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## HOW COLLABORATIVE CLIMATE AND ITS COMPONENTS AFFECTS THE PSYCHOLOGICAL EMPOWERMENT?<sup>1</sup>

### İŞBİRLİKÇİ İKLİM VE BİLEŞENLERİ PSİKOLOJİK GÜÇLENDİRMEYİ NASIL ETKİLER?

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#### ABSTRACT

This study aims to explore the effects of collaborative climate and its sub-dimensions on psychological empowerment. The sample of the research is consisting of public and private sector employees in different cities and job groups from Turkey. Data were collected from the 121 employees through convenience sampling method and online survey technique. The obtained data were analyzed via statistical package programs. The sub-dimensions of collaborative climate in the research are organizational culture, immediate supervisor, employee attitude, and work group support. Besides, psychological empowerment was considered as a single dimension. According to the results of the correlation analysis, there are significant and positive relationships among collaborative climate and its all sub-dimensions with psychological empowerment. On the other hand, according to the results of the regression analysis, while the collaborative climate overall structure and work group support dimension contributed positively to the prediction of psychological empowerment, the predictive effects of organizational culture, immediate supervisor, and employee attitude sub-dimensions weren't significant. Another outcome of the study is the validation of the collaborative climate and psychological empowerment scales used in the research into Turkish.

**Keywords:** Collaborative climate, psychological empowerment, organizational climate, empowerment.

#### ÖZET

Bu çalışmanın amacı işbirlikçi iklim ve alt boyutlarının psikolojik güçlendirme üzerindeki etkisini keşfetmektir. Araştırmanın örneklemini Türkiye'deki farklı illerde ve iş gruplarında görev yapmakta olan kamu ve özel sektör çalışanları oluşturmaktadır. Kolayda örnekleme yöntemi ve çevrimiçi anket tekniği aracılığıyla 121 çalışandan veri toplanmıştır. Elde edilen veriler istatistik paket programları aracılığıyla analiz edilmiştir. Araştırmada işbirlikçi iklimin boyutları; örgütsel kültür, yakın yönetici, işgören tutumu ve çalışma grubu desteği şeklindedir. Bunun yanısıra psikolojik güçlendirme tek boyut olarak ele alınmıştır. Korelasyon analizi sonuçlarına göre, işbirlikçi iklim ve tüm alt boyutları ile psikolojik güçlendirme arasında anlamlı ve pozitif yönlü ilişkiler vardır. Diğer yandan regresyon analizi sonuçlarına göre, işbirlikçi iklim genel yapısı ve çalışma grubu desteği boyutu psikolojik güçlendirmenin yordanmasına olumlu yönde katkı sağlamakta iken; örgütsel kültür, yakın yönetici ve işgören tutumu boyutlarına ait yordayıcı etkilerin anlamsız olduğu bulgulanmıştır. Çalışmanın başka bir çıktısı ise araştırma kapsamında kullanılan işbirlikçi iklim ve psikolojik güçlendirme ölçeklerinin Türkçeye geçerlenmesidir.

**Anahtar Kelimeler:** İşbirlikçi iklim, psikolojik güçlendirme, örgütsel iklim, personel güçlendirme.

<sup>1</sup> This study is the revised and enlarged version of the proceeding (Gokcen Kapsuz et al., 2018) published in the proceeding book of the International Conference on Contemporary Issues in Business & Economics (ICCIBE) on July 14-15, 2018 in Tokat, Turkey.

## 1. Introduction

There are different perspectives, value judgments, beliefs and perception systems, and business approaches that differentiate each organization from the others. All these features bring about different personality traits for each organization and generate the identity of organizations. Today, organizational climate is a phenomenon that is perceived and adopted by all the members of organizations that are regarded as social entities, and this adoption becomes a more important issue for the future of organizations (Katz & Kahn, 1978).

Cooperation and trust are extremely important and indispensable elements for an organization and organizational culture (Le et al., 2020; Petrov et al., 2020). However, it should not be forgotten that the depth and breadth of the concept of culture cannot be defined by cooperation alone. Values, beliefs, and assumptions influence individuals' behaviors and willingness to share information. The collaborative climate, defined by the observable behavior of people, is geared towards making inferences about what people are doing around (Sveiby & Simons, 2002). One of the main characteristics of highly effective teams is that they operate in the context of a collaborative climate (Larson & LaFasto, 1989). When examined the relevant literature; it is seen that collaborative climate is formed by four basic dimensions which are organizational culture, immediate supervisor, employee attitude, and work group support (Sveiby & Simons, 2002).

Besides, psychological empowerment represents motivational strength and motivational resources which are necessary for employee work engagement (Spreitzer, 1995; Ugwu et al., 2014). Efforts exhibited in an organization and desired goals and performance will lead to desired results. Thus, it is true that empowerment affects individuals' initiation and maintenance of task behaviors (Bal Taştan, 2013; Bandura, 1977).

In addition to knowing that empowerment is one of the good management practices, but it is a fact that it is not preferred by everyone and every organization. First, from the manager's perspective, managers are afraid of losing the power, control, and authority they have over the employees through empowerment. Confidence and trust emerge as other points of concern at the point of empowering the employee. Although often not true, many managers argue that trusting and empowering employees mean leaking information, ideas, and plans to competitors. Second, when the issue of empowerment is viewed from the employee's side, employees may be reluctant to take responsibility and be empowered because they do not want to be held accountable for any crime, blame, or mistake by gaining more authority (Ambad & Bahron, 2012).

Hence, this study is trying to evaluate whether the collaborative climate in the organizations will have an impact on promoting empowerment. Reasons for maintaining mutual relations are; to feel the sense of success, to have the desired stimulant, and the effort to maintain satisfaction with the present situation. According to the Social Exchange Theory, which defines organizations as an exchange zone between employees and employers, the existence of an intense exchanges zone between the organization and the employee will ensure that positive effects are observed on the employee due to the reciprocity principle (Ateş, 2017; Blau, 1964). Grounded in the Social Exchange Theory and also the collaborative climate and psychological empowerment literature, the research question of



this study is on “whether the collaborative climate is influential on psychological empowerment of employees or not”.

## 2. Theoretical Framework

### 2.1. Collaborative Climate

Collaboration is the ability to come together and work closely and comfortably together to complete an interconnected and related task, pursue a common interest, or pursue a jointly interesting idea (Nemiro, 2000; Younis, 2019). Collaboration and collaborative climate reflect the common perception of interpersonal collaborations in the organizational environment. It is known and emphasized that this climate is positively related to the creativity of team members (Zhu et al., 2016). The collaborative climate is among the most important factors that enable the disclosure of confidential information among team members and increase the efficiency of the information process. It is emphasized that this climate can reduce the negative aspects of the conflict process that affects the relationship between cognitive diversity and team effectiveness (Parayitam & Papenhausen, 2016). The collaborative climate is also characterized by individual efforts to achieve common goals, as well as sharing knowledge and resources with other colleagues (Sveiby & Simons, 2002).

Organizational climate, which defines the relationship between the employee-organization and environment and is defined as the personality of the organization is affected by several variables such as the manner of administration, the way of perception, the value judgments, individual characteristics, organizational structure, goals, and targets (Dickson et al., 2006). In this regard, collaborative climate can be defined and expressed as an organizational climate that is formed as a result of efforts and volunteerism about individuals’ beliefs, values, and assumptions on knowledge sharing (Sveiby & Simons, 2002). It will only be possible to create and transfer the human resources which have the potential to meet competitive and today’s changing business world conditions if the organizational climate is perceived properly, interpreted correctly, and finally adopted within the framework of cooperation.

In organizations that have a collaborative climate, ideas and solutions are put together by the employees and they reach the end by acting in a sense of sensitivity and empathy during the resolution of conflicts (Wiener, 1988). As a result, they will be contributing to the development of more positive and encouraging results with superior-subordinate cooperation. Cooperation and creating collaborative climate are important for the organizations since they allow sharing important resources, enabling knowledge transfer, providing new knowledge in terms of creating solutions to organizational problems, and providing a competitive advantage to the organization (Hardy et al., 2003). Last but not least, it is true to say that a collaborative climate can be defined as the common elements of an organizational culture that inspires employees to share information (Sveiby et al., 2002).

It is argued and emphasized in related literature that collaborative climate has four fundamental dimensions named as organizational culture, immediate supervisor, employee attitude, and work group support (Ahmed et al., 2016; Sveiby & Simons, 2002; Wu & Lin, 2013).

The *immediate supervisor* is defined as the degree to which supervisors value their employees and well-being and their contribution to the organization. In most cases, provided



support by the supervisors to their employees who have undertaken various responsibilities constitutes the main aspect of supervisory work (Penning de Vries et al., 2020; Rhoades & Eisenberger, 2002).

The *organizational culture* as a second sub-dimension of collaborative climate refers to the regulations and procedures of what employees should do in the organization, the rigidity of the rules, and the bureaucratic pressures (Gray, 2007).

The *employee attitude* reflects the attitudes of employees towards collaborative climate and information sharing, and also reflects the positive or negative thoughts and perspectives on information sharing and the sum of their views (Bock & Kim, 2002).

The *work group support* as the last sub-dimension of collaborative climate provides an efficient knowledge-sharing environment by connecting and combining knowledge donors and recipient teams (Kim & Lee, 2006). Some individuals share their knowledge because they are excited to do this, and the workgroup provides excellent conditions and interactions to fulfill this excitement (Avnet & Weigel, 2013).

## 2.2. Psychological Empowerment

Empowerment, which gained meaning in the 1980s and frequently used concept in today's business literature, has been addressed by many researchers with different perspectives (Develi et al., 2018; Doğan, 2003). The importance of development and adoption of employee empowerment has been emphasized by many thoughts and applications from the Hawthorne Research to Maslow' Hierarchy of Needs; from the quality circles to the idea of ensuring employee involvement in management and the need to care about the concept of the customer (Gürbüz et al., 2013).

The concept of empowerment is divided into two parts as psychological and structural empowerment. With regard to empowerment; psychological empowerment which is focused on the perceptions of employees is defined as the perceptions of the feeling of being empowered (Steward et al., 2010). According to Spreitzer (1995), psychological empowerment can be defined as an internal task motivation that affects the employees' job-oriented motivation. The psychological perspective on empowerment focuses on how employees experience their jobs rather than focusing on managerial power-sharing. From this point of view, psychological empowerment refers to the beliefs of employees about their roles related to the organization (Spreitzer, 2007).

The concept of psychological empowerment expresses motivating and encouraging employees about understanding, adopting, and achieving the vision of the company (Tekin & Köksal, 2012), distributing control instead of collecting in one's hand (Doğan, 2003), distributing the authority among employees about the structure of tasks, encouraging them to make decisions and produce solutions (Yukl, 2002). Besides, empowerment is also defined as a psychological state that comes to light in perceived control, competence, and target by Menon (2001). Different factors such as relationships with employees (Greasley et al., 2005), organizational culture, participation in decisions, employee's self-confidence, and reliance on the organization (Chiang & Jang, 2008) has an influence on psychological empowerment practices as well as managers' and leaders' perspectives (Greasley et al., 2005).



Psychological empowerment practices, it is aimed to create a motivating working environment for employees such as provide employee participation in making a decision and to feel free while expressing their views and thoughts, have the right to use their personal power freely (Lashley, 1995); to understand the meaning and importance of what they are doing, to make a decision about how to do their work; to be less governed and to trust their own ability and to feel that they are being considered by others (Quinn & Spreitzer, 1997). Besides increasing commitment, decreasing stress, increasing in morale and motivation, and so on; it is also emphasized that feeling of empowerment and the perception of being empowered are also associated with a decrease in turnover intention (Ambad & Bahron, 2012; Cunningham & Hyman, 1996; Koberg et al., 1999).

### 2.3. Relationships among Variables

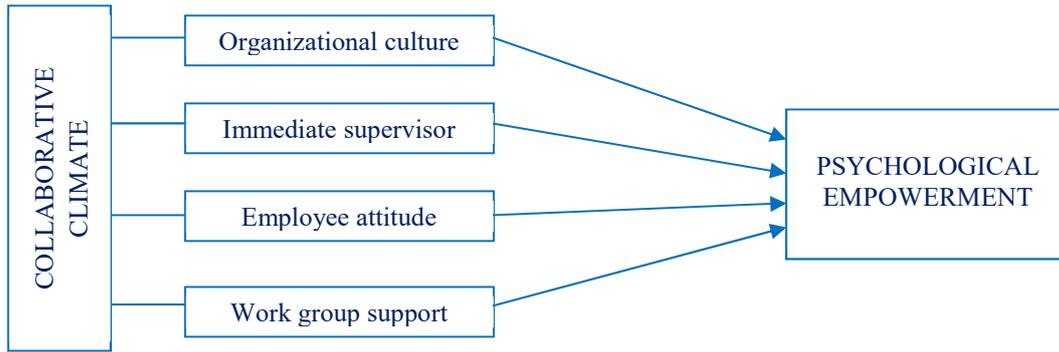
In the literature, it is known that the collaborative climate is related to some organizational variables. For example, the positive and significant relationship between collaborative climate and team members' creativity found and argued by Zhu and co-workers (2016). Additionally, it is concluded by Cirella et al. (2014) that collaboration overall is also essential for developing team creativity and managers should create a culture emphasizing coordination and cooperation in the organizational environment and develop a climate that facilitates creativity. Also, another study investigating the collaboration built into team members by Nemiro (2000) revealed key dimensions of virtual teams necessary for a climate of creativity. It mentioned and emphasized in this study that collaboration and collaborators play an important role in joint creative endeavors and efforts, and the greater the dependency and commitment among team members, the greater the need for collaboration and with it higher creative experiences.

When it comes to this study the starting point is the Social Exchange Theory (Blau, 1964) which defines organizations as an exchange zone between employees and employers as mentioned before. This theory, proposed by Homans (1958) and given the final form by Blau (1964), is a series of activities that produce interdependent mutual social responsibilities and its interpersonal interactions are based on volunteerism and trust (Karagonlar et al., 2015). Social Exchange Theory emphasizes that employees exhibit behaviors that are best in his/her own way for maximum benefit and minimum cost by expecting a certain reward (Wang & Noe, 2010).

When taken into account that organizational climate is the perception of the employees towards the mechanism of the organization and shared values, it is envisaged that the collaborative climate will steer the perceptions, attitudes, and behaviors of employees in the scope of Social Exchange Theory. On the basis of these reasons from the literature, we propose that collaborative climate and psychological empowerment will be in relation.

Based on the above reasoning, the followings were assumed and hypothesized:



**Figure 1***Research Model*

H<sub>1</sub>: Collaborative climate positively predicts psychological empowerment.

H<sub>1a</sub>: Organizational culture positively predicts psychological empowerment.

H<sub>1b</sub>: Immediate supervisor positively predicts psychological empowerment.

H<sub>1c</sub>: Employee attitude positively predicts psychological empowerment.

H<sub>1d</sub>: Work group support positively predicts psychological empowerment.

### 3. Method

#### 3.1. Sample

The sample of the research is consists of public and private sector employees in different cities and job groups from Turkey. Data were collected from 121 employees through convenience sampling method and online survey technique (n = 121). The majorities of the respondents were male (71.1%), 26-35 years old (58.7%), and educated at bachelor's degree (%61.2). In addition, 57.9% of the employees were affiliated with the public sector and 42.1% were affiliated with the private sector.

The online survey was delivered to each participant with a detailed explanation message expressing the purpose and importance of the research. Since all questions included in the online survey are required to be marked, no missing value has been detected (missing value = 0%). Since the highest skewness value was -1.88 and the highest kurtosis value was 5.45 for each scale item, it was seen that the data showed a normal distribution according to the threshold values suggested by Kline (2011).

#### 3.2. Measures

##### 3.2.1. Collaborative Climate Scale

The scale developed by Sveiby and Simons (2002) has been translated and validated into Turkish. It consists of 20 items and 4 dimensions which are organizational culture, immediate supervisor, employee attitude, and work group support. The scale responded by a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The high mean of the scale indicates high participation. In the validation process, since the criterion of 0.40 and above was taken into account for the validity of factor loadings (Stevens, 2009) two items belong to the work group support dimension (item 17, 18) were removed from the model. The second-order confirmatory factor analysis results of the scale were at satisfactory level [ $\chi^2/df = 1.681$ , n = 121, CFI = .953, TLI = .944, RMR = .071, SRMR = .0521] (Hair et al., 2014)]. Besides, the first-order confirmatory factor analysis results of the scale were



also at satisfactory level [ $\chi^2/df = 1.686$ ,  $n = 121$ ,  $CFI = .953$ ,  $TLI = .944$ ,  $RMR = .066$ ,  $SRMR = .0490$ ]. In order to assess the corrected item-total correlation coefficients the criterion of higher than 0.30 was taken into account (Field, 2009). Consequently, the Cronbach's alpha coefficients (Cronbach, 1951) of the collaborative climate scale' overall constructs ( $\alpha = .958$ ) and its sub-dimensions named organizational culture ( $\alpha = .861$ ), immediate supervisor ( $\alpha = .952$ ), employee attitude ( $\alpha = .901$ ), work group support ( $\alpha = .786$ ) were at satisfactory level (Nunnally, 1978).

### 3.2.2. Psychological Empowerment Scale

The scale developed by Spreitzer (1995) and adapted by Çavuş and Demir (2010) has been translated and validated into Turkish. It consists of 4 items and one dimension. The scale also responded by the five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The high mean of the scale indicates high participation. The first-order confirmatory factor analysis results of the scale were at satisfactory level [ $\chi^2/df = 2.316$ ,  $n = 121$ ,  $CFI = .979$ ,  $TLI = .938$ ,  $RMR = .028$ ,  $SRMR = .0351$ ] (Hair et al., 2014)]. In order to assess the corrected item-total correlation coefficients the criterion of higher than 0.30 was taken into account (Field, 2009). Consequently, the Cronbach's alpha coefficients (Cronbach, 1951) of the scale ( $\alpha = .731$ ) were at satisfactory level (Nunnally, 1978).

These two measurement tools used in the research were adapted to Turkish within the scope of this study. In order to avoid biases that may arise from a single person in the process of translating (Ægisdóttir et al., 2008; Hambleton, 1993), comparative translations were made by the author team and the final form of items were given by this way. The scale items adapted to Turkish are presented in Appendix 1 and 2.

### 3.3. Correlation Analysis and Descriptive Statistics

The correlation analysis which demonstrates relationships between collaborative climate and its sub-dimensions and psychological empowerment and also the descriptive statistics for these variables are shown in Table 1.

