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Effects of demographic factors and personality on Emotional Labor. Mediating role of intention to leave. A research on cabin crew

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Abstract

One of the essential value in the success of an organization is the human factor. If work is appropriate to the physical characteristics and emotional characteristics of the employees, then that organization will be so successful. Managing the emotions of employees and waiting for employees to exhibit behaviors within the context of emotional labor is a success in the sense of management. Organizations can reach their goals and target income by managing employees ' emotions and thoughts. Emotional labor is a very positive outcome for organizations. Emotional labor improves customer satisfaction, increases the loyalty of the organization, improves the performance of the organization and emotionally enhancing the performance of employees. The choice of employees who can show behaviours under emotional labor is a very distinct administrative issue. Managers who want to be successful should make personality tests when choosing employees in this context. People who are prone to emotional labor behaviour will be more successful at showing emotional labor behaviours, and positively influenced by this emotional mood they are expected to have a higher level motivation with the lower intention of quit the job. In this regard, a survey was applied to the cabin crew, working in the aviation area, a total of 650 questionnaires were sent and 441 of them came back. After the review, 407 of these surveys were appropriate and analysed. The results showed that personality traids are important factors to emotional labor behaviours and intention to quit mediates the relation between personality and emotional labor behaviours.

Keywords: emotional labor; personality; intention to leave; demographic factors; emotion; emotional labor

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1. Introduction

Organizations should keep the motivation of employees at the highest level to achieve their goals, to be successful in the competition in the sector, and to ensure customer satisfaction. To meet the expectations of the employees, business executives should continue their operations with a management approach that strengthen employee-manager communication. To meet the expectations enables the employee to work at full capacity, provide services, increase profitability, and make competitive success possible. Beyond all this management activity, for the operation, there is a vision a phenomenon of emotional labor. Hochschild (2003) used the term emotion work to refer to any attempt to modify the experience or expression of a consciously felt emotion. When the individual performs emotion work as a required part of her/his actual job performance, it is called emotional labor(Williams, 2013). Emotional labor is related to the organization but is also connected directly to the personal characteristics of the employee. If an employee is happy and peaceful in work, the intention to quit will decrease, and emotional labor will increase.

Emotional labor management is only possible through practices such as understanding emotions, rewarding employees according to their performances, and providing continuous training. In this sense, it is essential for organizations to integrate emotion training into their plans.

Researchers mention the factors that affect individuals' behaviors towards work as personality, physical structures, social-cultural factors, environmental factors, and family. Employee satisfaction, service quality, product quality, and customer satisfaction will become better if organizations distribute tasks according to the nature of employees and maintain their communication according to their personality.

2. Emotional labor

In terms of emotions, it is possible to manage emotions within the organization, but also the feelings that are in customer relations are essential. Emotional labor is one of the research topics related to emotion that is discussed in an employee's relationship with customers. Emotional labor is to show the emotions expected from employees' during the service delivery process. Employees reflect their feelings to their work during services offered to customers(Grandey, 2000). Emotions experienced by employees can be different than they have experienced during working. Therefore, emotional labor can vary depending on the effectiveness of communication between employees and the motivation of employees. Controlling emotions benefits and contributes to the achievement of the goals of the organization. Emotional labor can be defined as working and professionally managing and shaping emotions. Therefore, employees also manage their social perceptions in the emotional labor process. Emotional labor, which is observable behavior, in terms of the quality of services provided by employees; is described as the effect of employees' emotions on the job.

Employees may not display their feelings freely in their daily lives. Individuals who feel that their emotions are under control may prefer to show behaviors that do not contradict the social norms, not their real feelings(Friedman, 2010). Individuals who work for a certain wage may choose to carry out their work by keeping their emotions under control. In a way, the behaviors expected of them can become part of their work. Emotional labor is the way employees reflect their feelings as required by the job and behaviors that may be compatible with business objectives. Emotional labor can be realized by a real effort for the employees reflecting the emotions expected of the organization. Hochschild introduced the concept of emotional labor in 1983. Employees may need to exaggerate, suppress, or display artificial emotions depending on their situation. What is important here is not what the sensed feeling is, but what is reflected the outside. In this context, the conformity of employees' personality with emotional labor representations will, directly and indirectly, affect the behaviors of employees. In this study, we investigated the employees in the aviation sector, and their emotional labor under three dimensions: surface acting, deep acting and natural acting.

