

# EMOTION WORK IN SMTEs: WHAT IS ITS IMPACT ON EMPLOYEES' TURNOVER?

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## ABSTRACT

*This paper is investigating the role of emotion work in SMTEs and its impact on employees' turnover. This study population is consisting of employees who are in a direct contact with tourists in selected SMTEs. Five scales from the Frankfurt Emotional Work (FEWS) were analyzed using quantitative approach. The obtained results revealed that the correlations between the scales of Emotion work and turnover were significant. The analysis of subscale dimensions shows that the most frequently expressed emotions are positive emotions while negative emotions are those that are expressed less frequently. Hence, SMTEs should understand the most important emotional dimensions that have impacts on employees' turnover. The study found that employee's turnover has a signification relationship with the following factors by order: positive emotions, negative emotions, emotional dissonance, sensitivity requirement and interactional control. Therefore, we can conclude that SMTEs should help their employees to show and express positive emotions and reject expressing negative emotions. SMTEs should decrease the level of emotional dissonance by being engaged with their employees.*

**Keywords:** Emotion Work, Turnover, SMTEs, Travel Agencies, Hotels.

## INTRODUCTION

There are different definitions for Small and Medium Tourism Enterprises (SMTEs) (Hussey et al., 2011). Some researchers define it based on its criteria, services or number of staff (Halawani, Rahman & Halawani, 2013). SMTEs are considered a major element of the economy as 99% of tourism organizations are classified as small and medium-sized tourist enterprises (SMTEs) (Kraja & Osmani, 2013). SMTEs are small or medium organizations as they entering the market using their own means to achieve their goals. However, this definition refer to SMTEs without identify elements that allow classification. Most of researchers agreed that SMTEs can be classified based on the number of employees (Sullivan & Marvel, 2011). SMTEs are independent organizations which have a limited number of employees. There is difference among countries in defining this number. The maximum common limit in terms of SMTEs is 250 employees (Mulhern,

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1995). However, Egypt set the minimum limit from 10 to 200 employees for small and medium organizations (EMNES, 2017).

There is agreement that (SMTEs) are drivers of economic growth as SMTEs contributes to the economy through generating employment chances (Spencer & Matela, 2014). The tourism and hospitality sectors have impacts on the economic situation in the Egyptian economy (Eraqi, 2007). It is reflected by the level of the contribution of SMTEs to the economy. According to OCED (2018), there are 1.7 million full-time workers serving the tourism industry directly, in addition to 2.2 million workers in other tourism related sectors. Because of this economic development, this study is going to investigate the relationship between emotion work and employees' turnover in SMTEs. In Small and Medium Tourism Enterprises (SMTEs), employees should express certain emotions during the work (Nawijn & Biran, 2018). This is a key demand in the services sector, especially for employees who have direct and frequent contact with customers (Zhao, Yan & Keh, 2018).

One of the most important factors affecting employees in SMTEs is the direct interaction with customers (Huffman & Skaggs, 2010). Therefore, employees controlling of their expression and emotions is required during the work. However, this emotional and psychological control has different characteristics and effects when happened in SMTEs (Sohn, 2017). SMTEs have standards of expectations (implicit or explicit) regarding how employees should behave emotionally in order to achieve organizational goals. Therefore, the emotion work not only depends on employees' behaviors and feelings, but also extends to performing the emotion work required by SMTEs (Sohn, 2017).

According to Kramer, Guillory & Hancock (2014), the norms of emotional expression can be explicit or implicit. Certain organizations explain to their employees what emotions they should express and offer training on expression emotional (explicit norms). However, other organizations do not include standards or emotional rules neither in their organizational culture nor in the job descriptions. In these cases, it is usually employees' experience that shows if he can (not) manage his emotions well (Shipley, Jackson & Segrest, 2010). Some organizations do not have policies on how to behave. However, this lack is complemented by social norms and clear expectations about how different employees should behave (implicit norms) (Kramer et al., 2014). However, the reasons why employees follow the emotional rules can be three: a) by motivation; b) by social pressure; or, c) employees' punishment (Shipley et al., 2010).