**Table 1**

*Correlation Analysis and Descriptive Statistics*

Variables	M	SD	1	2	3	4	5	6
1 Collaborative Climate	3.434	.887	1					
2 Organizational Culture	3.403	.888	.896**	1				
3 Immediate Supervisor	3.448	1.085	.900**	.766**	1			
4 Employee Attitude	3.372	1.018	.911**	.738**	.703**	1		
5 Work Group Support	3.565	.953	.873**	.694**	.696**	.835**	1	
6 Psychological Empowerment	4.127	.645	.374**	.333**	.342**	.302**	.390**	1

\*  $p < .05$ , \*\*  $p < .01$

According to the results of the correlation analysis, significant and positive relationships have been determined among collaborative climate and its all sub-dimensions with psychological empowerment ( $p < .01$ ). Based on this it can be said that if the perceptions of the employees towards the collaborative climate increase, the level of psychological empowerment will be increase as well.



### 3.4. Regression Analysis

Regression analysis that demonstrates the prediction level of collaborative climate and its sub-dimensions on psychological empowerment is shown in Table 2.

**Table 2**  
*Regression Analysis*

Model	Independent Variable	Dependent Variable	R <sup>2</sup>	Adj. R <sup>2</sup>	F	β	VIF
1 (H <sub>1</sub> )	Collaborative Climate	Psychological Empowerment	.140	.133	19.372***	.374***	1.000
2 (H <sub>1a</sub> , H <sub>1b</sub> , H <sub>1c</sub> , H <sub>1d</sub> )	Organizational Culture		.111	3.007			
	Immediate Supervisor		.120	2.802			
	Employee Attitude		-.185	4.000			
	Work Group Support	.383*	3.606				

\* p < .05, \*\* p < .01, \*\*\* p < .001.

According to the results of the first model, it is possible to predict the psychological empowerment by the overall collaborative climate [(F<sub>(1,119)</sub> = 19.372, p < .001)]. The collaborative climate explains the 14% of the model as a predictor of psychological empowerment (R<sup>2</sup> = .140). Besides, the standardized beta coefficients show that the overall construct of collaborative climate has a positive effect on psychological empowerment (β = .374, p < .001). On the other hand, according to the results of the second model, it is possible to predict the psychological empowerment by the sub-dimensions of collaborative climate [(F<sub>(4,116)</sub> = 6.009, p < .001)]. The sub-dimensions of collaborative climate explain the 14% of the model as a predictor of psychological empowerment (Adj. R<sup>2</sup> = .143). Besides, the only significant effect of independent variables influencing the dependent variable is belonging to the work group support (β = .383, p < .05). The work group support has a positive effect on psychological empowerment however, the other collaborative climate' sub-dimensions doesn't have an impact on psychological empowerment (p > .05). Additionally, the coefficients of variance inflation factor (VIF) show that there weren't multicollinearity problems (VIF < 5) in the models (O'Brien, 2007).

Based on these findings it can be said that H<sub>1</sub> and H<sub>1d</sub> hypotheses were supported while H<sub>1a</sub>, H<sub>1b</sub>, and H<sub>1c</sub> hypotheses weren't supported.

### 4. Discussion and Conclusion

Based on the Social Exchange Theory (Blau, 1964), this study focus on determining the effects of collaborative climate and its sub-dimensions on the psychological empowerment of employees. An applied research performed with the data obtained from public and private sector employees in different cities and job groups from Turkey. As a result, explanatory findings were obtained.

According to the results of the study significant and positive relationships have been determined among collaborative climate and its all sub-dimensions with psychological empowerment. Based on this it can be said that if the perceptions of the employees towards the collaborative climate increase, the level of psychological empowerment will be increase as well. On the other hand, while the collaborative climate overall structure and work group support dimension contributed positively to the prediction of psychological empowerment, the predictive effects of organizational culture, immediate supervisor, and employee attitude sub-dimensions weren't significant. Furthermore, another outcome of the study is the



validation of the collaborative climate and psychological empowerment scales used in the research into Turkish.

It is known and accepted that effective knowledge sharing in the organizational environment is based on trust and cooperation. Research are being conducted to discuss whether cooperation or competition is more effective in creating value, and different implications take their place in the relevant literature. The relationship between collaborative climate and psychological empowerment is examined in this research within the framework of the background information and analyses in related literature. The workspace and the quality of the working environment pave the way for creativity to come to light (Amabile et al., 1996). At the institutional/organizational level, increased connections and collaborations between multiple partners, empowered employees are beneficial in terms of creating an environment of creativity and thus facilitating and disseminating innovation (Yström et al., 2015). On the other hand, when the concept of creativity is evaluated at the group level, it emerges as a result of individual interactions and access to information (Soda et al., 2017; Younis, 2019).

Various researches in related literature revealed that empowered employees are more likely to be satisfied with their job than less empowered employees (Amundsen & Martinsen, 2015; Dewettinck & van Ameijde, 2011; Nikpour, 2018). Considering this point, managers should know the importance of team spirit and employee empowerment and should give them more value. In this regard, creating a collaborative working environment and empowering employees will help to bring the known and desired all positive effects to the organization. Managers have an active role in providing more productivity as individuals who affect their working environment. It is always emphasized that empowered and always supported employees are more committed and loyal to the organization, show more effort in coping with difficult situations, and integrate organizational goals with their individual goals. So, it should not be difficult to walk towards a successful future with loyal employees by improving team spirit and increasing productivity by creating a collaborative working environment. On the other hand, in the context presented above, leadership coaches have an important role in developing a culture of empowerment and diffusion of collaboration in organizations that are in the process of practicing leadership and management.

This work has originality in terms of its contribution to scientific accumulation and business life since it is the first study that examines collaborative climate and psychological empowerment subject together. However, the study has some limitations. In future studies, different results may be obtained if the research is done on a specific region and organizational culture. In addition, this research can be carried out through a different sampling method and a wider sample size, so that the results can be generalized to the universe.

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**Appendix 1:** Sveiby ve Simons (2002) tarafından geliştirilen ve bu çalışma kapsamında Türkçeye geçirilen İşbirlikçi İklim Ölçeği'nin boyutları ve maddeleri.

**Örgütsel kültür**

1. Rapor verdiğim kişiler bana geri bildirimde bulunur.
2. Çalıştığım kurumda bilgi paylaşımı sadece sözde değil pratik olarak da teşvik edilir.
3. Çalıştığım kuruma yeni bilgi getirmek için sürekli teşvik ediliriz.
4. Rapor verdiğimiz insanların düşüncelerine katılmadığımız anlamına gelse bile, düşündüklerimizi söylemeye teşvik ediliriz.
5. Açık iletişim, çalıştığım kurumun bir bütün olarak karakteristik özelliğidir.

**Yakın yönetici**

6. Yöneticim işle ilgili sorunlara yenilikçi çözümler bulmamı önerir/teşvik eder.
7. Yöneticim bilgi paylaşımı için düzenli toplantılar organize eder.
8. Yöneticim beni bilgilendirir.
9. Yöneticim çalışma grubumda, açık iletişim olmasını teşvik eder.
10. Yöneticim sadece sözlü değil, eylemle de bilgi paylaşımını teşvik eder.

**İşgören tutumu**

11. Bu kurumdaki diğer çalışanlardan çok şey öğreniyorum.
12. Çalıştığım kurumda bilgi paylaşımı bilgilerimi artırdı.
13. Uzmanlığımın çoğu, bu kurumda iş arkadaşlarımla yaptığım çalışmalar sonucu gelişti.
14. Bilgi paylaşımı, bu kurumda daha derin bilgiye dönüşür.
15. İş görenlerin sahip oldukları bilgileri birleştirmeleri, kurumu yeni fikir ve çözümlere ulaştırdı.

**Çalışma grubu desteği**

16. Meslektaşlarımdan öğreneceğim çok şey var.
- 17.a Burada, kendi başına/bireysel çalışmayı tercih eden insanlar var (ters kodlama).
- 18.a Kurumumuzda iş deneyimlerimizi çoğunlukla gayri resmi olarak paylaşıyoruz.
19. İhtiyacımız olan yetenekleri/becerileri öğrenmek için birbirimize yardım ederiz.
20. Tüm ekip üyelerini anlık olaylar (örneğin: haberler) ve iş trendleri konusunda güncel tutuyoruz.
- a. Geçerlilik analizlerinde çıkarılan maddeler.

**Appendix 2:** Spreitzer (1995) tarafından geliştirilen, Çavuş ve Demir (2010) tarafından uyarlanan ve bu çalışma kapsamında Türkçeye geçirilen Psikolojik Güçlendirme Ölçeği maddeleri.

1. Yaptığım iş benim için anlamlı ve önemlidir.
2. Kendi işimi/çalışmamı yapabilmek için gerekli olan beceri, yetenek ve kapasiteye sahibim.
3. Kendi işimi nasıl yapacağıma kendim karar verebilirim.
4. Çalıştığım kurumda olanlar üzerinde büyük kontrol ve etkim var.



**DO MULTIPLE ROLE PLAYING FROM COMPONENTS OF  
GLASS CEILING INFLUENCE JOB PERFORMANCE?**

***CAM TAVAN SENDROMUNUN BİLEŞENLERİNDEN ÇOKLU ROL  
ÜSTLENME İŞ PERFORMANSINI ETKİLER Mİ?***

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**ABSTRACT**

The aim of the study was to determine the effect of multiple role playing, which is one of the components of glass ceiling syndrome, on job performance. Within the framework of this purpose, the data of the research were collected with the contributions of 224 nurses providing health services in Malatya. Data analysis was done with the help of SPSS 17 program. In the study, frequency analysis, reliability and validity analysis of the scales to determine the internal consistency of the factors, correlation analyzes to determine the relationships between the variables in the research model, and regression analysis to test the hypothesis of the research were used. Individuals with a high perception of multiple role playing may show behaviors that provide negative outputs such as a decrease in job performance in the organizations they may in, as they become prone to obtaining negative outputs. The results of the study also support this argument. It is possible to say that the results obtained are compatible with other studies in the literature.

**Keywords:** Glass ceiling, multiple role playing, job performance.

**ÖZET**

Çalışma, cam tavan sendromunun bileşenlerinden birisi olan çoklu rol üstlenmenin iş performansına etkisini belirlemek amacıyla yapılmıştır. Bu amaç çerçevesinde araştırmanın verileri Malatya ilinde sağlık hizmeti sunan 224 hemşirenin katkıları ile toplanmıştır. Verilerin analizi SPSS 22 programı yardımıyla yapılmıştır. Çalışmada frekans analizi, ölçeklerin faktörlerin iç tutarlılıklarını belirlemeye yönelik güvenilirlik ve geçerlilik analizi, araştırma modelinde yer alan değişkenler arasındaki ilişkileri tespit etmeye yönelik korelasyon analizleri ve araştırmanın hipotezini test etmek için ise regresyon analizi kullanılmıştır. Çoklu rol üstlenme algısı yüksek olan birey, negatif çıktıların elde edilmesi yönünde eğilimli hale geldiğinden buldukları örgütlerde iş performansının düşmesi gibi olumsuz çıktılar sağlayan davranışlar gösterebilirler. Yapılan çalışmanın sonuçları da bu savı desteklemektedir. Elde edilen sonuçların literatürdeki diğer çalışmalarla uyumlu olduğunu söylemek mümkündür.

**Anahtar Kelimeler:** Cam tavan sendromu, çoklu rol üstlenme, iş performansı.

## 1. Introduction

Today's world is changing more rapidly than ever before, and working life is also affected by this change. One of these changes is that women become visible in working life (Özer and Biçerli, 2003: 62). However, due to the existence of a male-dominated structure in working life, women's rights to enter different management positions are restricted (Oakley, 2000; Adams, Gupta, Haughton, & Leeth, 2007). The invisible and unexpressed obstacles that hinder the advancement of women regardless of their success and merit join together to form the “glass ceiling” (Acker, 2009: 200; Korkmaz, 2014: 1). Many studies emphasize that glass ceiling applications have many negative effects on organizational and individual outcomes, and it is suggested that the concept of glass ceiling is an important determinant in the initiation, maintenance and completion of behaviors that have negative effects on female employees.

When the literature on the glass ceiling is examined, it is seen that the factors that affect the formation of the perception in question are taken with different dimensions in different studies. In this study, the view that includes a multiple structure has been adopted. According to this view, glass ceiling; It consists of multi role playing, women's personal preference perception, organizational culture and policies, inability to participate in informal communication networks, lack of guidance, occupational discrimination, stereotypes (Karaca, 2007). In this study, aim to examine the possible effect of multiple role playing (women assuming the roles of working women, spouses, mothers) in job performance among seven components of the glass ceiling. It is expected that the research model will contribute to the literature, since there are limited studies in the domestic and foreign literature measuring the effect of multiple role playing on job performance.

## 2. Conceptual Framework

### 2.1. The Concept Multiple Rol Playing

Multi role playing, which is one of a components of the way to the glass ceiling formation, is defined in the literature as "two important main management structures instead of one" (Naz, Fazal & Khan, 2017). Assuming that the role is double-hierarchical according to the multiple role theory (Perry-Jenkins, Repetti & Crouter, 2000: 989); It states that managing different roles has priority over other roles (Thoits, 1992: 237). According to multiple role theory, women maintain a pace of life as working women, spouses and mothers. For this reason, a third role, that is, the role of working women, is added to the role of working outside the home, wife and mother for women. Women, who must maintain both their roles in the family and their roles in business life, find themselves in a number of conflicts (Adak, 2007; Akpınar Sposito, 2013: 492-49). These conflicts usually arise from the inability to allocate time, conflict of different roles with each other, and different duties and responsibilities (Yang, Chen, Choi & Zou2000; Fu & Shaffer, 2001: 503).

Both the role of mother, the role of companion and the responsibilities of the job are on the woman. The pressure it creates causes conflict between family and work areas (Brinkerhoff, 1984). Women must show more to achieve this multiple. It is inevitable for the individual to experience conflict if the roles between concurrent work and family do not match. The reason for this conflict is not the incompetence of the individual, but minus the requirements of the role. Considering family responsibilities even in the workplace has causes negative effects on the business life (Güler, 2005: 76). The woman's multiple roles



as a working woman, wife and mother, because it leads to conflict. Considering family responsibilities even in the workplace has causes negative effects on business life (Greenhaus and Beutell, 1985: 78).

## 2.2. Job Performance Concept

The concept of performance, which has become increasingly important in the process from the treatment of management as a science to today's competitive business life, has been a phenomenon that is considered important by many researchers in all periods (Şimşek, 2006: 183). Although performance is considered separately on an organizational and employee basis, employee performance and organizational performance interact with each other. While basic criteria such as efficiency, productivity, and competence form the basis for evaluating the performance of an organization, the same criteria apply to employee job performance. Therefore, since the success of the organization has been depends on the success of the employees, it is impossible to consider the performance of the organization separately from the employee performance (Akgemci, 2008: 478). In this study, the job performance dimension of performance has been examined.

“All activities and behavior controlled by employees who ontribute to the organization's achievement of its goals” (Rotundo & Sackett, 2002: 67), "quantitative or qualitative contributions of employees to business goals” (Celep, 2010), “performing a job over a certain period of time, with a certain use of resources” (Eren & Hayatoğlu, 2011), job performance, defined as, is one of the key concepts that helps organizations achieves their goals (Bevan, 2012). Job performance is affected by various elements arising from the personal situation and characteristics of the employee in one dimension (Akdemir, 2004: 16), while the other dimension is affected by the structure of organizations. While business performance is high in organizations with leaders who support and guide employees (Ozler, 2013: 95), the decrease in cooperation in the business environment and the deterioration of their relations reduce business performance (Yetkin, 2008).

## 2.3. Multiple Role Playing and Job Performance Interaction

As a result of the reflection of the biological characteristics of men and women on gender, that is, because of the perception of gender, the understanding of "public sphere belongs to men and private sphere belongs to a woman" has taken its place in social life. This situation was parallel to working life, the work and social status of men were determined, whereas the social status of women was determined not by their place in working life, but by their roles in the family (Savcı, 2000: 145). As in many countries of the world, the most important duty of women in our country is motherhood and accompaniment (İçli & Gönüllü, 2001). However, despite this common belief in patriarchal societies, women entering the working life must carry out the roles of traditional housewife, wife, mother and child on the one hand, and roles related to their work on the other. Working women; She feels under pressure to be a good mother, good wife, good housewife, good business woman and keep up with all the jobs 197 and as a result of these pressures, she may wear out emotionally by experiencing conflicts from time to time (Çiftçi, 2006: 2). Therefore, the fact that female employees show more power to balance their family and work life causes stress and low performance, the intention to leave the job and even to leave the working life completely (Zeng, 2011: 321). When the glass ceiling literature is examined, although there is a lot of theoretical information about the concept of multi role playing, which is one of the important



components of the glass ceiling and which is the focal point of this study, the number of field studies supporting this result remains limited. According to the research of Ragins, Townsend, Mattis (1998), which is one of these rare studies, it was concluded that the phenomenon of multiple role playing negatively affects the performance of 94 percent of female managers. According to the results of the study conducted by Dombeck (2012) in Taiwan, it has been shown that employees who experience multiple role playing experience job performance, especially lack of motivation and job dissatisfaction. The results of Çelik (2013) 's study with 200 educators in Turkey determined the indirect and direct effects of multi role playing ambiguity on job performance. In the effect of multiple role playing on job performance, the full mediating role of emotional exhaustion was also determined.

In this study, the effect of multi role playing, which is a components of the glass ceiling, which hinders the development of female employees and their career goals, on job performance was examined.

H1: Multiple role playing affects job performance.

### 3. Method of Research

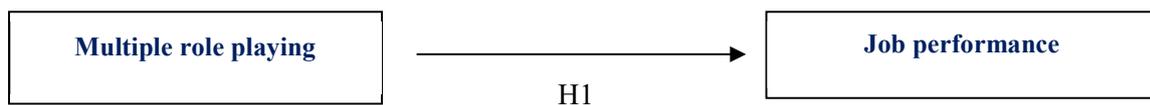
#### 3.1. Aim and Model of Research

Since the 1980s, in the world and Turkey, along with technological, economic and social change, despite an increase in the number of women employees and productivity, the same rate was not achieved in the number of senior managers and leaders. When the reasons of the obstacles for women to come to higher levels are examined, it is seen that the most prominent obstacle is glass ceiling syndrome. This situation brings with it the increase in studies related to the concept. (Barutçugil, 2002: 16)

As stated in the theory section of the study, the obstacles that are defined as “glass ceiling” prevent women managers from reaching their top management positions. These obstacles may arise from a number of individual, organizational and social factors. In this context, in this study, it is aimed to determined whether multiple role playing of these components exists in the health service sector, and then to examine the impact of multiple role playing that prevents women from rising to senior managementpositions on job performance level. The research model created in the study considering of the hypothesis developed from this perspective is given in Figure 1.

**Figure 1**

*Research Model*



#### 3.2. Data Collection Tools

The data needed for the aim of the study were collected via a questionnaire. Two different scales were used to measure the dependent and independent variables in the research model. A 5-point Likert-type scale was used in the scales as “1 (I strongly disagree and 5) I strongly agree”. The questionnaire formed within the scope of the research consists of three sections



and contains 42 statements. However, in this study, only the expressions in dimensions of the multiple role playing of “Glass Syndrome Scale” were utilized.

