

THE ROLE OF ORGANIZATIONAL CYNICISM FOR THE EFFECT OF EMOTIONAL LABOR ON INDIVIDUAL

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Abstract

This study's aim was to investigate the role of organizational cynicism for the effect of emotional labor on individual work performance. The research, which was planned in order to produce more explanatory results in terms of organizational behavior for managers in health sector. This study was conducted A, B, C type classified private hospitals of İstanbul. The sample of this research consists of 390 nurses who can contact face to face with patients per 130 for each class.

According to results of this research, it could not detect any relation between emotional labor and individual work performance statistically. Yet, there is poor negative relation ($p=0,01$, $r=-0,144$) between surface acting and individual work performance. In addition, there is poor positive relation ($p=0,05$, $r=0,100$) between deep acting and individual work performance. The cause of relevant poor relations is that nurses consider themselves competent in the context of individual work performance (4.05 ± 0.77).

Contrary to the expectations, research results indicated that nurses' level in both emotional labor and organizational cynicism were low. The cause why organizational cynicism average (2.45 ± 0.91) was low than expectation, as suitable with literature results, is that health care workers cover up their cynic attitudes in order to not losing their status and income. Emotional labor's average lowness than expected was interpreted as that workers did not internalize the nature of performing job or not including the motivators which work conditions pushing them to display emotional labor.

As a result, this study suggests increasing worker's emotional labor values by keeping them in organizations for long term and in addition, enabling workers to speak about process that affects them directly.

Keywords

Emotional labor, Organizational cynicism, Individual work performance

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Introduction

1. Emotional Labor

Labor is defined the activity of generating the means of supports (Kazgan, 2012). In this regard, labor is a factor of production. However, human production does not just represent endeavoring. From this respect, the most dissimilatory feature of humankind from other living being is that humankind can plan and protect the product process legally (Braverman, 1974). Otherwise, it would be impossible to distinguish humankind efforts from animals. In this regard, humankind have free will on supplying of their labor.

It is known that service sector's volume is so important in context of economic magnitude of developed and developing countries and their developmental level. Although intelligent technology and software, which are in order to eliminate faults, supersede the production based human endeavoring, the dynamic of service sector, which based human endeavoring, sustains its effect still.

Intangible, heterogeneous, simultaneous production-consume features of services give humankind's talent, ability and performance prominence in service sector (Parasuraman et al., 1985). At the same time, personals in service organization have to contact with people that they provide service. In this respect, it is thought that one of the factors that contribute the production of both workers and organizations is emotional labor. Likewise, reciprocal emotional interaction comes about during this communication. This interaction has a big importance that have role on evaluation of enterprises. Because of this condition, it is demanded from workers to be addressed to emotions of customers as part of their job (Rafaeli and Sutton, 1987). From this respect, it is seen that emotions have economical value and they can be exchanged for a fee although they are abstract (Hochschild, 1983).

Emotional labor is a structure that includes suppressing, enforcing and faking it in order to regulate emotional expressions (Grandey, 2000). Emotional labor is also stated as a reflection of emotions and feelings that are needed to collaboration with customer and co-workers, as ability to integrate it with organizational perspective (Meier et al., 2006; Sheih, 2011). In other words, emotional labor is explained as displaying suitable emotional reactions (Ashforth and Humphrey, 1993). Generally, emotional labor is a process of managing feelings and emotions that are expected from workers in compliance with norms decided by organization (Wharton, 2009). If emotional labor is examined as an inward process, it can be said that emotional labor is managing of workers' emotion by striving in case of interaction with others in workplace. In the light of these definitions and approaches to concept of emotional labor, some features of emotional labor can be viewed at figure 1.

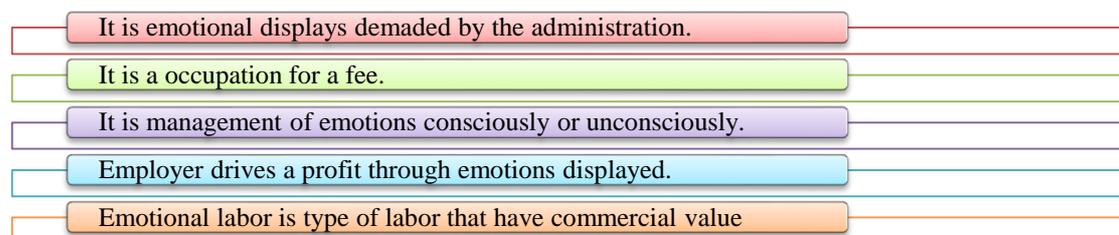


Figure 1: Covalent Elements of Emotional Labor

Resource: Grandey et al., 2013; Hochschild, 1983; Delen, 2017

When examined the concept of emotional labor it is seen that there are its three dimensions as surface acting, deep acting and natural acting. Surface acting is explained with the concept of false self. With reference to it, false self is a defensive behavior that ensures to be gained recognition by concealing true self in order to cover up the empathy failure due to the demand of social environment (Winnicott, 1965). In this regard, emotional expressions are reinvented and controlled in surface acting. While attending to tough customer or while in bad emotional situation, artificial smiling is an example of surface acting (Brotheridge and Grandey, 2002; Ashforth and Humphrey, 1993). In this respect, surface acting means is no sincere, but is having an attitude that is far from internalizing. Surface acting which are displayed outwardly is impressionistic phenomenon reflected to other side (Grandey, 2000).

Surface acting which are displayed in the way of not representing yourself can convert to deep acting in the way of playing role of one's psychology of portrayed character (Hochschild, 1983). Worker shows empathy and struggles to act deep acting by perceiving the customer's emotional situation (Rupp et al., 2008). In this regard, emotional labor have to be viewed as psychological process that workers must regulate their emotional situation by empathize with those who they service (Grandey, 2000).

It have been alleged that one of emotional labor type is also natural acting. It realizes in the way of sympathizing to ones who workers service without any empathy. Said sympathy does not require any role and changing of the self. Emotional concern or humane sentiment of one nurse to crippled child is example for natural acting (Ashforth and Humphrey, 1993). This emotional reflex, which is sincere, can be also expected by other side. This type of emotional labor is also named as passive deep acting because there is no any manipulation to other side (Prati, 2004).

2. Individual Work Performance

Imperative working conditions like unemployment, low of wages, obligation of working in shift, which economic competition cause, increase the pressure on the worker for increasing individual work performance nowadays (Carneiro ve Novais, 2017). There is no any approach agreed on what individual work performance is. For example, while productivity is important for management sciences; adaptation, satisfaction and selfness come to the forth for organizational psychology (Beaton et al, 2009; Barrick et al.,2001). From this respect, some discussions on whether individual work performance definitions are focused on output or behavioral took place. Therefore, the necessity of differentiate individual work performance from labor productivity came off (Koopmans et al., 2011). In this regard, individual work performance is viewed as suitable set of behaviors for general organizational goals (Murphy and Kroecker, 1988).

