

EMOTIONAL LABOR AND PROSOCIAL MOTIVATION IN TURKEY: A DEEP DIVE INTO THE DEPTHS OF HUMAN BEHAVIOR



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Article history:

Submission 01 July 2023

Revision 30 September 2023

Accepted 11 December 2023

Available online 31 December 2023

Keywords:

Emotional Labor,
Motivation,
Prosocial Motivation.

DOI:

<https://doi.org/10.32936/pssj.v7i3.455>

Abstract

This study aims to investigate the potential relationship between emotional labor and prosocial motivation. The study aims to determine whether such a relationship exists, identify the dimensions of emotional labor influencing prosocial motivation, and assess whether prosocial motivation behavior significantly varies among demographic factors. Data were collected from 345 employees actively working in Turkey through surveys. The collected data were analyzed using statistical software packages SPSS 24 and AMOS 17. The results indicate a significant positive relationship between deep acting and genuine acting with prosocial motivation, while a significant negative relationship is observed between surface acting and prosocial motivation. According to the comparative analyses, prosocial motivation varies depending on marital status. However, no significant differences in prosocial motivation were observed based on gender, age, educational level, and working hours.

1. Introduction

In today's business world, organizations must move beyond relying solely on technical skills, production capacity, or financial resources. To gain and sustain a competitive advantage, organizations are shifting toward a new perspective that considers the emotional intelligence and motivation of their employees. Concepts such as emotional labor and prosocial motivation hold significant importance in this context. This article aims to provide an in-depth exploration of human behavior in workplace settings, with a specific focus on Turkey.

The increasing competition and the growing recognition of the importance of the human factor in work environments have made employee productivity increasingly crucial. In this regard, positive organizational behaviors emphasize the significance of personal development in enhancing performance and productivity, suggesting that employees contribute more to the organization when they are optimistic and content in their work lives (Yılmaz, 2020). Emotional labor behavior refers to the process by which employees manage and express their emotional experiences in the workplace. Particularly in fields such as customer service, human resources, and healthcare, employees are expected to exhibit a positive and helpful attitude toward

customers or colleagues. However, this process can deplete employees' emotional energy and lead to negative outcomes such as emotional exhaustion. Prosocial motivation, on the other hand, signifies employees' willingness and motivation to help or support others. Such prosocial behaviors in the workplace have the potential to enhance collaboration, teamwork, and customer satisfaction. In a dynamic business environment like Turkey, understanding how emotional labor and prosocial motivation are affected and interconnected is a significant area of research. This article aims to provide a framework for comprehending emotional labor and prosocial motivation, specific to Turkish workplace culture and organizations. Additionally, by contributing to both national and international research on emotional intelligence and human behavior in workplaces, this study aims to contribute to the sustainable success of organizations in Turkey.

This article will first examine emotional labor and prosocial motivation separately and then investigate the relationship and interactions between these two concepts, focusing on the specific context of Turkey's business world. It will also provide recommendations on how strategies based on these concepts can be developed and implemented in workplaces. The goal of this study is to shed light on human resource management in

organizations and improve employees' experiences in the workplace.

In today's world, emotions, which are significant in individual experiences, also play a crucial role in the workplace. Emotions encompass internally felt physiological changes that are planned in the mind and manifest as behavior. Therefore, emotions go beyond behavior and involve much more. Understanding emotions can be facilitated by inferring from individuals' expressions, actions, and behavior in the communication process (Leberecht, 2015: 22). Organizations should value the individual and their emotions to achieve their goals and objectives (Aksoy, 2019). The purpose of this article is to examine the relationship between emotional labor and prosocial motivation. In this context, the article first introduces the concepts of emotional labor and prosocial motivation and outlines the research hypotheses. Subsequently, data analysis is conducted in line with the research model, and the findings are discussed. The final section of the study evaluates the results in the context of the findings and provides recommendations.