### **3.2.1. Personal Information Form**

This section includes 5 open-ended questions including gender, age, marital status, educational background and duration of professional experience to determine the demographic characteristics of employees.

### **3.2.2. Glass Ceiling Syndrome Scale**

During the research process, the questionnaire questions developed by Ayşe Karaca (2007) in her thesis titled “Career Barriers in Women Managers; An Applied Research on Glass Ceiling Syndrome”, prepared at the Institute of Social Sciences, Selçuk University, were used to measure the perception of glass ceiling. The scale consisting of 38 questions refers to 7 sub-dimensions: multiple role playing, perceptions of personal preference, organizational culture and policies, informal communication networks, lack of guidance, professional discrimination, stereotyped biases. In this study, the multiple role playing among these structures forming glass ceiling is examined.

In the scope of the study, exploratory factor analysis was applied to multiple role playing dimension of the glass ceiling scale. As a result of exploratory factor analysis, it was found that the data were in compliance with the seven-factor structure of the scale. It was found that factor loads were between 0.68 and 0.86. In this study, the reliability level of the multiple role playing scale in terms of  $\alpha$  was determined as 0.91.

### **3.2.3. Job Performance Scale**

The “Job Performance” scale, which was first developed by Kirkman and Rosen (1999) and then by Sigler and Pearson (2000), was used to measure job performance in employees. Turkish adaptation of the scale was made by Çöl (2008). The scale consists of 4 items and has a single sub-dimension.

As a result of the exploratory factor analysis conducted for the job performance scale, when the item loads of the determined factors are examined, it is seen that the item loads vary between 0.62 and 0.91. In this study, the reliability level of the job performance scale in terms of  $\alpha$  was determined as 0.91.

## **3.3. Statistical Techniques Used in Research**

The data in the study were analyzed with the help of SPSS 22.0 (Statistical Package for the Social Sciences) program and the findings obtained were interpreted and evaluated. In the study, it was used that frequency and percentage distribution for the demographic characteristics, reliability analyzes and validity (factor structures) to determine the internal consistency of the factors of scales used in research, correlation analyzes to determine the relationships between the variables in the research model and regression analyzes to test hypotheses.

## **3.4. Sample**

The study field of the research is the health sector where multiple professional disciplines and nonprofessional employees operate and multiple occupational groups work side by side. From this perspective nurses providing health services in Malatya constitute the



population of the study. Since it was impossible to reach the whole of the population due to time and cost constraints, the convenience sampling method was chosen as the sampling method and 300 questionnaires were distributed to the employees. Considering the necessity of the sample to represent the population well, it was tried reaching the participants with different demographic characteristics as much as possible. However, 258 of these questionnaires were returned and 224 questionnaires were used in total due to incomplete fillings.

In Table 1, the demographic characteristics of the employees will be evaluated according to five variables. These variables are respectively gender, age, marital status, working time and educational background.

**Table 1**

*Socio-Demographic Distribution of Participants*

Parameters	Number	%	Parameters	Number	%			
Gender	Female	224	100	Marital Status	Married	137	61,1	
	Male	-	-		Single	87	38,9	
Age	20-25	15	6,6	Working Time	0-5	47	20,9	
	26-30	29	12,9		6-10	32	14,2	
	31-35	47	20,9		11-15	56	25,2	
	36-40	57	25,4		16-20	50	22,3	
	41-45	41	18,3		20 +	39	17,4	
	46-50	26	11,6		Educational Background	College	58	25,9
	50 +	9	4,3			Bachelor's Degree	127	56,7
				Masters Degree	39	17,4		

According to Table 1, all of the nurses participating in the study consisted of women. When the marital status of the nurses is examined, it is seen that 61.1% are married and when the data on the educational background of nurses are examined, it is seen that 56.7% of them have bachelor's degree. When it is evaluated in terms of total working years, the rate of those who have a working time between 11 and 15 years is 25.2%.

#### 4. Testing of Hypotheses

##### 4.1. Descriptive Statistics and Correlation Analysis

With the data obtained in the research; firstly, the arithmetic mean and standard deviations were found related to multiple role playing and job performance, which is a sub-dimensions of the glass ceiling syndrome and a variables of the study. Afterwards, correlation analysis was performed to determine the relationships between the variables. Standard deviation and correlation values obtained as a result of this analysis are given in Table 2.

**Table 2**

*Descriptive Statistics and Correlation Analysis*

Variables	$\bar{x}$	S.S.	1	2
Multiple role playing	3,55	0,49	1	-.335**
Job performance	2,40	0,43		1

\*\* Statistical significance levels are  $p < 0.01$  \*\* and  $n = 224$ .

Multiple role playing an average of employees is  $3.55 \pm .49$ ; The average of job performance scale is  $2.40 \pm .43$ . When the results obtained from the data are examined, it is seen that the employees' perception of multiple role playing is high. The results obtained



from the correlation analysis to reveal the relationship between multiple role playing and job performance by testing the model of the study are that there is a significant relationship between the variables. There is a moderate and negative ( $r = -.335$ ) relationship ( $r = .733$ ) between multiple role playing and job performance.

## 4.2. Regression Analysis

**Table 3**

*The effect of multiple role playing on job performance: Results of regression analysis*

Independent variables	Dependent variable	R <sup>2</sup>	F	p	$\beta$	t
Multiple Role Playing	Job performance	0,17	51,19	0,000	-0,32	-5,13

Table 3 shows the results of the regression analysis to determine the effect of multiple role playing on job performance. According to the table, multiple role playing explains 17% of the total variance in job performance. Thus, Hypothesis 1 was supported ( $p < .05$ ). Since the effect of multiple role playing on job performance is negative ( $\beta = -.32$ ), it can be said that the level of job performance of the employees decreases as the perception of multiple role playing increases (hypothesis 1 accepted).

## 5. Conclusion and Discussion

In order for a woman to fulfill her individual and social functions and responsibilities, she should be healthy and have a good social status to protect her health. However, according to the report of the World Economic Forum (2020) ([www3.weforum.org](http://www3.weforum.org)), Turkey ranks 130th among 153 countries in gender equality. Inequality between men and women still continues today in many areas such as education, health, politics, income distribution and gender. Considering that an important element of these parameters is the practices of discrimination between genders, this study examines the interaction between multiple role playing structure and job performance, which is one of the important components of the glass ceiling, which is a special form of discrimination. For this purpose, a research has been conducted on nurses who provide health services in Malatya, and in this direction, data have been collected and the relationships in question have been tried to be revealed.

As a result of the study, the following findings were reached,

- When looking on the average of multiple role playing, which is a component of the glass ceiling perception of healthcare providers, it can be interpreted as “this result is an indicator that women have a perception of glass ceiling” (3,55). This result can be shown as the intense working hours of the health sector, heavy and paced working conditions and the fact that the working conditions of nurses require more sacrifice compared to other healthcare workers.
- In the analysis conducted to test the research model and hypotheses, the role of multiple role playing has a significant effect on job performance (H1 Accepted,  $p < .05$ ). These results coincide with the information in the glass ceiling literature and the results of other studies. The family and child-rearing responsibilities of women may negatively affect their working lives, as the family and child-rearing responsibilities of women have negative effects on the role assigned to women within the framework of social beliefs, and this situation may prevent them from becoming a manager. Simultaneous pressure of both mother and wife and working woman roles can cause a



conflict between the family and career of the female manager, and in this context, the performance of women in their jobs can be affected by this situation.

Negative perceptions such as playing multiple role playing may pave the way for some negative changes in organizations both individually and organizationally. The negative perceptions experienced by the individual may negatively affect the feelings of the employees toward the organizations they are in and may decrease the work performance of the employees by becoming a problem that threatens the efficiency of the organization. With the study, it has been supported by studies that the multiple role playing, which is a components of the glass ceiling and that is the subject of this study, is a problem that continues its importance at the individual, organizational and social level. For this reason, it would be appropriate for both practitioners and researchers to realize the multiple role playing and the negative impact it may cause and carry out the necessary studies on this subject. In this direction;

- It would be appropriate for the practitioners to conduct researches to determine the presence of multiple role playing, determine what types of behavior trigger multiple role playing, and take measures such as making arrangements to reduce overtime and overwork. In addition, defining the roles of employees more clearly, standardizing success evaluation systems, adopting participatory management approach, creating suitable working environments for employees, establishing a subordinate-superior relationship system based on open communication are examples of some other measures that can be taken.
- As in all field studies, this research has some limitations The main limitation of the study is that it was conducted only with a sample of nurses working in Malatya. Therefore, the evaluations to be made remain in a limited area. Such studies are also needed in different sectors to create a holistic perspective on the subject. For this reason, it would be beneficial to conduct similar studies in different sectors and with different variables to provide a general framework.



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**THE ROLE OF EMOTIONAL INTELLIGENCE IN JOB  
PERFORMANCE OF AIRLINE INDUSTRY EMPLOYEES OF  
PAKISTAN**

**PAKİSTAN HAVAYOLU SEKTÖRÜ ÇALIŞANLARININ İŞ PERFORMANSINDA  
DUYGUSAL ZEKANIN ROLÜ**

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**ABSTRACT**

The idea of emotional intelligence in the geographical context of the west has been extensively explored in Asian countries like Pakistan, very little attention has been provided, especially to the airline industry of Pakistan. This study aimed to examine the impact of emotional intelligence on job performance among airline industry employees. In this regard, the study utilized a quantitative research method intricately adapted multifactor survey instrument to gather data. One hundred employees of Pakistan International Airlines (PIA) and Air Blue were recruited in this study. Emotional intelligence was examined via Wong & Law's EI Scale (WLEIS), while job performance was examined by Williams & Anderson constructs (WAJPC). The findings of this study reported that the overall dimensions of emotional intelligence, namely other's emotional appraisal, self-emotional appraisal, regulation of emotion, and use of emotion, were positively correlated with job performance. Overall, this study has provided several implications to the existing literature of EI, and several future research directions were also provided.

**Keywords:** Emotional intelligence, self-emotional appraisal, other's emotion appraisal, use of emotion, regulation of emotion, airline industry, job performance

**ÖZET**

Batının coğrafi bağlamında duygusal zeka fikri Pakistan gibi Asya ülkelerinde kapsamlı bir şekilde araştırılmış, özellikle Pakistan'ın havayolu endüstrisine çok az ilgi gösterilmiştir. Bu çalışma, duygusal zekanın havayolu sektörü çalışanları arasında iş performansı üzerindeki etkisini incelemeyi amaçlamıştır. Bu bağlamda, çalışmada veri toplamak için nicel bir araştırma yöntemi olan karmaşık uyarlanmış çok faktörlü anket aracı kullanılmıştır. Pakistan Uluslararası Havayolları (PIA) ve Air Blue'nun yüz çalışanı bu çalışmaya dahil edildi. Duygusal zeka, Wong & Law'ın EI Ölçeği (WLEIS) ile incelenirken, iş performansı Williams & Anderson yapıları (WAJPC) ile incelendi. Bu çalışmanın bulguları, duygusal zekanın genel boyutları olan diğerlerinin duygusal değerlendirmesi, kendini duygusal değerlendirmesi, duygu düzenlemesi ve duygu kullanımı ile iş performansı arasında pozitif bir ilişki olduğunu göstermiştir. Genel olarak, bu çalışma mevcut duygusal zeka literatürüne çeşitli katkılar sağlamıştır ve ayrıca gelecekteki birkaç araştırma yönü de sağlamıştır.

**Anahtar Kelimeler:** Duygusal zeka, öz-duygusal değerlendirme, başkalarının duygularını değerlendirme, duygu kullanımı, duyguların düzenlenmesi, havayolu endüstrisi, iş performansı

## 1. Introduction

In the recent, convincing customers in the global market where almost every retailer and shopper offer substitutes has become more challenging than ever before due to evolving competition and dynamism of market. The reason for dynamic competition is because of technological advancement and adaptation which resulted in lower differentiation among the products. In this context, performance and quality of services has become basic drivers in creating continued magnificence in the recent global market. Millennial customers consider service quality, key personnel and performance involved in rendering services as basic driver to purchase any commodity. Customer psychology is a crucial element in making success for remarkably model driven corporations; hence, rendering exceptional performance and service quality has become vital, which look like difficult in the absence of talented human capital (Canhenha, 2017; Nxel & Villiers, 2004).

Businesses need to develop a customer-focused technique such as the processes that enhance a business's performance and productivity, for instance, human capital, to attain equilibrium and survive in the market. Businesses need to focus on experts and professionals to make a potential relationship with customers to optimize services performance; professionals and experts are vitally significant as their expertise radically influences the competitiveness of the organizations. Experts contribute to the profitability of a business via assuring the performance using their expertise and knowledge, intelligence, emotional abilities, motivated pursuance and cognitive intelligence. The viable benefit earned through experts is long persisting, unchallengeable and un-replicable since individuals vary in emotional states, attitudinal tendencies and personality characteristics, making it difficult to create aptitudes like the competitors likewise. In this context, the emphasis in service-oriented businesses is to examine the attributes that ensure the performance of human capital to render the exceptional quality of services (Frese & Giardini, 2006; Nel & Villiers, 2004).

Several studies reported factors like knowledge (skills, job motivation, benefits and compensation, skills (Khan, & Shaikh, 2021; Grobelny, Radke & Paniotova-Maczka, 2021), human resources strategies (Miao, Humphrey & Qian, 2021), effective work, job attitude (Goswami & Mahanta, 2021), personality characteristics (Alheet & Hamdan, 2021; Zaman, Memon; Febrina, Astuti & Triatmanto, 2021), and work environment as improving drivers of performance (Guest, 2011; Goleman, 1995; Ehnert et al., 2013). Although, several studies reported elements which unswervingly towards increasing performance of the employees although this study focused on the nerviest concept which has evolved from the recent discussions of management related to the employee's performance, i.e., novel method of communication-related to emotions contributing towards performance (Cote & Miners, 2006; Caruso & Solovey, 2004). Recent studies suggested that employees may do well if they have emotional intelligence (Said Muhammad, 2021; Miao et al., 2021; Goswami & Mahanta, 2021; Alheet & Hamdan, 2021; Zaman et al., 2021; Grobelny et al., 2021; Febrina et al., 2021). Meanwhile, it is worth mentioning here that prior studies have reported that emotional intelligence (EI) is sturdily linked with finest social-linkages in the service industry; hence EI can perform a vital role in influencing employees performance tangled in delivering services in the service industry (Lopes et al., 2006). In addition, several studies reported the relationship between emotional intelligence and relative employee performance, mainly in education sectors and call centers (Miao et al., 2021; Alheet & Hamdan, 2021). Accordingly, another scholar reported the importance of emotional intelligence in



influencing the performance of employees performance in the airline industry, especially the flight attendants. The study of Matthews et al. (2006) provided weak empirical evidence about the relationship between EI and job performance (JP). In addition, the majority of the prior studies utilized conventional models of emotional intelligence that included a long and lengthy statement which often led to unclear and biased conclusions (Lopes et al., 2006). Thus, examining the present idea of emotion in the airline industry and its impact on job performance is needed in an innovative and systematic format like utilizing supervisor's feedback and self-reporting measures.

## 2. Research Questions

Initially, the study aimed to investigate the relationship between emotional intelligence and job performance; hence the following research questions have been developed:

**RQ1:** What are the drivers of emotional intelligence and job performance?

**RQ2:** Is there any significant impact of emotional intelligence on job performance?

## 3. Objectives of the Study

The study aimed to assess the correlation between EI and JP in the airline industry of Pakistan. In this context, the following objectives have been developed:

- To explore the drivers of emotional intelligence in the airline industry.
- To examine the effect of emotional intelligence and job performance.

### 3.1. EI Models

EI also known as emotional quotient, is the capability of individuals to use, manage and understand thy emotions in a positive manner to empathize, communicate effectively, relieve stress, defuse conflict and overcome challenges (Britton, 2021). Since EI is a conventional idea though the concept has least been explored in the context of novelty and innovation, it is important to discuss the related conventional studies prior to and after reviewing the contributions of recent studies. Thorndike (1920) was the first-ever scholar to explore emotional intelligence. The author categorized the concept of emotional intelligence into three major types, namely social/practical intelligence, abstract/academic intelligence and visual/mechanical intelligence. Thorndike (1920) defined abstract intelligence as managing and understanding concepts to resolve literary issues, visual intelligence as understanding and management issues related to tangible objects, and social/practical intelligence as managing, utilizing and understanding emotions logically to interact with individuals proficiently. The author had not used the term of EI while defining EI except for the description of social-intelligence, which is fairly alike to modern-day description of EI. Moss & Hunt (1927) started describing social-intelligence and emerged distinct models to measure emotional intelligence (Doll, 1935; Moss et al., 1927; Chapin, 1942). After that, the idea of EI expanded recognition, and it evolved as an immensely substantial idea in managing attitudes & preserving social-interactions (Doll, 1935; Baron, 2006).

Furthermore, Gardner (1983) was the beneficiary to Thorndike to develop the EI theory. Gardner (1983) categorized EI into two major categories: intrapersonal and interpersonal intelligence. Interpersonal intelligence is an individual's potential to understand, influence,



judge and manage the emotions of other individuals, while an individual's capability to understand and evaluate thyself is intrapersonal intelligence. Both Gardner (1983) and Thorndike (1920) were the prime scholars empirically providing theoretical grounds for emotional intelligence.

Modern studies widely utilize existing concepts to describe and elaborate the emotional intelligence theory. Mayer & Salovey (1990) defined EI as the ability to recognize emotions in one and others and afterward utilize such emotions to thru one's behaviors to the demand of a provided condition. Logical thinkers and goal-oriented individuals can use their capabilities in a good manner to handle their feelings to increase the rationality of their decision-making. Emotional intelligence has further been categorized into three categories:

- appraisal/expression
- guiding an individual's emotion as per the condition
- effectively employing the resulting evidence associated with feelings to direct action

Goleman (1995) reported that a mixed model of EI achieved more recognition due to its integration in personality traits and ability model. Scholars reported that EI is a non-intellectual idea comprised of several personality traits, namely motivation, adaptability, flexibility, and optimism, alongside having five dimensions: social skills, self-management, motivation, empathy, and self-awareness. Wong & Law's (2002) model has been selected for this study due to its proven validity in a business setting covering the majority of the incremental, construct validity, discriminant, and compactness. The next portion will support the study's objectives with literary findings and will discuss the performance, its substantiality and how EI impacts job performance.

### 3.2. Employee Performance (EP)

EP has been a significant issue since the beginning of the global market and business. According to scholars, EP is defined as the level to which human capital help a business in meeting its objectives via a commitment to the work, ensuring less absenteeism, following the regulations set by the organization, high engagement of employee and sharing and coordinating accurate information timely (Sy et al., 2006; Daniels, 2004; Wong & Law, 2004; Williams & Anderson, 1991).