The role of the expressed and experienced emotions by employees is a key factor in SMTEs (Ferrada & Camarinha-Matos, 2013). It is important to discover how emotion work has an impact on them. For example, Hochschild (1983) pointed out the positive aspects of emotion work. She indicated that employees who are in a direct interact with customers can express themselves and therefore be satisfied as they should show positive emotions in their work. Their work requires them to show friendliness to customers and control their own emotions. On the other hand, negative emotions might have a positive or negative impact on tourism (Nawijn & Biran, 2018). There are various studies investigated the relationship between emotion work and social support or emotional intelligence (Hochschild, 1983; Ferrada & Camarinha-Matos, 2013; Kramer, et al., 2014; Sohn, 2017; Nawijn & Biran, 2018). However, there is a lack of research on the factors that moderate the relationship between the dimensions of emotion work and employee's turnover in SMTEs (Karatepe & Kilic, 2015). Moreover, none of the

previously mentioned studies examined how the employees perceive the impact of emotion work dimensions on their willing to leave a job. Hence, this study is going to analyze this relationship.

## **LITERATURE REVIEW**

There are different definitions referring to the processes involved in the controlling of employees' emotional expression. Studies that use term "emotion work" focus on analyzing the rules of emotional expression and describe the requirement to express certain emotions during the work (Zapf, 2002). On the other hand, the studies that refer to "Emotional labor" focus on emotional strategies that can be used by the employees to respond to the emotional demands by their job (Wharton, 2009). Therefore, this study is focusing on the perspective of "emotion work". It allows to understanding the emotion work as a labor demand related to the characteristics of the job and its impact on their willing to retain or leave a job.

One of the main aspects in SMTEs sector is the social interaction with customers in which it is essential to control emotion work (Wu, Yeh & Xu, 2019). Emotion work concept defined for the first time by the sociologist Hochschild (1983) to refer to the types of work in which the employee is required to maintain facial and body expressions with the intention of creating emotions for the sake of customers. When practicing emotion work, the employees should have a commitment to express not only their private emotions, but also the expected emotions by the organizations. Morris & Feldman (1996) defined emotion work as the efforts of controlling behaviors to express desired emotions by organizations. In this context, emotion work consists of expressing certain defined emotions for the job. In the same way that employees receive orders over how to perform certain tasks, emotion work determines what kind of emotions they must express.

Emotion work is defined as the act of showing appropriate motion to meet the desired emotions by organizations during interpersonal interaction with customers (Karatepe & Kilic, 2015). It can also define as psychological processes required handling the expected emotions by organization as part of the work requirements. Zapf (2002) developed a quantitative method to measure emotion work called Frankfurt Emotion Work Scale (FEWS). They validated this scale through an exploratory factor analysis with a sample of employees who worked in an institution for disabled children and subsequently carried out a confirmatory factor analysis with two different samples: employees of hotels and workers of a call centre. Emotion work then appears as a work requirement in those organizations. This scale is originally composed of eight dimensions ("positive emotions", "negative emotions", "neutral emotions", "required sensitivity", "empathy", "emotional dissonance", "control of interaction" and "emotional control". Lv, Xu & Ji (2012) and Rathi, Bhatnagar & Mishra, (2013) indicated that only five dimensions are applicable to tourism and hospitality organizations. Therefore, this study will use the following dimensions of emotion work:

1. Demands to show positive emotions (positive emotions),
2. Demands to show and manage negative emotions (negative emotions),
3. Demands for empathy and knowledge of the client's feelings (sensitivity requirements),
4. The degree of control that the employee has over the duration of the interactions with customers (interactional control),
5. The display of unmet emotions and the suppression of emotions felt but that are not organizationally desirable (emotional dissonance).

## **Turnover and Emotion Work in SMTEs**

According to Kim (2014), the employee's turnover is related to the rate of the staff that were leaving their work during a certain period, but before the end of the expected contract. It is considered one of the most important contemporary problems facing any business operation. The word "turnover" was defined by Chikwe (2010) as follows: The percentage of the number of workers who had left the SMTEs during a certain period. The ratio was divided by the average total of workers in these SMTEs during this period.