3. Emotional labor, personality and intention to quit

According to the concept of emotional labor, employees, regardless of their state of emotion, are supposed to show expected emotions, mimic, attitude, and behavior to the customers. These emotion expressions can always be exhibited voluntarily, not as coercion. Voluntary expressions link mostly to personality traits. Individuals who communicate easily with other people and are extroverted will exhibit such emotional labor behaviors more effectively, naturally, and without emotion conflicts. Since the emotions that individuals whose personality is not suitable for such emotional labor behaviors will force employees not be real in their expressions. There is a situation of non-overlap between the emotions felt and the emotions shown, and employees reflect artificial emotion expressions to customers. Expectations of the organization from the employee about emotional labor can affect the negative stress level of the employee and increase in the feeling of burnout. Emotional work is interrelated; it consists of understanding other people's emotions, evaluating their emotional state, determining which emotion expressions will affect the other side, and activating emotion behavior. As the personality structure of individuals corresponds to this emotional labor cycle, it becomes easier for the enterprise to make these emotional labor behaviors a part of the organizational culture.

In connection with these, the relationship between emotional labor and personality can be expressed in the most general form as to regulate and control inner feelings to show feelings and attitudes appropriate to the work environment. This concept has an essential place in the success of the organization. Experiences and efforts that are defined in the sense of emotional labor, which emerge when organizing and presenting the feelings of employees, come to the fore in line with the sensitive demand required by the work. Emotional labor studies are related to how employees reflect their feelings at work and how these feelings support organizational goals. According to them, people manage and control their emotions to comply with social expectations and norms. When selecting employees, organizations have to conduct personality tests and evaluate employees to filter if they keen to follow operational procedures and if the open position overlaps with their personality and career plan. Otherwise, qualifications made through interviews and resume in a short period; organizations are likely to encounter problems such as quitting and poor performance. An organization that builds its marketing strategy on emotional labor behaviors is expected to employ appropriate employees in terms of personality. In this study personality factor was based on five-factor personality types: openness, conscientiousness, extraversion, agreeableness and neuroticism.

Decreasing the idea of intention to quit and increasing the sense of individual success are among the results of emotional labor. Employees may have positive feelings when trying to feel the sincere attitude they show following the rules of reflection; this will allow employees to be more liked by managers, customers, and colleagues, and likely to get higher wages. Employees who experience positive feelings are thought to experience less emotional exhaustion and insincerity. Thus, it is expected that emotional labor provides positive ideas and feelings can eliminate the idea of intention to quit. Long working hours, excessive stress, unfair promotion system, lack of wages may negatively affect employee motivation and job satisfaction. High motivation and job satisfaction of the employees may hinder the intention of quitting. Appreciation, working conditions, giving the freedom to implement their own decisions, the possibility of promotion, and the possibility of doing things that do not contradict conscience increases the professional satisfaction of employees. Based on this the following hypothesis was created:
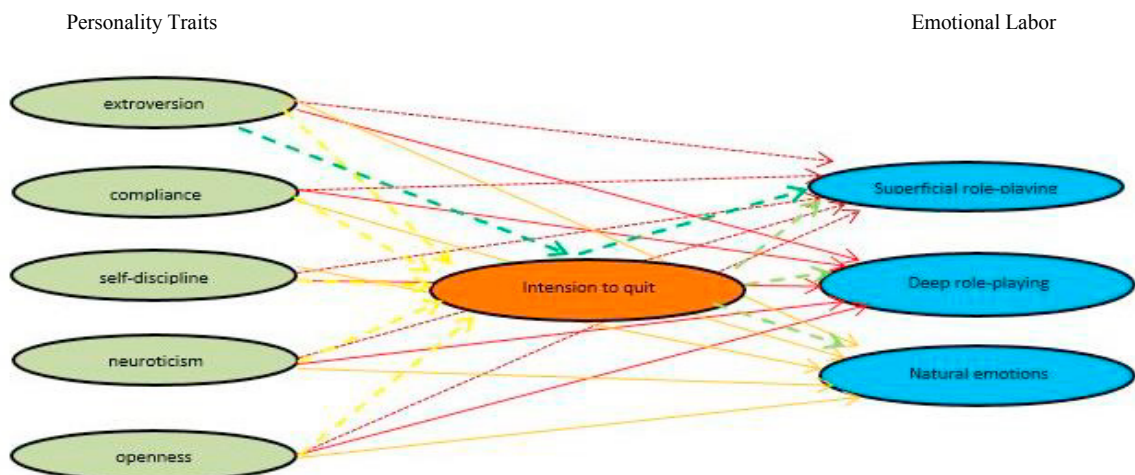
Fig. 1. Research hypothesis.