Professionals and experts assure the maximum performance for an organization. These individuals effectively reduce the costs and boost the sales of an organization. Similarly, experts stimulate potential customers, retain the present customers, reduce cost overrun, ensure improved productivity, and outperform to accomplish the concerns related to quality. In the absence of experts, it is difficult and impossible to accomplish innovative goals. Likewise, top management is also an important pillar of an organization that cannot be ignored. Perhaps their efforts to ensure productivity is more realistic when they actively engage the lower-level management for the actual deliveries. Hence, businesses are required to gauge their acts. Another author alienated drivers into two broad categories, namely technical and cognitive factors (Daniels, 2004). Technical factors are the knowledge, expertise in the subject of matter and skills, while cognitive factors are the analytical capabilities, general intelligence, mental power and reasoning skills. The scholar explained that all these drivers contribute to an employee's performance. Scholars figured out the factors that improve the performance, such as emotional wellbeing, competitiveness, quality



of work and productivity (Goleman, 2001; Carmeli, 2003; George, 2000). Therefore, every business needs to address these determinants since these are the major contributors to worker engagement, work quality, commitment and dedication (Robbins & Judge, 2008; Daniels, 2004; Carmeli, 2003). Several scholars highlighted emotional intelligence and emotional wellbeing as the fundamental drivers of good performance, which in other words means that when an individual is emotionally intelligent and know how to control and where to use the emotions, he/she outperforms in the workplace (Sy et al., 2006; Wong and Law, 2004; Carmeli, 2003). Prior studies reported compact elements of measuring performance. These elements included competition of the designated jobs, fulfilling the job responsibilities, performance based on the tasks, active engagements at work, considering every job aspect, performing entire duties assigned, cooperatively helping the subordinates, assisting the supervisor at the subordinate level, showing personal interests in the work, sharing information timely and accurately, avoiding unnecessary work breaks, adherence to the rules and regulations and protecting and safeguarding the organizational property. This study utilized the model of Williams & Anderson (1991) to measure job performance and the model of Wong & Law (2002) to measure the emotional intelligence of human capital in the airline industry.

### 3.3. Emotional Intelligence and Job Performance

Several prior studies have endorsed the linkage between employee performance and emotional intelligence (Grobelyny et al., 2021; Zaman et al., 2021; Alheet & Hamdan, 2021; Goswami & Mahanta, 2021; Miao et al., 2021). These studies examined to what extent the EI of top-level managers in different organizations helps create positive work outcomes, behaviors and attitudes. These studies reported that EI plays a vital role in creating positive work outcomes, philanthropic behaviors and work attitudes that directly influence the employee's performance. EI is the most important skill required by top-level management for viable performance. It enhances the performance as emotionally intelligent individuals try to develop an emotional affiliation with the organization they are working for and are generally career-oriented. The EI scope is restricted to performance in the business-sector. Rather, it is also an essential driver of the individual's performance other than business, such as a student's academic performance. Efficient management of feelings eases the process of decision-making of an individual. Shipley et al. (2010) examined the linkage between EI and group citizenship behavior, individual and group performance via an ability-based model. The author revealed that EI was substantially related to job performance. In addition, the study also reported that some experience and gender differences in the EI scale for individual citizenship behavior and personality.

A review of the prior studies supports the stance that EI and JP are positively correlated. Thus, the study investigated the relationship between the variables in the airline industry of Pakistan, namely Pakistan International Airlines.

### 3.4. Framework

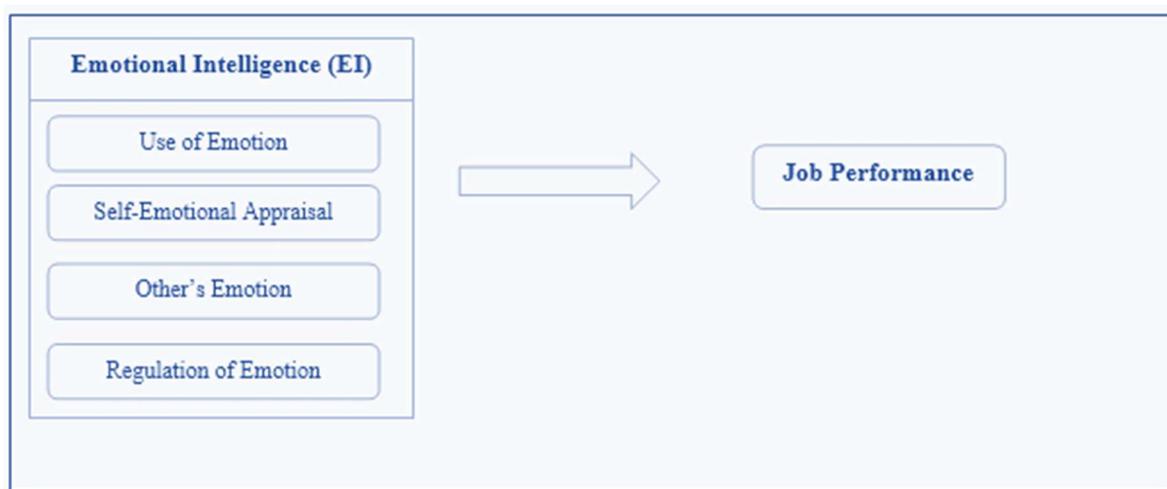
Initially, the study focused on investigating the effect of EI on the job performance of the employees of PIA. Several studies suggested distinct models measure EI, although those models were criticized in academics. Thus, the study utilized Wong & Law (2002) to measure emotional intelligence while Williams & Anderson's (1991) model to measure job



performance. The Wong & Law (2002) model has been utilized in this study for the following reasons.

- The technique covers the capability base model and is recognized as widely known as the model of emotional intelligence, which includes Mayer & Salovey's (1997) constructs of emotional intelligence.
- The model has been used because it has been verified by several tests and satisfies the validation criteria.
- The model of EI covers a major significant construct of EI; hence it is easy for the participants to respond to the items at their ease.

Additionally, the model of Williams & Anderson (1991) has been utilized in the study because scholars have widely used it while measuring job performance. It includes all the constructs related to job performance as shown in Figure 1 below:



Source: Wong & Law (2002) and Williams & Anderson (1991)

**Figure 1. Theoretical Framework**



## 4. Research Methodology

### 4.1. Research Methods

Research methods are common among scholars because every study is quantitative, qualitative, or both. This study utilized a quantitative method using an adapted multifactor survey instrument. Emotional intelligence was measured via the Wong & Law (2002) model in the multifactor survey instrument, while job performance was measured through the Williams & Anderson (1991) model. The survey instrument included three sections, namely demographic information of the respondents, emotional intelligence and job performance. To address the study's objective, initially, correlation analysis was performed to assess the correlation between the variables, followed by regression analysis.

### 4.2. Population and Sample Size

The overall population of the study was the overall employees of the airline industry in Pakistan. Investigating the overall respondents was impossible due to resource and time limitations. Hence, using the convenience sampling technique, 100 employees from the airline industry, namely PIA and Air Blue. Fifty participants from PIA and fifty respondents

from Air Blue has been investigated using the quota sampling technique to categorize the participant's number uniformly in both categories. A quota sample has been utilized to ensure an equal number of respondents from each organization. As shown in Table 1 below:

**Table 1**  
*Quota Sampling Using Sekaran and Bougie*

Designation	Subjects Division	Sub Division	
Cabin Crew	50%	PIA	25%
		Air-Blue	25%
Supervisors	50%	PIA	25%
		Air-Blue	25%

**Source:** Sekaran and Bougie (2016).

### 4.3.Variable Measurement

The study utilized an adapted multifactor questionnaire in which closed-ended statements were placed. The constructs for emotional intelligence have been adopted from Wong & Law's (2002) model, while the constructs from job performance have been adopted from Williams & Anderson (1991). The survey instrument comprises three different sections, namely demographic information, emotional intelligence and job performance.

#### 4.3.1. Data Analysis

Correlation and regression-analysis has been performed to investigate the influence of EI on employees' job performance in the airline industry (Ciarrochi et al., 2000; Wong & Law, 2002). Using the SPSS V20 has been used to perform the analysis.

#### 4.3.2. Research Hypothesis

The following hypotheses for the study have been developed:

H1: There is a significant impact of emotional intelligence on job performance

H1a: There is a significant positive impact of self-emotion appraisal on job performance

H1b: There is a significant positive impact of other's emotional appraisal on job performance

H1c: There is a significant positive impact of use of emotion on job performance

H1d: There is a significant positive impact of regulation of emotion on job performance

#### 4.3.3. Findings & Discussion

Initially, correlation analysis was performed to assess the linkage between the variables, followed by regression analysis. As shown below:

##### 4.3.3.1. Correlation Analysis

From the findings of Table 2, it can be observed that there is a strong correlation between the factors of emotional intelligence and job performance. As shown below:



**Table 2**  
*Correlation Analysis*

Variables	Self-Emotion Appraisal	Other's Emotion Appraisal	Use of Emotion	Regulation of Emotion	Job Performance
Self-Emotion Appraisal (SEA)	1				
Other's Emotion Appraisal (OEA)	0.413**	1			
Use of Emotion (UOE)	0.531**	0.411**	1		
Regulation of Emotion (ROE)	0.512**	0.362**	0.631**	1	
Job Performance (JP)	0.671**	0.602**	0.312**	0.213**	1

Source: Author's Analysis Using Data Collected from Respondents

From the findings, it can be observed that there is a strong correlation between self-emotion appraisal, other's emotion appraisal and job performance, while there is a moderate positive relationship between use of emotion, regulation of emotion and job performance.

#### 4.3.3.2. Regression Analysis

Regression analysis was performed to examine the impact of emotional intelligence on job performance. A total of four separate regression models has been performed to measure the impact of every factor of emotional intelligence, namely self-emotion appraisal, other's emotion appraisal, use of emotion, and regulation of emotion on job performance. Regression estimates include model summary and table of coefficients. As shown below:

#### 4.3.3.3. Model Summary

Table 3 of the model summary illustrates the intensity of association between the overall model and the dependent variable. The value of "R," also known as correlation coefficient, is a linear correlation between the observed and predicted values of the dependent factor. A large value of "R" shows a strong relationship. The value of "R" for the model is 0.529, which indicates a strong relationship. In addition, the value of R-Squared shows the percent of variation explained by predictors for the dependent variable. From the findings of the model summary, it can be observed that the value of R-squared for the model is 0.519, which shows that predictor variables explain 51.9% of the variation in the dependent variable.

**Table 3**  
*Model Summary of Regression Analysis*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.529a	0.519	0.499	0.4191

a. Predictors: (Constant), SEA, OEA, UOE, ROE

From the value of R-Squared, it can be observed that the factors of emotional intelligence (self-emotion appraisal, other's emotion appraisal, use of emotion and regulation of emotion) bring positive variation in job performance.



#### 4.3.3.4. Analysis of Variance (ANOVA)

Table 4 below reports the analysis of variance. The table of ANOVA indicates the overall model significance. The value of F statistics of 85.631 at sig value of 0.000 reports the significance of results.

**Table 4**  
*Analysis of Variance (ANOVA)*

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	199.56	2	99.78	85.631	.000b
	Residual	56.712	96	0.59075		
	Total	272.928	98			

a. DV: JP

b. Predictors: (Const), SEA, OEA, UOE, ROE

Table 5 shows the table of coefficients. From the findings, it can be observed that all the factors of emotional intelligence have a significant positive impact on job performance.

**Table 5.**  
*Table of Coefficients*

Variables	Beta	t-value	P- value
(Constant)	2.92	8.946	0.000
SEA	0.101	3.089	0.003
OEA	0.37	2.665	0.005
UOE	0.27	2.675	0.019
ROE	0.082	2.517	0.013

a. DV: JP

Self-emotion appraisal has a significant positive (beta = 0.101) impact on job performance. It means that a 1% increase in self-emotion appraisal would result in a 10% increase in job performance. Other's emotion appraisal has a significant positive impact on job performance. In other words, a 1% increase in others' emotional appraisal would result in a 37% increase in job performance. In addition, the use of emotion and regulation of emotion has a significant positive impact on job performance. It means that a 1% increase in emotion and regulation of emotion would result in a 27% and 8% increase in job performance, respectively. From the findings, it can be stated that among all the drivers of emotional intelligence, others' emotion appraisal has a strong positive impact on job performance. Thus, it is now empirically observed that emotional intelligence has a significant positive impact on job performance in the airline industry of Pakistan.

**Table 1**  
*Hypotheses Testing*

Hypotheses	Direction	Expected Signs	Testing
H1	EI --> JP	+ive	Supported
H1a	SEA --> JP	+ive	Supported
H1b	OEA --> JP	+ive	Supported
H1c	UOE --> JP	+ive	Supported
H1d	ROE --> JP	+ive	Supported



## 5. Conclusion and Discussion

From the study's findings, a strong significant relationship between EI and job performance has been observed. EI and JP are directly linked, which means there is a direct association amid the factors. All the data for the study has been collected from the employees working in Pakistan International Airlines (PIA) and Air Blue, particularly from the supervisors and cabin crew members. Several prior studies reported a significant correlation between emotional intelligence and job performance (Goleman, 1995; Promduang, 2013; Carmeli, 2003). The findings of this study are in line with the results of Sy et al. (2004), who reported that EI to be substantially correlated to job performance.

The study hypothesized the significant impact of self-emotion appraisal. From the findings of the study, the hypothesis was supported. These results closely match Shamsuddin & Rahman (2014), who reported that emotionally intelligent individuals could adapt to indefinite settings and work in an environment involving emotions (Yoke & Panatik, 2015; Zeidner & Robert, 2002). Supervisors and cabin crews are commonly known as working in a demanding and unhealthy environment, leading to negative emotions and stress. The misbehavior of flight attendants misbehavior and pressure from the captain and flight attendants are available to stress stimulators for cabin crews and supervisors. Although, supervisors and cabin crews as the services providers are predicted to exhibit apt emotions at work to preserve their job performance. Hence, a self-emotion appraisal is potentially obliging to improve teacher efficiency and reduce stress (Dolan & Cerdin, 2005; Yoke & Panatik, 2015).

Additionally, others' emotions and use of emotion were found to be significantly affecting JP. The findings of this study are line with Sy et al. (2006), who reported that the capability uses emotions and know other's emotion assists the cabin crews and supervisors in affecting job performance. Consequently, the supervisors and cabin crews will take apt actions to adapt factors that affect their feelings enabling them to outperform their tasks and work. Whereas understanding others' emotions helps manage their association with others hence contributing to work better. Supervisors and cabin crews are well aware of how feeling affect their work-related results, and they are more skilled at utilizing their feelings to enable job performance. The capability of supervisors in managing their feelings can nurture internal emotional states that might help them emphasize their work (Austin, 2004; Day & Carroll, 2004; Pathdes et al., 2004; Petrides et al., 2004; Sosik & Megerian, 1999; Janovics & Chistiansen, 2001).

The study's main objective was to examine the impact of EI on the JP of airline industry employees. In this regard, a quantitative method was utilized to investigate the relationship between the variables using an adapted multifactor survey instrument. A total of one hundred employees of the airline industry, particularly supervisors and cabin crews with fifty from PIA and fifty from Air Blue, has been employed to participate in this study. To examine the relationship, initially, correlation analysis was performed, followed by regression analysis. From the findings of this study, it was observed that employees in the airline industry with high EI are highly likely to outperform in their job. All the emotional intelligence factors, namely self-emotion appraisal, other's emotion appraisal, use of emotion and regulation of emotion, were observed to be positively correlated with the job performance.



In addition to the findings, the study has some substantial implications from both practical and academic perspectives.

Theoretically, EI ought to be a universal factor across societies and cultures. Although most of the studies have been conducted on this topic in the West, less attention has been provided to Asian Countries, specifically Pakistan. This research has substantiated that the EI role in improving the work outcomes can be generalized to several other societies and cultures where expectations and social norms are quite distinct from the West.

Practically, the study illustrated that employees in the airline industry need a certain extent of EI. In this context, devising proper training sessions to enhance airline industry employees' EI is valuable.

This research also has some limitations. Initially, EI was measured by Wong & Law's (2002) model of emotional intelligence though there are several other models of EI, namely Mixed Model of EI (Goleman, 1998), Trait EI Model (Petrides & Furnham, 2001); Ability EI Model (Salovey & Grewal, 2005) widely used by studies. Secondly, this study used cross-sectional data. Future studies to assess the causal association using longitudinal data may be offered. This study has not utilized any potential mediating or moderating factors, which future studies may consider while examining the causal relationship between EI and job performance.

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### THE ROLE OF INTELLECTUAL CAPITAL IN INNOVATION WITH THE MEDIATION EFFECT OF ORGANIZATIONAL CAPITAL: AN EMPIRICAL STUDY OF PAKISTANI BANKS

#### *İNOVASYONDA ENTELLEKTÜEL SERMAYENİN ROLÜ VE ÖRGÜTSEL SERMAYENİN ARACILIK ROLÜ: PAKİSTAN BANKALARINDA AMPİRİK BİR ÇALIŞMA*

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#### ABSTRACT

This research aims to analyze the effects of intellectual capital on organization innovation. The approach of this study is positivist, and the research methodology is chosen to be a quantitative method. Multiple regression modeling has been used for analyzing relationships among variables. The research findings indicate the positive association between intellectual capital and organizational innovation and found that administrative capital has a significant mediating role in the relationship between intellectual capital and corporate innovation. The contribution of intellectual capital and innovation in the service sector literature is found in this study. It suggests that intellectual capital should be viewed as a catalyst for organizational innovation.

**Keywords:** Intellectual capital, organizational capital, organizational innovation, structural capital, relational capital and human capital.

#### ÖZET

Bu araştırma, entelektüel sermayenin organizasyon yeniliği üzerindeki etkilerini analiz etmeyi amaçlamaktadır. Bu çalışmanın yaklaşımı pozitivisttir ve araştırma metodolojisi nicel bir yöntem olarak seçilmiştir. Değişkenler arasındaki ilişkileri analiz etmek için çoklu regresyon modellemesi kullanılmıştır. Araştırma bulguları, entelektüel sermaye ile örgütsel inovasyon arasındaki pozitif ilişkiye işaret etmekte ve idari sermayenin entelektüel sermaye ile kurumsal inovasyon arasındaki ilişkide önemli bir aracılık rolüne sahip olduğunu ortaya koymaktadır. Entelektüel sermaye ve inovasyonun hizmet sektörü literatürüne katkısı bu çalışmada tespit edilmiştir. Entelektüel sermayenin örgütsel inovasyon için bir hızlandırıcı olarak görülmesi gerektiğini öne sürüyor.

**Anahtar Kelimeler:** Entelektüel sermaye, örgütsel sermaye, örgütsel yenilik, yapısal sermaye, ilişki sermayesi ve insan sermayesi.

