged 25-31, 11 % were aged 32-38, and 4,1 % were aged 38 and older. The age group where the employees in the sample were concentrated in most is the 18-24 age group

with a rate of 42,9 %. 55,3 % of the participants, in other words 121 people, were high school graduates. 17,8 % of them were primary education graduates, 10 % associate degree, 11,9 % were bachelor's degree and 5 % were postgraduate degree graduates. A large majority of the participants, in other words, 62.1 % or 136 employees had been serving in their present jobs 1-3 years. The lowest percentage of employees involved those who had been serving 7-9 years with a rate of 6,9 %. Those who had been working for 4-6 years constituted 18,7 %, whereas those who had been working 9 years or longer constituted 12.3 %.

Table 3: Burnout Scale Overall Evaluation

Burnout	Mean	Std. Dev.
Emotional Exhaustion Dimension mean	2,96	1,36
Depersonalization Dimension Mean	2,68	1,49
Low Personal Accomplishment Dimension Mean	3,58	1,29
Burnout Overall Mean	**3,07**	**1,38**

(i) n=219, (ii) in the scale 1- means Never and 5-means Always.

When Table 3 is examined, it is seen that feeling of Low Personal Accomplishment is the most important dimension with a mean of 3.58. It is followed by Emotional Exhaustion dimension with a mean of 2.96 and depersonalization dimension with a mean of 2.68. Overall mean of the burnout scale is 3.07.

Table 4: Emotional Labor Scale Overall Evaluation

Emotional Labor	Ort.
Role Playing Total	**3,61**
Suppressing Total	**3,17**
Deep Acting Total	**3,55**
Emotional Labor Overall Total	**3,44**

(i) n=219, (ii) In the scale 1-means Never and 5-means Always.

It is seen in Table 4 that the participants tended most" to role play" with a mean of 3,61. "Deep Acting" comes second with a mean of 3,55. "Suppressing" comes last with a mean of 3,17.

4.4. Overall Evaluations regarding Emotional Labor and Burnout

Whether age group, educational level and job duration differed in terms of Burnout and Emotional Labor or not was analyzed using one-way variance analysis (one way anova) whereas whether gender and marital status varied in some ways or not was analyzed t-test. LSD Multiple Comparisons Tests were used in order to evaluate differences between groups. Cronbach's Alpha internal consistency coefficients were calculated to measure reliability.

Table 5: An Overall Evaluation of Emotional Labor and Burnout Scales According to Gender

		N	Mean	Std. Dev	P
Burnout	**Female**	116	66,04	11,63	0,870
	Male	103	65,80	9,89	
	Total	219	65,93	10,83	
Emotional Labor	**Female**	116	66,83	12,56	0,815
	Male	103	67,20	10,99	
	Total	219	67,00	11,82	

Emotional labor and burnout do not exhibit statistical variation for shopping mall employees in terms of gender.

Table 6: An Overall Evaluation of Emotional Labor and Burnout Scales in Terms of Marital Status

		N	Mean	Std. Dev.	P
Burnout	**MARRIED**	89	67,42	9,26	0,090
	SINGLE	130	64,90	11,70	
	Total	219	65,93	10,83	
Emotional Labor	**MARRIED**	89	68,24	11,93	0,203
	SINGLE	130	66,16	11,71	
	Total	219	67,00	11,82	

A statistically significant difference was not observed in the emotional labor and burnout levels of shopping mall employees in terms of their marital status, but there was a statistically insignificant excess in both the emotional labor and burnout levels of the married employees. This can be explained on the grounds that married people have more responsibilities.

Table 7: An Overall Evaluation of Emotional Labor and Burnout Scales According to Age Groups

		N	Mean	Std. Dev.	P
Burnout	**18-24**	94	65,04	9,86	0,313
	25-31	92	65,73	11,56	
	32-38	24	68,42	9,61	
	38+	9	70,56	15,02	
	Total	219	65,93	10,83	
Emotional Labor	**18-24**	94	67,00	9,87	0,001*
	25-31	92	68,05	11,99	
	32-38	24	68,83	12,79	
	38+	9	51,44	16,55	
	Total	219	67,00	11,82	

Although there was not a statistically significant difference among age groups in terms of burnout, it is observed that as the age increases, so does burnout.

Emotional Labor exhibits a statistically significant difference according to age groups. Emotional labor decreases significantly in employees above the age of 38. The reason for this may be a decrease in idealism as one's age increases.

Table 8: Multiple Comparisons of Age Groups for Emotional Labor Scale

(I) Age	(J) Age	Significance
18-24	**25-31**	0,53
	32-38	0,484
	38+	0**
25-31	**32-38**	0,766
	38+	0**
32-38	**38+**	0**

A significant decrease was observed among the age groups of 18-24 and 38+, 25-31 and 38+ and 32-38 and 38+ in emotional labor sub-categories.

Table 9: An Overall Evaluation of Emotional Labor and Burnout Scales According to Educational Level

		N	Mean	Std. Dev.	P
Burnout	**Primary**	39	66,00	9,74	
	High School	121	63,50	9,24	0,001**
	Associate Degree	22	67,82	11,81	
	Bachelor's Degree	26	70,54	13,63	
	Postgraduate Degree	11	77,64	11,34	
Emotional Labor	**Primary**	39	66,26	11,28	0,019*
	High School	121	67,70	10,85	
	Associate Degree	22	67,23	9,16	
	Bachelor's Degree	26	61,31	15,67	
	Postgraduate Degree	11	75,00	14,02	

As the level of education increases, so does burnout. An increase in the level of education in turn causes expectations to increase, and failure to meet these expectations increases the possibility of occurrence of burnout. Since there is an employment question in our country, individuals may be working in a job incompatible with their educational level, which may increase burnout.