2. Conceptual Framework and Research Hypotheses

2.1. Emotional Labor

Organizations aim to establish a standardized behavior profile and emotional state in their employees. By setting behavioral rules that prioritize the organization's job description, organizations expect employees to comply with these rules, disregarding their current emotional state. Employees are mandated to influence and appear willing to provide service with behaviors such as smiling, being happy, dynamic, polite, and attentive, without considering their current emotional state (Yildiz et al., 2021). When employees make efforts to regulate their emotional behaviors to meet organizational expectations specific to their roles, they are engaging in emotional labor (Brotheridge & Lee, 2003). Emotional labor involves the control and management of emotions to create the required emotional state that is perceived and anticipated in service recipients (Wouters, 1989).

Emotional labor, as defined by Kim (2008), entails the regulation of emotions for others to observe in a work-related context, involving both surface and bodily expressions, as posited by Hochschild (1983). Furthermore, emotional labor is seen as the process of controlling and managing emotions to create the desired emotional state in another person, typically the target audience (Poytner, 2002: 249). It involves displaying appropriate emotional behaviors for the job while concealing behaviors that are deemed inappropriate (Diefendorff, Croyle, & Gosserand, 2005).

Hochschild (1983) identified that employees exhibit surface and deep behaviors when engaging in emotional labor. Additionally, Ashforth and Humphrey (1993) added the dimension of genuine behavior.

Surface Acting: Employees experience one emotion but display a different emotion. Employees are expected to exhibit positive behaviors toward customers, even when they may not genuinely feel those positive emotions. Therefore, surface acting involves individuals suppressing negative emotions and displaying behaviors as if they are in a positive emotional state (Gosserand & Diefendorff, 2005: 1257). This behavior encompasses the external expressions such as gestures, body language, facial expressions, and tone of voice used by employees to conform to the rules established by the organization, even when they do not genuinely feel those emotions. Grandey noted that behaviors in this dimension are situation-dependent and malleable, which is why she described this dimension as reaction-focused (Grandey, 2000: 100). Brotheridge and Grandey (2002) found that surface acting is associated with emotional exhaustion, intention to leave the job, and depression. These results indicate that surface acting can be a stressful experience for employees and lead to negative outcomes.

Deep Acting: When employees engage in deep acting, they try to feel the emotions required by the company (Ashforth & Humphrey, 1993: 92). Deep acting is an intense emotional labor as employees put effort into feeling the emotions required in their interactions. Employees engage in empathy with superiors, colleagues, and service recipients, providing direction and effort in their behaviors. It involves regulating the internal emotions to match the emotions required by the organization (Jiang et al., 2013).

Natural Emotions: While studies related to emotional labor have primarily focused on surface and deep behaviors, less attention has been given to what employees genuinely feel. In their study "Emotional Labor in Service Roles: The Influence of Identity" (1993), Ashforth and Humphrey defined natural emotions (genuine behavior) as the emotions employees genuinely feel when they are ready to express the emotions that the organization expects them to feel, even in the face of new and different emotions.

2.2. Prosocial Motivation

In general, conceptual definitions of prosocial motivation revolve around the desire to engage in tasks believed to be beneficial to others. Prosocial motivation entails a focus on the well-being and happiness of others, with an inclination to act by establishing relationships with those in need of assistance (Grant, 2007: 404).

Prosocial behaviors refer to actions exhibited by organizational members in their roles that contribute to the well-being of individuals, groups, or the organization with whom they interact (Özdevecioğlu, 2009). Prosocial organizational behaviors are voluntary behaviors that individuals engage in within or beyond their role descriptions, aiming to enhance the welfare of both individuals and the organization. These behaviors can be beneficial to the organization or, in some cases, detrimental (Kanten & Yeşiltaş, 2013: 92). In today's context, in addition to fulfilling formal role requirements, employees are expected to exhibit prosocial behaviors to enable organizations to be more successful (İpek & Özbilgin, 2015). Prosocial behaviors are actions individuals undertake with the hope of benefiting others (Brief & Motowidlo, 1986).