- *Hypothesis-1: Personality traits will effect emotional labor behaviours*
- *Hypothesis-2: Personality traits will effect intention to quit*
- *Hypothesis-3: Intention to quit will effect emotional labor behaviours*
- *Hypothesis-4: Intention to quit will mediate the relation between personality traits and emotional labor behaviours*

4. Research method

4.1. Sample and data collection

A survey was applied to the cabin crew, working in the aviation area, a total of 650 questionnaires were sent and 441 of them came back. After the review, 407 of these surveys were appropriate and analysed.

According to the age of the participants, 87 people (21.4%) were between 19-22 years old, 168 people (41.3%) were between 23-26 years old, 97 people (23.8%) were between 27-31 years old, 42 people (10%) were between 32-35, 6 people (1.5%) were between 36-39 years and 7 people (1.7%) were over 40 years of old.

Checking the experience at work of; 194 participants (47.7%) had experience between 0 to3 years, 141 (34.6%) had experience between 4 to6 years, 48 (11.8%) had experience between 7 to9 years, 19 (% 4,7) had experience between 10 to12 years, 5 (1.2%) had experience 13 years and over.

When education level examined, 111 people (27.3%) were high school graduates, 241 people (59.2%) were university graduates, 54 people (13.3%) were graduate, and one person (0.2%) is doctoral graduates.

Looking at the companies employed by the participants, 200 (49.1%) Turkish Airlines (THY), 65 (16%) Atlas Airlines, 58 (14.3%) Onur Airlines, 40 (9.8%) Pegasus Airlines, 29 people (7.1%) work at Sun Express, 10 people (2.5%) work at Anadolu Jet, 4 people (1%) other and 1 person (0.2%) work at Correndon Airlines.

This rate is the number of aircraft in operation and the size of the existing companies in Turkey meets rates in considering the present population. Therefore, it is supposed to represent the total population. As the flag carrier Turkish Airlines because of the company that worked most of cabin attendants in Turkey, the company has the highest rate in our study sample also came to the fore.

4.2. Reliability, validity and factor analysis

Cronbach alpha values were determined at the beginning of the study. Cronbach's alpha coefficient indicates the internal consistency of the questionnaire. After reliability analysis, alpha values were re-calculated by factor analysis, and the Kaiser-Meyer-Olkin (KMO) test was performed for sample adequacy. Correlation and regression analysis were performed after factor analysis.

The questionnaire used in the scope of the research had four sections. In the first part, questions about the demographic information of the participants, second part five factor personality scale, third part emotional labor, and in the last part questions about intention to quit were included. Likert 5 scale was used in the scales (1-I totally disagree / 5 I totally agree). Personality and emotional labor scales were subjected to factor analysis in terms of construct validity. Since the intention to quit was measured with a single question, it was excluded from the assessment.

The Five Factor Scale was developed by Benet-Martinez and John (1998) and the 44-item scale was simplified to 20 items(Benet-Martínez & John, 1998). The scale includes five dimensions: neuroticism, extroversion, openness to development, compliance and self-discipline. The items in the scale consist of items like "prone to finding the fault of others", "completing a job" and" depressive and sad" etc. In the study, the Cronbach Alpha reliability value of the five-factor personality scale was found to be 0.75 (highly reliable). Before the factor analysis, it was examined whether the data were suitable for the factor analysis. KMO and Bartlett tests were performed, and KMO value was found to be 0.786, and Barlett normal distribution test result was found to be significant (p <0.05). In this context, it was evaluated that the sample size was sufficient and showed normal distribution.

