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Araştırma Makalesi/Research Article

AN EMPIRICAL STUDY ON THE RELATIONSHIP BETWEEN EMOTIONAL LABOR, SALES CALL ANXIETY AND WORK PERFORMANCE

DUYGUSAL EMEK, SATIŞ GÖRÜŞMESİ KAYGISI VE İŞ PERFORMANSI İLİŞKİSİ ÜZERİNE GÖRGÜL BİR ÇALIŞMA

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Abstract

Emotional labor research has focused on employees' interactions with customers that is a significant part of organizational life. It is a fact that during this interactions emotions are regulated and managed by employees. Regulation of emotions produces positive outputs such as performance improvement in terms of businesses, but also negative psychological consequences such as anxiety in terms of employees. In this context the purpose of this empirical study is to investigate the effects of emotional labor strategies, superficial and deep acting, on sales call anxiety (SCA) and performance. The data was collected from 277 salespeople who worked in banks and automotive dealerships by using survey method. The research hypotheses were tested with structural equation model. The findings confirm that all scales, particularly SCA, are reliable and validate in Turkey. However, the results show that the effect of emotional labor strategies on SCA are different. While surface acting strategy has a positive effect on SCA, deep acting has a negative effect. Although the relationship between emotional labor strategies and performance was not supported, it was found that SCA has a negative impact on the performance of salespeople. These findings have been discussed based on the literature and suggestions are provided for future research and administrative applications.

Keywords: Sales call anxiety, emotional labor, deep acting, surface acting, salespeople

Öz

Duygusal emek araştırmaları, örgütsel yaşamın önemli bir bölümünü oluşturan çalışanların müşterilerle olan etkileşimlerine odaklanmaktadır. Söz konusu etkileşimlerde duyguların düzenlenerek yönetilmesi esastır. Duyguların düzenlenmesi, işletmeler açısından performans artışı gibi olumlu çıktılar üretirken; çalışanlar açısından da kaygı gibi olumsuz psikolojik sonuçlar doğurabilmektedir. Bu bağlamda bu araştırmanın amacı, duygusal emek stratejileri olan yüzeysel ve derin rol yapma ile satış görüşmesi kaygısı ilişkisinin çalışanların iş performansı üzerindeki etkisini görgül olarak araştırmaktır. Araştırmanın verileri, banka ve otomotiv bayilerinde çalışan 277 satış elemanından anket tekniği kullanılarak toplanmıştır. Araştırmanın hipotezleri, yapısal eşitlik modellemesi kullanılarak test edilmiştir. Bulgular, araştırmada kullanılan tüm ölçeklerin, özellikle de satış görüşmesi kaygısının Türkiye'de güvenilir ve geçerli olduğunu doğrulamaktadır. Analiz sonuçları, duygusal emek stratejilerinin satış görüşmesi kaygısı üzerindeki etkisinin farklı olduğunu göstermektedir. Yüzeysel rol yapma stratejisi satış görüşmesi kaygısını azaltırken; derin rol yapma kaygıyı arttırmaktadır. Sonuçlar, duygusal emek stratejileri ile performans arasındaki ilişkiyi desteklemese de, satış görüşmesi kaygısının satış elemanlarının performansı üzerinde olumsuz bir etkisi olduğunu göstermiştir. Söz konusu bulgular tartışılmış, gelecekte yapılacak araştırmalar ve yönetimsel uygulamalar için önerilerde bulunulmuştur.

Anahtar Kelimeler: Satış görüşmesi kaygısı, duygusal emek, derin rol yapma, yüzeysel rol yapma, satış elemanı

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GENİŞLETİLMİŞ ÖZET

Çalışmanın Amacı: Satış elemanlarının müşteri ile iletişim kurma ve görüşme sonrasında reddedilme korkusu, satış performansını azaltan bir engeldir (Goodson, Dudley ve Bryant, 2009; Verbeke ve Bagozzi, 2000). Bu korku, satış elemanlarının potansiyel müşterilerle satış görüşmesini başlatma aşamasından görüşmeyi satışla kapama aşamasına kadar geçen süreçte yaşanabilmekte ve bu süreçte satış elemanlarının öz-sunumlarına yönelik algılarını olumsuz yönde etkilemektedir (Dudley ve Goodson, 2007). Buna karşın satış elemanları bu kaygılarını farklı duygu stratejileriyle bastırabilir.

Birçok araştırmacı, duygusal emeğin (Hochschild 1983) sıkıntı (Morris ve Feldman, 1996), iç gerilim (Mikeska vd., 2015), ruhsal sağlık (Brotheridge ve Grandey, 2002), depresyon belirtisi (Pugliesi, 1999), fiziksel hastalıklar (Schaubroeck ve Jones, 2000), gerginlik (Hu ve Shi, 2015; Hülsheger ve Schewe, 2011) ve stres (Conrad ve Witte, 1994) gibi olumsuz psikolojik etkileri olduğunu bulmuştur. Ancak, bugüne kadar, araştırmacılar duygusal emek stratejilerinin satış elemanlarının kaygısını ve performansını etkileyebileceğini ihmal etmişlerdir. Bu çalışma, Hochschild'in (1983) duygusal emeği ile Verbeke ve Bagozzi'nin (2000) satış görüşmesi kaygısını (Sales Call Anxiety, SCA) birleştirerek bu açığı kapatmayı amaçlamıştır. Bu çalışma, örgütsel davranış ve satış yönetimi araştırması alanında, duygusal emek stratejileri ile satış elemanlarının satış görüşmesi kaygısının iş performansı üzerindeki etkilerini incelemektedir.

Araştırma Soruları: Satış Görüşmesi Kaygısı Ölçeği (SCA Ölçeği), Türkiye'de güvenilir ve geçerli midir? Duygusal emeğin iki stratejisi ile satış görüşmesi kaygısı arasındaki ilişkide farklılıklar var mıdır? Satış görüşmesi kaygısı satış elemanlarının performansını etkiler mi?

Yöntem: Araştırmanın örneklemi Hatay'daki banka ve otomotiv bayilerinde çalışan satış elemanlarından oluşmaktadır. Bu bağlamda Hatay'daki tüm banka şubelerine ve otomotiv bayilerine toplam 350 anket gönderilmiş, 294 anket geri dönmüş ve eksik verili olanlar ayıklandığında 277 anket analizde kullanılmıştır. İlişkilerin saptanmasına yönelik anket tekniği yoluyla kavramların ölçümlenmesine yönelik SCA ölçeği (Verbeke ve Bagozzi, 2000; Verbeke ve Bagozzi, 2003) Duygusal Emek Ölçeğindeki (Diefendorff vd., 2005) yüzeysel rol yapma ve derinden rol yapma stratejileri (Kruml ve Geddes, 2000; Grandey, 2003) ve Satış Performansı Ölçeği (Verbeke ve Bagozzi, 2000) kullanılmıştır. Tüm maddeler, yapı ve güvenirlilik testi için hep birlikte açımlayıcı ve doğrulayıcı faktör analizine tabi tutulmuş, alan yazınına uygun şekilde ortaya çıkan örtük değişkenler (Belschak vd., 2006; Diefendorff vd., 2005; Verbeke ve Bagozzi, 2000) arasındaki ilişkiler yapısal eşitlik modeli kullanılarak test edilmiştir.