According to this approach, there are three essential feature of individual work performance (Koopman et al., 2011):

1. It is a notion related to behaviors than output
2. It encompasses behaviors related to organizational goals
3. It includes a multidimensional structure

Individual work performance is investigated under four top title. These have been depicted at figure 2 (Koopman et al., 2011; Viswesvaran and Ones, 2000)

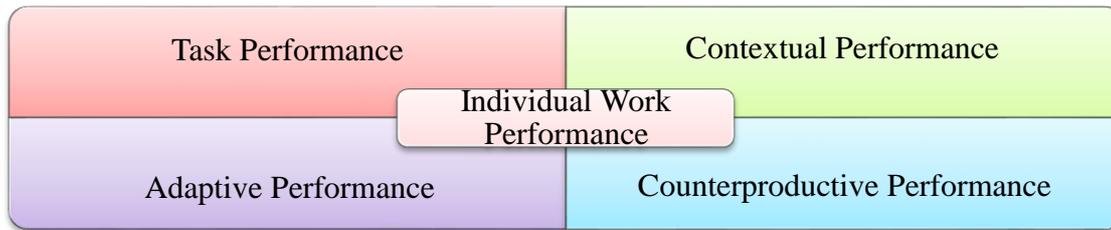


Figure 2: The Dimensions of Individual Work Performance

2.1. Task Performance

Task performance is the first individual work performance coming to mind probably. There are a lot of explanation and describing for task performance in academic literature. However, common point of these is that vocational talent and abilities come to forth in scope of task performance (Bağcı, 2014; Greenslade and Jimmieson, 2007).

Task performance encompasses a lot of mission and duties depended on job (Jawahar and Carr, 2006). In other words, task performance includes essential responsibilities customized the occupation professed that is determined by experience and technical ability (Conway, 1999). In this respect, task performance is defined as individual work performance indicator that contributes to production techs of organization directly (Motowidlo et al., 1997).

Task performance are also separated as routine and creative task performance (Brüggen et al., 2017). While routine task performance means fulfilling work process designated excellently, creative task performance means generating the result demanded by discovering unexperienced methods (Jäder et al., 2017). The need of creative task performance rises because many works got routine due to technological development (Acemoğlu and Autor, 2011). From this point, industries in service sector that product based on knowledge (for example hospitals) have to employ the workers who take in charge of creative duties based on discrete and analytic ability (Acemoğlu and Autor, 2011; Fonseca et al., 2018).

Attitudes and behaviors composing task performance can vary according job or vocation professed as expressed before. Five fundamental individual work performance within task performance for nursing have been ranked as following (Greenslade and Jimmieson, 2007):

1. *Planning patient care,*
2. *Fulfilling the demands of patients related to disease and monitoring medical variables,*
3. *Informing about health situation and the process of treatment to patients and their relatives,*
4. *Providing emotional support for anxious and fears of patients and their relatives,*
5. *Co-coordinating with other medical departments for treatment and caring.*

2.2. Contextual Performance

Contextual performance can be defined as set of behaviors that include willingness for fulfilling task activities and cooperation with other workers in organization in order to achieve (Borman and Motowidlo, 1997). According to this approach that individual work performance does not consist of task performance, *interpersonal relationship* (Murphy and Kroeker, 1988; Wisecarver et al., 2007), *extra-role performance* for customers and organization (Maxham et al., 2008), *organizational citizenship* (Organ, 1997; Viswesvaran, 1993) and *prosocial behaviors* beyond specifications of task performance (Katz, 1964; Viswesvaran, 1993) compose the contextual performance.

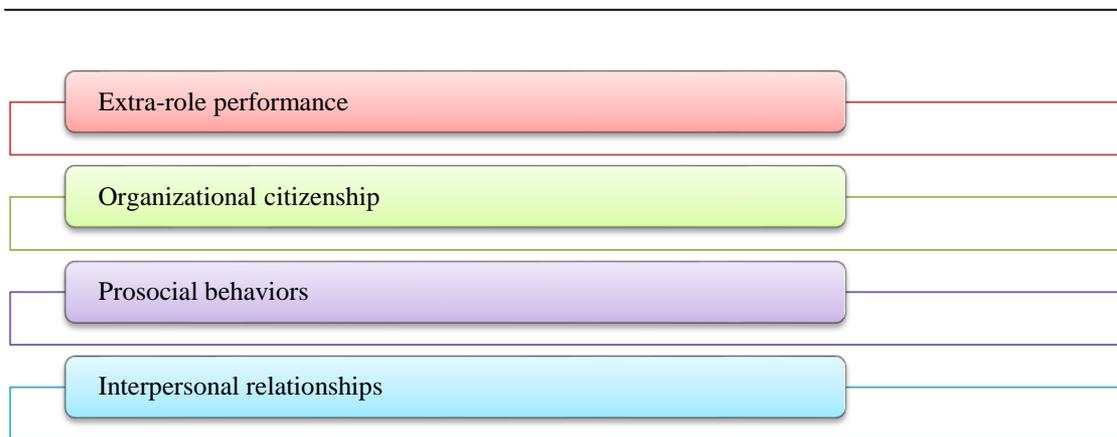


Figure 3: Contextual Performance Labels

If examined heedfully, it is seen that extra-role performance means general a term composed in that way of including organizational citizenship, prosocial behaviors and interpersonal relationship behaviors. For example organizational citizenship behaviors is viewed in context of extra-role performance (Zhu, 2013; Hsu et al., 2017).

Interpersonal relationship generally defines the ability to set up good communication with other side (*co-workers, manager*) (Murphy and Kroeker, 1988). In this regard, it is necessary to set up good communication and collaboration with stakeholder interacted while fulfilling tasks responsibilities. Otherwise, poor interpersonal relationship also decrease general job performance (Murphy and Kroeker, 1988).

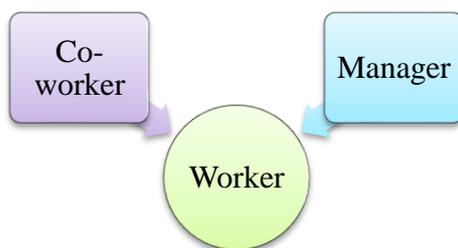


Figure 4: The Way of Interpersonal Relationship

Source: It was adapted from publication of (Murphy and Kroeker, 1988)

Attitudes and behaviors composing interpersonal relationship is a fact experienced subjectively; namely impressively conveyed to other side, and they are explained as a continuous interaction aspect (Reich and Hershcovis, 2011). Interpersonal relationships in work life is referred as a compound of psychosocial work conditions that are motivated by personality characteristics (Stoetzer, 2010). Set of probable attitudes and behaviors of a workers in context of inter or multi relations in organizations was depicted at figure 5 (<https://www.adams.edu/administration/hr/performance%20review.pdf>, Accessed Date: 23.04. 2018):



Figure 5: Type of Interpersonal Relationship Behaviors

Interpersonal relationship need to contribute to achievement in production process to view as a performance criterion. For example, while taking care of customers, sincerity and respect of the worker towards them or her/his the ability to communication and collaboration would reach significant providing that they are satisfied. However, although customer satisfaction cannot be got in spite of these behaviors, they even so should consider as criterion of contextual performance because theirs aim is to reach it. As referred before, individual work performance is a notion related to behaviors than output (Koopman et al., 2011).

