

RESEARCH ARTICLE / ARAŞTIRMA YAZISI

A New Source of Psychosocial Stress for Aviation Sector Employees: Illegitimate Tasks

Havacılık Sektörü Çalışanları için Yeni Bir Psikososyal Stres Kaynağı: Meşru Olmayan Görevler

Server Sevil Akyürek¹, Duygu Uludağ¹, Melis Soyer¹

Abstract:

This research aims to understand the mechanisms by which employees are exposed to psychosocial stress (PSOSTR) in work processes through illegitimate task (ILT) experiences. The mediating effect of emotional labor (EL) and the moderating effect of leader-member interaction (LMX) are included in this research. Data were collected through a survey from 251 participants working in the aviation industry in Turkey. Nine hypotheses tested with the SEM statistical analysis method were supported. The results show that ILT increases the psychosocial stress level of aviation employees. Besides, LMX acts as a moderating factor between ILT and EL, EL and PSOSTR, and between ILT and PSOSTR. Additionally, EL serves as a mediating factor between ILT and PSOSTR. The originality of the research lies in the empirical measurement and discussion of the relationships between ILT, EL, and PSOSTR for the first time, considering aviation industry employees. These results fill an important gap in literature. This study contributes to the organizational behavior literature by highlighting how illegitimate tasks, considered unnecessary or unreasonable, directly impact employees' psychological well-being, health, motivation, work efficiency, and endurance. The findings emphasize that when employees face tasks perceived as unfair, their emotional burden grows, leading to higher levels of stress. This situation is particularly critical in the aviation industry, where employees are already subject to intense working conditions and safety-sensitive responsibilities. Furthermore, the moderating role of leader-member exchange underscores the importance of effective leadership practices.

Keywords: Illegitimate Tasks, Emotional Labor, Leader-Member Exchange, Psychosocial Stress, Aviation Sector.

*This research was derived from the paper presented as a paper at the 22nd International Business Congress and extended by increasing the number of data collected. Also, this study has a small amount of similarity with the extended abstract in the 22nd International Business Congress Proceedings Book.

¹İstanbul Nişantaşı University, Aviation Management Department, İstanbul, Türkiye.

Address of Correspondence/Yazışma Adresi: Melis Soyer, İstanbul Nişantaşı University, Aviation Management Department, İstanbul, Türkiye, E-mail: melis.soyer@nisantasi.edu.tr.

Date of Received/Geliş Tarihi: 04.05.2025, **Date of Revision/Düzeltilme Tarihi:** 22.07.2025, **Date of Acceptance/Kabul Tarihi:** 12.08.2025, **Date of Online Publication/Çevrimiçi Yayın Tarihi:** 25.03.2026

Citing/Referans Gösterimi: Akyürek, S.S., Uludağ, D. & Soyer, M. (2026). A New Source of Psychosocial Stress for Aviation Sector Employees: Illegitimate Tasks. *Cyprus Turkish Journal of Psychiatry & Psychology*, 8(1), 34-41, Doi: 10.35365/ctjpp.26.1.05.

© 2026 The Author(s). Published by Cyprus Mental Health Institute / Cyprus Turkish Journal of Psychiatry and Psychology (www.ktpdgergisi.com). This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution 4.0 license which permits use, sharing, adaptation, distribution and reproduction in any medium or format, provided the original work is properly cited and is not used for commercial purposes. <http://creativecommons.org/licenses/by/4.0/>

Öz:

Bu araştırma, çalışanların iş süreçlerinde gayri meşru görev (ILT) deneyimleri yoluyla psikososyal strese (PSOSTR) maruz kalma mekanizmalarını anlamayı amaçlamaktadır. Duygusal emeğin (EL) aracılık etkisi ve lider-üye etkileşiminin (LMX) düzenleyici etkisi bu çalışmada yer almaktadır. Veriler, Türkiye'deki havacılık sektöründe çalışan 251 katılımcıdan anket yoluyla toplanmıştır. SEM istatistiksel analiz yöntemi ile test edilen dokuz hipotez desteklenmiştir. Sonuçlar, ILT'nin havacılık çalışanlarının psikososyal stres düzeyini artırdığını göstermektedir. Ayrıca LMX, ILT ile EL, EL ile PSOSTR ve ILT ile PSOSTR arasında düzenleyici bir faktör olarak işlev görmektedir. Ayrıca EL, ILT ile PSOSTR arasında aracı bir faktör olarak işlev görmektedir. Araştırmanın özgünlüğü, ILT, EL ve PSOSTR arasındaki ilişkilerin ilk kez havacılık sektörü çalışanları dikkate alınarak ampirik olarak ölçülmesi ve tartışılmasıdır. Bu sonuçlar literatürdeki önemli bir boşluğu doldurmaktadır. Bu çalışma, gereksiz veya mantıksız olarak kabul edilen gayri meşru görevlerin çalışanların psikolojik, sağlık, motivasyon, iş verimlilik ve dayanıklılık refahını nasıl doğrudan etkilediğini vurgulayarak örgütsel davranış literatürüne katkıda bulunmaktadır. Bulgular, çalışanların haksız olarak algılanan görevlerle karşılaştıklarında duygusal yüklerinin arttığını ve bunun da daha yüksek stres seviyelerine yol açtığını vurgulamaktadır. Bu durum, çalışanların zaten yoğun çalışma koşullarına ve güvenlik açısından hassas sorumluluklara maruz kaldığı havacılık sektöründe özellikle kritik öneme sahiptir. Ayrıca, lider-üye etkileşiminin düzenleyici rolü, etkili liderlik uygulamalarının önemini vurgulamaktadır.