Bulgular: Yüzeysel rol yapmanın satış görüşmesi kaygısını olumlu, derinden rol yapmanın ise olumsuz etkilediği olduğu bulunmuştur. Bununla birlikte satış görüşmesi kaygısının satış elemanlarının satış hacmi ve satış etkileşimi olmak üzere her iki performans ölçütünü olumsuz etkilediği ortaya çıkmıştır. Çoklu grup düzenleyici etki bulgularına göre, satış görüşmesi kaygısının satış etkileşimi performansına etkisinin olumsuz olması kadınlarda erkeklere göre daha yüksektir. Satış görüşmesi kaygısının satış hacmi performansına etkisinin olumsuz olması ise bekârlarda evlilere göre daha güçlüdür. Yüzeysel rol yapma ile satış görüşmesi kaygısı arasındaki ilişkinin gücü, işletmeden ayrılma niyeti olmayanlarda işletmeden ayrılmak isteyenlere göre daha yüksek çıkmıştır. Satış görüşmesi kaygısının satış etkileşimi ve satış hacmi performansı üzerindeki olumsuz etkisi, yaşça büyük olanlara göre genç satış elemanlarında daha yüksek bulunmuştur.

Tartışma ve Sonuç: Bu çalışma, ölçülen tüm ölçeklerin Türkiye'de güvenilir ve geçerli olduğu bulgusu ile birlikte, satış elemanları tarafından gerçekleştirilen duygusal emek stratejilerinin satış görüşmesi kaygısının bir öncülü olduğu teorisini desteklemektedir. Ancak, duygusal emek stratejilerinin SCA üzerinde farklı etkilere sahip olduğu ortaya çıkmıştır. Bu çalışma, Ashforth ve Humphrey'in (1993) derinden rol yapma stratejisiyle stresin azaltılabileceği bulgusunu doğrularken yüzeysel rol yapma stratejisini doğrulamamaktadır. Satış elemanları rolleriyle işlerini içselleştirdikçe, satış kaygıları değişmektedir. Gerekli rolü yerine getiren satış elemanlarının satış kaygıları azalırken; yüzeysel olarak rol yapan satış elemanlarının ise artmaktadır.

Satış görüşmesi kaygısının satış hacmi ve müşterilerle olan etkileşim performansını olumsuz yönde etkilediği ortaya çıkmıştır (Verbeke ve Bagozzi, 2000). Satış elemanlarının kaygıları arttıkça performansları da azalmaktadır. Bu araştırma, satış elemanının satış deneyiminin iş performansıyla olumlu bir ilişkiye sahip olduğunu ayrıca performans ölçme sıklığının satış etkileşim performansını olumsuz etkilediğini göstermektedir.

Araştırmaya göre genel olarak hizmet sektöründeki çalışanlar, satış görüşmesi kaygısı yaşamalarına rağmen, kaygı düzeyi alt sektörlere göre farklılık göstermektedir. Otomotiv bayilerindeki satış elemanlarının satış görüşmesi kaygısı, bankalardaki satış elemanlarının satış görüşmesi kaygısı düzeyinden daha yüksektir. Bu fark, satılan ürünün niteliğinden kaynaklanıyor olabilir. Zira bankalardaki satış elemanlarının kredi kartı, ev kredisi ve bireysel emeklilik gibi maddi olmayan ürünleri satması gerekmektedir. Bu nedenle bu satış elemanları, diğer ürünlerin satışlarını artırarak bir ürünün düşük satışını telafi ederek genel satış kotasına ulaşabilirler. Böylece, satıştaki ürün yelpazesi, satış elemanlarının görevlerine yoğunlaşmalarına neden olabilir. Ancak, otomotiv bayilerindeki satış elemanları sınırlı sayıda maddi ürün sattıklarından, müşteriye daha fazla odaklanmaktadırlar. Ayrıca, otomotiv satış fiyatları döviz kuruna bağlı olduğundan, her ürünün fiyatı değişmektedir. Bu değişiklik, otomotiv bayilerinde çalışan satış elemanlarının satış kaygısını artırabilir, çünkü otomobil fiyatlarına son derece hassas olan müşterilerle etkileşimde bulunmaları durumunda duygularını yönetmeleri gerekir.

INTRODUCTION

In their multinational study, Goodson et al. (2009) observed that approximately 90% of salespeople experience one or more forms of sales call reluctance. Sales call reluctance – or the fear of salespeople to communicate with customers that results in the hesitation of salespeople to engage with customers – is considered to be an obstacle that decreases sales performance (Verbeke and Bagozzi, 2000). This hesitation occurs most commonly before salespeople initiate cold-calls to potential customers, arrange a face-to-face meeting with a customer, or ask a customer to provide contact information for another potential customer. Salespeople fear rejection when convincing a potential or current customer to make a purchase. This fear causes an increase in call reluctance and negatively affects how salespeople perceive their 'self-presentation' or 'self-promotion' (Dudley and Goodson, 2007).

In the sales management literature, 'affect' as the most vulnerable and weak component between the enterprise and the client is a difficult issue that salespeople should keep under control. Salespeople, who play the most important role in the realization of sales, which is the most important source of income for businesses, often experience high stresses due to the conflicts between the demands of customers and the needs of the organizations (Boles, Johnston, and Hair, 1997). Therefore coping with negative emotions such as sales anxiety and stress is very important both at the organizational level and at the employee level (Srivastava and Tang, 2018; Belschak, Verbeke, and Bagozzi, 2006; Edwards and Cooper, 1990). Because a high level of stress increases burnout and intention to leave the job, whereas work performance, job satisfaction, and organizational commitment decrease (Singh, Goolsby and Rhoads, 1994).

Generally, personal selling involves greater rejection by customers and failure at work compared to other jobs. Interaction between customer and salesperson plays a major role in closing a sale. In addition, it generates the greatest amount of fear and anxiety for salesperson. A failure to close a sale often has a negative effect on the self-respect of salespeople and results in flow-on negative effects on his or her emotional state and motivation (Verbeke and Bagozzi 2000: 89). Verbeke and Bagozzi (2000) found that social anxiety occurs in specific sales-related situations. Such as, when a salesperson expects criticism from his or her manager, is teased by colleagues, experiences work and familial pressure or has morals that conflict with company policies. Therefore, social anxiety has the potential to hinder the ability of the salesperson to close a sale.