As a result of the factor analysis of Five-Factor Personality Traits, five factors were confirmed. The total variance explained is 53,347%. When examined in terms of scale factors; 12.732% of the neuroticism; 11,358% of the

openness to development; 10.889% of the extraversion; 10,228% of compliance, and the "self-discipline had a share of 8,343% in the explained variance. Kaiser Meyer Olkin (KMO) sample suitability test result was found to be 0.786. In the study, Cronbach's Alpha reliability values of five factors personality dimensions; "openness to development" factor was 0,719, "self-discipline" factor was 0,459, "extraversion" factor was 0,642, "compliance" factor was 0,642 and "neuroticism" factor was 0,747. The Emotional Labor Scale was developed by Gosserand & Diefendorff (2005)by adapting and developing some items of the emotional labor scales of Grandey (2003) andKruml & Geddes (2000). The Turkish version of the scale and reliability and validity analyses were conducted by Basım, Begenirbaş, & Yalçın (2013). The scale includes three dimensions: superficial role-playing, deep role-playing, and natural (intimate) emotions. In the scale, superficial role-playing is measured with six items, deeply acting role-playing 4 and natural emotions were measured with three items. The items of the scale consist of items such as "I act as if I feel good when dealing with passengers" and " I try to feel the feelings I need to show in reality." The Cronbach alpha reliability value of the three-factor emotional labor scale was found to be 0.827 (highly reliable). As a result of the factor analysis of the Emotional Labor Scale, three factors were confirmed. The total variance explained is 53,347%. When examined in terms of scale factors; 12,732% of the superficial role-playing; "deeply acting" factor had a share of 11,358% and "natural emotions factor had 10,889% of the explained variance. Kaiser Meyer Olkin (KMO) sample was found to be 0.857. In the study, Cronbach's Alpha reliability values of emotional labor dimensions; 0.889 for superficial role-playing factor, 0.861 for deep role-playing factor and 0.803 for natural emotion factor.

5. Findings

The findings were analyzed statistically in four sections. First, descriptive statistics are included. Afterward, the relationships between the variables were examined, and the variables explaining the dependent variables of the study and the percentages of explanation were determined. In the last section, the mediation effect findings are analyzed.

When the five factor personality traits factors are examined, it is seen that the mean scores of all 5 dimensions are above the midpoint (2,60-3,40). In this context, "Compliance" has the highest average score (mean = 4.20; ss. = 0.65); "Extraversion" (Mean = 4.02; ss. = 0.59), Openness to development" (mean = 3.70; ss. = 0.90), "Self-discipline" (mean = 3, 65; ss. = 0.71); Neuroticism" (Mean = 2.68; ss. = 0.99) is the lowest and the last of the midpoint with a mean score. The average neuroticism score was lower than expected. As descriptive statistics when Emotional Labor factors are examined, it is seen that the mean points of each dimension are above the midpoint (2,60-3,40). In this context, "Natural Feelings" has the highest average score (Mean = 3.75; ss. = 0.92). " Deeply Role-Playing" (Mean = 3.28; ss. = 0.65) and "Superficial Role-Playing" (Mean = 3.02; ss. = 0.92) have average points and are located in the middle point. The mean score of Participants' Intention to Leave (mean = 3.00; ss. = 1.37) is below the mid-point (2.60-3.40). Correlations were analyzed to determine the relationships between dependent and independent variables (Table 1).

Table 1. Correlations Between Variables.