As the level of education increases, emotional labor tends to decrease. The reason for this may be that individuals whose educational levels of increase do not want to spend an effort as they are not satisfied with their jobs. However, an interest point according to the results of the analysis is that while emotional labor tends to decrease according to educational level, exceptionally, employees with postgraduate educational level spend the highest amount of emotional labor. Moreover, it is seen that burnout of employees with postgraduate educational levels is the highest. Due to the fact that employees with postgraduate educational level are usually in managerial positions and satisfied with their jobs, they spend more emotional labor and their burnout levels decrease owing to the intensity of the emotional labor spent.

Table 10: Multiple Comparisons for the Burnout Scale According to Educational Level

(I) Educational Status	(J) Educational Status	Significance
Primary	High School	0,19
	Associate Degree	0,509
	Bachelor's Degree	0,083
	Postgraduate Degree	0,001[**]
High School	Associate Degree	0,072
	Bachelor's Degree	0,002[**]
	Postgraduate Degree	0[**]
Associate Degree	Bachelor's Degree	0,363
	Postgraduate Degree	0,011[*]
Bachelor's Degree	Postgraduate Degree	0,057

[*] (p<0.05) is statistically significant

[**] (p<0.01) is statistically significant

Statistically significant differences were observed in burnout subcategories in primary - postgraduate and high school – bachelor's degree and high school – postgraduate and associate degree – postgraduate degree groups.

Table 11: Multiple Comparisons for the Emotional Labor Scale According to Educational Level

(I) Educational Level	(J) Educational Level	Significance
Primary Education	High School	0,499
	Associate Degree	0,754
	Bachelor's Degree	0,094
	Postgraduate Degree	0,028[*]
High School	Associate Degree	0,86
	Bachelor's Degree	0,011[*]
	Postgraduate Degree	0,047[*]
Associate Degree	Bachelor's Degree	0,08
	Postgraduate Degree	0,071
Bachelor's Degree	Postgraduate Degree	0,001[**]

[*] (p<0.05) is statistically significant

[**] (p<0.01) is statistically significant

In the emotional labor sub-categories, significant differences were observed among primary education – postgraduate degree and high school – bachelor's degree and high school – postgraduate degree and associate degree– bachelor's degree and associate degree- postgraduate degree groups.

Table 12: An Overall Evaluation of the Responses Given to the Question "How long have you been working at the shopping mall?"

		Number	Mean	Std. Dev.	P
Burnout	**1-3 YEARS**	136	64,94	10,043	0,181
	4-6 YEARS	41	67,85	9,50	
	7-9 YEARS	15	64,20	10,90	
	9+ YEARS	27	68,93	15,30	
	Total	219	65,92	10,83	
Emotional Labor	**1-3 YEARS**	136	67,29	10,75	0,916
	4-6 YEARS	41	65,80	10,85	
	7-9 YEARS	15	67,27	16,15	
	9+ YEARS	27	67,22	15,72	
	Total	219	67,00	11,82	

As far as the question "How long have you been working at the shopping mall?" was concerned, a significant difference did not occur in the employees' emotional labor and burnout levels in terms of their job durations because the history of shopping malls in Konya is not very long and at the same time it is a business area where labor turnover is very high.

Table 13: An Analysis of Correlation between Burnout and Emotional Labor

Emotional Labor		Emotional Labor	Burnout
Emotional Labor	**Pearson Correlation**	1	-0,40
	Sig. (2-tailed)		,553
	N	219	219
Burnout	**Pearson Correlation**	-0,40	1
	Sig. (2-tailed)	,553	
	N	219	219

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

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

There is a negative but statistically significant difference between emotional labor and burnout. The reason for this may be that labor turnover in the sector is very high.

5. Conclusion

Shopping Malls are living spaces created by the capitalistic society which are rising rapidly in number, ultimately causing consumption to increase, and at the same time making customers' jobs easier and enabling them to have a good time. Shopping mall employees have to meet high expectations demanded by both business owners and customers as they represent the visible aspect of institutional shops. When employees' psychological states are good enough to display the expected behavior, they perform their jobs without spending much emotional labor. However, when employees' psychological states do not allow displaying behaviors that are part of their jobs, trying to feel the emotional state connected with the job may cause them to experience some problems and burnout is one of them.

The present study investigated whether or not emotional labor and burnout exhibited variation in shopping mall employees in terms of demographic characteristics. It was concluded that emotional labor and burnout did not exhibit a statistically significant difference in terms of shopping mall employees' genders, marital statuses and job durations but emotional labor differed significantly in terms of age groups and both emotional labor and burnout exhibited a significant difference in terms of educational level. A positive and significant correlation was not found between "Emotional Labor" and "Burnout" in our study. The reason for this may be that labor turnover rate is shopping malls is very fast. Employees who spend intensive emotional labor towards their customers either quit their jobs or are dismissed from their jobs before they arrive at burnout level.

The study is important in that it attempted to measure the emotional labor and burnout levels of employees working at shopping malls in Konya. The study is limited to the personnel working at shopping malls located in the province of Konya. It is not known whether studies that will be conducted in other cities will support these results or not. The study is important in terms of providing a source of comparison for studies that will be conducted in shopping malls in other cities.

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