Anahtar Kelimeler: Meşru Olmayan Görevler, Duygusal Emek, Lider-Üye Etkileşimi, Psikososyal Stres, Havacılık Sektörü.

Introduction

Multi-faceted research to understand complex situations, involving many factors relating to both employees and work processes, can shed light when it comes together. On the one hand, task dynamics and on the other hand, internal processes such as stress and employees' mental state due to work strongly influence both work processes, work outcomes, and employees' performance and motivation (e.g. Demerouti et al., 2001; Erez, 2010; Pecino et al., 2019). Although it falls outside occupational norms, illegitimate tasks (ILT) (Semmer et al., 2007) are considered a major workplace stressor (Semmer et al., 2007; Akyurek & Can, 2017, 2021). However, the impact of ILT on workers as a psychosocial stressor has not been studied or measured. Although ILT, which involves social meanings based on the employee's occupational identity in work processes, was thought to be a stressor with social impact (Semmer et al., 2007), no empirical research has been conducted in this direction. This study is important in this regard. It should be empirically investigated to what extent ILT generates psychosocial stress in employees and whether it affects their psychological processes. By examining the effects of ILT (both ILUN and ILUR) on employees in detail, the processes can be provided, and new methods can be developed to enhance tasks and work processes, as well as the motivation and well-being of employees. Apart from this, previous studies have shown that ILT (ILUN and ILUR) demands have positive or negative effects on most phases of manager-employee interaction (Muntz et al., 2019; Muntz & Dormann, 2020; Akyurek, 2022). However, the lack of research on how LMX increases the employee's psychosocial sources of stress and how the quality of LMX affects emotional labor processes indicates a gap in the literature. This research, designed to help fill this gap, may yield insightful findings on how effective ILT is in enhancing internal processes among employees and the situation in work processes. Uncertainty in workload and job descriptions are significant factors that increase stress levels in aviation workers (Köprülü et al., 2024). Research shows that appropriate coping strategies can alleviate secondary traumatic stress, particularly by reducing anxiety (Saylam & Sapanıcı, 2025). These findings highlight the importance of psychosocial support and effective management practices in reducing the stress created by illegitimate tasks.

Theoretical Background and Hypotheses of The Current Study**Illegitimate Tasks**

The concept of Illegitimate Tasks (ILT) refers to tasks that fall outside the occupational boundaries of employees. ILT is based on the "theory of stress as an attack on the self" (SOS) (Semmer et al., 2007). The SOS approach is based on a person's positive self-image expectations, which is a fundamental human characteristic (Alicke & Sedikides, 2009). Therefore, stress occurs when the expected self-image is threatened. ILT with two dimensions - Unnecessary tasks (ILUN) and Unreasonable tasks (ILUR) - can threaten this self-image because of its out-of-norm. ILUN includes tasks that do not need to be performed or can be performed with less effort if better planned. ILUR are tasks that lie outside the occupational norms (Semmer et al., 2007). Role theory is one of the theories on which the concept of ILT is based. This theory suggests that an individual's expectations are influenced by their roles. Individuals focus on their roles in relationships (Biddle, 1986).

Emotional Labor (EL)

Since the employee whose self-identity is threatened will first experience negative affect at the emotional level, it is likely that one or more of the eight different emotion categories, such as weak-powerful, attracted-disaffected, secure-insecure, generalized-focused, and socially connected-disconnected (Chocrane, 2009), will be affected. It is known that stress affects individuals profoundly in many layers (Demirel & Çakıcı, 2025). Thus, the individual's positive psychological capital spent on emotional labor is also negatively affected. It is known that psychological capital is explained by the individual's characteristics, including self-efficacy, optimism, hope, and resilience (Luthans et al., 2007a). The fact that ILT tasks (ILUR and/or ILUN) are a source of psychosocial stress is mainly due to the way they are demanded. The physical conditions and the social and organizational climate of the tasks also increase this psychosocial stress (Semmer et al., 2007). For example, not assigning tasks that should be delegated to the employee is also considered an illegitimate task (Fila et al., 2022). The aim of the present study is therefore to investigate how employees' psychological capital is generally influenced and how ILT

(ILUR and ILUN) affects employees' psychological processes.