Factors	1	2	3	4	5	6	7	8	9
1.Neuroticism	1								
2. Openness	,217**	1							
3. Extroversion	-0,063	,313**	1						
4. Compliance	-0,057	,446**	,426**	1					
5. Self-discipline	0,065	,189**	,325**	0,216	1				
6. Sup.role-playing	,216**	,163**	,147**	-,088**	,045**	1			
7. Deep role-playing	,720**	,325**	,147**	,246**	,364**	,216**	1		
8. Natural emotions	-0,03	,126*	,187**	0,229	,283*	-,132**	0,085	1	
9. Intention to quit	,229**	,190**	,126*	-,029**	,021**	,849*	,210**	,201**	1

*p<0,10 **p<0,05 ***p<0,001

When the correlation findings are evaluated in general, the sub-dimensions correlate as expected. The neuroticism sub-dimension draws attention here compared to the other sub-dimensions. Because only openness to development is related to personality sub-dimension, the reason why this sub-dimension differentiates from the others can be considered as differentiation from others as a negative dimension. Since we aim to find out how dimensions affect emotional labor, regression analysis applied in the next stage and the effects of emotional labor on sub-dimensions investigated.

Table 2. Regression analysis.

Independent Variables	Superficial role-Playing	Deep role-Playing	Natural Emotions	Emotional Labor	Intension to Quit
Model-1	β	β	β	β	β
Constant	3,767	3,291	,036	,103	,076
Gender	0,078	0,108	-,058	-,067**	-,079
Age	-0,071	-,039	,122	,229	,141
Experience	0,181**	,129**	-,100	-,228**	-,150*
Education	0,193**	-,113**	-,020*	-,123***	-,107**
Company	-0,128**	-,041**	,081	-,182**	-,159*
Salary	-0,198**	,006	,036	,103**	,076**
ΔF	5,326	4,093	1,903	6,802	3,582
ΔR2	0,060	0,44	0,013	0,079	0,037

Independent Variables	Superficial role-playing	Deep role-playing	Natural emotions	Emotional labor	Intension to quit
Model-2	β	β	β	β	β
Gender	,073	,048	,061	,115**	,060
Age	-,041	-,020	-,060	-,039	-,046
Experience	,100	,029	,111	,142**	,063
Education	-,183***	-,041	-,059	,186***	-,137**
Company	-,067	,014	-,034	-,070	-,042
Salary	-,201	-,010	,051	-,206***	-,163**
Neuroticism	,172***	,709***	-,064	,132**	,195***
Openness	,175***	,018	-,012	,161**	,182**
Extroversion	,198***	,008	,026	,218***	,157**
Compliance	,261***	,212***	,157**	,119**	-,175**
Self-discipline	,003***	,268***	,238***	,162**	-,027
ΔF	8,088	74,435	5,420	10,741	6,179
ΔR2	0,161	0,666	0,107	0,209	0,123

*p<0,10 **p<0,05 ***p<0,001

In general, the demographic factors affecting emotional labor were found as gender, educational background, experience and salary. As a result of the Anova test, it was found that only gender factor differed from each other. Women are more likely to exhibit emotional labor than men. The average of women was 3.48; of men is 3.28. As expected, all personality dimensions affect emotional labor behaviors. The most effective sub-dimension is the extraversion sub-dimension. As a result, emotional labor behaviors of women with extrovert personality characteristics are higher than others. This is detailed in the conclusions and discussions.

In general, all of the sub-dimensions of personality affect the intention to leave except self-discipline. However, compliance sub-dimension increases the intention to leave. Non-compliant employees are more likely to quit than

other personality traits. Neurotic personalities may not be thinking of quitting because of their lack of change and their difficulties in finding a new job.

Baron and Kenny (1986) stated that to have a mediational affect there should be three requisites. First the independent variable should affect the mediating variable; second the independent variable should affect the dependent variable; third after the mediating variable in the model, the regression coefficient of the independent variable should have decreased and the mediating variable should have a relationship with dependent variable. In order to find the meditational affect three-step procedure executed. The mediation test analyses are shown in Table 3.

Table 3. Mediation Test Analyses.