Erevelles and Fukawa (2013) investigated the role of the positive emotions, pride and empathy, of salespeople when they are establishing a relationship with a customer and the negative emotions, guilt, envy and social anxiety, which are a consequence of the sales failure. Emotions can be used by salespeople as emotional regulation strategies during the sales process. In a sales management study, Kidwell et al. (2011) showed that the ability of salespeople to regulate emotions is associated with their ability to influence customer decisions.

Many researchers found that emotional labor has negative psychological effects on (Hochschild, 1983) psychological distress (Morris and Feldman, 1996), internal tension (Mikeska et al., 2015), emotional health (Brotheridge and Grandey, 2002), psychological symptoms of depression (Pugliesi, 1999), physical diseases (Schaubroeck and Jones, 2000), psychological strain (Hu and Shi, 2015; Hülsheger and Schewe, 2011) and stress (Conrad and Witte, 1994). However, to date, researches have neglected that emotion labor strategies may effect on salespeople's anxiety and performance. This study is prompted by this gap to extend Hochschild's (1983) emotional labor and Verbeke and Bagozzi's (2000) sales call anxiety (SCA). Verbeke and Bagozzi (2003) asserted that sales call anxiety is a social emotion because it occurs in the presence of others, implicitly or explicitly. This study, in the field of organizational behavior and sales management research, examines features of emotional labor and their effect on the sales call anxiety and work performance of salespeople. We examine the emotional labor strategies to understand the effect of sales call anxiety on the work performance of salespeople based on the follow questions: Is the SCA scale reliable and valid in Turkish cultural contexts? Are there differences in the relationship between the two strategies of emotional labor and sales call anxiety? Does sales call anxiety affect the performance of salespeople? Do

demographic variables moderate the relationship between the performance emotional labor and the sales call anxiety of salespeople?

1. LITERATURE REVIEW

1.1. Sales Call Anxiety

A successful sale depends on the interaction between a potential customer and the salesperson (Evans, 1963). The dynamics of this interaction reflect both the salesperson's personality and the dimensions of social behavior. Because social behavior relies on interpersonal behavior related to the thoughts and feelings of a person about himself or herself and others, outcomes of social behavior reflect reactions to the actions of others. Therefore, social anxiety can be evaluated as a dimension of communication barriers that are derived from personality traits.

Social anxiety is the tendency to feel apprehension (Antony and Swinson, 2000) and worry (McCroskey and Beatty, 1984) about being negatively evaluated by others or of making a negative impression and, thus, finding oneself in a shameful situation. Anxiety, in the context of self-evaluation, can have a social dimension (McCroskey and Beatty, 1984; Schlenker and Leary, 1982) that is associated with real or imagined social interactions. For example, a meeting or conversation in which the individual is the focal point of the interaction might cause anxiety.

Social anxiety has three dimensions: cognition, emotion and behavior (Barlow, 2000; Lang, 1978; Leary and Kowalski, 1995). The interaction among these dimension increases the strength of anxiety (Leary and Kowalski, 1995). These dimensions cause individuals to experience social anxiety, display nervous reactions and/or reserved behavior, and act to 'protect' their self-image (Cheek and Buss, 1982; Leary, 1982).

Verbeke and Bagozzi (2000) were the first to identify sales call anxiety (SCA) as a negative anticipatory emotion that results in poor communication between a salesperson and a customer. The sales management literature has included SCA in a category of reactions, such as embarrassment, shame and guilt, to negative affective situations (Erevelles and Fukawa, 2013). Negative affective situations affect salespeople's evaluation of their self-images and performance. SCA is defined, based on the cognitive approach to the conceptualization of Clark and Wells (1995), as "the fear of being negatively evaluated and rejected by customers, which is accompanied by urges to avoid contact with customers or, when contact is made, to refrain from interacting effectively and asking for a commitment" (Verbeke and Bagozzi, 2000: 88). SCA occurs in specific circumstances and is an anticipatory emotion, not a reactive emotion, such as shame, and can rise to extreme levels. Salespeople can perceive that a circumstance that results in SCA is damaging their career success (Verbeke and Bagozzi, 2003).

Verbeke and Bagozzi, (2000) identified four dimensions of SCA, "negative self-evaluations, perceived negative evaluations from customers, physiological symptoms and protective actions". Subsequently, Verbeke and Bagozzi (2003) and Belschak et. al. (2006), removed protective actions from the dimensions of SCA and treated as a dependent variable in their experiments.

The first dimension of SCA, a negative self-evaluation, occurs during the salesperson's first encounter with a costumer. An experience during a sales call with a previous customer that damaged the salesperson's self-image could be the basis of the salesperson's negative self-evaluation in the current interaction. The salesperson's excessive focus on the previous negative experience could influence the success of the current sales call.

The second dimension of SCA, perceived negative evaluations from customers, results from the need of the salesperson to know the precise judgment by the customer of the salesperson. A salesperson who experiences social anxiety values the impression he or she makes on a customer. Additionally, poor communication skills negatively affect the self-image of the salesperson. As a result, the salesperson with social anxiety perceives that he or she has been negatively evaluated by the customer.

The third dimension of SCA, physiological symptoms, are physical reactions of the salesperson, such as a pounding heart, a tremulous voice, blushing or sweating, to the salesperson's negative interpretation of a customer's reactions. Additionally, if the physiological symptoms of the salesperson are noticed by the customer than the customer might negatively evaluate the salesperson. Therefore, the physiological symptoms of the salesperson could result in an action-reaction dynamic.

The three dimensions of SCA can apply to both 'cold sales' and 'sales closing'. These sales situations result in high levels of fear and anxiety in salespeople who experience SCA. According to Dudley and Goodson (2007) some salespeople experience high anxiety only during cold sales situations while other salespeople experience high anxiety in both situations. Even when not severe, SCA might be experienced continuously by many salespeople (Verbeke and Bagozzi, 2000).

The SCA of a salesperson can be triggered by potential experiences during cold sales. Particularly, the possibility of rejection of the salesperson by the customer will verbally abuse the salesperson or will hang up on the salesperson. The repeated rejection by customers during sales calls might cause the salesperson to become emotionally exhausted (Verbeke and Bagozzi, 2000). However, rejection of the salesperson by the customer does not affect all salespeople negatively. Instead, a salesperson might capitalize on the feedback provided by the customer's rejection to make professional improvements for future sales calls.