In (SMTEs), it is vital to increase employees' satisfaction and decrease the turnover rate. Staff turnover is one of the most important subjects to any (SMTEs) and it requires special consideration (Karatepe & Kilic, 2015). Employee turnover can be expressed as a percentage, which indicates the rate at which employees join and leave the SMTEs. Turnover arises mainly from the dissatisfaction of the workplace for an individual employee (Kim, 2014). However, just being unhappy in a job is not the only reason why employees leave one SMTEs to go to another. The idea of emotional labour in SMTEs particularly require more investigations by researchers as tourism and hospitality jobs involve employees who express feelings such as to be friendly, enthusiasm and cheerful despite negative emotions that they may experience in their life (Igbojekwe, 2016). This study is focusing on the studying the relationship between Emotion work and its impact on turnover in SMTEs.

### **Dimensions of Emotion Work**

The requirement to express certain emotions may have positive consequences on employees. One of the main beneficial effects that derived from emotion work is self-efficacy (Bozionelos, 2016). When employees adapt their emotional expression to the expected standards, it increases the perception of professional effectiveness and facilitates the achievement of work objectives (Chinomona & Chinomona, 2018). On the other hand, studies showed that emotion work involves the management of emotions of others (e.g. tourists) and this can be experienced as empowerment or revoking for employees (Conroy, Becker & Menges, 2017).

### **Positive Emotions**

Hochschild (1983) indicated how the work of the flight attendants not only be described by the physical tasks but also by the interaction with customers. Hochschild described that flight attendants should be friendly with customers and respond positively to any problem that passengers may have. These expectations of expression determined by a series of "emotional rules" established by the airline companies and they specify which emotions the flight attendants must show according to the different situations. However, some passengers may behave aggressively and create an unpleasant interaction. However, even in some situations in which the hosts do not feel happy, they must simulate the required emotions by the airline companies (Del Chiappa & Atzeni, 2016). In this context, flight attendants must control and sometimes suppress their emotions to express those demanded by airline companies. Emotion work is a labour demand that affects all employees of the SMTEs to which they are required to show specific

emotions (Drach-Zahavy, Yagil & Cohen, 2017). Therefore, emotion work is the action of expressing the appropriate emotion that prescribed by the organizations (Farny, Kibler & Down, 2019).

The requirement to express positive emotions is one of the dimensions of emotion work (Ferrada & Camarinha-Matos, 2013). Tourists are paying to have a good time and want to receive a special service and good treatment. Therefore, they expect the kindness and friendliness of employees. Employees' emotions should be authentic to have a positive effect on the customers (Genc & Gulertekin Genc, 2018). The expression of positive emotions facilitates the development of interactions between employee and customers and increasing the possibility of solving difficult situations or conflicts (Giorgiana Grama & Băiaș, 2018). If an employee expresses positive emotions, the customers will respond with pleasant emotions causing satisfaction. If employees express and feel positive emotions, it should have positive effects on staff wellbeing (Heaphy, 2017). SMTEs suggest the required and undesirable emotions that should be expressed by their employees (Koc & Bozkurt, 2017). Tour leaders are requested to manage their emotions and show positive ones. They confirmed expressing positive emotions creates a positive environment for tourists and themselves (Torland, 2011). Therefore, the first hypothesis is investigating the positive emotions at work as positively related to employees' retention and low rate of turnover.

### **Negative Emotions**

Burnout is the main negative consequence of the negative emotions (Popov et al., 2018). Burnout is considered as a response to chronic emotional and interpersonal stressors that are found at work (Nyanjom & Wilkins, 2016). Negative emotions refer to the action of employees when expressing unpleasant emotions towards their customers (Nawijn & Biran, 2018). For example, if tourists are not respecting the rules of swimming pool in hotels, you should become angry or strict. Some SMTEs encourage their employees to put their customers in a negative mood (e.g. provoke the guests' fear of reserving with other travel agencies (Wu, Yeh & Xu, 2019). Some SMTEs have rules of showing that they are very busy and working under pressure and therefore asking their employees to give the impression of being in a bad mood when dealing with tourists (Rathi, Bhatnagar & Mishra, 2013). Therefore, this research suggests that expressing negative emotions have a negative impact on the employee's retention (Hypothesis 2).