Independent Variables	Superficial role-playing	Deep role-playing	Natural emotions	Emotional labor
Model-3	β	β	β	β
Gender	,024	,046	,075	,080**
Age	-,004	-,018	-,071	-,012
Experience	,049	,027	,126*	,105
Education	-,073	-,036	-,091*	-,107
Company	-,032	,016	-,044	-,045
Salary	-,070**	-,004	,013	-,112**
Neuroticism	,015	,702***	-,018	,020
Openness	,028	,011	,031	,056
Extroversion	,071**	,002	,063	,128**
Compliance	,119**	,218***	,115**	,018
Self-discipline	,025	,269***	,232***	,178***
Intension to Quit	0,807***	,038	-,236***	,575***
ΔF	93,496	68,444	7,151	34,438
ΔR2	0,732	0,666	0,154	0,497

*p<0,10 **p<0,05 ***p<0,001

In Model-3 after including intension to quit as a mediator the result showed that there is significance relationship between intension to quit and emotional labor behaviors. When emotional labor was considered as a single factor, the effect of significant predictive neuroticism, openness to development, and compliance disappeared and extroversion decreased. These results show that there is a full and partial mediation effect of intension to quit between personality and emotional labor in general.

6. Conclusion and Discussions

The correlation between the personality traits of the employees and the superficial role-playing behavior was tested by correlation analysis and the interaction between the variables was regression analysis. Correlation findings indicate that there are significant and moderate relationships between the dimensions of both variables. Only the compatibility is in the opposite direction with the personality trait, there is the same directional relationship with other features. Regression analysis revealed that all sub-factors predicted superficial role. In the context of all these findings, Hypothesis 1 was supported.

The relationship between the personality traits of the employees and deeply acting behaviors was tested by correlation analysis and the interaction between variables was regression analysis. Correlation findings indicate that there are significant and moderate relationships between the dimensions of both variables. It has the same directional relationship with all personality traits. Findings of regression analysis revealed that compliance, self-

discipline and neuroticism predict deeply role. In the context of all these findings, Hypothesis 2 was partially supported.

The relationship between the personality traits of the employees and deeply acting behaviors was tested by correlation analysis and the interaction between variables was regression analysis. Correlation findings indicate that there are significant and moderate relationships between the dimensions of both variables. It has the same directional relationship with all personality traits. Findings of regression analysis revealed that compliance, self-discipline and neuroticism predict deeply role. In the context of all these findings, Hypothesis 2 was partially supported.

The relationship between personality traits and natural emotions was tested by correlation analysis and the interaction between variables was regression analysis. Correlation findings show that there are significant and low level relationships between openness to development, extraversion and self-discipline. It has the same directional relationship with all personality traits. Findings of regression analysis revealed that the dimensions of compliance and self-discipline predict natural emotions. In the context of all these findings, Hypothesis 3 was partially supported.

The relationship between personality traits and intention to quit was tested by correlation analysis and interaction regression analysis. Correlation findings indicate that there are significant and moderate relationships between the dimensions of both variables. There is a similar relationship with all personality traits except for compatibility. The findings of the regression analysis revealed that other dimensions except self-discipline predicted the intention to quit. In the context of all these findings, Hypothesis 4 is partially supported.

Correlation analysis of the relationship between employee intention to quit and emotional labor was tested by regression analysis. Correlation findings indicate that there are significant and moderate relationships between the dimensions of both variables. There is a similar relationship with all personality traits except natural emotions. Findings of regression analysis revealed that intention to quit predicted other dimensions of emotional labor except natural feelings. In the context of all these findings, Hypothesis 5 is partially supported.

Finally, the mediating role of intention to quit was investigated in the effect of personality traits on emotional labor behaviors. The presence of mediation role was tested by hierarchical regression analysis. In the first stage, the predictive power of the dimensions of neuroticism and openness to development significantly predicted superficial role was lost when the intention to quit was included in the analysis, and extraversion and compliance decreased. There was no significant decrease in neuroticism and compliance, which predicted profound role play. Compatibility, which significantly predicted natural emotions, was significantly reduced. When emotional labor was considered as a single factor, the effect of significant predictive neuroticism, openness to development, and adaptation disappeared and extroversion decreased. These results show that there is a full and partial mediation effect between personality and emotional labor in general. In the context of all these findings, Hypothesis 6 was partially supported.