One of essential indicator of interpersonal relationship is workers' disposition to collaboration. It is asserted that the collaboration with both co-workers and their managers facilitate to reach organizational goals (Schalk and Curşeu, 2010). In order to define a behavior as collaboration, working together and an agent for a general aim require (Chen et al., 1998; Schalk and Curşeu, 2010).

One of the situations where cooperation behavior is important is that situations that working with subordinate personnel for the benefit of third party is compulsory. For example, detecting the cause of any fault committed to customer entails this kind of collaboration. Otherwise, most penalty would paid by the organization by means of being damaged corporate reputation. In this regard, the consent of

worker to be directed by his manager can consider as other positive interpersonal relationship performance.

Organizational citizenship is defined a concept that are displayed independently of organizational reward mechanism, namely discretionally (Organ, 1988; Ahmad and Saud, 2016), that includes the approach of giving someone a helping hand by going beyond fundamental job requirement (Zhang, 2011).

Organizational citizenship, which is also considered set of behaviors that increases profitability over the long term (Zhang, 2011), was associated as a part of contextual performance in the way of the approach of being altruistic (Organ, 1997). It is considered that organizational citizenship behaviors or attitudes is associated as conscientiousness, being altruistic, being kind, being virtuous and being gentleman (Singh and Singh, 2008).



Figure 6: Types of Citizenship Behaviors

Source: It was adapted from publication of (Singh and Singh, 2008)

Conscientiousness requires to obey the organizational rules or to participate organizational formations; being altruistic requires to help without expecting a response; being kind requires to consult to others before making decisions even though it is unnecessary; being virtuous requires to get over problems affecting to organization and lastly being gentleman requires to avoid from gossips and rumors or requires to not exaggerate petty issues (Singh and Singh, 2008).

Prosocial behaviors, which are exemplified as helping, sharing, endowing, collaboration and willingness, refers to behaviors like the integration with organization, taking action to provide the organization from hazardous situation, speaking out positive things towards third parts, readiness for more important occupations that requires high responsibility and making suggestion for organizational development lastly (Brief and Motowidlo, 1986).

Said prosocial behaviors that are displayed discretionally (Viswesvaran, 1993) was shown at following figure (Brief and Motowidlo, 1986).



Figure 7: Types of Prosocial Behaviors

Intervening, making suggestions and direction in order to remove the blockage in production process are most common prosocial behaviors in context of helping co-workers. Handling some business of co-worker who is late for job, taking responsibility of co-workers who cannot complete their business because working equipment was broken down, being on night duty in hospital for his/her co-worker who cannot work due to personal causes can be asserted as some examples of prosocial behavior in scope of contextual performance.

2.3. Adaptive Performance

Adaptive performance is defined as ability to change workers' behaviors in order to meet demands of changing environment conditions in context of individual work performance (Charbonnier-Voirin and Roussel, 2012). According to other approach, adaptive performance is a notion that has its cognitive and emotional dimensions, which include a disposition to change job requirements, unlike task performance (Allworth and Hesketh, 1999). However, it is considered that adaptive performance affects task performance positively (Shoss et al., 2012).

Many environmental factors like technological change, knowledge-based production, competition due to globalization and the need of controlling costs cause to arise the adaptive performance that needs customizing of workers in terms of consideration, value and behavior (Ployhart and Bliese, 2006). Adaptation areas for future economic system was shown at Figure 8 (Ployhart and Bliese, 2006).

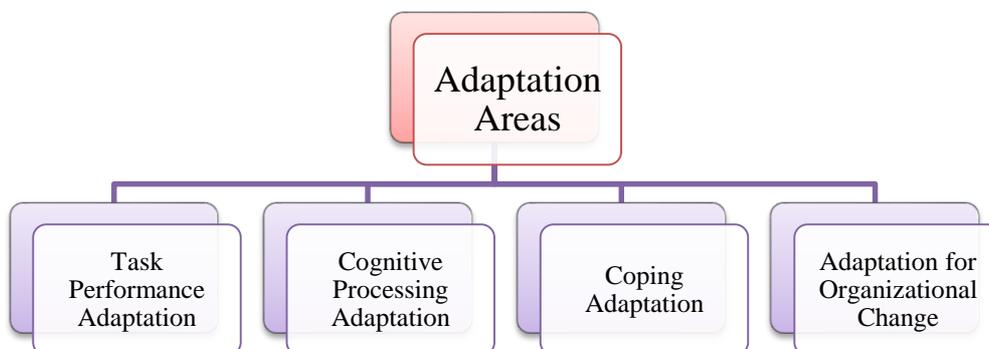


Figure 8: Adaptation Areas in Context of Individual Work

Task performance adaptation refers to attuning of worker in context of talent, ability and knowledge in order to respond environmental change (Ployhart and Bliese, 2006). For example, while it was expected from secretaries to use typewriter before 60 years, it is now expected from them to use computer and software technologies perfectly. In this regard, secretaries who can convey their ability and knowledge to software technologies have stayed on their task. Others have lost their jobs.

Cognitive processing adaptation is referred as ability to choose suitable alternatives correctly by catching marks of changing (Ployhart and Bliese, 2006). Specially, it can be considered this kind of adaptation is more important for manager staff. Applying “A” or “B” plans responsively or specifying proper plan of them should consider as fundamental feature of cognitive processing adaptation.

Copying adaptation is explained as ability to work out in case of one of stress factor (Ployhart and Bliese, 2006). For example, in case of occurring a problem, flexibility to solve fast can be considered as an ability that workers should have in operational level. In this respect, it is necessary to be known of alternatives that fulfill the task.

Adaption for organizational change can be referred as positive reactions in terms of emotional, cognitive, communication and being included of decisions to organizational change carried out to take competitive edge (Witting, 2012). For example, changing of production process, of technology used and of current norms can cause to organizational change. In this regard, low resistance to organizational change and integration of workers to this change should consider as an important adaptive performance in terms of individual work performance.

As long as environment conditions change continuously, importance of adaptive performance comes to forth. In this respect, organizations in this conditions need to organic organization structure that qualifications of workers are more valuable and formality level is low (Koçel, 2011). Specific adaptive performance behaviors or attitudes are shown at figure 9 (Pulakos et al., 2000).

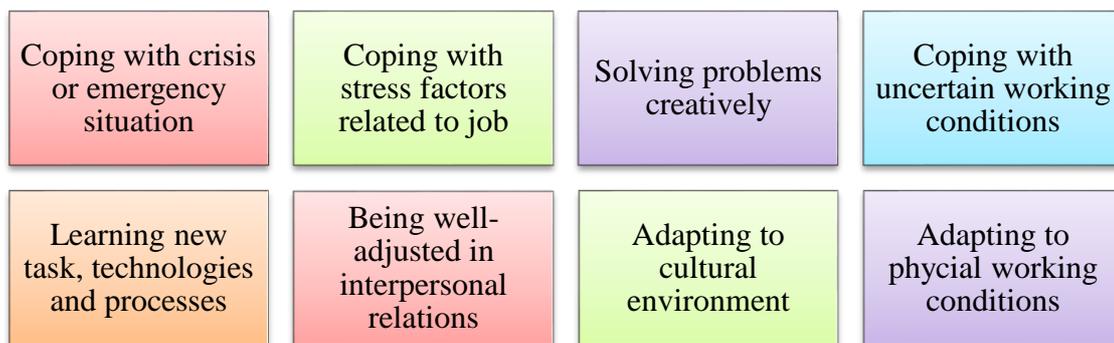


Figure 9: Adaptive Performance Behaviors & Attitudes

Coping with crisis or emergency that can endanger the life is vital for healthcare organizations. For example, in case of fire in hospital, it is expected from workers to control their emotional situation and to take action (Pulakos et al., 2000).