### **Sensitivity Requirement**

In sensitivity requirement, employees should be sensitive to customer emotions (Igbojekwe, 2016). For example, staff working in the reception of travel agencies should show sympathy when a customer is desperate (Li, Scott & Walters, 2015). Therefore, it is very important for employees to show the right emotion to perceive customer emotions. Sensitivity requirement is very important for employees when dealing with tourists' complaints. Therefore, employees who can understand tourists' emotions can be successful in their work (Torland, 2011). Hence, hypothesis two was suggested to study the sensitivity requirement as a positive factor affecting the rate of employees' turnover.

### **Interactional Control**

Interactional control refers to the degree allow or prevent employees to

complete the interaction with tourists if feel it appropriate (Del Chiappa & Atzeni, 2016). It is very important in SMTEs to keep a level of personal interaction with tourists (Genc & Gulertekin Genc, 2018). Therefore, hypothesis four suggested: High level of organizational control on staff interactions with tourists has a negative impact on employees willing to stay in their job (Hypothesis 4).

### **Emotional Dissonance**

On the other hand, there is a negative relationship between emotion work and employee's satisfaction (Del Chiappa & Atzeni, 2016). The key aspect that influences the effects of emotion work is emotional dissonance (discrepancy between the emotions that the employee feels and what should be expressed) as well as the type of emotional strategy used to respond to emotional demands (Newnham, 2017). The emotional dissonance is considered a stress element that cause emotional exhaustion on employees (Torland, 2011). If positive emotions were pretended because there was a discrepancy between the felt and expressed emotions (emotional dissonance), it will not generate positive effects on the welfare of the employees and might be harmful to their Health (Conroy, Becker & Menges, 2017). In this way, emotional dissonance has a mediating role in the relationship between positive emotions and self-efficacy.

Emotional dissonance considered as a dimension of emotion work that have negative consequences on employees. Emotional dissonance can threaten the authenticity of any employee and can lead to a depressive mood. Hochschild (1983) stated that if employees express (or they must express) emotions that they do not feel, they can suffer a problem with their own feelings and consequently might lead to psychological stress. However, if employees do not feel the emotions they should feel, they can develop feelings of guilt or hypocrisy that may contribute to diminish their self-esteem (Drach-Zahavy, Yagil & Cohen, 2017). Therefore, SMTEs should make their employees feel little emotional dissonance.

Employees in SMTEs should show positive emotions and express the desired emotions by SMTEs even if they are in a bad mood or bored (Del Chiappa & Atzeni, 2016). This situation called emotional which refer to the disagreement between felt and required emotions. Some researchers found that emotional dissonance expressed by employees should not have any effect on customers' behaviours (Wharton, 2009). On the other hand, customers can perceive employees' fake emotions. Practicing emotional dissonance can causes pressure on some employees that might lead to high employees' turnover (Winkler, 2018). Therefore, this study suggests the following: emotional dissonance practiced by employees will be negatively related to employees' turnover (Hypothesis 5). Figure 1 illustrates the suggested hypothesis of this study.

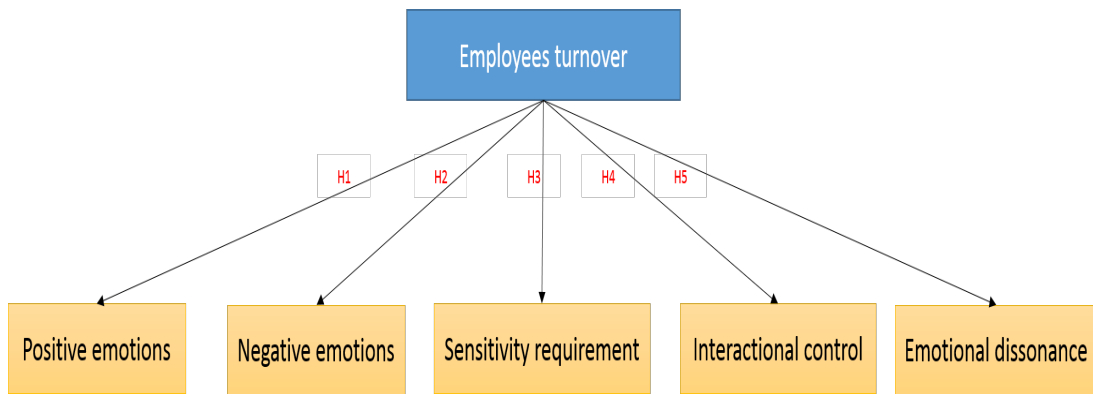


Figure 1. Suggested hypothesis of the research.