1.2. Emotional Labor

In her book, 'The Managed Heart', Hochschild (1983: 55) asserted that employees of service companies employ emotional labor strategies to act in a situationally acceptable manner. Because of these strategies, the face and feelings of employees become a company resource used to increase revenues. Unlike employees in the manufacturing sector, employees in the service sector are required to make an emotional contribution (Pugliesi, 1999) to the process of providing a service. Hochschild (1983: 7) emphasized that, during the process of emotional labor, the employee's management of his or her feelings and expressions during interactions with customers takes on an exchange value. The positive emotions that employees express to customers, such as kindness or a smile, will be monetized in the form of wages, incentives or tips (Hochschild, 1983: 7; Schneider and Bowen, 1985). In this study, we use Hochschild's (1983: 7) definition of emotional labor, which is "the management of feeling to create a publicly observable facial and bodily display". Unlike her definition, which focuses on the management of emotions (Hochschild, 1983), the definition of emotional labor provided by Morris and Feldman (1996) focused on expressive behavior, which is the ability of an employee to express organizationally desired emotions during interactions with customers.

Hochschild (1983) categorized emotional labor strategies as surface acting and deep acting. When employing the surface acting strategy, the service employee changes his or her physical expression of emotion to conform with the emotions required during work-related tasks and by occupational norms. However, the service employee does not internally feel the emotions that they are expressing. Surface acting is not passive but is the active change of the employee's physical expressions through his or her voice, gestures and facial expressions. When deep acting strategies are used, the service employee both physically expresses the required emotions and internally feels them. The service employee recreates the internal emotions felt during previous interpersonal experiences to convey the required emotions. These acting strategies require different mechanisms to manipulate the physical expressions of emotions by service employees. Surface acting occurs from the 'outside-in' whereas deep acting occurs from the 'inside out'. Additionally, deep acting results in a more convincing physical expression of emotion than does surface acting.

Surface acting and deep acting are compensatory strategies that employees use to manage their emotions during interactions with costumers (Diefendorff et al., 2005: 340). Ashforth and Humprey (1993) identified a third strategy termed 'naturally felt emotions'. They suggested that the strategy of using 'naturally felt emotions' used by employees when their internal emotions are consistent with those emotions that management expects employees to physically express. This strategy was studied by Diefendorff et al. (2005). In contrast to Hochschild's (1983) emotional labor framework, Brotheridge and Lee (2003)

developed a six-dimensional model. It includes six sub-dimensions of emotional displays, frequency, density, false emotions, deep action, variety, and hidden emotions.

Emotional labor, which is a process of emotional management, has either positive or negative effects on an employee, which depends on the relationship between the emotions expressed and the emotions felt by the employee. The gap between these emotions may cause emotional inconsistency. As the difference between the emotions shown and the emotions felt increases, employee work satisfaction decreases (Brotheridge and Lee, 2003) and work-related stress and exhaustion increase (Brotheridge and Grandey, 2002).

2. RESEARCH MODEL AND HYPOTHESES

Emotional labor is a service employee's repression of the physical expression of unpleasant emotions, such as anger, frustration and sadness, through the increased physical expression of positive emotions during interactions with customers (e.g., Hochschild, 1983; Simpson and Stroh, 2004). SCA investigated as a type of social anxiety. Social anxiety is an emotional reaction (Dayhoff, 2000) that results from the evolution of an individual's interpersonal dynamics (Schlenker and Lear, 1982) caused by social interactions. Therefore, SCA and emotional labor cannot be evaluated outside of a social context. Moreover, service employees could use emotional labor strategies to mask the presence SCA. In this manner, masking could be used to regulate emotions. Brotheridge and Grandey (2002) studied emotions that have a negative effect on emotional health and found that expression management strategies were used by employees to manage their emotions and that emotional labor could be used by employees to manage the potentially harmful emotions resulting from SCA. In addition, Hochschild (1983) asserted that emotional labor has negative psychological effects on employees, such as burnout, a sense of worthlessness, emotional exhaustion and decreased self-esteem. Pugliesi (1999) noted that several studies found that employee performance of emotional labor results in increased psychological symptoms of depression. Based the findings of previous research, we developed the hypothesis shown in Figure 1.

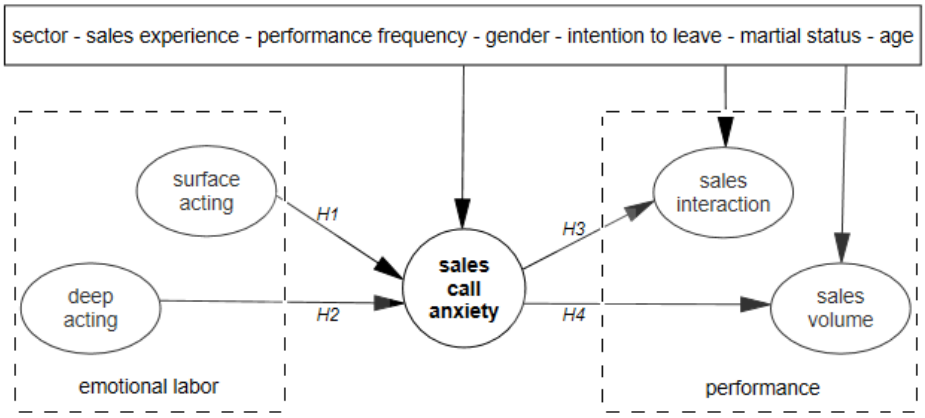


Figure 1. Proposed theoretical model.

In the context of salespeople's performance of emotional labor, masking can occur when salespeople interact with customers while physically expressing emotions that are incongruent with their internal emotions, which is a behavior that can be described as "faking positive emotions or service with a smile" (Grandey, 2000). According to Grandey (2000), surface acting is a reaction to previous negative experiences, which, in turn, could cause employees to avoid behavior that will improve the situation. For example, an employee who is faced with an unpleasant situation or negative interaction with a customer or colleague might leave the workplace (Cacioppo et al., 1999; Grandey, 2000).

Several researchers found that surface acting might lead to physical diseases (Schaubroeck and Jones, 2000) or psychological strain (Hu and Shi, 2015; Hülsheger and Schewe, 2011). However, Conrad and Witte (1994) found that, compared to employees who do not regulate their emotional expressions, employees who do experience decreased levels of stress. Mikeska et al. (2015) found that surface acting leads to a decrease

in the job satisfaction of salespeople. Additionally, their research suggests a negative relationship between self-monitoring and surface acting.

The research of Ashforth and Tomiuk (2000) showed that the performance of emotional labor by salespeople might cause the self-identification of salespeople, which creates emotional dissonance. They found that, over the long-term, surface acting by salespeople might not be sufficient to manage their emotions (p. 198). Moreover, surface inauthenticity might promote deep acting. Additionally, Morris and Feldman (1996) found a negative link between role internalization and emotional dissonance. When a salesperson's emotional labor is not consistent with his or her emotions, the salesperson might experience psychological distress and internal tension, especially when using the surface acting strategy (Mikeska et al., 2015: 59). However, when salespeople use the deep acting strategy instead of the surface acting strategy, their emotional dissonance is likely to be lower because the salespeople identify with the role and their emotions are consistent with the required emotional expression.

H_1: Surface acting is positively related to sales call anxiety.