Coping with stress that occurs depend on workload, participation and control, working hours and job content (Leka et al., 2004) is other type of adaptive performance. Having not enough time to complete a project is an example of stressor factors (Pulakos et al., 2002). In this conditions, not blaming of others



as source of problem or taking action to accelerate process should be considered expected adaptive performance behaviors (Pulakos et al., 2000; Marques-Quinteiro et al., 2015).

Solving problem creatively is referred as resolving problems that cannot be found easily a remedy (Pulakos et al., 2002). In order to perform it, it is necessary to be creative of workers, to analyze opportunities for solving and to increase quality of production in terms of them (Pulakos et al., 2000; Pukalos et al., 2002). Being created excel calculation table by a personnel in discharge department of hospital in order to accelerate discharge of patient, in terms of health insurance process, should be considered as adaptive performance example.

Coping with uncertain working conditions is also other indicator of adaptive performance. It is expected from worker to react for sudden developments in this individual performance type (Pulakos et al., 2000). Opening new room for an inpatient by night supervisor of hospital by changing hospitalization plan of next day can be asserted as other adaptive performance example.

One of the adaptive performance is learning new task, technologies or processes (Pulakos et al. 2002). It is not possible to work in the same job with same knowledge or ability in the contemporary world where types of working is changing all the time. It can asserted that learning new task, technologies or processes is most demanded performance type from workers by their managers in case of high staff turnover. Most important obstacle in this case is to employ new workers into any department that they did not work before because they do not accept new tasks. Therefore, it should be considered that taking responsibility on accepting new task, which is crucial for organizational interests, is most appreciated adaptive performance.

Being well-adjusted in interpersonal relations is adaptive performance indicator that requires to listen and to be open-minded while dealing with any customer (Pulakos et al., 2000). Compliance in interpersonal relations also requires catching priorities of other side and making cognitive, emotional or behavioral change in this direction (Pulakos et al., 2000; Pulakos et al., 2002). Being changed alternatives by a sales representative who perceive expectations of customer can be this kind of adaptive performance example.

Adapting to cultural environment is similar with being well-adjusted in interpersonal relations. From this context, being adapted of cultural components like symbol, language, nation, custom, religion and values of other side by workers is expected (Pulakos et al., 2000; Pulakos et al., 2002).

Workers should be more careful while communicating with the patient who have different religion or nationality and should avoid words or behaviors that may cause to conflict. Specially, some situations, which requires different approaches towards patients from nutrition to transfusion depend on their religion, might happens in health organizations. In this regard, that workers respect to changes in service process would be appropriate adaptive performance. Both being well-adjusted in interpersonal relations and adapting to cultural environment depend on social intelligence of workers (Pulakos et al., 2006).

Adapting to physical working conditions includes adjusting to physical environmental conditions like cold, heat, moisture, dryness or to physical specialties like weight, length or muscle force (Pulakos et al., 2000; Pukalos et al., 2002). For example, in aviation sector it is necessary to be suitable in terms of weight and length of any worker. In this respect, it can asserted that losing weight and keeping fit are adaptive performance.

2.4. Counterproductive Performance

Individual work performance is not always concept on behalf of organization benefits. This situation can comprehend when considered individual work performance as workers' behaviors and attitudes clearly. Counterproductive performance is defined as intentional behaviors of worker, which are contrary to legal interest of organization (Sackett, 2002). According to other approach, counterproductive performance is explained as protest behaviors of workers in order to demonstrate their dissatisfactions (Kelloway et al., 2010).

Counterproductive performance have been named with various labels. In this regard, *workplace aggression* as efforts by worker to damage co-workers or organization (Baron and Neuman, 1996), *organizational misbehaviors* as intentional actions that violate organizational norms (Vardi and Wiener, 1996), *protest form* as intentional behaviors of worker in order to emphasize injustice practices (Kelloway et al., 2010), *employee deviance* as voluntary behaviors that endanger the well-being of organization (Robinson and Bennett, 1995), and finally *anti-social* behaviors that is negative for organization (Robinson and O'Leary-Kelly, 1998) are some terms in order to describe counterproductive performance concept.

Workers can commit many counterproductive behavior includes proper-based (theft, vandalism etc.) or production-based (absenteeism, tardiness etc.) deviances that harm both co-workers and organization (Mikulay et al.,2001). The counterproductive work performance is associated with negative emotional attitude, with being on opposition to organization, with making trouble for co-workers and managers, with making mistakes deliberately (Koopmans et al., 2014). Some counterproductive behaviors are shown at figure 10 (Koopmans et al., 2011).



Figure 10: Types of Counterproductive Behaviors

Focus point of counterproductive individual work performance is that these behaviors are performed deliberately. Therefore, for example, a mistake committed by physician unintentionally in surgical operation does not refer to counterproductive performance (Vardi and Wiener, 1996).

3. Organizational Cynicism

3.1. Concept of Cynicism and Its Philosophical Background

Roots of cynicism have been dated back Ancient Greek Philosophy. Cynics were maintained their philosophical reviews that have virtue centered of Socrates school (Luck, 2011; Gökberk, 1993). In this intellection that is equal to have knowledge, cynics who adopted individualistic approach acknowledged avoiding pleasure and being independent from social circle as virtue (Gökberk, 1993). In this regard, there is a near connection between cynicism and stoicism (Luck, 2011).



According to Oxford English Dictionary, cynic is defined as “one who shows a disposition to disbelieve in sincerity or goodness of human motives and actions, and is wont to express this sneers and sarcasms; a sneering fault-finder” (Dean et al., 1998).

In other words, cynicism is a general or specific attitude characterized by frustration, hopelessness and disillusionment to any institution, to social custom, to ideology, to social group or people (Andersson and Bateman, 1997). Cynicism is also attitude of being in opposition to motivations behind actions that have skepticism querying the trueness (Turner and Valentine, 2001).

Etymologically, cynicism comes from cynic word. Cynic means “Dog” in Greek language (Luck, 2011). These people named as cynics protested all kind of idea, behavior or emotion in Ancient Greek Civilization by criticizing (Luck, 2011). These protests have been demonstrated in the way of doing the contrary because others are people who lost their virtue. In this regard, they eats if necessary and they have tendency to avoid food giving pleasure. Famous cynic Diogenes presents the standard of being virtue by saying “not needing anything is intrinsic to God, needing few thing is taking after God” (Luck, 2011).