Prosocial motivation, rooted in altruism (Mateer & Willover, 1994), is characterized by a strong desire to help others, possessing psychological traits such as adaptability, empathy, altruism, and concern for others' well-being, and a willingness to make efforts to benefit people (Batson, 1987). The concept of prosocial motivation, which underlies prosocial service behaviors, is the willingness to work for the benefit of others without any request. Therefore, the ability of prosocial motivation to stimulate employees to engage in extra-role behaviors is of great importance to organizations (Akduru et al., 2016). Grant (2007, 2008) has developed the relational job design theory to explain prosocial motivation. According to Grant, the degree to which a job includes social aspects is a crucial determinant of prosocial motivation. The nature of the job, including job communication and relational job characteristics, is significant. This is because the perception that work involves interacting with other people and benefiting them positively influences employees by making them feel that their work is meaningful. In general descriptions of prosocial behavior, it can be stated that the most significant driving force behind individuals' actions to benefit their organization and others, apart from their own goals, is their internal motivation (Ryan & Deci, 2000). Furthermore, employees are more motivated when they believe they impact organizational outcomes (Yılmaz, 2019).

2.3. Relationship Between Emotional Labor and Prosocial Motivation

Emotions have the capacity to prepare individuals for action and direct them towards certain patterned behaviors. In this context, emotions, which are potent in providing energy and motivation to individuals, hold strategic importance in human life (Manz, 2009; Peng et al., 2021). Emotional labor can be defined as the

management of emotions to create a visible facial and bodily appearance for public consumption (Choi & Kim, 2015). Previous studies have demonstrated that emotional labor can influence factors such as job satisfaction, job performance, organizational commitment, and turnover intention among employees (Gross, 2015).

The inclination of employees to exhibit behaviors directed towards the interests of others, manifesting as a desire to engage in behaviors that benefit others, is explained by prosocial motivation (Grant, 2008). Prosocially motivated employees have been found to exhibit a higher level of extra-role behavior beyond formally defined job requirements (Leisink & Steijn, 2009). Prosocial behaviors refer to actions individuals take while performing their organizational roles, considering the interests of the individuals or groups with whom they interact (Bayrakçı & Kayalar, 2016). Prosocial behavior formation involves an individual's intention to engage in positive social behavior voluntarily, without feeling pressured (Hazzi & Maldaon, 2012).

Lu and Liou's (2015) study on administrative personnel and teachers suggested a positive relationship between the deep acting dimension of emotional labor and employees' prosocial motivation, while superficial role playing might have a negative relationship with prosocial motivation. According to Maneotis et al. (2014), emotional labor can be a significant factor in increasing individuals' prosocial motivation. This is because when employees combine their desire to be helpful with the nature of their work, they feel more motivated to be prosocial, spending more voluntary time on their work and having a greater desire to benefit others (Grant & Berg, 2012: 8). Employees who can manage their emotional labor positively, control their emotional experiences, and have a willingness to help colleagues or clients may enhance their prosocial motivation. In this context, emotional labor can create a more positive atmosphere in the workplace and play an encouraging role in cooperation and teamwork. Furthermore, employees in jobs requiring emotional labor may be more motivated to help and support clients or colleagues, thus increasing their prosocial motivation. Therefore, it is hypothesized as follows:

H₁: As emotional labor increases, prosocial motivation increases;
H_{1a}: As superficial role-playing behavior increases, prosocial motivation increases; **H_{1b}:** As deep acting behavior increases, prosocial motivation increases; **H_{1c}:** As natural emotions increase, prosocial motivation increases.

The model of the study is as follows:

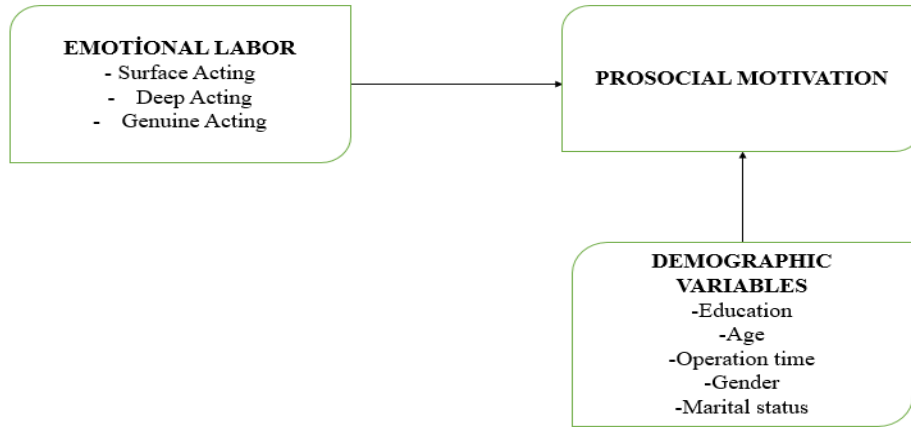


Figure 1. Research Model

The second hypothesis of the study is as follows: H_2 : Prosocial motivation differs significantly according to demographic variables; H_{2a} : Prosocial motivation differs significantly according to education; H_{2b} : Prosocial motivation differs significantly according to age; H_{2c} : Prosocial motivation differs significantly according to years of work experience; H_{2d} : Prosocial motivation differs significantly according to gender; H_{2e} : Prosocial motivation differs significantly according to marital status.

3. Research Methodology

3.1. The Population and Sample of the Research

The research population consists of public sector employees working in Erzincan province, Turkey. In the study, the convenient sampling method, which is a non-probabilistic sampling method, was preferred. Given the size of the population, a power analysis was conducted to ensure the adequacy of the sample size for the intended analyses. This power analysis was based on a two-tailed t-test with a medium effect size (Cohen's $d = 0.5$), a statistical power of 0.95, and a significance level of 0.05. To calculate the required sample size, the following formula was used (Cohen, J., 1988).

$$n = 2 * (Z_{\alpha/2} + Z_{\beta})^2 * \sigma^2 / d^2$$

In a two-tailed test, a sample is required for both groups, which results in an approximate required total sample size of 210. This study, with a sample size of 345, demonstrates that it has sufficient power to detect a medium-sized effect.

Demographic information of the participants is as follows: 37.1% (n=128) were female, 62.9% (n=217) were male; 44.3% (n=153)

were single, 55.7% (n=192) were married; 15.1% (n=52) were in the 18-26 age range, 25.8% (n=89) were in the 27-35 age range, 28.7% (n=99) were in the 36-44 age range, and 30.4% (n=105) were 45 years and older; 20.0% (n=569) had completed primary education, 38.0% (n=131) had completed high school, 30.4% (n=105) had a bachelor's degree, 11.6% (n=40) had a postgraduate or doctoral degree; 22.0% (n=76) had 0-5 years of work experience, 33.6% (n=116) had 6-10 years of work experience, 28.7% (n=97) had 11-20 years of work experience, and 16.2% (n=56) had 22 years or more of work experience.

3.2. The Data Collection Method of the Research

In the study, data were collected using a personal information form containing demographic information, the Emotional Labor Scale, and the Prosocial Motivation Scale, all rated on a five-point Likert scale: 1- strongly disagree/5- strongly agree.

Personal Information Form: This researcher-developed information form consists of 5 questions regarding participants' socio-demographic characteristics and introductory features.

Emotional Labor Scale: The Emotional Labor Scale, developed by Pala and Sürgevil (2016), comprises three factors and 12 items. These sub-dimensions are named Surface Acting, Deep Acting, and Genuine Acting.

Prosocial Motivation Scale: The Prosocial Motivation Scale, developed by Grant and Sumanth (2009), consists of 5 items and is a single-dimensional scale.

3.3. The Research Data Analysis

Data necessary for testing the hypotheses proposed within the scope of the research were collected using software programs. To

evaluate the hypothesis tests, the PROCESS macro developed by Hayes was employed. The statistical significance of the findings was assessed at the $p < 0.01$ and $p < 0.05$ levels.

Confirmatory Factor Analysis (CFA) was used to determine the structural validity of the scales used in the research. Reliability analysis was conducted to assess internal consistency. Correlation analysis was performed to determine the direction and strength of relationships between variables. Multiple regression analysis was employed to examine the relationships between variables.