## MATERIALS AND METHODS

This study is using quantitative approach to measure the research problem. It will use the quantitative approach using structured questionnaire. Five hypotheses related to the study problem will be tested. The questionnaires were containing 20 questions. After data is collected, SPSS software used to analyse the quantitative data. Statistical Package for the Social Sciences, (SPSS version 20) used to perform the required analysis.

To achieve the research goal, researcher used the statistical package for the Social Science (SPSS) version 20 for Manipulating and analysing the data. For example, frequencies and Percentile, person correlation coefficients for measuring validity of the dimension of the questionnaires, Chi-Square test, independent sample t-test to test the difference between two means of samples and one-way ANOVA test for the difference between means three samples or more.

### Population and Sample

The population is defined as the set of subjects or elements that present common characteristics (Rich, 2013). Travel agencies category (A and B) and three and four-star hotels in Egypt which have less than 200 employees in total were targeted (EMNES, 2017). Employees from selected 10 hotels and 15 travel agencies were asked about their opinions towards the investigated phenomena. The systematic sampling is a random sampling technique that is frequently chosen by researchers for its simplicity and its periodic quality. Moreover, in systematic random sampling, the researcher first starts by randomly pick the first item or subject from the population. After that, the researcher is going to select each subject from the list (Subramani, 2013). Based on that, the sampling method used is systematic sampling probability technique (Subramani, 2013). The population of this study consists of 600 employees working in SMTEs (hotels and travel agencies) (Table 1). Only 390 questionnaires were completed with a response rate (65%). The questionnaire was directed to employees who are in a direct contact with tourists in the selected SMTEs.

Table 1. The population and sample of the research.

	Total population	Sample	Response rate
<b>Travel agencies</b>	280	177	63%
<b>Hotels</b>	320	213	67%
<b>Total</b>	600	390	65%

**Instrument**

The questionnaire was provided with a covering letter explaining the purpose of the study, the aim of the research and the confidentiality of the information in order to encourage a high response. The variety in these questions aims to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations. The closed questionnaire questions follow Likert scale by assigning it with a number from one to five, where (5) represents the highest acceptance degree and (1) represents the lowest acceptance degree as illustrated in (Table 2). The questionnaire was developed based on Frankfurt Emotion Work Scales (FEWS) that evaluates the emotion work of employees. The Likert Scale of FEWS were used which were modified in order to measures employees’ attitudes towards their intention to stay or leave a job. The questionnaire is consisting of five dimensions (Positive emotions, negative emotions, sensitivity requirement, interactional control and emotional dissonance).

**Table 2. Likert scale of the questionnaire.**

Level	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Scale	1	2	3	4	5
Weight mean	1-1.80	1.80-2.60	2.60-3.40	3.40-4.20	4.20-5

In this study, five dimensions were investigated by asking three to four questions for each dimension. For example: positive emotions (do you have to express pleasant emotions towards guests?), negative emotions (Do you have to express unpleasant emotions towards your customers?), requirement of sensitivity required (Is it important to know how customers feel at that moment?), interactional control (does your work allow you to finish the conversation if you consider it appropriate?), emotional dissonance" (should you express emotions that do not match your true feelings).

To ensure the validity and reliability of this questionnaire, it was revised and amended by experienced people working in the organizational behaviour field. Moreover, content validity test was conducted by consulting experts (Rich, 2013). Firstly, they requested to evaluate and identify whether the questions agreed with the scope of the dimension and the extent to which these dimensions reflect the concept of the research problem. Secondly, they requested to evaluate the validity of the instrument. Moreover, to ensure the validity of the questionnaire, criterion-related validity test (Pearson test) which measures the correlation coefficient between each item in the dimension and the whole dimension is conducted.

**Criterion Related Validity**

Internal consistency of the questionnaire is measured by the correlation coefficients between each question in one dimension and the whole dimension. (Table 3) shows the correlation coefficient and p-value for each dimension. As illustrated in this table, the p-Values of all questions in the five dimensions are less than 0.01. The correlation coefficients of dimensions are significant at  $\alpha=0.01$ . Therefore, it can be concluded that the questions of those dimension are consistent



and valid to be measured.