Virtue in cynicism has a disposition to convert to asceticism (Desmond, 2008). For example, *Philon* impressed by cynicism praises asceticism and preaches to avoid any pleasure and superstition (Luck, 2011). Asceticism is rooted from Platonic life style experienced in order to achieve happiness (Dudley, 1937). In this regard, cynic asceticism has contrast with asceticism in Protestant Ethic. Thus, cynic or other ascetic approaches that are output of a sacred belief exclude the individual from daily life because special sacred life is necessary to surpass secular morals (Weber, 2017).

3.2. The Concept of Organizational Cynicism

Organizational cynicism can consider as protest movements that workers do against organization or its administration. However, this concept was defined with different emphasize points. For example, organizational cynicism as belief of not integrating oneself to organization with strong negative emotional reaction, which causes to arise depreciatory and critical behaviors (Abraham, 2000).

Organizational cynicism is also defined as a negative attitude against organization worked (Dean, 1998). According to another approach, organizational cynicism is referred as a concept that arises against unethical behaviors like unfairness, favoritism and deception (O’Leary, 2003).

3.2.1. Types of Organizational Cynicism

Concept of organizational cynicism is an umbrella term for many types of cynicism (Delken, 2004). Thus, there are five organizational cynicism dimensions.



Figure 11: Types of Organizational Cynicism

Source: Abraham, 2000; Dean, 1998; Delken, 2004

Personality cynicism is constant or inherent personal character (Abraham, 2000). These people who have lack of ability to communicate socially think that others are absolutely dishonest and selfish and do not

rely on them adamantly (Abraham, 2000). These cynics think, in analogy to Marxist discourse, that they are exploited and alienated from job owing to relations of production (Guastello *et al.*, 1992).

Social cynicism is also one of the five fundamental axioms (Bond *et al.*, 2004). Social axioms are used to refer to beliefs related to mechanisms of the world that constitute general dispositions about values in terms of people (Bond *et al.*, 2004). In this regard, social cynicism is defined as a thought composition related to the social world like having an adverse opinion towards humankind, causing unhappiness by life, being exploited by powerful people and being practiced double standards on behalf of the rich by social institutions (Leung *et al.*, 2010). From this perspective, feelings of insecurity towards authorities and institutions step forward in social cynicism (Bateman *et al.*, 1992). This situation can also be referred to as alienation from socio-economic institutions as a result of violating the social contract (Abraham, 2000). It can be said that this negative psychological view occurs due to life experience in the social world and it is conveyed to organizations by workers. Social cynicism differentiates from personality cynicism in this respect (Bond *et al.*, 2004).

Occupational cynicism can be defined as attitudes or behaviors stemming from a profession executed by the individual. Specially, it may be asserted that occupational cynicism happens due to professional failures. Neiderhoffer tries to explain occupational cynicism through policing. According to Neiderhoffer, police officers lose both their confidence and reliance on society when they are unsuccessful (Neiderhoffer, 1968a). In these situations, members of a profession are offended; hatred and hostility towards society and feelings of weakness against society may take place. Such that, they can say, "I hate civilians", which displays their cynical attitude (Neiderhoffer, 1968b).

Employee cynicism, just as in social cynicism, emerges due to contract violation. This contract violation rises to the surface because of breaching psychological contract terms like equity, justice and objectivity between employee and employer (Rousseau, 1989). Psychological contract is the perception of reciprocal responsibility between employee and employer (Robinson, 1996). In other words, a psychological contract that is related to specific conditions and terms between an individual and organizational structure is a mutual agreement believed by particularly workers as pledged words (Rousseau, 1989).

In addition, psychological contracts have a wide structure that encompasses unspoken terms that are assumed (Morrison and Robinson, 1997; Peng *et al.*, 2016). In this regard, a psychological contract is a feeling of inequity, which occurs in the workplace, towards great institutional businesses, top executive managers or similar constitutions (Stanley *et al.*, 2005). Unannounced layoffs, lateral transfer instead of vertical promotions, unfulfilled promises of training or travel (Andersson, 1996), lack of performance-based payment, unfulfilled promises of development (Rousseau, 1990), unfairness in personnel procedures, not supporting with personal and family problems, lack of recognition and feedback on performance (Dainty *et al.*, 2004) are some breaches in the context of a psychological contract.

Organizational cynicism is investigated in terms of organizational change. Organizational change is referred to as finding new methods for organizational schema and its working style (Dawson, 2003). In this context, organizational change cynicism is a midrange thought encompassing pessimism about the possible unsuccessfulness of organizational change because workers consider that leaders who execute the change are ineligible and lazy (Wanous *et al.*, 1994; Abraham, 2000; Reichers *et al.*, 1997). It is seen that workers have an accusatory attitude towards the leaders who conduct organizational change (Brown and Cregan,



2008). It is asserted the fear that working comfortable is removed forcibly causes to develop these attitudes or behaviors (Aslam et al., 2016). From this point of view, it may expressed that organizational change cynicism is a reactional psychological situation.

It is asserted that organization change cynicism is different from skepticism. Thus, although skeptics can guess the unsuccessfulness of organizational change, they may be also hopeful on that some positive developments might take place (Reichers et al., 1997). Organizational change cynicism comes to exist as a belief that new organization change attempts would be fail by regarding unsuccessfulness of previous organization change (Reichers et al., 1997; Ribbers, 2009). Pessimism due to previous failures is example for this circumstance (Rubin et al., 2009; Thompson et al., 2000). Thus, organizational change cynicism is not inherent attitude or behavior ontologically; it arises as a result of experiences (Reichers et al., 1997).

In addition, organizational change cynicism is used as a tool of protecting from negative expressions about that the workers may lose their control on job (Reichers et al., 1997, Barton and Ambrosini, 2013). Therefore, workers do not take responsibilities on the organizational change because they think that reason shown by their current managers is not true and that new manager staff would resolve problems causing organizational change (Reicher et al., 1997). Not taking responsibility on organizational change converts to organizational change resistance in case organizational cynicism is perceived in solidarity (Thompson et al., 2000). The belief that managers pursue hidden or implicit goals, unlike expressed, has role on developing this attitude (Stanley et al., 2005; Grama, 2013). Quality of informing has relation with this situation (Qian and Daniels, 2008). Therefore, explanatory informing would decrease organizational change cynicism (Grama and Todericiu, 2016).

3.2.2. Dimensions of Organizational Cynicism

Organizational cynicism essentially has three dimensions. These are *cognitive*, *emotional* and *behavioral dimensions* of organizational cynicism

Cognitive dimension of organizational cynicism is referred as ideational approach based on the belief. In this context, worker think that organization do not keeps to fundamental principles like justice, honesty and sincerity in cognitive dimension of organizational cynicism (Dean et al., 1998). In this regard, the belief based on that there is unprincipled practices in organization has role on this cognitive approach (Pelit and Pelit, 2014).

Cognitive organizational cynicism also shape cynical attitudes or behaviors (Delken, 2004). Thus, there is a sceptic position that makes worker think altruistic actions or decisions related job process of organization service to create authority legitimacy and to preserve bureaucratic hierarchy (Dean et al., 1998; Goldner et al., 1977). Indeed, according to workers, manager or co-workers frequently tries to derive benefit via their behaviors seen as altruistic (Kanter and Mirvis, 1989). That is to say, it is quested secret a goal in decisions and actions, which may affect workers negatively. It can seen that some unprincipled practices like injustice, deceit and insincerity, gaining advantage, being unethical are routinized in cognitive organizational cynicism (Işık, 2014).