## 1. Introduction

Intellectual Capital (IC) is a significant intangible asset in today's economy and plays a vital role in the value creation for an organization. Contrary to the past, where the firm's significant resources were physical primarily assets such as land, building and property, plant and equipment (PPE), as Johnson (1999) stated, the firm's IC is always essential compared to other financial aspects such as financial capital. The organization's IC value is four times more than its book value (Edvinson and Malone, 1997). Moreover, increased value generates tangible assets more frequently as IC supports valuing both market and the book value because of its essential role in backing up firms.

Since independence in 1947, the banking sector of Pakistan has adopted several governmental changes as well, as they experienced intimidating challenges. In the past, the economic growth slowdown due to lack of financial resources, human resources, political interference, and political uncertainty. The bank performance can be affected by the manager's behaviour and attitude toward internal bank policies and management risk (Yao et al., 2018). Before the 1971 war, different policies managed the banking sector and helped guide credit. Initially, banks adopted a closed-door policy because numerous banks faced several problems such as a deficit in trade and a weak structure. Later in 1974, Nationalized banks showed poor performance due to govt. Protection and economic growth, the Open-door policy (ODP) was introduced. However, the banking sector started improving day by day (Ahmad et al., 2010).

In recent years, Pakistan has observed a growing change towards branchless banking, which involves the distribution channel strategy to deliver financial services independent of bank branches. It is essential to explore the relation and attain the network goals. Empirically, it also observes the effects of IC on innovation through organization capital. This study focuses on the connection with structural equation models. Past studies expose its importance through the positive effect of IC on the OI of products in the manufacturing-based sectors. Nowadays, the study used to understand quantitative research is Actor-Network Theory. In previous days, the study used RBV (resource-based view) to find a connection between IC and organizational innovation (OI). The second motivation is for the bank's managers concerning the components of the IC in implementing several types of effective and successful innovation for the provision of detailed analysis of these connections.

Banks faced different problems while providing services to their customers. For that purpose, they had to engage with new technologies such as Automated Teller Machine (ATM), telephone, and internet banking to enhance their situation in the growing competitive markets. This technology had access to engage the banks with national and international markets. It is considered a core competency for innovation and improvement for profit and productivity. At this phase, they realized the need for innovation for satisfying their current customers and by investing in Information Technology (IT) to reduce costs to attract new customers from time to time (Metwally et al., 2012). After 2001, the banking sector observed unprecedented growth because of the low-interest rate and product innovation in financing. Over recent decades, the banking sector has adopted significant changes towards technology in such an uncertain environment by transforming the old ideas into new ideas. Innovation is crucial for both the manufacturing and service sectors to achieve a competitive advantage in the service sector; the role was not elaborated empirically as in the manufactured sector. Online banking has accelerated financial inclusion, which



gradually changed the country's financial landscape. However, the banking industry sector faces stiff competition in the global arena.

The study of Rehman et al. (2012) reported that at the macroeconomic level, the banks play a vital role in the growth and progress of the economy. To survive several competitions, the firms need to be progressed and adaptable to various products. They need to compete with their competitors to deal with new products and processes to improve their competitive environment. According to Johnson (2010), with the constant changes in markets, the customer demands, financial defaults, and technology, the firms deal with a situation known as (innovate or die) and Innovation (also known as a basic element for survival for the cause of the human race). While supporting Innovation in several firms, tangible or intangible resources play major involvements as proclaimed. According to the growth of knowledge-intensive organizations, economic success depends upon knowledge and its several applications instead of tangible resources.

Similarly, Khedr (2008) signifies the significant knowledge-intensive industries which propose the IC to retain Innovation. According to Ketchen (2007), Innovation is recognized as a new tool in producing wealth by stockholders, staff, and other clients. In reinforcing a firm's efficiency, Innovation plays a major role. It has become more important from time to time to enhance the growth for survival purposes in the era of aggressive competition and environmental uncertainty (Syropoulos, 2007; Tonveronachi, 2010).

Alwis (2004) stated that organizations should realize that intangible assets should be dealt with competitive advantage can be organized to participate with the various problems or challenges in the well-informed economy. The innovation for manufacturing purposes is somehow different from the banking sector one as suggested by (Adams, 2003) which also says that a theory suggested in one segment might be different from the other segment. Davies (1996) also states that for economic activities of firms, governments, and different bank services are the major invention of all economic engagements. In O'Keefe et al. (1998), the banks are defined as financial instruments adopting IT and internet claims.

According to Dost et al. (2016), the most innovative research focuses on finding out the individual effects of IC on the adaptation and the generation of innovation in the manufacturing sector. Perks, Gruber, and Edvardsson (2012) comprehended that most innovation research had emphasized the manufacturing sectors; however, innovation is considered significant to attain competitive gain for both the manufacturing and service sector at a time. Huang et al. (2011) has tested the effects of IC, OC, and the capabilities of innovation by using the (RBV) resource-based view method. Chen et al. (2006) investigated the relationship between the performance of product and OC, while Wu et al. (2008) also investigated the effect of Human capital and OC on the various types of innovation. Whereas (Damanpour 2000) stated that the service sector seems to be understated for the research identifying innovation for general purposes. The previous studies have introduced a straightaway connection between HC, OC, and OI, especially using different types of innovation in the manufacturing sector, as inspired by Youndt (2005).

This study mainly emphasizes the banking industry for different reasons, one of which is identifying the relationship between IC and OI. For the last few years, the banking industry has professed bankruptcy due to several changes in the financial markets and undue pressure. Consequently, it concludes that previous studies did not test the direct and indirect relationship between the Intellectual Capital and the Organization Innovation with having the mediating role of Organization Capital. Furthermore, their interaction in the banking



sector has not been examined. Therefore, there must be a need to test the relationship between IC and OI in the private and public banking sectors. The following research questions have been formulated:

**RQ1:** Does Intellectual Capital have the impact on Organization Innovation?

**RQ2:** Does Intellectual Capital have any impact on Organization Capital?

**RQ3:** Does Organization Capital have any impact on Organization Innovation?

**RQ4:** Does organizational capital have any mediating role between Intellectual Capital and Organization Innovation?

In line with this, the study fundamentally answers the following objectives:

- To Study the effect of Intellectual Capital on Organization Innovation
- To Study the effect of Intellectual Capital on Organization Capital.
- To Study the effect of Organization Capital on Organization Innovation.
- To Study the mediating role of Organization Capital in the relationship between IC and OI.

## 2. Review of Relevant Literature

IC is the most important area, and extensive research has been done on it. It has been studied with the help of various authentic authors such as (Barkat et al., 2018), (Maboudi et al., 2015), (Badir et al., 2016), (Young et al., 2009). Research on Intellectual Capital gained a lot of importance in the mid-90s. It was aimed to understand the implications of all theories to manage the corporations via analysis of intangible assets work to an organization (Roos et al., 2001). According to Petty and Guthrie (2000), the perspective of IC surfaced as the means to understand the constituent of the business value better and manage the elements more successfully, which generate the value effectively. The IC can be defined as the stocks of knowledge, resources, and developed capabilities that allow fundamental growth of business processes, enabling the attainment of competitive benefits (Martín-de-Castro et al., 2011, p. 650). It is a multidimensional concept that is in the present time accepted that the fundamental components of IC can be categorized as 3 dimensions, HC, SC, and CC (Guthrie et al., 2012).

Different researchers apply intellectual capital to many international countries to study the banking sector. According to many researchers, they determined that IC is an important component that measures financial performance, and they also developed the application of IC in the banking sector of these countries like Japan (Mavridis, 2004); Malaysia (Goh, 2005); UK(El-Bannany, 2008), Hong Kong (Chan, 2009a, b) and India (Singh, Sidhu & Joshi, 2016). In the early years, IC was explained as an intangible asset useful to provide a competitive advantage over others, such as providing information related to business and technology (Itami, 1987). Klein and Prusak (1994) referred to the formalization of intellectual capital or intangible material that produces high-value assets. The change of acceptance of IC is based on knowledge-focused. To make business more competitive, IC has been used as a resource in many sectors all over the market. Edvinson & Malone (1997) claimed that IC is the process of transformation into value and knowledge, which facilitates an organization's resources. Intellectual capital not only evaluates the firm's performance but also helps to enhance business value. The firms need to consider the effects, and their importance as the concept of intellectual capital becomes complicated and broader.



Additionally, Low (2000) stated that the organizational performance based on the importance of IC hasn't only about the internal and external improvement of the management but also examine for the accounting reporting base. Bharathi (2010) and Young et al. (2009) stated that there are differences in ordinary measures and intangible resources for the development of business value in various service-based industries. By reviewing the influences on business value creation based on IC management (Alipour, 2012).

In the past two decades, many researchers motivated to find out the relationship between the IC and financial performance institutions. Over the period (2007-2018) in that era, they considered knowledge-based intellect, where this study viewed the impact of IC on 111 Pakistani Financial Institutions performance (PFIs). To examine its profitability, VAIC value-added intellectual coefficient and MVAIC modified value-added intellectual coefficient were applied. According to Robust, results analyzed from fixed effect regression and generalized method of momentum confirmed the inverse u-shaped relationship, suggesting that the intellectual capital of Pakistan financial institutions increases the profitability for certain levels. After that, it causes a decrease in profitability or productivity. Human Capital is considered to influence intellectual resources that increase performance significantly.

According to the study of Iranmahd, Moeinaddin, Shahmoradi & Heyrani (2014), IC affects the value of firms and the finance cost. Through the VAIC approach, the IC was measured and considered the stock value as the firm value. After applying regression analysis and correlation, the researcher concluded that IC has no relation to firm value. The effects of IC on the firm were also observed by Nejati and Pirayesh (2015). The study has also been conducted on 132 firms of the Tehan stock exchange through systematic removal methods. The Tehran stock exchange gathered the information in six years (2008 to 2013). A positive relation was observed between IC and firm value. The conclusion stated a significant relationship between IC, SC, and HC, which is likely beneficial for management, academicism, and policymakers suggesting that IC improves sustainable performance to a certain extent.

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The cognitive views emphasize main concepts and the methods needed to achieve a common goal (Tsai and Ghoshal, 1998). According to Nahapiet and Ghoshal (1998), the relation between SC and IC is that the relationship network of a department will improve the IC. Furthermore, the coevolution of IC and SC gives a dynamic view on the development of organizational benefits. The levels of SC will improve the IC via communications between the concerned members. The SC is the non-human capital that supports the HC (Kalkan et al., 2014). The capital which gives the structural support to increase the employee's



performance is the SC Sveiby (1998). According to Roos Pike & Fernstrom (2007), SC is defined by the instrument that remains when the employees leave the office. According to Zerenlet et al., these three elements, HC, SC, CC, are the indicators of IC. He also found that all of the three dimensions of IC have positive and strong relationships with innovation. The CC has a more significant effect on innovation, while the remaining two dimensions have less effect. The IC management can be defined as the direction of the value-based transformation of HC and Relation capital in SC to enhance innovation (Lynn, 1998).

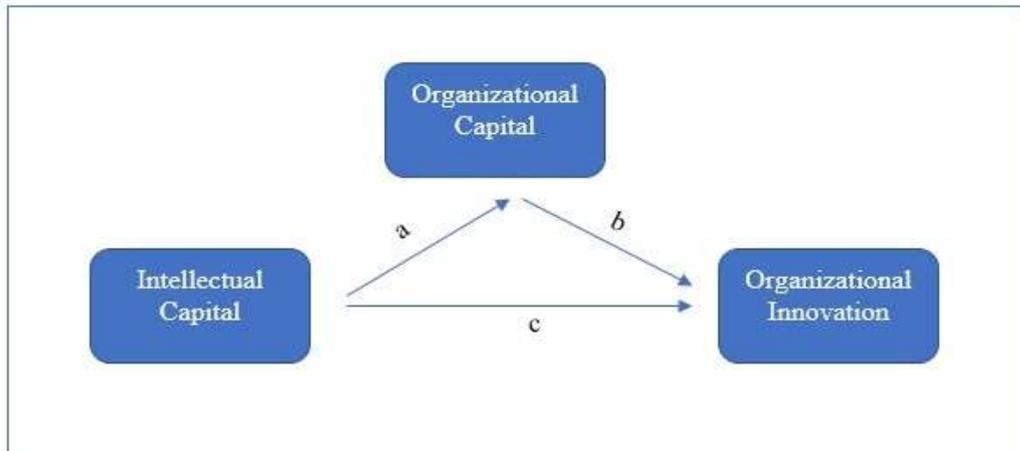
According to (Damanpour and Daniel Wischnevsky, 2006; Pérez-Luño et al., 2011), all firms are required to generate or adopt innovation. The generation of innovation generates the product, which is something latest in the market related to adopting innovation utilization. This difference is quite similar to the ones which can be seen between imitation and innovation (Brozen, 1951; Schumpeter, 1934; Dell’Era and Verganti, 2007). The academic literature in the context of innovation is very confined. According to Subramaniam & Youndt (2005), the extent of innovation is incremental and radical. In contrast, according to Zheng Zhou (2006), whose vision is of creativity, it produces incremental innovation by using radical innovation as its key. According to the studies of Damanpour & Daniel Wischnevsky (2006) and Pérez-Luño et al. (2011), they addressed the existing confusion about the scope of innovation merely by focusing instead on a scale of innovation. They adopted the terminology for this specific research. They believed that innovation needs new studies or information derived from observation, experimentation, and discovery (March 1991).

Both two types of innovation result from combining the new and the already existing knowledge, for instance, according to (Algezau and Filieri, 2010), a generation of innovation needs the establishment and application of new knowledge, and the attainment of the new knowledge is the direct result of SC (Nahapiet and Ghoshal, 1998; Kogut and Zander, 1992) as well as HC whereas the adoption of innovation depends on the duplication of existing knowledge. Yet, one needs to adopt a planned process that depends more on refinement and execution properties for such modifications. The two types of innovation offer different opportunities to attain newness in the market (Damanpour and Daniel Wischnevsky, 2006; Pérez-Luño et al., 2011; Pérez-Luno et al., 2014). For example, the type of innovation works for an organization's competitiveness by creating a new set of circumstances. In contrast, the adoption helps the organization tackle the performance gaps and the lack of new opportunities. According to Chahal & Bakshi (2014), the key role of firms' IC on OI influences the two dimensions such as OC and SC. The first finding shows that social capital favors firm product innovation. Secondly, OC has a positive effect on SC and also has an indirect effect on product innovation. Innovation activity can help the firm to stimulate communication and interaction between people.

According to Karchegani et al. (2013), the intellectual capital of a company indicates the value of ideas and the capability to be innovative for a longer period. Their findings show positive and significant relationships, which encourages the idea to assess the literature specifying the relationship between Innovation and IC. To accomplish the role of IC, only a little work is performed in Pakistan-specific sectors such as the Pakistan Banking sector. To our knowledge Makki (2008), Lodhi (2008), Kamath (2010), and Rehman et al. (2011) etc. are a few of them. They have mostly worked on different sectors in Pakistani banks, and still, there is a need for serious efforts to be placed in the Pakistan banking sector. As shown in Figure 1.



**Figure 1**  
*Conceptual Framework*



### 3. Research Methodology

In this part, the author reports the research methodology to accomplish the objective of research and resolve research problems. It specifically relates to the pattern of research performance by adopting logical steps that help study research problems. Research methodology defines the techniques and procedures for collecting data and statistical techniques to evaluate accurate results. According to Kothari (2004), discussing the methodology of research is not only the method, but it also includes the content and logic behind the specific research study. Also, the reason behind using such techniques and why to prefer it on other to capable the research results to be evaluated. Research philosophy is mainly related to the nature of knowledge with certain facts that show the importance of philosophical issues (Saunders et al., 2012). Firstly, it helps to identify the research method used for this research and judge the strategy to be applied. It also helps us know how to gather the data and obtain the answers to our research questions. Secondly, research philosophy also supports the assessment of methodologies to maintain appropriate methods for a research study. Thirdly, it also informs about the adjustment in research like selection and alteration (Easterby Smith et al., 2008). It is suitable for every research, and ignorance can affect research quality (Neuman, 2010).



#### 3.1. Research Measures

Research measurement outlines the study of the dependent variable (innovation), independent variable (Intellectual capital), and mediating variable. Mediating variable denotes organizational capital (OC), dependent variable denotes the Organizational Innovation (OI), and independent variable denotes intellectual capital (IC), including its components such as HC, SC, and CC, which measures through the quantitative survey. Measurement of variables in research held with reflective indicators as first-order factors where items are measured occurs on a five-point scale appropriate to the banks that ranging “1= strongly disagree” to “5 = strongly agree”.

#### 3.2. Research Design

The study utilized Barron & Kenny's (1986) mediation analysis that includes steps and procedures, as shown in Figure 1 above.

- Intellectual capital predicts organizational capital, which is Path a.

- Organizational capital predicts organizational innovation, which is Path b
- Intellectual capital predicts organizational innovation, which is Path c.

Haye's (2009) approach has been followed to check whether the mediation is partial or full. Below is the mathematical expression for Mediation Analysis.

$$Y = \alpha y + \beta X + e \quad (1)$$

$$M = \alpha m + \beta X + em \quad (2)$$

$$Y = \alpha y + c'X + \Omega M + ey \quad (3)$$

$$Y = \alpha y + c'X + \Omega(\alpha m + \beta X + em) + ey \quad (4)$$

$$Y = (\alpha y + \alpha m) + \Omega\beta + (c')X + (ey + \Omega(em)) \quad (5)$$

To save time and money and obtain accurate results, we gather data from the selected population sample using different sampling methods that will probably be littler and progressively particular. Scientists should not accept that the outcomes rely upon gathering information from the whole populace (Lohr, 2009). Data collected from surveys are more valuable. Thus, the sample selection is important (Howitt and Cramer, 2011). Due to certain reasons, the sample seems to be a valid option compared to the census. Reasons given by (Kotharia 2004) are:

1. Generally, a sample study is associated with experienced and prepared investigators. Consequently, it might be estimated precisely.
2. The sampling method is time-saving and less money-consuming than a census.
3. Sampling is viewed as the best technique to gather information among a huge or unlimited populace.

Sample size should be chosen cautiously to represent the population (Vogt, 2007; Bordensand Abbott, 2014). Two strategies can be adopted for sampling purposes from a population: random sampling and non-random sampling. Non-random sampling is grouped into other kinds: quoted sampling, snowball sampling, and purposive sampling (Saunders et al., 2009). Most analysts are inclined toward random sampling because such an example improves the outer legitimacy, and therefore in choosing the sample, researchers can avoid bias. Four strategies are distinguished from sampling: simple, systematic, stratified, and cluster random sampling. They can be directed in two different ways: single-stage testing and multi-stage group (Saunders et al., 2009).

Before selecting a sample, the researchers should determine a sampling unit in different ways, such as a social unit, a geographical unit, or a construction unit that may be an individual (Kotharia, 2004). Hence the study aims to know about the relationship between IC & OI in Pakistani banks.