Independent Sample T-Test and One-Way ANOVA were used to identify differences.

3.4. Findings Obtained Through the Research

Confirmatory Factor Analysis (CFA) was conducted to determine the construct validity of the emotional labor scale used in the study. Factor analysis was performed on the emotional labor scale, which consists of 3 dimensions and 12 items. The goodness-of-fit indices obtained as a result of the factor analysis are presented in Table 1.

Table 1. Emotional Labor Scale / Fit Indices

Uyum Kriteri	χ^2	P	χ^2 / df	RMSEA	SRMR	NFI	CFI	GFI
Uyum Değerleri	137,09	0,000	2,856	0,07	0,08	0,92	0,95	0,95

When examining the fit indices presented in Table 1, the following values were observed: chi-square value of 137.09, p-value of 0.000, RMSEA (Root Mean Square Error of Approximation) value of 0.07, GFI (Goodness of Fit Index) value of 0.95, chi-square/degrees of freedom ratio of 2.856, SRMR

(Standardized Root Mean Square Residual) value of 0.08, CFI (Comparative Fit Index) value of 0.95, and NFI (Normed Fit Index) value of 0.95. Figure 1 displays the standardized solution values for the tested emotional labor scale.

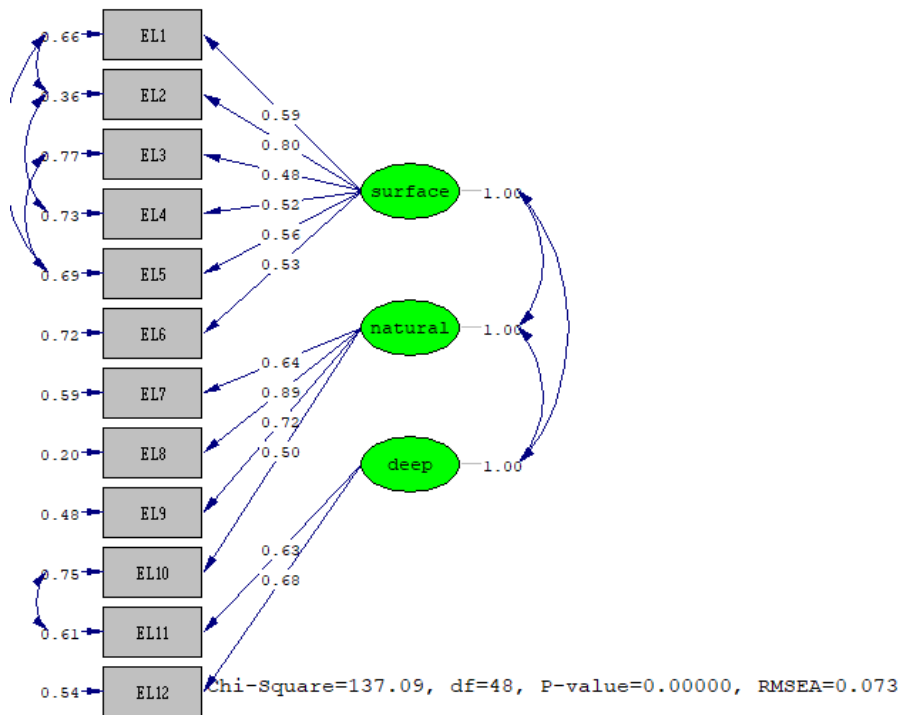


Figure 2. Emotional Labor Scale / Standardized Solution Values

The reliability analysis results for the dimensions of the emotional labor scale are presented in Table 2.

Table 2. Reliability Analysis of the Emotional Labor Scale

	Cronbach's Alpha	N of Items
Emotional Labor Scale	0.818	12
• Surface Acting Scale	0.866	6
• Deep Acting Scale	0.778	4
• Genuine Acting Scale	0.790	2

As a result of the conducted analyses, Cronbach's Alpha coefficient was found to be 0.866 for the dimension of surface acting, 0.778 for the dimension of deep acting, and 0.790 for the dimension of genuine acting. For the entire scale, the Cronbach's Alpha coefficient is 0.818.