Emotional organizational cynicism can referred as negative emotions felt towards organization worked. For example, disdain, feeling anger, disgust, feel ashamed for organization are most specific ones. Also,

there are emotions like hopeless, disillusionment in this kind of organizational cynicism (Andersson, 1996; Reichers et al., 1997).

These negative emotions develops because of perceiving for superiority in frame of own standards or values that worker demands from organization (Dean et al., 1998). However, these cynical emotions are not disclosed to not lose wage or statue easily (Pelit and Pelit, 2014).

Worker criticizes the approach style of organization by saying snippy words in behavioral organizational cynicism. This critical behavior is performed by estimating the future of organization pessimistically (Dean et al., 1998). To illustrate, the worker in this position can behave cynically by expressing that any investment would be unsuccessful. Main reason of why worker behave like this is that he/she perceives for superiority oneself than organization worked in terms of knowledge and ability. In addition, wry smile or grin are other cynical behaviors wordlessly (Brandes and Das, 2006).

Purpose

The aim of the study is to reveal the role of organizational cynicism for the effect of emotional labor on individual work performance in order to get explanatory results in terms of organizational behavior approaches.

Method

In this study, it was used fieldwork method in order to reveal the role of organizational cynicism for the effect of emotional labor on individual work performance. This study was conducted A, B, C type classified private hospitals of İstanbul. The sample of this research consists of 390 nurses who can contact face to face with patients per 130 for each class under the %5 estimated half width of confidence interval for unknown universe size. Due to financial and time constraint, stratified sampling was chosen. Fundamental presumption of this sampling method is that human resource capacity, bed numbers, financial structure, technological capability and other substructure potentiality of hospitals is not homogeneous and there is no adequate information about universe of the study.

While including nurses to sampling, those who was not in the hospital did not attach to the fieldwork. In addition, leaving blank of at least one expression, duplicate marking and logical mistakes (*like although he/she is under 20 years, those who marks the service life in the occupation as 20 years and above*) is cause of exclusion from the sample.

For this study, it were used three survey that had been conducted reliability and validity test in Turkish version for emotional labor, organizational cynicism and individual work performance respectively (Basım and Begenirbaş, 2012; Kalağan, 2009 and Çöl, 2008).

In scope of this study, following hypothesizes was composed:

H1: *There is a relation between emotional labor and individual work performance.*

H2: *There is a relation between organizational labor and individual work performance.*

H3: *There is a differentiator effect of organizational labor on the relation between emotional labor and individual work performance.*

H4: *There is a difference between emotional labor and age.*

H5: *There is a difference between emotional labor and marital status.*

H6: *There is a difference between emotional labor and gender.*

H7: *There is a difference between emotional labor and educational level.*



- H8: *There is a difference between emotional labor and administrative function.*
- H9: *There is a difference between emotional labor and the service life in hospital worked.*
- H10: *There is a difference between emotional labor and the service life in occupation.*
- H11: *There is a difference between organizational cynicism and age.*
- H12: *There is a difference between organizational cynicism and marital status.*
- H13: *There is a difference between organizational cynicism and gender.*
- H14: *There is a difference between organizational cynicism and educational level.*
- H15: *There is a difference between organizational cynicism and administrative function.*
- H16: *There is a difference between organizational cynicism and the service life in hospital worked.*
- H17: *There is a difference between organizational cynicism and the service life in occupation.*
- H18: *There is a difference between emotional labor and hospital classes.*
- H19: *There is a difference between organizational cynicism and hospital classes.*

Result

In scope of this study, descriptive statistics of nurses about their age, marital status, gender, educational level, administrative function, service life in hospital worked and service life in occupation were presented in following table 1.

Table 1: Socio-demographic data of nurses in the study

Age	n	%
Under 20	40	10
Range 20-29	194	50
Range 30-39	71	18
Range 40-49	55	14
Range 50-59	21	6
Above 59	9	2
Marital Status		
Single	238	61
Married	152	39
Gender		
Male	124	32
Female	266	68

Educational Level		
High School	141	36
Associate Degree	65	17
Bachelor's Degree	134	34
Post Graduate	50	13
Doctoral	0	0
Administrative Function		
Have	313	80
Have not	77	20
Service Life in Hospital Worked		
Under 1 year	122	31
Range 2-5 years	143	37
Range 6-10 years	64	16
Range 11-15 years	36	9
Range 16-20 years	7	2
Above 20 years	18	5
Service Life in Occupation		
Under 1 year	66	17
Range 2-5 years	143	37
Range 6-10 years	65	17
Range 11-15 years	43	11
Range 16-20 years	29	7
Above 20 years	44	11



For reliability of emotional labor, individual work performance and organizational cynicism, Cronbach alpha values were shown at table 2.

Table 2: Reliability of Variables

Cronbach α

Variables	Cronbach α
Emotional Labor	,8528
Individual Work Performance	,8664
Organizational Cynicism	,9308

According to table 2, it is seen that all variables in this study is reliable for measurement

Table 3: Validity Test for Emotional Labor

	Surface Acting (Explained Variance = % 33,92)	Deep Acting (Explained Variance = % 22,20)	Natural Acting (Explained Variance = % 19,68)	Cronbach α
EL 1	,846			0,92
EL 2	,886			
EL 3	,852			
EL 4	,867			
EL 5	,856			
EL 6	,759			
EL 7		,721		0,86
EL 8		,889		
EL 9		,799		
EL 10		,801		
EL 11			,901	0,90
EL 12			,887	
EL 13			,865	
Bartlett Test Results	Total Explained Variance (%)		75,81	
	Kaiser-Mayer-Olkin (KMO)		0,863	
	Degrees of freedom		78	
	Ki-kare value		3581,301	
	P		0,00	

According to explanatory factor analyses, there are three dimensions and there is no double item. EL 1, EL 2, EL 3, EL 4, EL 5, EL 6 factors are under the surface acting, EL 7, EL 8, EL 9, EL 10 factors are under the deep acting and EL 11, EL 12, EL 13 are under the natural acting of emotional labor. According to KMO sample test result (0,86), the size of the sample for emotional labor is adequate as “good”. In addition, according to Bartlett test result ($p < 0,05$), emotional labor variable is suitable to conduct factor analyses in terms of validity.

Table 4: Validity Test for Individual Work Performance

Individual Work Performance		Cronbach α
IWP 1	,893	,86
IWP 2	,867	
IWP 3	,831	
IWP 4	,792	
Bartlett Test Results	Total Explained Variance (%)	71,67
	Kaiser-Mayer-Olkin (KMO)	,818
	Degrees of freedom	6
	Ki-kare value	759,824
	P	0,00

For individual work performance, which was scaled as single factor, there is no double item. According to KMO sample test result (0,81), the size of the sample for individual work performance is adequate as “good”. In addition, according to Bartlett test result ($p < 0,05$), individual work performance variable is suitable to conduct factor analyses in terms of validity.