**Table 3. The correlation coefficients between each question in one dimension and the whole dimension.**

No.	Question	Pearson coefficient	p-value
<b>Positive emotions</b>			
1	Do you have to express pleasant emotions to customers?	0.832**	0.000
2	Do you have to put customers in good mood in your work?	0.829**	0.000
3	Do you have to express, according to the situation, different positive emotions (e.g. enthusiasm, sympathy and courtesy)?	0.773**	0.000
4	Does it have to give the impression of being in a good mood in dealing with customers (e.g. happy)?	0.817**	0.000
5	Do you have the intention to stay in your job because of those emotions?	0.754	0.000
<b>Negative emotions</b>			
6	Do you have to express unpleasant emotions towards your customers (e.g. becoming angry if you do not respect the rules)?	0.756**	0.000
7	Do you have to put customers in a negative mood in your work (e.g. disturb or provoke fear)?	0.725**	0.000
8	Does it have to give the impression of being in a bad mood in dealing with clients (e.g. angry)?	0.808**	0.000
9	Do you have the intention to leave your job because of those emotions?	0.781**	0.000
<b>Sensitivity requirement</b>			
10	Is it necessary in your work that sympathizes with the emotions of the customers?	0.790**	0.000
11	Is it important to know how customers feel at that time?	0.701**	0.000
12	Do you have the intention to stay in your job because of those emotions?	0.820**	0.000
<b>Interactional control</b>			
13	Does your job allow you to finish the conversation with customers if you consider it appropriate?	0.729**	0.000
14	Can you decide the same amount of time you dedicate to customers regardless of their needs?	0.752**	0.000
15	Do you have the intention to stay in your job because of those emotions?	0.821**	0.000
<b>Emotional dissonance</b>			
16	Can you express emotions that do not match what you feel in that moment towards the customers?	0.703**	0.000
17	Express pleasant emotions or unpleasant emotions when it really feels different?	0.693**	0.000
18	Do you have to express emotions that do not match your true feelings?	0.678**	0.000
19	Do you have the intention to leave your job because of those emotions?	0.689**	0.000

(\*\*) significant at (0.01) level

## RESULTS

## Demographic Data

Table 4 shows the highest percentages for gender reached (54%) for female in travel agencies while in hotel (54%) for males. The percentages for age highest reached (45%) for age category between 30-40 years in travel agencies while in hotels reached 42% for the same category as well.

**Table 4. Frequencies and percentages of demographic data.**

Variables	Variable distribution	Frequency		Percent	
		Travel agencies	Hotels	Travel agencies	Hotels
Gender	Male	81	116	46%	54%
	Female	96	97	54%	46%
Age	20-30	47	71	27%	33%
	30-40	80	89	45%	42%
	40-50	30	35	17%	16%
	50 and above	20	18	11%	8%

## Positive Emotions

Table 5 shows that the mean are between (4.57-4.40). The highest mean for item (3) “Do you have to express, according to the situation, different positive emotions” with a total answer of agree, but the lowest mean was for item (1) “Do you have to express pleasant emotions to customers?” with answer totally strongly agree. The overall mean for “**positive emotions**” (4.48) with answer strongly agree.

**Table 5. Descriptive statistics of positive emotions dimension.**

No.	Dimension	Weight mean	standard deviation	P-value	Rank	Total agreement
1	Do you have to express pleasant emotions to customers?	4.40	0.83	0.000	4	Strongly agree
2	Do you have to put customers in good mood in your work?	4.47	0.74	0.000	2	Strongly agree
3	Do you have to express, according to the situation, different positive emotions (e.g. enthusiasm, sympathy and courtesy)?	4.57	0.67	0.000	1	Strongly agree
4	Does it have to give the impression of being in a good mood in dealing with customers (e.g. happy)?	4.46	0.71	0.000	3	Strongly agree
	<b>Positive Emotions</b>	<b>4.48</b>				<b>Strongly agree</b>

**Negative Emotions**

Table 6 shows that the mean is between (4.42-4.20) The highest mean for item (2) “Do you have to put customers in a negative mood in your work (e.g. disturb or provoke fear)?” with answer strongly agree, but the lowest mean was for item (1) “Do you have to express unpleasant emotions towards your customers (e.g. becoming angry if you do not respect the rules)?” with answer strongly agree. The overall mean for “**negative emotions**” (4.34) with answer strongly agree.