H_2: Deep acting is negatively related to sales call anxiety.

Verbeke and Bagozzi (2000) found that SCA negatively correlated with the performance of salespeople. Rafaeli and Sutton's (1987) study showed that the emotional labor of salespeople increases sales. In addition, surface acting improves employee performance (Barsade and Gibson, 2007), especially that of salespeople (Brotheridge and Grandey, 2002).

H_3: Sales call anxiety is negatively related to a salesperson's performance of sales interaction.

H_4: Sales call anxiety is negatively related to a salesperson's performance of sales volume.

3. METHOD

This study examined the effect of emotional labor on sales call anxiety and the performance of salespeople working in banks and automotive dealerships in Turkey. In the study, the reliability and validity of the SCA scale, developed by Verbeke and Bagozzi (2000), were measured for the first time in Turkey.

The procedure of Hair et al. (2006: 776-779) was used to test the reliability and validity of all the scale via Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE). A maximum likelihood exploratory factor analysis (EFA) using a Promax with Kaiser normalization rotation method was performed to evaluate factor structure (IBM SPSS version 20). Then, a confirmatory factor analysis (CFA) was used to test the validity of the measurement theory (SEM with AMOS 24). Finally, the adjusted Chi-squared test (χ^2(CMIN)/*df*), the goodness of fit index (GFI), the comparative fit index (CFI) and the root mean squared error of approximation (RMSEA) were used to evaluate the fit of the proposed theoretical model.

3.1. Survey Description and Measurements

The questionnaire had four sections that included 43 items for scales and seven questions collected demographic information. The first section of the questionnaire used items from the questionnaire developed by Verbeke and Bagozzi's (2003) to measure the SCA scale, which consisted of 23 items that measured the three dimensions of SCA. The measured dimensions were physiological sensations (11 items), negative self-evaluation (6 items) and perceived negative evaluation from customers (6 items). We directed participants to imagine that they were closing a sale while completing this section of the questionnaire, as in the study by Belschak et al. (2006). We asked them to imagine this scenario because our study focused on SCA during a business salesperson to customer interaction when closing a sale, not SCA when recruiting new customers. The salespeople who worked in a bank sold installment and investment credit, mortgages, life insurance and health insurance. The salespeople who worked in automotive dealerships sold new automobiles and heavy-trucks. Importantly, all the salespeople worked in highly competitive environments under intense pressure by managers to meet the required sales quota. The large workload of the salespeople might trigger anxiety during customer interactions in both samples.

The second section of the questionnaire measured the emotional labor strategies defined by Diefendorff et al. (2005), which were based on the studies of previous researchers (Grandey, 2003; Kruml and Geddes, 2000). The section assessed two emotional labor strategies, surface acting (seven items) and deep acting (four items). Although Diefendorff et al. (2005: 345) included a third strategy, the 'expression of naturally felt emotions', our study addressed only surface acting and deep acting because they include a compensatory strategy while the third strategy does not (Diefendorff et. al., 2005: 340). Features that were included in the framework of emotional labor developed by Hochschild (1983).

The third section of the questionnaire measured the sales performance of the salespeople. Although many features of sales performance could have been evaluated qualitatively or quantitatively, (Verbeke, 1997: 626), this study qualitatively addressed only two features, the sales volume of the salespeople (meeting the sales quota) and the interactions of the salespeople with the customers during sales (the salesperson's interpersonal skill while interacting with a customer to make a sale). Verbeke and Bagozzi's (2000) scale was used to measure the sales performance of salespeople. The scale included nine items that measured two factors, sales volume (five items) and sales interaction (four items). All items were measured on a five-point Likert-type scale whose answers ranged from 'totally disagree' to 'totally agree'.

The last section of the questionnaire measured the following control variables: industry sector, months of sales experience in the sector (open-ended), age (open-ended), gender (male or female), whether the salesperson intended to leave the company (yes or no), marital status (single or married) and how frequently the individual's sales performance was evaluated (a seven-point Likert-type scale whose answers ranged from twice daily to less frequently than or equal to once every six months). The variables were taken from the questionnaire developed by. Intention to leave of sales person from company was measured with one question as "Do you intent to leave your current job?", measured yes and no, which have been taken as one item from Crossley et al. (2007). The results of the age variable were divided into two variables, those younger than the median of 35 years and those 35 years-old and older.

Verbeke and Bagozzi, (2000: 94) found the following Cronbach's alpha scores for each of the dimensions of SCA: the Cronbach's alpha value for negative self-evaluations was .80; the Cronbach's alpha value for perceived negative evaluations from customers was .91 and; the Cronbach's alpha value for physiological sensations was .91. In several studies, the Cronbach's alpha scores for the dimensions of the SCA scale have shown that those measurements were highly reliable (Belschak et al., 2006; Forbes, 2004; Hoffman, 2015).

Diefendorff et al. (2005: 349) found that Cronbach's alpha scores for the emotional labor strategies are .91 for surface acting and .82 for deep acting. Verbeke and Bagozzi (2000) found Cronbach's alpha scores for sales volume and sales interactions of .88 and .87, respectively.

The questionnaire was translated to Turkish using the five-step back-translation method of Brislin et al. (1973: 182). First, the items were translated into Turkish by five academics who were experts in business and who had English skills equal to those of native English-speakers. Then, the items were translated back to English to verify that the Turkish translations of the items maintained their connotations. Next, a pilot study of whose participants were 10 salespeople who worked for banks and 10 who worked for automotive dealerships was used to assess the comprehension and applicability of the questionnaire items. Finally, the questionnaire was evaluated by three bank managers and three automotive dealership managers.

3.2. The Sample

Because of cost and time constraints, all the participants in the study were from a single province, Hatay, in the southeast region of Turkey. A total of 350 questionnaires were sent to all salespeople in the banks and automotive dealerships in Hatay: 140 were sent to salespeople in the automotive dealerships and 210 were sent to salespeople in the banks. Permission to conduct the survey was obtained in advance from the managers of the businesses. To recruit salespeople to participate in the study we met with them face-to-face. Before the analysis, we excluded surveys in which more than 10% of the items were not completed. A total of 294 questionnaires were returned and 17 were excluded due to a failure to complete 90% of the

items. This resulted in a response rate of 79%. A total of 277 questionnaires were included in the analysis, 105 completed by salespeople in automotive dealerships and 172 completed by salespeople in banks.

3.3. Reliability and Validity

To minimize common method bias, we did not ask the names of the companies or the respondents (Podsakoff et al., 2003). Harman's single factor test was used as an exploratory factor analysis to determine if the variables were aggregated into a single factor or divided into sub-factors. The total variance explained was 32.183%. Therefore, the variables were not aggregated into one factor (Podsakoff and Organ, 1986).