Table 5: Validity Test for Organizational Cynicism

	Cognitive Organizational Cynicism (Explained Variance = % 27,29)	Emotional Organizational Cynicism = % 26,85)	Behavioral Organizational Cynicism = % 22,12)	Cronbach α
OC 1	,814			0,88
OC 2	,821			
OC 3	,769			
OC 4	,728			
OC 5	,720			



OC 6		,788		0,93
OC 7		,862		
OC 8		,846		
OC 9		,770		
OC 10			,905	0,87
OC 11			,860	
OC 12			,694	
OC 13			,634	
Bartlett Test Results		Total Explained Variance (%)		76,27
		Kaiser-Mayer-Olkin (KMO)		,919
		Degrees of freedom		78
		Ki-kare value		3831,775
		P		0,00

According to explanatory factor analyses, there are three dimension and there is no double item. OC 1, OC 2, OC 3, OC 4, OC 5, factors are under the cognitive organizational cynicism, OC 6, OC 7, OC 8, OC 9 factors are under the emotional organizational cynicism and OC 10, OC 11, OC 12, OC 13 are under the behavioral organizational cynicism. According to KMO sample test result (0,91), the size of the sample for organizational cynicism is adequate as “ very good”. In addition, according to Bartlett test result ($p < 0,05$), organizational cynicism variable is suitable to conduct factor analyses in terms of validity. As a result, emotional labor, individual work performance and organizational cynicism scales are reliable and valid in context of their original structure.

For hypothesis analyze, dependent and independent variable’s mean, median and standard deviation values were shown at following tables.

Table 6: Emotional Labor Factors

Emotional Labor	Mean	Median	St. Deviation
<i>Surface Acting</i>	2,28	2,00	1,06
<i>Deep Acting</i>	3,12	3,00	1,08
<i>Natural Acting</i>	2,45	2,33	1,12
<i>General Point</i>	2,86	2,92	0,76

According to table 6, it is seen that mean of surface acting is $2,28 \pm (1,06)$, mean of deep acting is $3,12 \pm (1,08)$ and mean of natural acting is $2,45 \pm (1,12)$.

Table 7: Individual Work Performance

	Mean	Median	St. Deviation
Individual work performance	4,05	4,00	0,77

According to table 7, it is seen that the mean of individual work performance, which was scaled as single factor, is $4,05 \pm (0,77)$.

Table 8: Organizational Cynicism

Organizational Cynicism	Mean	Median	St. Deviation
<i>Cognitive organizational c.</i>	2,67	2,70	1,00
<i>Emotional organizational c.</i>	2,24	2,00	1,14
<i>Behavioral organizational c.</i>	2,39	2,25	1,07
<i>General Point</i>	2,45	2,38	0,91

According to table 8, it is seen that the mean of cognitive organizational cynicism is $2,67 \pm (1,00)$, the mean of emotional organizational cynicism is $2,24 \pm (1,14)$ and behavioral organizational cynicism is $2,39 \pm (1,07)$.

Table 9: One Sample Kolmogorov-Smirnov test

	Emotional Labor	Individual Work Performance	Organizational Cynicism
Test Statistic	,056	,106	,077
P	,005	,000	,000

When viewed table 6, table 7, table 8 and table 9, it is accepted that variables are non-parametric in terms of mean, median and standard deviation values of variables in this study and Kolmogorov-Smirnov test results.



Table 10: Correlation Test Results (Spearman Correlation)

		Individual Work Performance
Emotional Labor	r	,067
<i>Surface acting</i>	r	-,144**
<i>Deep acting</i>	r	,100*
<i>Natural acting</i>	r	-,014
Organizational Cynicism	r	-,098
<i>Cognitive organizational cynicism</i>	r	-,081
<i>Emotional organizational cynicism</i>	r	-,158*
<i>Behavioral organizational cynicism</i>	r	-,042

** Statistical significance level at $p < 0,01$.

* Statistical significance level at $p < 0,05$.

According to results of table 10, while there is poor negative positive relation between surface acting and individual work performance, there is poor positive relation between deep acting and individual work performance statistically. In the light of these results, it could not found direct relation between emotional labor and individual work performance. Thus, H1 hypothesis was rejected.

Also, it was found that there is poor negative relation between emotional organizational cynicism and individual work performance. According to these results, there is no direct relation between organizational cynicism and individual work performance. Thus, H2 hypothesis was rejected.

Because H1 and H2 was rejected, H3 hypothesis could not tested in terms of research methods. Also, because relation values are poor regression analysis could not tested. Thus, H3 hypothesis was rejected. In addition; it is presented that other statistical test results to examine other hypothesis at table 11, table 12, table 13 and table 14.

Table 11: Kruskal Wallis Test Results

	Emotional Labor			Organizational Cynicism		
	χ^2	df	P	χ^2	df	P
Age	14,307	5	0,010*	15,101	5	0,010*
Educational Level	2,323	3	0,508	15,069	3	0,002*

Service Life in Hospital Worked	2,821	5	0,728	12,332	5	0,031*
Service Life in Occupation	16,870	5	0,005*	4,630	5	0,463
Hospital Class	12,217	2	0,002*	9,803	2	0,007*

Research results shows that there is a difference among age's and hospital class's sub groups for both emotional labor and organizational cynicism. In addition, it is found that there is a difference among educational level's and service life in worked hospital's sub groups for organizational cynicism. Finally, it was found that there is a difference among service life occupation's sub groups for emotional labor. According to these results; H4, H10, H11, H14, H16, H18, H19 hypothesis was approved. In addition, Bonferroni correction was done in order to specify the difference among which sub groups are.

Table 12: Bonferroni Corrections (Mann Whitney-U) for Emotional Labor

	Age	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P	
Emotional Labor	20-29 age	194	2,91	0,70	2,96	112,50	1164,00	-	3,227	0,001*
	50-59 age	21	2,37	0,90	2,07	66,43				
	40-49 age	55	3,03	0,75	3,00	43,48	303,500	-	3,186	0,001*
	50-59 age	21	2,37	0,90	2,07	25,45				
	Service Life in Occupation	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P	
	2-5 years	143	2,94	0,64	2,92	100,97	2149,00	-	3,227	0,001*
	20 years and above	44	2,53	0,83	2,57	71,34				
	16-20 years	29	3,21	0,94	3,23	46,12	373,500	-	2,984	0,003*
	20 years and above	44	2,53	0,83	2,57	30,99				



	Hospital Class	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P	
	A Class	130	2,62	0,86	2,53	146,08	6425,00	-	3,342	0,001*
	B Class	130	2,34	0,96	2,11	114,92				
	B Class	130	2,34	0,96	2,11	118,85	6935,00	-	2,501	0,012*
	C Class	130	2,94	0,76	2,92	142,15				

As a result of the Bonferroni correction (under the terms of $p < 0,05/6^3 = 0,008$), it was found that significant difference between “20-29 age range” and “50-59 age range” in favor of those who is in “20-29 age range” and between “40-49 age range” and “50-59 age range” in favor of those who is in “40-49 age range”.