#### 4. Results and Discussion

The statistical package for social sciences (SPSS) version 20 is used to analyse data. The researchers suggested rules of thumb for minimal sample size that rely on the number of measured variables; our sampling size is 384 – the present population of the study is between 75000 and one Million, therefore according to Sekaran (2003, p. 294), table 384 sample



should be selected. The frequency distribution and descriptive statistics analysed the respondent's demographic characteristics. The questionnaire method was used for descriptive and is considered the most appropriate data collection method for researchers. Frequency table, Descriptive statistic, Reliability test, and simple regression results are found for each path. Reliability is checked through Cronbach alpha. The Barron & Kenny (1986) procedure is followed to investigate the relationships.

**Table 1**  
*Gender Profile of the Respondents*

Particulars	Frequency	Percent	Cumulative Percent
Female	43	11.3	11.3
Male	336	88.7	100
Total	379	100	100

In this survey, the total questionnaire was distributed was 384, and the number of respondents who replied was 379. Among them, 336 were male, and 43 were females, according to which male respondent percentage is 88.7 and female respondent percentage is 11.3. It also shows that the male gender obtained the most responses. As shown in Table 1.

**Table 2**  
*Education Level of Respondents*

Particulars	Frequency	Percent	Cumulative Percent
Bachelor's degree	76	20.1	20.1
Graduate and Post-Graduate Studies	303	79.9	100
Total	379	100	100

My survey participants were the people of the banking sector having the following qualification, i.e., bachelor's degree and advanced studies. Approximately 20% of the respondents had a bachelor's degree. In comparison, nearly 80% of the respondents had higher education which shows that most respondents of my survey belong to the advanced studies group. As shown in Table 2.

**Table 2**  
*Descriptive Statistics*

Particulars	N	Mean	Std. Deviation	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Std. Error	Std. Error	
Intellectual Capital	379	4.2817	0.82605	-1.32	0.125	0.694	0.25
Organizational Innovation	379	4.2982	0.92693	-1.254	0.125	0.286	0.25
Organizational Capital	379	4.2076	0.852	-1.155	0.125	0.505	0.25

The three variables were intellectual capital, innovation, and organizational capital, and the sample size was 379. The average score for Intellectual Capital Awareness was 4.28, innovation agreement was 4.29, and organizational capital awareness was 4.20. The dispersion for sample for intellectual capital was 0.82, innovation was 0.92, and organizational capital was 0.85, which showed that according to the data, the sample size is negatively skewed for intellectual capital, innovation, and organizational capital such that they are mostly on the negative side. Therefore, they are negatively skewed while keeping the value for standard error is 0.12. The values for kurtosis were close to zero for all three variables, so as we know that if the kurtosis value is greater than or close to zero, then the



distribution is the heavier tail, and called leptokurtic, its distribution has the positive kurtosis value. As shown in Table 3.

**Table 4**  
*Reliability Statistics*

Variables	Cronbach's Alpha	Items
Organizational Innovation (DV)	0.947	9
Intellectual Capital (IV)	0.973	8
Organizational Capital (Mediator)	0.887	6

Source: Author's Analysis on SPSS V20

The data has been checked for reliability testing to check whether we can use the data for future analysis. The method used for testing reliability was Cronbach's alpha. Value for innovation was 0.94, value for intellectual capital was 0.97, and the value for organizational capital was 0.88, which showed that the values for the three variables were above 0.7, so the reliability value is more than 0.7, so we can use it for further analysis. Total questions for innovation were 9, for intellectual capitals were 8 and for organizational capitals were 6, through which we are measuring this phenomenon for reliability. We test for reliability to check whether the responses of the people in the sample are reliable or not, and we can use it for analysis or not. As shown in Table 4.

#### 4.1. Path “c” Findings

In Path c, we have one dependent variable, OI, and one independent variable, IC; therefore, it's a simple regression. To check whether this model is adequately fitted statistically or not, we performed an F-Test which showed that we could test this model because the p-value is less than 0.5. Beta value 0.99 and standardized beta value is 0.89, which showed that it's positively significant. Therefore, it showed that intellectual capital affects innovation in the banking sector because the value of standardized beta and unstandardized beta is significant, and the t-value is greater than 1.96; therefore, we claim that intellectual capital affects innovation positively and statistically significant. R2 is 0.78, which means that the intellectual capital gives 78% of the explanation of the innovation. In comparison, the remaining 22% is unobserved, so this 78% is called the coefficient of the determination. We claim that the IC explains 78% of the explanation of the changes in innovation. As shown in Table 5.

**Table 5**  
*Regression Analysis for Intellectual Capital and Organizational Innovation*

IV	B	t-value	Sig	R2	Standardized Beta
Intellectual Capital	.99**	37	0.000	.78	0.89

\*P < 0.05, \*\*p < 0.01, \*\*\*p < .001 N=379 unstandardized and Standardized regression coefficient reported. Because. F (1,377) =1370, P-value<0.01

#### 4.2. Path “a” Findings

In Path a, we have one dependent variable (Organizational Capital) OC and one independent variable (Intellectual Capital) IC; therefore, it's a simple regression. To check whether this model is adequately fit statistically or not, we performed an F-Test which showed that we could test this model because the P-value is less than 0.5. The beta value is 0.79, and the standardized beta value is 0.77, which shows that it's positively significant.



Therefore, it showed that intellectual capital affects organizational capital in the banking sector because the value of standardized beta and unstandardized beta is significant. The T-value is greater than 1.96; therefore, we claim that intellectual capital positively affects innovation statistically significantly. R2 is 0.59, which means that the intellectual capital gives 59% of the explanation of the organizational capital. In comparison, the remaining 41% of observations were unobserved, so this 59% is called the coefficient of the determination. We claim that the IC explains 59% of the change in OC. As shown in Table 6.

**Table 3**

*Regression Analysis for Intellectual Capital and Organizational Capital*

IV	B	T-value	Sig	R2	Standardized Beta
Intellectual Capital	.79	23.35	0.000	.59	0.77

\*P < 0.05, \*\*p < 0.01, \*\*\*p < .001 N=379 unstandardized and Standardized regression coefficient reported. Because F (1,377) =545, P-value <0.01

### 4.3. Path “b” Findings

In Path b, we have one dependent variable, OI (Organization innovation), and one independent variable, OC (Organizational Capital); therefore, it's a simple regression. To check whether this model is adequately fitted statistically or not, we performed an F-Test which showed that we could test this model because the p-value is less than 0.5. The beta value is 0.39, and the standardized beta value is 0.36, which shows that it's positively significant. Therefore, it showed that Organizational capital affects innovation in the banking sector because the value of standardized beta and unstandardized beta is significant, and the T-value is greater than 1.96; therefore, we claim that Organizational capital affects innovation positively and statistically significant. R2 is 0.84, which means that the Organizational capital gives 84% of the explanation of the innovation. In comparison, the remaining 16% is unobserved, so this 84% is called the coefficient of the determination. We claim that the organizational capital explains 84% of the explanation of the changes in innovation. As shown in Table 7.



**Table 4**

*Regression Analysis for Organizational Capital and Organizational Innovation*

IV	B	T-value	Sig	R2	Standardized Beta
Organizational Capital	0.39	18.7	0.000	.84	0.36

\*P < 0.05, \*\*p < 0.01, \*\*\*p < .001 N=379 unstandardized and Standardized regression coefficient reported. Because. F (2,377) = 970, P-value <.001

### 4.4. Mediation Analysis

Tables 5, 6, and 7 reported three individual regression models, which fulfil the criteria for mediation analysis. Table 8 shows the impact of intellectual capital on organizational innovation with the mediation role of organizational capital. According to Baron & Kenny (1986), mediation is present when the direct path results are reduced. The findings showed that the direct path relationship was reduced when organizational capital was introduced as a mediator. Initially, the values for an unstandardized bet of 0.89 and 0.99 for organizational innovation and organizational capital reduced to 0.61 and 0.68, respectively. Thus, it is

observed that partial mediation ( $0.79 \times 0.39 = 0.308$ ) of organizational capital is present between intellectual capital and organizational innovation.

**Table 8**  
*Mediation Analysis*

IVs	B	T-value	Sig	R2	Standardized Beta
<b>Organizational Capital</b>	.31	11.13	0.000		0.36
<b>Intellectual Capital</b>	.68	18.7	0.000	.84	0.61

\*P < 0.05, \*\*p < 0.01, \*\*\*p < .001 N=379 unstandardized and Standardized regression coefficient reported. Because.  $F(2,377) = 970$ , P-value < .001

#### 4.5. Summary of Hypotheses Testing

**Table 9**  
*Hypotheses Testing*

Hypotheses	Statement	Findings
H1	Intellectual Capital has a significant positive impact on organizational innovation	Supported
H2	Intellectual Capital has a significant positive impact on organizational capital	Supported
H3	Organizational Capital has a significant positive impact on Organizational Innovation	Supported
H4	Intellectual Capital has a significant positive impact organizational innovation with the mediating role of organizational capital	Supported

From the findings, it is observed that all the projected hypotheses are accepted. All the references discussed in the prior section have supported the proposed hypotheses that several prior scholars have studied. For instance, according to Barkat et al. (2018), Intellectual capital (IC) has much influence in value creation for established nations that seems to be in progressing stage. The study found significant positive effects of organizational performance among the dimensions of IC. Maboudi et al. (2015) explain that correlation tests discovered a significant positive relationship between IC and OI. Structural and human capital did not specify any significant relationship with innovation. But it is observed that the elements of intellectual capital can be used as predictors of innovation. Badir et al. (2016) explains the individual and interrelated effect of IC on OI where the result suggests that OC brings a significantly positive effect on OI.

Furthermore, the interaction of social capital enhances the impact of OC on OI. According to Karchegani et al. (2013), the intellectual capital of a company indicates the value of ideas and the capability to be innovative for a longer period. Their findings show positive and significant relationships, which encourages the idea to assess the literature on the relationship between OI and IC. According to H. Chahal and P. Bakshi's (2014) findings, the First finding shows that social capital favors firm innovation. Secondly, the OC positively affects social capital and indirectly affects product OI. All these statements support my hypotheses which show the direct effect of IC on OI and the indirect mediating effect of OC on OI. As shown in Table 9.



#### 4.6. Conclusion

Over the last decades, great changes have been witnessed by the banking industry, and banks have existed in a highly uncertain and competitive environment. Banks have suffered from the financial crisis, and even many declared bankruptcies. Many fast-growing economies experienced this crisis, in some cases leading to the complete collapse of the economy. To survive in this environment, the banks have adopted a variety of innovative tools. By searching for the most significant resources in the knowledge-based economy, IC played an important role in reinforcing innovations.

The study was designed to investigate the causal relationship between innovation and intellectual capital in the Pakistani banking sector. The study adopted positivist philosophy, and the tools for the analysis were a simple linear and multiple regression model and the other descriptive statistics. The study findings indicated that the measurement scale used is reliable and valid. The results also suggest that all mentioned variables have a significant causal relationship, and hence all the proposed hypotheses stand accepted. The study explores and confirms the causal relation between IC and OI with the mediating role of OC.

#### 4.7. Limitations and Future Research Directions

Like any other study, this study also has some restrictions. At first, it was a cross-sectional study, so it could not gather longitudinally to observe the modification through the innovation process in IC. Secondly, this study has been applied to the banks of Pakistan so it could be approved in the created nation. Thirdly there are various other mediators one may look for in future investigations regarding IC, such as its other impacts on innovation and different sorts of development. Fourthly, the investigation of this study suggested the benefits of innovation for the formal-informal associations.



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## DUYGUSAL EMEK: KAVRAMSAL BİR DERLEME<sup>1</sup>

### EMOTIONAL LABOR: A CONCEPTUAL REVIEW

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#### ABSTRACT

The study includes the definition of the concept of emotional labor and its sub-dimensions, approaches related to the concept, relations with other variables. The approach of the American sociologist Arlie R. Hochschild, who introduced the concept of emotional labor to the literature, and the approaches of latter researchers are presented chronologically. Then, these approaches are compared and their different aspects are revealed. The study also includes the importance of emotional labor for organizations, its effects and results on employees and organizations. At the end of the study, suggestions are presented for employees, organizations, and researchers.

**Keywords:** Emotional labor, surface acting, deep acting, expression of naturally felt emotions.

#### ÖZET

Bu çalışmada duygusal emek kavramının tanımı ve alt boyutları, kavramla ilgili yaklaşımlar, diğer değişkenlerle olan ilişkiler yer almaktadır. Duygusal emek kavramının literatüre kazandıran Amerikalı sosyolog Arlie R. Hochschild'in bu kavrama yaklaşımı ile sonrasındaki araştırmacıların yaklaşımları kronolojik olarak sunulmuştur. Daha sonra bu yaklaşımların karşılaştırmaları yapılarak farklı yönleri ortaya konmuştur. Çalışmada ayrıca duygusal emeğin örgütler için önemine, çalışanlara ve örgütlere etkilerine ve sonuçlarına yer verilmiştir. Çalışmanın sonunda ise çalışanlar, örgütler ve araştırmacılar için öneriler sunulmuştur.

**Anahtar Kelimeler:** Duygusal emek, yüzeysel rol yapma, derinden rol yapma, samimi davranış.

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## 1. Giriş

Son yıllarda, hizmet sektöründe faaliyet gösteren işletmelerin sayısı hem ülkemizde hem de dünyada giderek artış göstermektedir. Dolayısıyla istihdam edilen işgücünün önemli bir bölümü bu sektörde yer alan işletmelerde çalışmaktadır. Bu oranın yüksekliği, hizmet sektörünü ülke ekonomileri için daha önemli kılmakta; iyi ve kaliteli hizmet sunma yollarının belirlenebilmesiyle alakalı olarak örgütlerde ve araştırmacılar da merak uyandırabilmektedir. İşletmelerin rekabet üstünlüğü elde etmeleri verdikleri hizmetin kalitesiyle doğru orantılıdır. İnsan kaynağının yoğun olarak kullanıldığı sektörde çalışanların mesleki bilgileri, deneyimleri, tutum ve davranışları verilen hizmetin kalitesi ve müşteri memnuniyeti bakımından oldukça büyük önem arz etmektedir. Kaliteli hizmet vermek, kalifiye çalışanlarla mümkün olmaktadır. Özellikle müşterilerle devamlı yüz yüze çalışmak durumunda olan çalışanlar sürekli olarak duygu durumlarını düzenlemekte, gerçekte hissettikleri duyguların yerine örgütün sergilenmesini istediği duyguları göstermek zorunda kalmaktadırlar. Bu durum da çalışanların yıpranmalarına, bağlılıklarının azalmasına ve işten ayrılma davranışı sergilemelerine sebep olmaktadır.

## 2. Kavram ve Tanım

İnsanlar sosyal varlıklardır ve yaşamlarının başından sonuna kadar yakın çevreleriyle ve diğer insanlarla etkileşim içerisinde bulunmak zorundadırlar. “İnsan” unsurunun bulunduğu her yerde ise insana özgü bir özellik olan “duygu” olgusu ön plana çıkmaktadır. Duygu, özellikle 19. yüzyılın başından bu yana, üzerinde çalışılan, araştırılan, ve farklı araştırmacılar tarafından üzerinde farklı görüşler sunulan bir kavram olmuştur. 20. yüzyılın sonuna doğru ise duyguların gösterim biçimleri, çalışma yaşamı ve örgütler için önemi ve duyguların insanların davranışlarındaki yeri literatürde sıklıkla tartışılmaya başlanmıştır (Dursun vd., 2014:13). Duygu kavramı araştırmacılar tarafından farklı şekillerde tanımlanmıştır. Duygu, bir durum, bir kişi ya da herhangi bir şeye karşı sergilenen yoğun hislerdir (Akçay ve Çoruk, 2012:81 - 82). Başka bir tanıma göre ise fiziksel ve bilişsel unsurlara sahip olan ve davranışlara etki eden güçlü hisler olarak belirtilmektedir (Can vd., 2015:96).

Tablo 1’de farklı araştırmacılar tarafından yapılmış duygusal emek tanımları bulunmaktadır.

**Tablo 1**

*Duygusal Emek Tanımları*

Yazar	Tanım
Hochschild (1983)	İnsanlarda (çalışanlarda) kolaylıkla gözlenebilen duyguların, jest, mimik ve bedensel olarak sergilenmesini yönetmektir.
England ve Farkas (1986)	Müşterilerle empati kurarak onları anlamaya çalışmak için sarf edilen çabadır.
Ashfort ve Humphrey (1993)	Örgüt tarafından çalışanlardan sergilemeleri istenen duyguların müşterilere gösterilmesi davranışıdır.
Morris ve Feldman (1996)	Hizmet faaliyetinin ifası esnasındaki etkileşimde, örgütün çalışanlardan sergilemelerini istedikleri duyguları gösterirken harcadıkları emek, çaba ve bu emeği ve çabayı göstermeden önceki planlama sürecidir.
Steinberg ve Figart (1999)	Hizmete konu olan etkileşim esnasında çalışanlar tarafından sergilenen ve çoğu zaman gerçekte yaşanmayan duygusal bir tutumdur.
Grandey (2000)	Örgütün veya bir meslek grubunun çalışanlarının duygusal gösterim kurallarını yerine getirmek ve kendi duygularını, örgütün sergilenmesini istediği duygularla örtüştürmek amacıyla çeşitli yollarla (rol yapma, bastırma, abartma, vb.) duyguları dönüştürmesidir.



Kruml ve Geddes (2000)	Çalışanların gerçekte hissettikleri duygularını bastırıp farklı duygular sergileme ve davranışta bulunma çabalarıdır.
Diefendorff ve Gosserand (2003)	Örgütlerin amaç ve hedeflerine ulaşabilmeleri için müşterilerin duygularını etkilemeye yönelik sergilenen düzenlenmiş duygusal davranışlardır.
Noon ve Blyton (2007)	İçinde düzenlenmiş duygu veya duygular barındıran sözlü veya sözsüz araçlarla müşterilerde farklı duyguların uyandırılması için sergilenen davranışlardır.