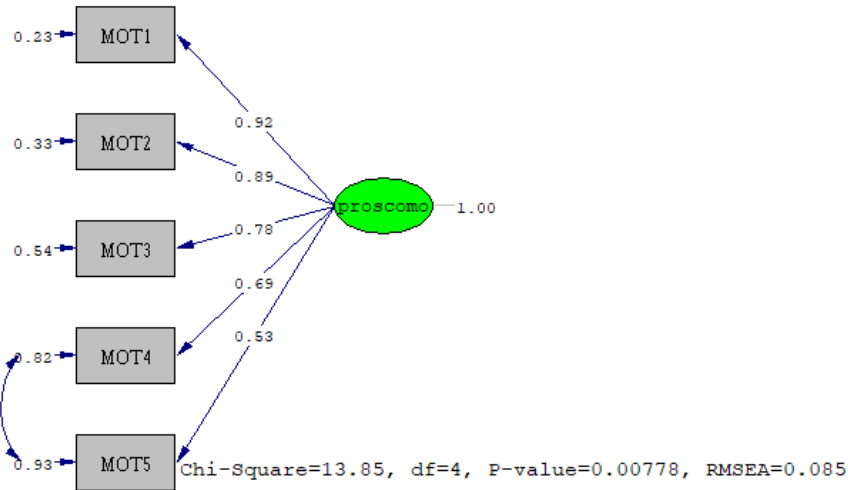
Another scale used in the research is the prosocial motivation scale. Confirmatory Factor Analysis (CFA) was applied to determine the construct validity of the scale, and the fit indices obtained from the factor analysis conducted for the prosocial motivation scale, which consists of a single dimension and 5 items, are presented in Table 3.

Table 3. Prosocial Motivation Scale / Fit Indices

Uyum Kriteri	χ^2	P	χ^2 / df	RMSEA	SRMR	NFI	CFI	GFI
Uyum Değerleri	13,85	0,007	3,462	0,08	0,017	0,98	0,99	0,98

When examining the fit indices expressed in Table 3; the chi-square value was 13.85; p-value was 0.007; RMSEA value was 0.08; GFI value was 0.98; chi-square/degrees of freedom was

3.462; SRMR value was 0.017; CFI value was 0.99, and NFI value was 0.98. The standardized solution values for the tested prosocial motivation scale are indicated in Figure 3.

**Figure 3.** Prosocial Motivation Scale / Standardized Solution Values

The reliability analysis results for the dimensions of the Prosocial Motivation scale are expressed in Table 4.

Table 4. Reliability Analysis of the Prosocial Motivation Scale Dimensions

	Cronbach's Alpha	N of Items
• Prosocial Motivation	0,848	5

As a result of the analysis carried out, Cronbach's Alpha coefficient is 0.848. The Cronbach Alpha values of the scales are between 0.70 and 0.99, indicating that they are reliable (Tavakol and Dennick, 2011).

The normality distribution findings of the scales in the research are given in table 5.

Table 5. Emotional Labor and Prosocial Motivation Scales Normality Tests - Kurtosis and Skewness Values

		Statistic	Std. Error
Emotional Labor Scale	<i>Skewness</i>	0.268	0.131
	<i>Kurtosis</i>	0.233	0.262
• Surface Acting Scale	<i>Skewness</i>	0.962	0.131
	<i>Kurtosis</i>	0.171	0.262
• Deep Acting Scale	<i>Skewness</i>	-0.902	0.131
	<i>Kurtosis</i>	0.765	0.262
• Genuine Acting Scale	<i>Skewness</i>	-0.930	0.131
	<i>Kurtosis</i>	1.140	0.262
Prosocial Motivation Scale	<i>Skewness</i>	-0.829	0.131
	<i>Kurtosis</i>	0.647	0.262

To determine whether a distribution follows a normal distribution, skewness and kurtosis values are taken into consideration. In this regard, the critical values for skewness and kurtosis are typically set at an absolute value of 3 and an absolute value of 10, respectively (Kline, 2011). In our study, both

skewness and kurtosis values fall within the specified ranges, indicating that the scales exhibit a normal distribution. I intend to submit this article to a journal in the United Kingdom, hence the use of an academic tone.