To perform the EFA, all items were consolidated. Sampling adequacy was measured using the Kaiser-Meyer-Olkin (KMO) test and resulted in a score of .902. The value of Barlett's test of sphericity ($8342.158_{(df=703)}$) was significant (p<.0001). A Promax with Kaiser normalization was performed because the correlations between factors exceeded .32 (Tabachnick and Fidell, 2007). The first factor solution extracted 7 factors (eigenvalues ≥1) after excluding items with cross-loading among more than one factor including one item (over .25) and four items that had low loadings (≤.50; Hair et al., 2006, p. 129). The final factor solution retained 38 items in a seven factors solution with a total variance of 66.766%. These factors were termed using the nomenclature in the literature (Belschak et al., 2006; Diefendorff et. al., 2005; Verbeke and Bagozzi, 2000) and are *sa* (surface acting), *da* (deep acting), *ps* (physiological sensations), *nse* (negative self-evaluation), *pne* (perceived negative evaluation from customers), *psv* (performance sales volume), *psi* (performance sales interaction). While negative self-evaluation and perceived negative evaluation by customers were classified by Verbeke and Bagozzi (2000) as two dimensions of SCA, Belschak et al. (2006) combined negative self-evaluation and negative evaluation by customers into one dimension termed 'anxiety cognitions'. In contrast to Belschak et al. (2006), our factor analysis showed that these two dimensions were distinct, which was also found by Verbeke and Bagozzi (2000). Factor loadings ranged from .516 to .984.

A maximum likelihood CFA was performed as include all constructs in one CFA model. The fit statistics of all the constructs were acceptable according to Hair et al. (2006: 753): χ^2(CMIN)=1087.594, *df*=685, χ^2(CMIN)/*df*=1.588 (*p*=,000), GFI=.833, CFI=.947, RMSEA=.046. The findings confirmed that, of the seven factors identified using EFA, deep acting and perceived negative evaluation from customers were excluded due to low factor loading (<.50). The remaining five were subjected to reliability analyses. Factor loadings ranged from .611 to .953. Coefficient alpha and CR values were similar. All factors had reliable coefficients and CR values above .80 (Hair et al., 2006; Nunnally and Bernstein, 1994), as shown in Table 2. The statistical results for each factor are: *sa* (6 items, CR=.952; α=.896), *da* (3 items, CR=.877; α=.867), *ps* (10 items, CR=.987; α=.945), *nse* (5 items, CR=.963; α=.897), *pne* (4 items, CR=.967; α=.919), *psv* (5 items, CR=.918; α=.874), *psi* (3 items, CR=.881; α=.875). All the AVE levels, with latent variables, ranged from 57% to 86%, which showed adequate convergent validity.

As conceptualized by Verbeke and Bagozzi (2003) and corroborated by Belschak et al. (2006), the SCA scale was subjected to a second order CFA to estimate the effect of the primary construct on its sub-dimensions. All fit indexes reached the required level for the SCA construct, χ^2(CMIN)= 332.613, *df*=146, χ^2(CMIN)/*df*= 2.278 (*p*=,000), GFI=.886, CFI=.961, RMSEA=.068. The results showed that sales call anxiety loads on its three sub-dimensions. The factor loading of sales call anxiety on negative self-evaluation, perceived negative evaluation from customers, and psychological sensations were 0.67, 0.94, and 0.73, respectively. Furthermore, the R^2 for all sub-constructs were acceptable (0.45, 0.89, and 0.54), which showed that the effect of sales call anxiety on its three sub-constructs is positive. Additionally, AVE (.613), CR (.828) and alpha coefficient (α=.875) scores corroborate the theory that sales call anxiety consists of three sub-constructs.

4. RESULTS

The majority of the participants (Table 1) were salespeople in banks (62%), males (54%) and married (60%,). Their average age was 32.17 years (±5.44), average sales experience (salesexp) was 92 months (±62.33) and average frequency that their sales performance was measured (perfreq) was 5 times per year.

The majority of the salespeople intended to leave their company (61%). All respondents had a bachelor's degree (four years post-high school) or higher level of education.

Table 1. Descriptive statistics (N=277).

Frequency (%)			Mean (SD)	
Sector	bank	172 (62)	Age (year)	32.17 (5.44)
	dealer	105 (38)		
Gender	female	128 (46)	Sales experience (month)	92.33 (62.33)
	male	149 (54)		
Marital	single	111 (40)	Performance frequency (in a year)	4.55 (1.71)
	married	166 (60)		
Intention to leave	no	108 (39)		
	yes	169 (61)		

A correlation analysis was performed to control for high intercorrelations between factors (Table 2). The Pearson correlations between *sales call anxiety* and the *performance sales interactions* (-.250; p<.01) and *performance sales volume* (-.203; p<.01) were negatively related within the acceptable range. However, *sales call anxiety* and *surface acting* (.132; p<.05) were positively related. Thus, the SCA construct is distinct from the other constructs in the model.

Table 2. Pearson correlations and descriptive statistics.

	Mean (SD)	CR (α)	AVE	sa	da	ps	nse	pne	psi	psv
Surface acting (sa)	1.89 (1.12)	.95 (.90)	.65							
Deep acting (da)	2.37 (1.13)	.88 (87)	.71	.396**						
Physiological sensations (ps)	1.70 (.83)	.99 (.95)	.73	.133*	-.078					
Negative self-evaluation (nse)	2.61 (1.27)	.96 (.90)	.80	.126*	.033	.435**				
Perceived negative evaluation (pne)	1.99 (1.08)	.97 (.92)	.86	.045	-.084	.637**	.581**			
Performance sales interaction (psi)	4.54 (.57)	.92 (.87)	.57	-.014	.068	-.292**	-.116	-.188**		
Performance sales volume (psv)	4.22 (.63)	.88 (.88)	.71	-.006	.076	-.199**	-.125*	-.177**	.525**	
Sales call anxiety (sca)	1.99 (.83)	.83 (.88)	.61	.132*	-.051	.871**	.787**	.839**	-.250**	-.203**

Note: *. p< .05; **. p< .01 level (2-tailed).,

After reliability and validity tests, the theoretical model was subjected to analysis using observed variables via a structural equation model. The fit of the measurement model showed acceptable ranges, χ^2(CMIN)=1266.881, df=822, χ^2(CMIN)/df=1.541 (p=.000), GFI=.826, CFI=.945, RMSEA=.044. To improve the estimated model, we deleted the non-significant paths and covariates, which were gender, marital status, age and intention to leave the company. As shown in Figure 2, the final estimated model fit indexes were within the acceptable range, χ^2(CMIN)=1095.886, df=686, χ^2(CMIN)/df=1.597 (p=.000), GFI=.833, CFI=.946, RMSEA=.047.