**Kaynak:** Yazarlar tarafından oluşturulmuştur.

Küresel dünya, örgütleri sürdürülebilir rekabet ortamına dâhil olmaya, yüksek motivasyonla, yüksek verimlilikle ve yüksek kaliteyle hizmet vermeye zorlamaktadır. Özellikle “an”a odaklanan yeni ekonomik ve yönetsel koşullar ve sürekliliğin anlık tüketici tatmini üzerinden sağlanabilen yapısı, örgütlerin özellikle hizmet sektöründe çalışanlar üzerinde yeni kontrol ve yönetim biçimlerini ortaya çıkarmaktadır (Kart, 2011:215 - 217). 21. yüzyılda teknolojinin gelişmesi bazı iş ve iş kollarını yok ederken, özellikle hizmet yoğun ekonomilerde daha öncekilerden farklı çalışma alanları ortaya çıkarmıştır. Tüketicilerle çalışanların nihai olarak yüz yüze geldiği hizmet sektöründe duygular, modlar ve bunların gösterimleri oldukça önemli hale gelmiştir (Ashforth ve Humphrey, 1993:88; Grandey, 2000:95; Morris ve Feldman, 1996:986; Scott ve Barnes, 2011:116). Yoğun rekabet koşullarının gerektirdiği hizmet kalitesi, verimlilik ve üretkenlik kriterlerini karşılamak zorunda olan çalışanların, örgütün amaç ve hedefleri ile örtüşen biçimde iş süreçlerine duygularını da katmaları örgütler tarafından daha fazla talep edilen bir durum olarak karşımıza çıkmaktadır (Vural ve Beril, 2003:15 – 18). Dolayısıyla, kaliteli hizmet ve müşteri memnuniyeti çalışanların gayretleriyle ve örgütün kendilerinden gerçekleştirmelerini istedikleri davranışlarla ve bu davranışları ne derecede karşıladıklarıyla ilgili olmaktadır. Öyle ki, hizmet sektöründe çalışanlar ancak duygularını en iyi şekilde sergileyip davranışlarına yansıtarak kaliteli hizmet sunabilmekte ve müşteri memnuniyetini arttırabilmektedirler (Basım ve Beğenirbaş, 2012:77).

Duyguların, insanların ve yaşamın önemli bir unsuru olmasının yanında, örgütler ve çalışma hayatı için de oldukça önemli bir girdi olduğunu öngören ilk ve alan yazınındaki öncü çalışma Amerikalı bir sosyolog olan Arlie R. Hochschild tarafından 1983 yılında “The Managed Heart: Commercialization of Human Feeling” adlı kitapta incelenmiştir (Keleş ve Tuna, 2016:379; Sharma ve Sharma, 2014:30; Kesen ve Akyüz, 2016:235). Hochschild (1983) yazmış olduğu kitapta kolayca gözlenebilen duyguların mimik, jest ve bedensel ifadelerle sergilenmesini yönetmek şeklinde tanımladığı “duygusal emek” kavramını literatüre kazandırmıştır. Hochschild, duygusal emek ile ilgili iki farklı yaklaşıma dikkat çekmektedir. Bunların ilki duyguların, dolayısıyla duygusal emeğin, belirli bir ücret karşılığında satın alınabilecek ve böylelikle değiştirilebilecek bir değer olduğu, diğeri ise çalışanlardan farklı koşullar altında farklı duygu sergilemelerini gerektiren duygu gösterim kuralları olduğu şeklinde ifade edilmektedir (Sreedevi vd., 2014:18).

## 2.1. Duygu Gösterim Kuralları

Çalışanların hizmet sunarlarken gerçekte hangi duygulara sahip oldukları ve/veya hangi duygulara sahip olmadıkları büyük önem arz etmektedir. Bundan daha önemlisinin ise, gözlemlenebilmesi sebebiyle bu duyguların sonucunda ne tür davranışların ortaya çıktığının takip edilerek gereken önlemlerin alınmasıdır (Buckner, 2012:29).

Duygu gösterim kuralları, sosyal kurallar ve normlar ile örgütsel ve mesleki kuralların bir fonksiyonu olarak ifade edilmektedir. Sosyal normlar farklı toplum ve kültürlerde farklı



şekillerde ortaya çıkabilmektedir. Kimi kültürlerde çalışanların hizmet sunumu esnasında yakın ve samimi davranışlar sergilemeleri beklenirken, diğer bir kültürde bu tür davranış biçimleri ciddiyetsizlik ve hatta saygısızlık olarak algılanabilmektedir (Ashfort ve Humphrey, 1993:91 - 92). Bu durum kişilere, mekâna veya zamana göre de farklılık gösterebilmektedir. Örneğin kendi evinde ayağını masanın kenarına vuran bir kimse çektiği ağrı sonucunda lanet okuyabiliyorken, aynı durumu kilisede yaşadığı zaman benzer tepkiyi vermemektedir (Woo, 2013:44 - 45). Bu kurallar farklı meslek gruplarına göre de değişiklik gösterebilmektedir. Örneğin müşterilerle sürekli iletişim halinde bulunan bir satış temsilcisinden veya bir hostesten müşterilere karşı güler yüzlü ve anlayışlı olmaları beklenirken, bir tahsil memurundan mesafeli ve olumsuz davranış sergilemesi beklenebilmektedir. Yani duygu gösterim kurallarının net bir biçimde tanımlanması ve standartlaştırılması mümkün olmayabilmektedir (Türkay ve Kayıkçı, 2017:57). Duygusal emeğin öncüllerinden olan duygu gösterim kuralları, örgütün çalışanlardan hangi duyguları sergilemeleri, hangi duyguları sergilememeleri gerektiğini düzenleyen kurallar şeklinde tanımlanmaktadır (Morris ve Feldman, 1996:988). Duygu gösterim kuralları örgütlerin müşterilerinin yüzlerinde görmeyi arzuladıkları ifadelerin yansması olarak ifade edilebilmektedir. Hatta bu kurallar, örgütler tarafından hazırlanan personel kitapçıklarında veya eğitim araçlarında açıkça belirtilmektedir. Örgütler, yüksek kaliteli hizmet ve müşteri memnuniyeti hedeflerini gerçekleştirmek adına, belirledikleri gösterim kurallarının, iş gereksinimlerinin ve çalışanların duygu gösterimlerinin örtüşmesini istemektedirler (Grandey, 2000:103).

Örgüt çerçevesinden bakıldığında, çalışanların sergileyecekleri olumlu gösterim kurallarının müşteri memnuniyetini arttırabileceği, olumsuz gösterim kurallarının ise müşteri memnuniyetsizliği ile sonuçlanabileceği düşünülmektedir (Becker, 2010:18).

Duygu gösterim kuralları, olumsuz duyguların bastırılarak, olumlu duyguların ön plana çıkartılmasını öngörmektedir. Gerçekte hissedilmeyen duyguların taklidi biçiminde de nitelendirilen yüzeysel davranışla ya da çalışanlar tarafından duyguların gerçekten gösterilme arzusu veya hissedilme çabası biçiminde ifade edilen derinden davranışla sergilenebilmektedir (Ceylan, 2017:124). Bunların yanında Ashforth ve Humphrey'e (1993) göre çalışanların içinden gelen, kendiliğinden oluşan biçimde sergilediği davranış türü olan samimi davranış da eklenebilmektedir.

### 3. Duygusal Emek Yaklaşımları

Örgütlerin, hizmet kalitesinin ve müşteri memnuniyetinin arttırılması adına çalışanlarının duygularını yönetme istekleri ve bu yöndeki çabaları, duygusal emek kavramını ilgi çekici hale getirmiştir (Köse ve Oral, 2011:165; Basım ve Beğenirbaş, 2012:78). Duygusal emekle ilgili literatür incelendiğinde bu kavramla ilgili farklı yaklaşımların olduğu ve çalışmaların özellikle dört ana yaklaşım etrafında toplandığı görülmektedir:

- Hochschild'in (1983) duygusal emek yaklaşımı
- Ashforth ve Humphrey'in (1993) duygusal emek yaklaşımı
- Morris ve Feldman'ın (1996) duygusal emek yaklaşımı
- Grandey'in (2000) duygusal emek yaklaşımı

Bu yaklaşımlar aşağıda sırasıyla ayrıntılı olarak ele alınmıştır.



### 3.1. Hochschild'in Duygusal Emek Yaklaşımı

Duygusal emek kavramını literatüre kazandıran Amerikalı sosyolog Hochschild, “The Managed Heart: Commercialization of Human Feeling (Yönetilen Kalp: İnsan Duygularının Ticarileşmesi)” isimli kitabında duygusal emeği “işin gereklerine uyum sağlayabilmek amacıyla açık bir şekilde mimik ve bedensel ifadeler oluşturarak hislerin yönetilmesi süreci” olarak tanımlamaktadır (Fettahlıoğlu vd., 2016:422; Basım vd., 2013:1490). Hochschild (1983), duygusal emeği “ne hissediyorum?” ve “ne hissetmeliyim”in arasında bir yerde konumlandırmaktadır. Burada, çalışanların müşterilerde belirli duygusal durumları yaratmak adına kendi duygularını değiştirmeleri, dizginlemeleri, dolayısıyla yönetmeleri durumuna dikkat çekilmektedir (Hochschild, 1983:4 – 7).

Hochschild duygusal emeği, yüzeysel rol yapma ve derinden rol yapma olmak üzere iki alt boyutta ele almıştır. Bu boyutlara duygu düzenleme stratejileri de denilmektedir. Bunlardan ilki olan yüzeysel rol yapma, çalışanların örgütsel duygu gösterim kuralları çerçevesinde, gerçekte hissetmedikleri duygu veya duyguları sergilemeleri, gerçekte hissettikleri duyguları sergilememeleri ya da bu duyguları bastırmaları, sergiledikleri duyguların niceliksel olarak artırılması ya da azaltılması şeklinde tanımlanabilmektedir (Hochschild, 1983:33; Chau vd., 2009:1151). Kısacası, duyguların düzenlenerek davranışa dökülmesi olarak da ifade edilmektedir (Brotheridge ve Lee, 2003:366). Mesela çalışan, ağlamak istediği anda olumsuz bir duygu sergileyerek üzgün bir dış görünüş yansıtmamak adına bilinçli bir şekilde gülümserse, eğleniyormuş ve mutluymuş gibi davranırsa, bu çalışan yüzeysel rol yapmış sayılmaktadır (Ashforth ve Humphrey, 1993:92 - 93). Hochschild'e (1983) göre duygusal emeğin diğer alt boyutu olan derinden rol yapma ise çalışanın sergilemesi istenen duyguları gerçekte hissetmeye ve yaşamaya çalışması olarak tanımlanmaktadır. Başka bir ifadeyle çalışanın sadece görünüşünü değil, hislerini de değiştirmeye ve deneyimlemeye çalışması olarak ifade edilmektedir (Hideg ve Van Kleef, 2017:2). Hochschild duygusal emeğin, yüzeysel rol yapma ve derinden rol yapma davranışlarıyla sergileneceğinden bahsetmiş ve duygusal emeğin olumsuz etkileri ve sonuçlarına odaklanmıştır. Sonraki yıllarda farklı araştırmacılar duygusal emekle alakalı değişik yaklaşımlar ortaya koyarak kavramı genişletmiş ve geliştirmişlerdir (Duman, 2017:32 – 33).

### 3.2. Ashforth ve Humphrey Duygusal Emek Yaklaşımı

Ashforth ve Humphrey Hochschild'in yaklaşımına yakın fakat farklı bir yaklaşım ortaya koymuşlardır. Ashforth ve Humphrey duygusal emeği örgüt tarafından gösterilmesi istenen duyguların, çalışanlar tarafından sergilenmesi olarak tanımlamaktadırlar (Ashforth ve Humphrey, 1993:88). Bu yaklaşımın Hochschild'in yaklaşımından farkları bulunmaktadır. Hochschild, davranışın öncülü olan ve davranışın altında yatan duygulara odaklanırken, Ashforth ve Humphrey doğrudan davranışın kendisine odaklanmaktadır. Yani davranışı etkileyen duygu yerine, duygunun gösterildiği ve karşı tarafa yansıtıldığı davranış ön planda olmaktadır. Çünkü dışarıdan gözlemlenebilen ve müşteriler için önemli olan kısmı davranışlardır. Buna göre, çalışanların duygu gösterimlerinin ve dolayısıyla davranışlarının hizmet kalitesi üzerinde doğrudan ve güçlü bir etkiye sahip olduğu söylenebilmektedir (Pugh, 2001:1024). Yüzeysel ve derinden rol yapma davranışları, duyguların devamlı olarak yönetilmesini gerektirmektedir. Çalışanların duygularını ve davranış kurallarını sürekli tekrar etmeleri, bu davranışları çalışanların alışkanlık haline getirmelerine sebebiyet



vereceğinden dolayı duygusal emeğin daha az emek gerektiren veya hiç emek gerektirmeyen davranışları da kapsadığı düşünülmektedir (Ashforth ve Humphrey, 1993:94). Bundan dolayı bu davranışlara ek olarak Ashforth ve Humphrey, yüzeysel ve derinden rol yapmanın yanına üçüncü bir duygusal emek alt boyutu olarak “samimi duyguların gösterilmesi”ni eklemiştir. Bu yaklaşımdaki yeni alt boyut duygusal emeğin olumsuz etkilerinin yanında olumlu etkilerinin de olabildiğini öne sürmektedir (Saltık ve Asunakutlu, 2016:112). Ashforth ve Humphrey duygusal emek teorisine, Hochschild’den farklı olarak, iki önemli katkıda bulunmuşlardır. Bunlardan ilki, duygusal emeği gözlemlenebilen davranışlara bağlı kalarak açıklamaya çalışmaları, diğeri ise çalışanlardan sergilemeleri istenen samimi davranışların gözlemlenebilmesi için çalışanların örgütün belirlediği duygu gösterim kuralları ile ne derecede uyum gösterdiğinin anlaşılması gerektiğini savunmaları şeklinde ifade edilmektedir (Aslan ve Çaldağ, 2010:10 – 12).

### 3.3. Morris ve Feldman Duygusal Emek Yaklaşımı (1996)

Morris ve Feldman (1996), duygusal emeği “kişilerarası etkileşim sürecinde örgütün sergilenmesini arzu ettiği duyguları göstermede sarf edilen çaba, planlama ve kontrol” şeklinde tanımlamışlardır. Buna göre çalışanlar, örgütün sergilemesini istediği duyguyu gerçekte hissediyor olsalar dahi bu hislerin hangi davranışlara dönüşüp karşı tarafa yansıtılacağına çalışanların kendi kararları değil, duygu gösterim kuralları belirlemekte ve bu şekilde aslında duygusal emek sarf edilmektedir (Morris ve Feldman, 1996:987; Beğenirbaş ve Meydan, 2012:164 – 165; Polatçı ve Özyer, 2015:133;). Morris ve Feldman, duygusal emek literatürüne farklı yaklaşımlar getirmiş ve önemli katkılarda bulunmuşlardır. Ashforth ve Humphrey’in yaklaşımını büyük oranda benimseyen Morris ve Feldman duygusal emekte çaba kavramına odaklanmışlardır. Ancak Ashforth ve Humphrey’in aksine çalışanların gerçekte hissettiği duygular ile örgütün duygu sergileme kuralları arasında uyumsuzluğun olmadığı zamanlarda dahi, gerçekte hissedilen duygunun örgütün sergilenmesini istediği biçimde ifade edilmesini sağlamak amacıyla belirli miktarda çabaya gereksinim duyulduğunu belirtmişlerdir. Çalışanların, ister yüzeysel rol yaptıkları, ister derinden rol yaptıkları, isterlerse de samimi duygularını sergiledikleri her türlü duygusal emek davranışında çaba göstermeleri gerektiğini ifade etmişlerdir (Güngör, 2009:170).

Morris ve Feldman’ın (1996) bu yaklaşımı önceki iki yaklaşımdan farklı olarak, duygusal emeğe etki eden bireysel ve örgütsel faktörler üzerinde yoğunlaşmaktadır. Duygusal emeği yüzeysel rol yapma, derinden rol yapma ve samimi davranış türleri biçiminde incelemek yerine duygusal emeğin sürecine ilişkin boyutları ele almışlardır. Duygusal emek düzeyinin durumsallık gösterebileceğini ve bu durumsal faktörlere göre de farklılık göstereceğini ileri sürmüşlerdir. Bu farklılık yaratan öğeleri de “Duygusal Emek Boyutları” olarak ele almışlardır. Buna göre duygusal emeğin dört boyutu olduğunu ifade etmişlerdir (Morris ve Feldman, 1996:987). Bu boyutlar aşağıdaki gibidir.

#### 3.3.1. Duygusal Davranış Gösterim Sıklığı

Çalışanların, örgütün kendilerinden sergilemelerini istediği duyguları ne sıklıkta sergilemek durumunda oldukları ile ilişkilendirilmiştir. Çalışanlar müşterilerle ne kadar sık etkileşimde bulunurlarsa, sergilemek zorunda oldukları örgütsel gösterim kurallarının sayısı da o kadar artmaktadır.



### 3.3.2. Davranış Kurallarına Gösterilen Dikkat

Çalışanların işin gerektirdiği gösterim kurallarını sergilerken gösterdiği dikkat seviyesi olarak tanımlanmaktadır. Dikkat gerektiren işler, daha fazla fiziksel ve psikolojik çabaya ihtiyaç duyduğu için sarf edilen duygusal emek de fazla olmaktadır (Sutton ve Rafaeli, 1988:477).

### 3.3.3. Sergilenmesi Gereken Duyguların Çeşitliliği

Gösterilmesi gereken duyguların farklılığı olarak ifade edilmektedir. Gösterilmesi gereken duyguların sayısı ne kadar fazlaysa ihtiyaç duyulan duygusal emek de o kadar fazla olmaktadır. Çeşitliliği artan duygu gösterim kurallarına uyum sağlamak isteyen çalışanlar daha fazla çaba harcamaktadırlar (Wharton ve Erickson, 1993:463 – 464).

### 3.3.4. Duygusal Uyumsuzluk

Çalışanların gerçekte hissettiği duygularla, örgüt tarafından sergilenmesi istenen duyguların birbirinden farklı olması sonucu yaşanan durum olarak ifade edilmektedir (Middleton, 1989:199). Duygusal uyumsuzluk, Morris ve Feldman (1996) tarafından duygusal emeğin bir boyutu olarak kabul edilirken, bazı araştırmacılar tarafından duygusal emeğin bir sonucu olarak kabul edilmektedir (Aslan ve Çaldağ, 2011:15).

## 3.4. Grandey Duygusal Emek Yaklaşımı (2000)

Duygusal emek hakkındaki bir başka önemli yaklaşım da Grandey (2000) tarafından geliştirilmiştir. Grandey, duygusal emek kavramının önceki yaklaşımların herhangi biriyle tam olarak açıklanamayacağını belirtmiş ve duygusal emeğin ancak bu yaklaşımların tümünün senteziyle kavramsallaştırılabileceğini ve anlaşılabilceğini ifade etmiştir (Grandey, 2000:98). Grandey daha önceki araştırmacıların yaklaşımlarında yer alan önemli kavramları kendi modeline ekleyerek yorumlamış ve duygusal emeği çalışanların duygu ve davranışlarını örgütün amaçlarına hizmet edecek biçimde düzenleme sürecinde harcadıkları çaba olarak tanımlamıştır (Saltık ve Asunakutlu, 2016:112). Grandey'e göre duygusal emek bir süreç olarak düşünülmekte ve bu süreçteki tüm adımlar uygun bir şekilde analiz edilirse duygusal emeğin çalışanlar üzerinde yarattığı sonuçlar olumlu hale getirilebilmektedir. Bundan dolayı Grandey, psikoloji yazınında bir süreç olarak belirtilen "duygu düzenlemesi" kavramını kullanarak duygusal emeği "duygu ayarlama süreci" biçiminde ifade etmektedir (Gosserand, 2003:14).