Table 6: Correlation Between Emotional Labor and Prosocial Motivation Scale

	Prosocial Motivation	
	R	p
Surface Acting Scale	0,024	0,657
Deep Acting Scale	0,303**	0,000
Genuine Acting Scale	0,128*	0,017
Emotional Labor Scale	0,162**	0,003

r=Pearson Correlation **p<0,05

The results of the correlation analysis between Emotional Labor and Prosocial Motivation Scale are presented in Table 5. A significant relationship was not found between prosocial motivation and the surface acting sub-dimension ($r = -0.024$; $p = 0.657$; $p < 0.05$). There was a statistically significant positive relationship at the 30.3% level between prosocial motivation and the deep acting sub-dimension ($r = -0.303$; $p = 0.000$; $p < 0.05$). A statistically significant positive relationship at the 12.8% level was observed between prosocial motivation and the genuine acting sub-dimension ($r = 0.3128$; $p = 0.017$; $p < 0.05$).

Additionally, a statistically significant positive relationship at the 16.2% level was identified between prosocial motivation and the Emotional Labor Scale ($r = -0.162$; $p = 0.003$; $p < 0.05$). I intend to submit this article to a journal in the United Kingdom; hence, an academic tone has been maintained.

The evaluation of the Prosocial Motivation Scale based on demographic characteristics is as follows:

In Table 7, the relationship between Prosocial Motivation and the gender of the participating employees has been investigated.

Table 7. Evaluation of Prosocial Motivation by Gender

Independent-Sample T		Levene's Test for Equality of Variances			t-test for Equality of Means				
			F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Gender	Mean	Equal variances assumed	2,427	0,120	-1,679	343	0,094	-0,79626	0,47427
Male	19,1484								
Female	19,9447	Equal variances not assumed			-1,599	282,242	0,111	-0,79626	0,49792

When examining Table 7, it is observed that the significance values obtained for both tests are greater than 0.05, indicating that Prosocial Motivation does not exhibit a significant difference based on the gender of the employees.

In Table 8, the relationship between Prosocial Motivation and the marital status of the participating employees is investigated.

Table 8. Evaluation of Prosocial Motivation by Marital Status

Independent-Sample T		Levene's Test for Equality of Variances			t-test for Equality of Means				
			F	Sig.	T	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Marital Status	Mean	Equal variances assumed	0,471	0,493	-2,317	343	0,021	-1,06475	0,45948
Married	19,1771								
Single	20,2418	Equal variances not assumed			-2,346	338,102	0,020	-1,06475	0,45393

Upon examining Table 8, it has been observed that the obtained significance values are less than 0.05. Accordingly, it can be concluded that Prosocial Motivation exhibits a statistically significant difference based on marital status, with unmarried employees displaying higher levels of Prosocial Motivation compared to married employees.

In Table 9, the relationship between Prosocial Motivation and the age of the participants in the research is analyzed.

Table 9. Evaluation of Prosocial Motivation by Age

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
18-26	52	20,5769	4,60752	0,63895		
27-35	89	20,0112	4,11619	0,43632	1,651	0.177
36-44	99	19,3434	4,35694	0,43789		
45 ve üstü	105	19,1714	4,08905	0,39905		

Upon examining Table 9, it has been determined that the significance value is greater than 0.05, indicating that Prosocial Motivation does not exhibit a significant difference based on the age of the employees.

In Table 10, the relationship between Prosocial Motivation and the education level of the participants in the research is analyzed.

Table 10. Evaluation of Prosocial Motivation by Education Levels

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
Primary education	69	19,2464	4,65076	0,55989	0,421	0,738
High school	131	19,7023	3,93152	0,34350		
Licence	105	19,9429	4,26260	0,41599		
Postgraduate and PhD	40	19,4000	4,72202	0,74662		

Upon examining Table 10, it has been determined that the significance value is greater than 0.05, indicating that Prosocial Motivation does not exhibit a significant difference based on the education level of the employees.