The covariates showed the influences of sector, sales experience and performance frequency on sales call anxiety and performance. The sector effect on sales call anxiety was positive (.20, p<.01) while the sector effect on the frequency of performance evaluations was negative (-.14; p<.01). In addition, the frequency of performance evaluations was positively associated with sales experience (.15; p<.01). As shown in Table 3, sales experience positively affects performance sales interaction (.16; p<.01) and sales volume (.28; p<.001) whereas the frequency of performance evaluations negatively affects performance sales interaction (-.14; p<.01).

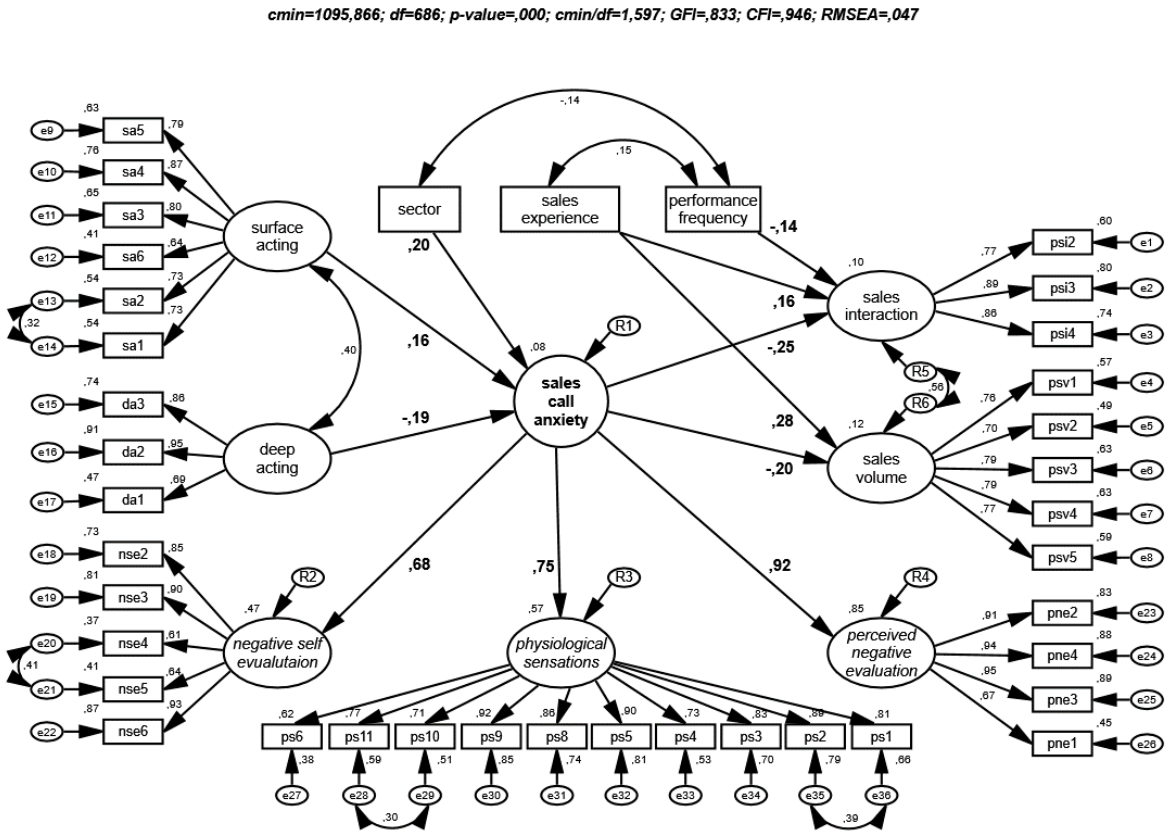


Figure 2. The estimated structural model.

In support of Hypothesis 1, surface acting was positively associated with sales call anxiety (.16, $p < .05$). In support of Hypothesis 2, deep acting was negatively associated with sales call anxiety (-.19, $p < .01$). The paths from sales call anxiety to both measures of salesperson performance was negative, sales interaction was -.25 ($p < .001$) and sales volume was -.20 ($p < .005$). These significant standardized path estimates for the four paths supported all of our hypotheses.

Table 3. The model estimates.

			Unstandardized				Standardized estimate
			Estimate	S.E.	C.R.	P	
sca	<---	**da**	-.129	.052	-2.464	.014	-.188
sca	<---	**sa**	.099	.048	2.069	.039	.161
psv	<---	**sca**	-.176	.062	-2.834	.005	-.195
psi	<---	**sca**	-.194	.054	-3.559	***	-.254
sca	<---	**sector**	.249	.082	3.04	.002	.201
psv	<---	**salesexp**	.002	.001	4.483	***	.284
psi	<---	**salesexp**	.001	.000	2.52	.012	.157
psi	<---	**perfreq**	-.037	.015	-2.531	.011	-.139
pne	<---	**sca**	1.711	.181	9.446	***	.921
ps	<---	**sca**	1				.754
nse	<---	**sca**	1.536	.175	8.799	***	.683
perfreq	<-->	**salesexp**	15.537	6.42	2.42	.016	.146
perfreq	<-->	**sector**	-.120	.050	-2.396	.017	-.144
sa	<-->	**da**	.337	.067	5.02	***	.397

The latter finding, which was not hypothesized, that multi-group moderation with important ratios showed that gender moderated only the relationship between sales call anxiety and performance sales interaction (z-score=2.114; $p<.01$) whereas marital status moderated only the relationship between sales call anxiety and performance sales volume (z-score=2.742; $p<.01$). The negative of effect of sales call anxiety on performance sales interaction was stronger for females (β=-.370) than for males (β=-.201) while the negative effect of sales call anxiety on performance sales volume was stronger for single (β=-.446) than married (β=-.074) salespeople.

Table 4. Multi-group moderation with critical ratios.

	gender					intention to leave				
	female		male			no		yes		
Paths	Estimate	p	Estimate	p	z-score	Estimate	p	Estimate	p	z-score
sca <--- da	-180	.129	-.237	.008	-.676	-.245	.027	-.106	.287	1,610
sca <--- sa	.331	.008	.035	.697	-1,647	.300	.008	.011	.909	-2.194**
pvi <--- sca	-257	.008	-.159	.073	-1.272	-.291	.004	-.122	.181	.515
psi <--- sca	-.370	.000	-.201	.026	2.114**	-.422	.000	-.108	.227	1.403
	marital status					age				
	single		married			≤31		≥32		
Paths	Estimate	p	Estimate	p	z-score	Estimate	p	Estimate	p	z-score
sca <--- da	-.341	.009	-.091	.312	1.466	-.087	.395	-.250	.014	-1.139
sca <--- sa	.229	.068	.102	.268	-.553	.157	.139	.152	.133	.013
pvi <--- sca	-.446	.000	-.074	.381	2.742***	-.407	.000	-.057	.554	2.526**
psi <--- sca	-.385	.002	-.166	.052	1.405	-.331	.000	-.107	.243	2.519**

Notes: Estimates are standardized. *** p < .01; ** p < .05.