As a result, emotional labor sub-dimensions are generally related to all personality sub-dimensions. Mainly in terms of natural emotions exhibited the most; extraversion and self-discipline are in a positive relationship with the natural feelings of personality traits. In this sense, these features can be searched in personality inventories, especially when selecting employees. In general, it can be said that emotional labor is higher in extraverted women. In the study, it was found that the cabin crew in the airlines show mostly natural behavior than the emotional labor behaviors, that women show emotional labor efforts than the males, and especially compatibility, had a positive effect on the emotional labor effort**.** The intention to leave the cabin officers is not very high but is at medium levels. In this sense, the arrangements and improvements to be made in the social and material conditions of cabin crew may increase their efforts in terms of emotional labor.

Personnel selection is the process of selection among candidates using assessment methods such as psychometric tests, interviews, assessment centers, personality tests. Personnel selection can be defined as the selection of the most likely candidates among candidates using a variety of tests and techniques for a job or training program. Generally, the selection of personnel means the process of hiring the most suitable people for their work. In fact, in organizations, such as the first recruitment process, the selection process for the training to be given in the job is also very important. The selection process is always a very important process for organizations, as some candidates are more suited to work or training than others. If all applicants had been recruited or trained, or if all applicants were equally eligible, the use of a selection system would not necessarily matter who was selected and would incur

unnecessary additional costs. However, people are different in terms of intelligence, attitudes, knowledge, skills, abilities, and personality traits. The approach, where all people have different characteristics, and everyone is prone to different jobs, has always made it necessary and important to choose. Techniques and methods that can be used in the selection process include interviews, tests (mental ability tests, physical ability tests, personality inventories, psycho-motor ability tests, etc.), work sample exercises, biographical data, self-assessments, or assessment center exercises. Some of the airline companies at the center of the research perform these selection stages with scientific techniques and personnel, while others apply these selection stages to old procedures(Jackson & Greller, 1998). This is very critical in terms of flight safety and efficiency. Characteristic that should be sought in personnel in aviation is a healthy personality. The inability to measure individual differences has significantly increased training costs. However, the reactions of people who are not suitable for flight in emergencies will not be as desired and at the desired level.

Personality characteristics of the cabin officers should be determined with the help of a qualified psychologist by applying personality tests to the cabin officers employed and to be used in the airlines.

It is considered that cabin officers with neurotic personality may exhibit negative behaviors, and this will negatively affect emotional labor behaviors. It is also thought that unstable individuals will have more tendency to quit. This will adversely affect individual and organizational performance.

In addition to the contribution of the cabin crew to flight safety, the emotional labor behavior of cabin crew in performing their duties is significant, as it requires emotional labor and is the company's visible face to the passenger. In inter-company competition, the relations of cabin crew with passengers are of great importance in terms of customer satisfaction. In this context, it is considered that cabin crew who performs their duties with false feelings that are not sincere may show professional burnout over time, and this situation will negatively reflect on individual and organizational performance. One of the findings of the study is that extroverted and open to development, and high self-discipline cabin crew are more prone to exhibit emotional labor behaviors. Besides, it is more expected that cabin officers who have low intention to leave exhibit emotional labor behavior. Based on this finding of the study, it was found that cabin crew tried to act with natural emotions, and compliance and self-discipline characteristics mostly influenced this.

Intention to quit is a bridge between personality traits and emotional labor. According to the results of the research, although the personnel is selected with appropriate selection systems and methods, the emotional labor behaviors will be adversely affected if the intention to quit after the reason develops in the employee. From this point of view, improving employee performance is based on giving importance to work commitment and job satisfaction in an organizational sense. In this context, companies should take the necessary measures within the scope of job satisfaction and organizational commitment of employees. Otherwise, even if the right personnel is employed, performance will not be achieved in the context of emotional labor.

In this context, airline companies should establish a professional and corporate HR department, create human resources for their own company culture, identify various stages while providing workforce, and evaluate the personality test and psychologist interview. Otherwise, the possibility of material and moral damage in the short and long term will be an inevitable end, especially in the aviation sector.

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