In Table 11, the relationship between Prosocial Motivation and the length of employment of the participants in the research is analyzed.

Table 11. Evaluation of Prosocial Motivation by Length of Employment

One-Way ANOVA	N	Mean	Std. Deviation	Std. Error	F	Sig.
<i>0-5years</i>	76	20,0658	4,87534	0,55924	1,019	0,384
<i>6-10years</i>	116	19,1724	4,48238	0,41618		
<i>11-20years</i>	97	20,0206	3,70804	0,37649		
<i>21+years</i>	56	19,6493	3,79884	0,50764		

Upon examining Table 11, it has been determined that the significance value is greater than 0.05, indicating that Prosocial Motivation does not exhibit a significant difference based on the length of employment of the employees.

5. Conclusions

According to the research findings, a positive and significant relationship was identified between Emotional Labor and Prosocial Motivation, specifically between deep acting and Prosocial Motivation, as well as between genuine acting and Prosocial Motivation. However, no significant relationship was found between surface acting and Prosocial Motivation. Thus, H1, H1b, and H1c were accepted, while H1a was rejected. The results of this study align with previous research findings. For instance, Karadirek (2023) noted a low positive relationship between prosocial motivation and surface acting, but no significant relationship between deep acting and prosocial motivation.

Furthermore, Truta (2014) demonstrated in a study with 118 teachers that intrinsic motivation is associated with deep acting.

Lu and Liou's (2015) research on administrative personnel and teachers suggested a potential positive relationship between emotional labor, particularly deep acting, and employees' prosocial motivation, while highlighting a potential negative relationship with surface acting. Kesen and Akyüz (2016) observed that both deep acting and expressing genuine emotions positively influence individuals' prosocial motivation, while no significant impact was found for surface acting. Shin and Hur (2020) similarly found a positive relationship between prosocial motivation and deep acting among hotel employees, with no significant relationship between prosocial motivation and surface acting.

In the context of surface acting, employees adhere to emotional behavioral rules established by the organization without displaying inner and genuine emotions (Nylander et al., 2011). Surface acting can be seen as a psychological mask, deep acting as shaped emotions under the mask, and genuine acting as emotions felt now under the mask (Polatçı and Özyer, 2015).

Differences in the analysis of variance conducted in the study revealed that Prosocial Motivation only showed a significant

difference based on marital status. Prosocial Motivation did not exhibit significant differences based on education level, age, length of employment, or gender. Therefore, H2e was accepted, while H2a, H2b, H2c, and H2d were rejected.

Emotional labor not only affects employees' motivation but also plays a pivotal role in enhancing customer satisfaction by responding to their emotional needs during interactions (Uysal and Yılmaz-Kılıçkaya, 2021). The relationship between emotional labor and prosocial motivation can help employees be more effective both emotionally and socially in the workplace. Furthermore, it is believed that this relationship can provide essential context for understanding emotional experiences and job performance in the workplace. Employees who effectively manage emotional labor and utilize emotional experiences positively can increase their prosocial motivation. Organizations can develop various strategies to support employees' emotional well-being and motivation, thereby fostering a culture of high willingness to collaborate and provide support in the workplace.

Certain limitations need to be acknowledged and addressed in future research. Firstly, the generalizability of the findings may be limited due to the narrow focus and specific industry of the study sample. Additionally, the scope of the article may overlook the impact of other variables, such as employee personality traits, on the relationship between emotional labor and prosocial motivation. Another limitation relates to the possible presence of common method variance errors, as the data were collected solely through surveys based on employees' individual perceptions and attitudes. Given the quantitative approach of the study, the obtained results are subject to inherent limitations of this approach.

For future research, several recommendations can be made. To enhance the generalizability of findings, involving managers and increasing sample size may be considered. The study can be extended to examine employees in the private sector and expand to different regions. Furthermore, adapting the study to different languages or cultures can facilitate cross-cultural comparisons and a more comprehensive understanding of the topic.

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