**Table 6. Descriptive statistics of negative emotions dimension.**

No.	Dimension	Weight mean	Standard deviation	P-value	Rank	Total agreement
1	Do you have to express unpleasant emotions towards your customers (e.g. becoming angry if you do not respect the rules)?	4.20	0.80	0.000	4	<b>Strongly agree</b>
2	Do you have to put customers in a negative mood in your work (e.g. disturb or provoke fear)?	4.42	0.71	0.000	1	<b>Strongly agree</b>
3	Does it have to give the impression of being in a bad mood in dealing with clients (e.g. angry)?	4.41	0.72	0.000	3	<b>Strongly agree</b>
4	Do you have the intention to leave your job because of those emotions?	4.35	0.82	0.000	2	
	<b>Negative emotions</b>	<b>4.34</b>				<b>Strongly agree</b>

**Sensitivity Requirement**

Table 7 shows that mean are between (4.32-4.14). The highest mean for item (1) “Is it necessary in your work that sympathizes with the emotions of the customers?” with answer strongly agree, but the lowest mean was for item (3) “Do you have the intention to stay in your job because of that emotions?” with answer totally agree. The overall mean for “sensitivity requirement” (4.26) with answer strongly agree.

**Table 7. Descriptive statistics of sensitivity requirement dimension.**

No.	Dimension	Weight mean	Standard deviation	P-value	Rank	Total agreement
1	Is it necessary in your work that sympathizes with the emotions of the customers?	4.32	0.76	0.000	1	<b>Strongly agree</b>
2	Is it important to know how customers feel at that time?	4.31	0.70	0.000	2	<b>Strongly agree</b>
3	Do you have the intention to stay in your job because of those emotions?	4.14	0.90	0.000	3	<b>agree</b>
	<b>Sensitivity requirement</b>	<b>4.26</b>				<b>Strongly agree</b>

### Interactional Control

Table 8 shows that mean are between (4.25-3.65). The highest mean for item (2) "Can you decide the same amount of time you dedicate to customers regardless of their needs?" with answer strongly agree, but the lowest mean was for item (3) "Do you have the intention to stay in your job because of that emotions?" with answer totally strongly agree. The overall mean for "Interactional control" (4.06) with answer strongly agree.

**Table 8. Descriptive statistics of interactional control dimension.**

No.	Dimension	Weight mean	Standard deviation	P-value	Rank	Total agreement
1	Does your job allow you to finish the conversation with customers if you consider it appropriate?	4.25	0.71	0.000	2	<b>Strongly agree</b>
2	Can you decide the same amount of time you dedicate to customers regardless of their needs?	4.29	0.74	0.000	1	<b>Strongly agree</b>
3	Do you have the intention to stay in your job because of those emotions?	3.65	1.16	0.000	3	<b>agree</b>
	<b>Interactional control</b>	<b>4.06</b>				<b>agree</b>

### Emotional Dissonance

Table 9 shows that mean are between (4.53-3.92). The highest mean for item (1) "Can you express emotions that do not match what you feel in that particular moment towards the customers?" with answer strongly agree, but the

lowest mean was for item (2) " Express pleasant emotions or unpleasant emotions when it really feels different?" with answer totally agree. The overall mean for emotional dissonance "(4.28) with answer strongly agree.

**Table 9. Descriptive statistics of emotional dissonance dimension.**

No.	Dimension	Weight mean	Standard deviation	P-value	Rank	Total agreement
1	Can you express emotions that do not match what you feel in that moment towards the customers?	4.53	0.70	0.000	1	<b>Strongly agree</b>
2	Express pleasant emotions or unpleasant emotions when it really feels different?	3.92	1.07	0.000	4	<b>agree</b>
3	Do you have to express emotions that do not match your true feelings?	4.40	0.76	0.000	3	<b>Strongly agree</b>
4	Do you have the intention to leave your job because of those emotions?	4.41	0.81	0.000	2	<b>Strongly agree</b>
	<b>Emotional dissonance</b>	<b>4.28</b>				<b>Strongly agree</b>

### Comparing Between Dimensions

Table 10 shows the general weight mean for each dimension and their importance. The weight mean is between for all dimensions (4.54-4.06). The best dimension according to mean is positive emotions. The last rank is Interactional control.