Similarly, as s results of Bonferroni correction (under the terms of $p < 0,05/6 = 0,008$) for service life in occupation, it was found that significant difference between “20 years and above” and “2-5 years” and, between “20 years and above” and “16-20 years” against the those who in “20 years and above” for both each comparison.

Finally, as s results of Bonferroni correction (under the terms of $p < 0,05/3 = 0,016$) for hospital class, it was found that significant difference between “A class” and “B class”, and between “B class” and “C class” against those who works in “B class” for both each comparison.

Table 13: Bonferroni Corrections (Mann Whithey-U) for Organizational Cynicism

	Age	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P	
Organizational Cynicism	Under the 20 age	40	2,14	0,95	1,84	112,50	2780,50	-	2,822	0,005*
		194	2,49	0,81	2,38	66,43				
	20-29 age	40	2,14	0,95	1,84	39,00	740,00	-	2,715	0,007*
		55	2,67	0,97	2,53	54,55				

³ It defines the number of sub group for each variable in order to perform Bonferroni correction properly.

Educational Level	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
High school	141	2,22	0,84	2,07	123,56	7411,00	- 3,091	0,002*
Bachelor's degree	134	2,54	0,89	2,53	153,19			
High school grad.	141	2,22	0,84	2,07	89,54	2613,50	- 2,716	0,007*
Post graduate	50	2,60	0,87	2,46	114,23			
Service Life in Hospital Worked	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
0-1 years	112	2,33	0,85	2,30	84,83	2826,00	- 3,035	0,002*
6-10 years	64	2,76	0,90	2,69	110,03			
2-5 years	143	2,37	0,85	2,23	96,21	3462,50	- 2,797	0,005*
6-10 years	64	2,76	0,90	2,69	121,40			
Hospital Class	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
A Class	130	2,62	0,86	2,53	144,47	6634,00	- 2,997	0,003*
B Class	130	2,34	0,96	2,11	116,53			

As a result of the Bonferroni correction (under the terms of $p < 0,05/6 = 0,008$), it was found that significant difference between “under the 20 age” and “20-29 age range” and, between “under the 20 age” and “40-49 age” against the those who in under

Similarly, as s results of Bonferroni correction (under the terms of $p < 0,05/4 = 0,0125$) for educational level, it was found that significant difference between “high school graduate” and “bachelor’s degree” and, between “high school graduate” and “post graduate” against those who in “high school graduate” for both each comparison.

In addition, as s results of Bonferroni correction (under the terms of $p < 0,05/6 = 0,008$) for service life in hospital worked, it was found that significant difference between “0-1 years” and “6-10 years” and, between “2-5 years” and “6-10 years” in favor of those who in “6-10 years” for both each comparison.



Finally, as s results of Bonferroni correction (under the terms of $p < 0,05/3 = 0,016$) for hospital class, it was found that significant difference between “A class” and “B class” in favor of those who works in “A class”.

Table 14: Mann Whitney-U test for Organizational Cynicism and Emotional Labor

	Marital Status	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
Emotional Labor	Married	152	2,89	0,83	2,92	198,44	17641,50	-	,458
	Single	238	2,85	0,71	2,92	193,62			
	Gender	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
	Male	124	2,86	0,78	2,92	197,67	16222,50	-	,795
	Female	266	2,86	0,75	2,92	194,49			
	Administrative Function	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
Have	77	2,97	0,72	3,00	209,06	11006,00	-	,238	
Have not	313	2,84	0,75	2,92	192,16				
Organizational Cynicism	Marital Status	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
	Married	152	2,42	0,95	2,92	189,61	17192,50	-	,409
	Single	238	2,47	0,88	2,92	199,26			
	Gender	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P
	Male	124	2,49	0,99	2,34	197,21	16279,50	-	,838
	Female	266	2,44	0,87	2,38	194,70			
Administrative Function	N	Mean	St. Deviation	Median	Mean Rank	U	Z	P	
Have	77	2,51	0,84	2,38	204,05	11392,00	-	,458	
Have not	313	2,44	0,92	2,38	193,40				

According to table 14, there is no any significant difference between dependent and independent variables. Hence, marital status, gender and administrative function of nurses do not affect their emotional labor and organizational cynicism attitudes. In this regard, H₅, H₆, H₇, H₈, H₉, H₁₁, H₁₂, H₁₃, H₁₅ and H₁₇ hypothesis were rejected.

Conclusion

Research results shows that there is no relation between emotional labor and individual work performance. However, it is seen that there is a significant poor relation between surface acting and individual work performance negatively. The result that surface acting decreases individual work performance is congruent with other study results (Akhter, 2016; Ghalandari et al., 2012). It can be asserted that the necessity to display emotions by putting on false self in emotional labor is a reason of this negative relation between surface acting and individual work performance. Therefore, this kind of emotional labor includes hard and wearing process that workers convert themselves emotionally. In addition, this result can be interpreted as that workers do not perceive surface acting as concern of professionalism.

As congruent with other research results in academic literature, it was found that deep acting increases individual work performance (Akhter, 2016; Ghalandari et al., 2012; Gelderen et al., 2017). In addition, this research result is also parallel with another result that there is relation between deep acting and adaptive performance as part of individual work performance (Wang et al., 2016; Gelderen et al., 2017). As different from the result of Akhter's (Akhter, 2016), there is no relation between natural acting and individual work performance. This situation can be interpreted as that natural acting is kind of behavior that may be displayed in also other social areas outside working life. Therefore, it should be acknowledged that understanding the difference between natural acting displayed in working life and emotional reflexes displayed in other social areas, and comprehending the probable contribution of natural acting to individual work performance are so hard.

Another prominent concept is organizational cynicism. Research results, as different from some academic results, (Supriadi and Sefnedi, 2017), show that there is no relation between organizational cynicism and individual work performance. Although emotional organizational cynicism was expressed at the least compared with other organizational cynicism types, it has negative effect on individual work performance as different from cognitive and behavioral organizational cynicism. In spite of the negative effect of emotional organizational cynicism on individual work performance, the reason why there is no relation organization cynicism and individual work performance can be interpreted as that having cynical attitudes does not confuse professional and personal liability.

It is known Industry 4.0 (The Fourth Industrial Revolution) that is dominated by digitalization, artificial intelligence and robots have been getting near. In this regard, it is considered that this circumstance will lift its effectiveness in healthcare sector as in every sector. Therefore, it can be thought characteristics of emotional labor in context of being brought the fore of the talents and abilities monopolized by the labor have distinctive **role**. Otherwise, being institutionalized of labor knowledge would vulgarize the labor (Braverman, 1974).

Economic system that is on the verge of preferring robots or human, if humankind does not locate their role again with emotional labor behaviors that can be displayed by human only as seen in this study,



would choose robots with a high degree of probability. This situation is likely to cause diminishing of the needs for healthcare staff notably nurses. Therefore, this study lays emphasis on the emergency of that nurses should be worked in same organization in long term by increasing their emotional labor values. Decreasing organizational cynicism would be possible by recognizing workers in organizational decision point and process, which affect to them directly. Therefore, it is not enough to create working culture by declaring the organizational rules and mission for it. In this context, health managers who internalize communication techniques have pivotal role to achieve this aim.

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