Duygu düzenlemesi, bireylerin herhangi bir durum karşısında hangi duyguları, nerede ve nasıl yansıtmaları gerektiğiyle alakalı yaptıkları duygu ayarlamaları olarak tanımlanmaktadır. Çalışanlar, örgütün sergilenmesini istediği gösterim kurallarına uymak için duygularını düzenlemekte ve olaylara karşı optimum tepkiler gösterebilmektedirler (Chau, 2007:28). Duygu düzenlemesi, duygusal emeğin tanımında yer alan duygusal davranış sergileme kurallarına uyulması bağlamında işlevsel bir süreç olarak düşünülmektedir. Duygu düzenleme süreci girdiler ve çıktılar ilişkisinde incelenmektedir. Çalışanlara çevreden gelen uyarıcılar girdiler, bahsi geçen uyarıcılara tepki olarak sergilenen duygu ve davranışlar da çıktılar olarak adlandırılmaktadır. Girdiler duyguların oluşumundan önceki süreci, çıktılar ise duyguların davranışlara dönüşmesinden sonraki süreci kapsamaktadır. Bundan dolayı duygu düzenleme süreci duyguların oluşumundan önce yapılan "öncül odaklı düzenleme" ve duyguları yaşadıkdan sonra yapılan "tepki odaklı



düzenleme” şeklinde sınıflandırılmaktadır. Öncül odaklı düzenleme, bireylerin durumlar ve olaylara etkisi ve bunlar için aldıkları önlemlere odaklanırken, tepki odaklı düzenleme önceden önlem alınamayan durum ve olaylar sonucunda sergilenen duyguların etkisine odaklanmaktadır (Gross, 1998:274 – 282).

Duygusal emek yaklaşımlarının (türleri, tanımları, temel boyutları ve genel özellikleri) karşılaştırmaları Tablo 2’de gösterilmiştir.

**Tablo 2**

*Karşılaştırmalı Duygusal Emek Yaklaşımları*

Hochschild (1983)	Ashforth ve Humphrey (1993)	Morris ve Feldman (1996)	Grandey (2000)
<b>Model</b> Kişi duygularını yönetir.	<b>Model</b> Kişi davranışlarını yönetir.	<b>Model</b> Bireysel ve örgütsel faktörler belirleyici	<b>Model</b> İlk üç yaklaşımın karması
<b>Tanım</b> İnsanlarda (çalışanlarda) kolaylıkla gözlenebilen duyguların, jest, mimik ve bedensel olarak sergilenmesini yönetmektir.	<b>Tanım</b> Örgüt tarafından çalışanlardan sergilemeleri istenen duyguların müşterilere gösterilmesi davranışdır.	<b>Tanım</b> Hizmet faaliyetinin ifası esnasındaki etkileşimde, örgütün çalışanlardan sergilemelerini istedikleri duyguları gösterirken harcadıkları emek, çaba ve bu emeği ve çabayı göstermeden önceki planlama sürecidir.	<b>Tanım</b> Çalışanların duygularını örgütün sergilenmesini istediği duygularla örtüştürmeleri amacıyla çeşitli yollarla (rol yapma, bastırma, abartma, vb.) duyguları dönüştürmesidir.
<b>Alt boyutlar</b> Yüzeysel Rol Yapma Derinden Rol Yapma	<b>Alt boyutlar</b> Yüzeysel Rol Yapma Derinden Rol Yapma Samimi Davranış	<b>Alt boyutlar</b> Duygu Gösterim Sıklığı Gösterim Kuralları için Harcanan Dikkat Duygusal Çelişki	<b>Alt boyutlar</b> Yüzeysel Rol Yapma Derinden Rol Yapma
<b>Genel Özellik</b> Çalışanlar için olumsuz Örgütler için olumlu	<b>Genel Özellik</b> Çalışanlar davranışlarını yönetirler. Çalışanlar üzerinde olumlu ve olumsuz sonuçları olabilir.	<b>Genel Özellik</b> Bireysel ve örgütsel faktörler duygusal emeği etkiler. Her duygu seviyesi için belirli bir çaba gerekir.	<b>Genel Özellik</b> Kendisinden önceki yaklaşımların hepsini barındırır. Duygusal emeğin duygu düzenleme süreci olduğunu savunur.

**Kaynak:** Yazarlar tarafından oluşturulmuştur.

#### 4. Duygusal Emek Boyutları

Duygusal emek, hizmet sektöründe kalitenin artırılmasını ve kalitenin sonraki süreçlerde düzeyinin belirlenmesini sağlayan en önemli faktörlerdendir. Duygusal emeğin farklı alt boyutları bulunmaktadır. Bunlardan en çok kullanılanları:

- Yüzeysel Rol Yapma
- Derinden Rol Yapma
- Samimi Davranış

şeklinde ifade edilebilir (Polatçı ve Özyer, 2015:133 – 134). İlerleyen bölümde bu boyutlar detaylıca açıklanmıştır.



#### 4.1. Yüzeysel Rol Yapma

Gerçekte hissedilmeyen duyguların hissediliyormuş gibi gösterilmesi olarak tanımlanmaktadır (Eroğlu, 2014:149). Daha açık bir ifadeyle çalışanların örgütsel duygu gösterim kuralları çerçevesinde, gerçekte hissetmedikleri duygu veya duyguları sergilemeleri, gerçekte hissettikleri duyguları sergilememeleri ya da bu duyguları bastırmaları, sergiledikleri duyguların niceliksel olarak arttırılması ya da azaltılması şeklinde tanımlanabilmektedir (Hochschild, 1983:37; Ashforth ve Humphrey, 1993:92 – 93; Grandey, 2000:97; Hu ve Shi, 2015:1132). Bu davranışı başarmanın yolu ise, jest, mimik, ses tonu gibi sözlü – sözlü olmayan ifadelerin dikkatlice kullanımından geçmektedir. Bu durum, maske takmak olarak da nitelendirilmektedir (Ashforth ve Humphrey, 1993:92). Yani çalışanlar, duyguları gerçekte hissetmemekte, sadece “öyleymiş gibi” davranmaktadırlar (Glomb, 2004:701).

Yüzeysel rol yapmada, çalışanlar gerçek duygularını değil, davranışlarını değiştirmektedirler. Çalışanlar bunu, örgütün sergilenmesini arzu ettiği kurallara uyup işlerinde kalıcı olmak adına yapmaktadırlar (Yang ve Chang, 2008:881).

Yüzeysel rol yapma, genellikle olumsuz duyguların bastırılıp davranışa dönüştürülmemesi veya olumlu duygular içindeymiş gibi davranılmasıyla ilgili olmaktadır. Çalışanlardan genelde müşterilere karşı olumlu duygular sergilemeleri beklenmektedir. Gerçekte kötü bir ruh hali içerisindeki bir çalışanın müşteriyle etkileşim içerisindeyken gülümsemesi, olumlu duyguları taklit etmesi ve dışarıya olumlu bir izlenim sunarak, gerçekte hissedilen olumsuz duyguları gizlemesi bu tür davranışa örnek olarak verilebilmektedir (Diefendorff vd., 2005:340).

#### 4.2. Derinden Rol Yapma

Derinden rol yapma, bireyin sergilemek zorunda olduğu duyguyu bizzat hissetmeye çalışması olarak tanımlanmaktadır (Ashforth ve Humphrey, 1993:93). Daha farklı bir ifadeyle, gerçekte hissedilen duyguların sergilenmeden önce örgütün arzu ettiği biçimde bilişsel olarak değiştirilmesi şeklinde tanımlanmaktadır. Derinden rol yapmada çalışanlar, örgütün sergilenmesini istediği duyguyla kendi duygularını eşleştirmek amacıyla değiştirmektedirler (Grandey, 2000:100).

Derinden rol yapma aynı zamanda duygusal çalışma stratejisi ve derin seviye duygusal düzenleme olarak da adlandırılmaktadır. Derinlemesine davranış sergileyen çalışanlar, müşteriyle etkileşime girmeden önce gerekli duyguları özümsemekte ve tecrübe etmek için çaba sarf etmektedirler (Schmidt ve Diestel, 2014: 1453). Derinden rol yapma ile yüzeysel rol yapma arasında farklar bulunmaktadır. Yüzeysel rol yapmada sadece davranışlar düzenlenirken, derinden rol yapmada yalnızca davranışlar değil duygular da davranış kurallarına uyumlu hale getirilmektedir. Bu durumun empatik duyarlılıkla da ilgisi vurgulanmaktadır (Ashforth ve Humphrey, 1993:88). Çalışanların müşterilere karşı empati kurmaları, onu zorlu ve agresif hale getiren şartları anlamaya çalışarak pozitif duygularla yaklaşmaları derin davranışa örnek olarak gösterilebilmektedir (Aslan ve Çaldağ, 2011:27). Derinden rol yapmada, yüzeysel rol yapmadaki gibi duygularla davranışlar arasında uyumsuzluk bulunmamaktadır. Yüzeysel davranıştan ayrıştığı bir diğer yön ise bilişsel değişimdir. Bundan dolayı da herhangi bir durum karşısındaki stres, kaygı gibi duygusal etkileri azaltmaktadır (Ensey, 2012:11). Pozitif duyguların hissedilmesi veya hissedilmesi



için gayret gösterilmesi, insanın ruh ve beden sağlığı için faydalı olmaktadır (Bhomwick ve Mulla, 2016:48).

Scott ve Barnes (2011:118) derin davranışın bir bütün olarak ele alındığında çalışanlar üzerindeki negatif etkileri azalttığını, pozitif etkileri arttırdığını belirtmektedirler. Derinden rol yapmanın olumsuz sonuçları da bulunmaktadır. Derinlemesine davranış sergileyen çalışanın, gerçek duygularıyla bağlantısı kopmaktadır. Çalışanların, örgüt tarafından sergilenmesi istenen duyguları kendi duygularıymış gibi yaşamaları ve bunları içselleştirmeleri, ruh sağlığının olumsuz etkilenmesine ve tükenmişliğe neden olabilmektedir (Fineman, 2008:30).

#### 4.3. Samimi Davranış

Çalışanların hizmet sunumu esnasında gerçekten hissederek sergiledikleri davranışlar olarak tanımlanan samimi davranış, duygusal uyum olarak da adlandırılmaktadır (Chu ve Murrmann, 2006:1182; Beğenirbaş ve Çalışkan, 2014:111). Hochschild'in (1983) yaklaşımında belirttiği yüzeysel rol yapma ve derinden rol yapmaya ek olarak Ahsforth ve Humphrey (1993), samimi davranış kavramını geliştirmişlerdir.

Samimi davranış, yüzeysel rol yapma ve derinden rol yapmadan farklı olarak rol yapmayı gerektirmemekte, bireyin doğal duygularıyla örtüşmektedir (Bağcı, 2014:74). Yüzeysel rol yapma ve derinden rol yapma duyguların açık bir biçimde veya stratejik olarak düzenlenmesini gerektirirken, samimi davranış duyguların bilinçli veya stratejik olarak düzenlenmediği, doğal bir biçimde ve gerçekten hissedilen duygulardan oluşmaktadır (Anderson, 2014:21).

Samimi davranışta, çalışanlar örgütün sergilenmesini arzu ettiği davranışlarla gerçekte hissettikleri duygular uyuştüğundan dolayı yüzeysel rol yapma ve derinden rol yapmada olduğu gibi rol yapma ihtiyacı duymamaktadırlar. Böylece daha az duygusal emek harcamakta ve duygusal emeğin negatif sonuçlarından daha az etkilenmektedirler (Dahling ve Perez, 2010:575). Örnek olarak, ciddi bir hastalığa sahip hastası için üzüldüğü kaygılanan bir doktor veya iyi görünmeyen, kötü bir gün geçirdiğini düşündüğü bir müşterisi için ilgi gösteren bir barmen gerçekte hissettikleri duyguları sergileyebilmektedir (Chu ve Murrmann, 2006:1182).

### 5. Duygusal Emeğin Öncül ve Ardıllarına Yönelik Literatür İncelemesi

Duygusal emek, son yıllarda araştırmacıların ilgisini çeken bir kavram olmaktadır. Duygusal emeğin birçok örgütsel davranış değişkeniyle ilişkisi incelenmiş ve sonuçları örgütler için yol gösterici olmuştur. Bunlar arasında önemli olduğu düşünülerek aşağıdakiler verilmiştir.

Örgütün tarafından istenen duyguların müşterilere gösterilmesi davranışı olarak tanımlanan duygusal emek, çalışanlar için yıpratıcı olabilmektedir. Duygusal emek davranışı sürekli duygu düzenlemesi gerektirmektedir. Bunun sonucunda çalışanların motivasyonları, performansları ve verimlilikleri azalabilmekte, işten ayrılma niyetleri artabilmektedir (Beğenirbaş ve Çalışkan, 2014:115).

Türkay ve diğerleri (2011) yapmış oldukları çalışmada işe bağlılıkla duygusal emek arasında pozitif yönlü anlamlı bir ilişki tespit etmişlerdir. Gülova ve diğerleri de (2013)



yaptıkları araştırmada işe bağlılık ile duygusal emek alt boyutları olan yüzeysel rol yapma ve derinden rol yapma arasında pozitif yönlü ve anlamlı ilişkiler olduğu sonucuna ulaşmışlardır.

Beğenirbaş ve Çalışkan (2014) yapmış oldukları çalışmada duygusal emeğin alt boyutlarından yüzeysel rol yapma ile iş performansı arasında negatif yönlü derinden rol yapma ile iş performansı arasında pozitif yönlü ilişki tespit etmişlerdir. Shuck ve diğerleri (2013) 214 çocuk gelişim uzmanı üzerinde yaptıkları araştırmada duygusal emekle iş performansı arasında pozitif yönlü bir ilişki tespit etmişlerdir.

Çelik ve Yıldız (2016) Gaziantep'te bulunan kamu hastaneleri ve özel hastanelerde çalışan 3000 örneklemin bulunduğu çalışmalarında duygusal emeğin alt boyutlarından olan yüzeysel rol yapma ile işten ayrılma niyeti arasında pozitif yönlü, derinden rol yapma ile işten ayrılma niyeti arasında ise negatif yönlü bir ilişki belirlemişlerdir. Bartram ve diğerleri (2012) Avustralya'da görev yapan hemşireler üzerine yaptıkları çalışmada duygusal emek ile işten ayrılma niyeti arasında pozitif yönlü bir ilişkinin olduğunu ifade etmişlerdir.

Duygusal emek ve tükenmişlik arasındaki ilişkileri inceleyen çalışmalar incelendiğinde genellikle duygusal emek ile tükenmişlik arasında pozitif yönlü bir ilişki bulunmuştur (Köse vd., 2011:181).

Kesen ve Akyüz (2016:244) yaptıkları araştırmada duygusal emeğin alt boyutlarından derinden rol yapma ve samimi davranışın prososyal motivasyonu olumlu yönde etkilediği, yüzeysel rol yapma ile prososyal motivasyon arasında anlamlı bir ilişki bulunmadığı sonucu ulaşmışlardır.

Tur rehberlerinin duygusal emek sergilemeleri ile iş tatminleri arasındaki ilişkiyi inceleyen çalışmalarında İrigüler ve Güler (2016:121) yüzeysel rol yapma ile iş tatmini arasında negatif yönlü, derinlemesine davranış ile pozitif yönlü bir ilişki tespit etmişlerdir.

## 6. Sonuç ve Öneriler

Örgütler insanlardan, insanlar da duygulardan yoksun düşünülemez. Bundan dolayı örgütleri oluşturan insanların duygu, niyet ve davranışları oldukça büyük önem arz etmektedir.

Çalışanların duygu ve davranışlarının örgütler tarafından şekillendirilme ve yönetilme çabaları, bunların olumlu ve olumsuz sonuçları, duygusal emek kavramını örgütsel davranış yazını açısından oldukça önemli hale getirmiştir. Duygusal emeğin özellikle yüz yüze etkileşimin yoğun olduğu hizmet sektöründe daha fazla sergilendiği görülebilmektedir. Hizmet sektörünün her geçen gün büyüdüğü dünyada ve ülkemizde, duygusal emeğe etki eden faktörlerin, duygusal emeğin boyutlarının, sebeplerinin ve sonuçlarının araştırılması örgütlere önemli katkılar sağlayabilecektir.

Müşterilerin beklentileri doğrultusunda, çalışanların örgüt tarafından sergilenmesi istenen duyguları yöneterek müşterilere göstermeleri davranışı olarak tanımlanan duygusal emek işletmeler için büyük öneme sahiptir ve örgütler ve çalışanlar açısından olumlu ve olumsuz birtakım sonuçları bulunmaktadır. Örgütler kaliteli hizmetin tanımlamasını yapmakta, çalışanlardan da bu tanımlamaya paralel davranışlar sergilemesini istemektedirler. Örgütlerin çalışanlardan sergilemelerini istedikleri duygularla çalışanların



gerçekte hissettikleri duyguların örtüşmediği durumlarda ise duygusal uyumsuzluk ortaya çıkmakta ve dolayısıyla çalışanlar duygusal emek sergilemektedirler. Çalışanların sürekli olarak gerçekte hissettikleri duyguları değil de örgüt tarafından istenen gösterim kurallarını uygulamaları, kendi düşünce, duygu ve değerleriyle çelişebilmektedir. Sürekli olarak duygu düzenlemesi yapmak zorunda olan çalışanlar işlerini anlamlandıramamakta ve çalışanların işlerine olan bağlılıkları azalabilmektedir.

Duygusal emek kavramıyla ilgili şimdiye kadar yapılmış çalışmalar genellikle sağlık, turizm ve eğitim sektörü çalışanlarına yönelik olarak yapılmıştır. Yeni yapılacak çalışmaların farklı sektör çalışanları üzerinde yapılmasının sonuçların genellenebilir olması açısından önemli olacağı düşünülmektedir. Bunların yanında kamu kurumlarında ve/veya gardiyanlık, tahsilat memurluğu gibi genellikle negatif duygu sergilenmesini gerektiren meslek grubu çalışanları üzerinde yapılacak çalışmaların sonuçlarının önceki çalışmaların sonuçlarıyla karşılaştırılmasının örgütler ve sonraki çalışmalar için yol gösterici olacağı öngörülmektedir. Ayrıca duygularını düzenlemek için emek harcayan çalışanları yöneten yöneticilerin duygusal emek düzeylerini ölçen çalışmaların yapılmasının, çalışanlar, yöneticiler ve örgütler için faydalı sonuçlar ortaya koyacağı düşünülmektedir. Duygusal emeği etkileyen faktörler ile duygusal emeğin yarattığı olumlu – olumsuz tüm sonuçlar yakından takip edilmelidir. Duygusal emek sergilenmesini gerektiren meslek ve meslek grupları incelenmeye devam edilmelidir.

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