**Table 10. Compare between dimensions.**

No.	Section	Weight mean	Rank	Importance
1	Positive emotions	4.48	1	<b>High important</b>
2	Negative emotions	4.34	2	<b>High important</b>
3	Sensitivity requirement	4.26	4	<b>High important</b>
4	Interactional control	4.06	5	<b>important</b>
5	Emotional dissonance	4.28	3	<b>High important</b>
	<b>All sections</b>	<b>4.33</b>		<b>High important</b>

### ANOVA Analysis for the Emotion Work Dimensions and Turnover

Table 11 is ANOVA analysis for the emotion work dimensions and turnover. According to p-value (0.000) which is less than (0.05), this indicates that the relation between independent variables and dependent variable are significant. The results of the ANOVA test indicate that there was a significant difference in turnover intention among employees (F=11.574). Therefore, this research can use

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these variables (positive emotions, negative emotions, sensitivity requirement, interactional control and emotional dissonance) to predict (employees' turnover).

**Table 11. ANOVA analysis for the emotion work dimensions and turnover.**

Model	Sum of Squares	df	Mean Square	F	p-value
Regression	137.886	5	27.577	11.574	0.000 <sup>a</sup>
Residual	345.491	145	2.383		
Total		483.377	150		

*a. Independent variables: (Constant) positive emotions, negative emotions, sensitivity requirement, interactional control, emotional dissonance*

*b. Dependent Variable: Employees' turnover*

From the previous analysis, this research can conclude that there is strongly agreement about Positive emotions dimension especially item number two in the questionnaire related to low rate of employees' turnover. There is strongly agreement about Negative emotions impact on high rate of employees' turnover. There is agreement about sensitivity requirement and interactional control dimensions impact on turnover, but it is not strongly agreement like the other dimensions. There is also strongly agreement about the relationship between emotional dissonance dimension and high rate of turnover.

## DISCUSSION AND CONCLUSION

The objective of this study is to investigate the key issues related to employees' turnover from the point of view of the emotion work dimensions through quantitative analysis. Moreover, the population of this study was employees working in SMTEs and has a direct contact with tourists (e.g. travel agent, receptionist, etc.). We have noticed that responders strongly agree about dimensions (positive emotions, negative emotions, emotional dissonance) with overall mean for these dimensions between "4.26 to 4.54". On the other hand, the researchers found that respondents agree to dimensions "interactional control and sensitive requirement" with the overall mean for these dimensions around 4.06. To conclude, there is a significant relationship between dependent variable "employees' turnover" and independent variables of emotion work dimensions.

There is rapid increase of the number of SMTEs over the world. Therefore, those companies must think deeply in how to retain their employees by satisfying those (Chinomona & Chinomona, 2018). However, most of these organizations require their employees to express certain emotions and feelings in the work. Some of these emotions might have a negative impact on employees and therefore might leave their jobs and lead to high rate of turnover (Shiple, Jackson & Segrest, 2010). Hence, SMTEs should understand the most important emotional dimensions and their impacts on employees' turnover that eventually lead to customer retention. Consequently, this study explored the emotional dimensions that affect employees' turnover. As a result, the study found that employee's turnover has a signification relationship with the following factors by order: positive emotions, negative emotions, emotional dissonance, sensitivity requirement and interactional control.

Therefore, we can conclude that SMTEs should help their employees to

show and express positive emotions and reject expressing negative emotions. SMTEs should decrease the level of emotional dissonance by being engaged with the employee's personal problems and trying to solve them if possible. SMTEs should hire a HR employee who has an experience in organizational behavior and can help employees who practicing emotional dissonance. Eventually, if SMTEs can manage employees' emotions positively, they will avoid many other problems such as turnover. SMTEs should create their own emotional model that represents the factors that affect employee's turnover.

This study is limited to employees who are working in direct contact with guests in Egypt. Moreover, the sample of this study is limited to SMTEs employees working in travel agencies and hotels. Therefore, future researches might explore the emotion work dimensions and its impact on other HR practices. Other researcher can investigate this phenomenon in depth in hotels and travel agencies individually. They can use other approaches such as qualitative approach or other quantitative methods.

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