In addition, the moderating effect of the intention to leave the company on the association between surface acting and sales call anxiety (z-score=-2.194; p<.05) was stronger for salespeople who did not intended to leave the company (β =.300) than for those who intended to leave the company (β =.11). Finally, age moderated the relationship between sales call anxiety and performance sales interaction (z-score=2.526; p<.05) and also performance sales volume (z-score=2.519; p<.05). The negative of effect of sales call anxiety on sales interaction and sales volume were stronger for young salespeople (β =-.407; β =-.331, respectively) than for older salespeople (β =-.057; β =-.107, respectively).

5. DISCUSSION AND CONCLUSION

Social anxiety is manifested when an individual is concerned about how they are perceived and evaluated by others. Such perceived assessments occur not only in real situations but also in the individual's imagination. SCA is a type of social anxiety that is conceptualized as unpleasant emotions that affect salespeople's sales motivation and performance (Belschak et al., 2006; Verbeke and Bagozzi, 2000). Emotional labor is used by salespeople to manage emotions and physical expressions during interactions with customers (Hochschild, 1983). Like SCA, emotional labor consists of the physical expression or suppression of emotion. The majority of professions that require emotional labor are customer-focused. This study supports the theory that the emotional labor performed by salespeople is an antecedent to sales call anxiety. However, the performance of different sub-dimensions of emotional labor by salespeople results in different effects on SCA. Ashforth and Humphrey (1993) found that emotional labor might reduce the stress of service employees. Our study corroborates their findings in the case of employees using the emotional labor strategy of surface acing but not in the case of the deep acting strategy. As salespeople internalize their roles at work, their SCA changes. The SCA of salespeople who perform the required role decreases while the SCA of salespeople who superficially perform the role increases.

Furthermore, this study finds that all the scales measured were reliable and valid for this Turkish sample. Additionally, we find that sales call anxiety negatively effects the salespeople's work performance, sales volume and interactions with customers, which corroborates the results of the study by Verbeke and Bagozzi (2000). Therefore, as the anxiety of salespeople increases, their performance decreases. In addition, our research shows that the sales experience of a salesperson is positively associated with his or her work performance. Finally, the frequency with which salespeople's performance is measured negatively affects performance sales interaction.

Although the level of sales call anxiety is experienced by employees in different sectors of the service industry, this study shows that the level of anxiety experienced is different for employees in different sub-

sectors. The level of sales call anxiety of salespeople who work in automotive dealerships is greater than the level of sales call anxiety of salespeople who work in banks. The nature of the product sold might affect the level of sales call anxiety. Salespeople working in banks are required to sell intangible products, such as credit cards, mortgages and private pensions. Therefore, they can reach their overall sales quota by compensating for low sales of one product by increasing the sales of other products. Thus, range of product available to sell might cause salespeople to concentrate on their tasks. However, because salespeople working in automotive dealerships sell a limited number of tangible products, they are more focused on the customer. Because automotive sales prices depend on the exchange rate, the price for each product varies. This variation could increase the sales call anxiety of salespeople working in automotive dealerships because they must manage their emotions when interacting with customers who are highly sensitive to the price of automobiles.

5.1. Future Research

The findings of this study can be extended by research on the coping strategies used by salespeople to regulate their sales call anxiety, such as protective actions (Verbeke & Bagozzi, 2000), sale perseverance and task concentration (Belschak et al., 2006). Moreover, these coping strategies might correlate with emotional labor. Additionally, the possibility that the professional training of salespeople could decrease their negative emotions or increase their positive emotions should be studied. This effect might be explained by the fact that the inexperience of salespersons could cause anxiety related to feeling insecure.

The positive relationship between the experience and the performance of salespeople could be explained by the fact that inexperienced salespeople are less capable than experienced salespeople. In addition, this finding can be explained by the effect of continuous performance evaluation of salespeople by their managers on sales call anxiety. Interviews with sales managers, which conducted during the pilot research of this study, showed that continuous monitoring is perceived by salespeople to be emotional pressure. SCA can be caused by the pressure to meet sales quotas exerted by sales managers by controlling their distance to salespeople in the workplace. The physical closeness and proximity of this process, particularly in the case of sales managers in the automotive dealership sector, triggers anxiety in the salespeople. Thereby, a real or imagined negative evaluation by a salesperson's manager (the awareness of being physically observed, negative experiences with sales managers, etc.) can increase SCA either as another dimension or through mediation.

The limitations of this study are the sample size, the inclusion of salespeople working in only two business sectors, geography and context. Therefore, future research should use a large sample that includes salespeople from different business sectors and in different geographical areas.

5.2. Managerial Implications

Managers should develop policies that address the negative effect of sales call anxiety on the performance of salespeople. Because the study finds that the use of the deep acting strategy by salespeople is associated with a decrease in their sales call anxiety, managers are advised to provide salespeople with training that promotes the deep internalization of behaviors required for the performance of their job. In this regard, management should consider that this training and implication can be embedded through empathy. Although measuring the sales performance of salespeople is important to ensure the desired number of sales, management should be cautious regarding how frequently they measure the performance of salespeople because as the frequency of sales performance measurements increases, the quality of salespeople's interactions with customers decreases. Therefore, managers should develop policies that increase the motivation of salespeople to meet sales quotas without affecting the interactions between salespeople and customers.

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2019 yılının tüm yazar ve okurlarımız için fikir ve araştırmayla dolu sağlıklı bir yıl olması ümidi ile…

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DÜZELTME

Değerli okurlarımız;

Dergimizin bir önceki sayısında (Cilt 5, Sayı 3, Aralık-2018) aşağıda belirtilen hususlarda sehven hatalar yapılmıştır.

1. İlgili sayının 849-866 sayfa aralığında yayımlanan "Türkiye'de Yapısal Mali Reformların Büyüme Üzerine Etkisi" başlıklı makalenin yazarlarından Sevda AKAR'ın unvanı "Prof. Dr." olarak yanlış verilmiştir. **Doğrusu, 'Doç. Dr.' şeklinde olacaktır.**

2. İlgili sayının 954-976 sayfa aralığında yayımlanan "Reklamlarda İdeolojik Dil ve Söylem: Norman Fairclough Ekseninde Eleştirel Bir Değerlendirme" başlıklı makalenin 963. sayfasındaki "3. Reklamcılıkta Söylem Çözümlemesi ve Eleştirel Yönelimi" başlığı yanlış verilmiştir. **Söz konusu sayfadaki başlığın doğru hali '3. Reklam Söyleminin Eleştirel Çözümlemesine Yönelik Araştırma Yöntemi: Fairclough Modeli' olacaktır.**

Bu hatalar sebebiyle hem söz konusu makale yazarlarımızın hem de siz takipçilerimizin affını rica ederiz…

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