H1: Illegitimate tasks negatively affect the emotional labor processes of the employees.

Moderation Impacts of Variables

The Moderating Effect of Leader-Member Interaction (LMX) Between ILT and EL Processes

The effects of LMX on ILUR and ILUN have been relatively well studied in the literature to date. For example, researchers found that managers' explanations and transparency reduced the negative impact of ILT on employees (Muntz & Dorman, 2020), and the negative effects of ILUR and ILUN on perceptions of job prestige were discovered. Additionally, ILUR and ILUN were found to individually mitigate the negative effects on job prestige perception (Akyurek, 2022). Also, workplace incivility (Hatipoğlu et al., 2025) by managers can be perceived as a type of illegitimate task due to not being an expected legitimacy. In this process, ILT (ILUR and ILUN) can have a negative impact on employees' internal processes, such as the frequency of emotion display, adherence to display rules, variety of emotions to be displayed, and emotional disharmony. Emotional labor processes lead to many consequences, such as job dissatisfaction and burnout (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003). A high-quality LMX can mitigate these negative processes, or a low-quality LMX can further exacerbate the negative effects of ILT on employees' emotional labor processes.

Thus, we suggest the hypothesis:

H2a: A high-quality leader-member interaction reduces the adverse impact of ILT on emotional labor.

H2b: Low-quality leader-member interaction increases the adverse impact of ILT on emotional labor.

Illegitimate Tasks and Psychosocial Stress

The concept of ILT, which is based on role theory (Biddle, 1986) and SOS theory (Semmer et al., 2007), has a negative impact on employees' professional identity (Akyurek & Can, 2017). While affirmation of occupational identity, which is an essential part of the self and enhances an individual's self-worth and self-esteem (Ashforth et al., 2008; Haslam & Ellemers, 2005), can be threatened by stress, it can lead to many negative outcomes (Meyer, 2006). ILT (ILUR and ILUN) emerges as one of these threat elements (Semmer et al., 2007).

Within the framework of justice theory, ILT is also associated with the dimension of distributive justice in the context of work tasks, as well as the dimensions of relational and procedural justice, in terms of the unfair distribution of tasks and inappropriate attitudes and

behaviors in processes (Akyurek & Can, 2021). The stress factor formed in this direction and the perception of threat to the self are also consistent with the SOS theory.

Organizational stressors affecting flight crews include factors related to the nature of work, management, career development, promotion, recognition, financial opportunities, colleagues, and family life (Gümüştekin & Öztemiz, 2004). The non-normative nature of ILT may affect employees' PSOSTR levels by affecting professional identity and causing unfavorable situations on a relational basis. Additionally, ILUR and ILUN, which have a negative impact on emotional labor, may further negatively affect employees' psychosocial stress levels. We therefore hypothesize the following.

H3a: Illegitimate tasks (ILUR and ILUN) increase the psychosocial stress level of the employees.

H3b: Illegitimate tasks (ILUR and ILUN) increase the psychosocial stress level of employees by negatively affecting emotional labor.

The Moderating Effect of LMX Between Emotional Labor and Psychosocial Stress in ILT Processes

The quality of leader-member interaction (LMX), discussed in terms of the illegitimacy of a task given at the organizational level, leads to various processes and outputs (Muntz et al., 2019; Muntz & Dormann, 2020; Akyurek, 2022). According to role theory (Graen & Uhl-Bien, 1995), leaders evaluate members according to their job assignments and task roles. The leading stressors are associated with task roles, role overload, conflict, and role ambiguity (Khan et al., 1964). Since leaders have a significant influence in shaping employees' job roles, the LMX is associated with role stressors (Jian & Dalisay, 2015).

The following hypotheses can be put forward:

H4a: A high-quality LMX reduces the psychosocial stress level of the employee by lessening the negative effect of the ILT.

H4b: A low-quality LMX increases the psychosocial stress level of the employee by increasing the negative effect of the ILT.

H4c: A high-quality LMX reduces the psychosocial stress level of the employee by reducing the negative effects of emotional labor.

H4d: A low-quality LMX increases the psychosocial stress level of the employee by increasing the negative effect of emotional labor.

In the light of all of these hypotheses, the model of the research is as follows:



Figure 1. The theoretical model of the study

Method

Data Collection and Sample

Population, Sample, and Study Group

The study population consists of aviation employees in Turkey. This research examines the moderating role of LMX in creating a source of psychosocial stress, the mediating role of emotional labor, and the impact of ILT on psychosocial stress. The convenience sampling method was utilized, and the questionnaire was administered to employees currently working at various airports in Turkey via virtual platforms. 251 people were reached by using the survey, including a 5-Likert scale.

Data Collection and Participants

The research was carried out with the approval of the Istanbul Nişantaşı University Ethics Committee (Decision Date: 30/01/2023, No: 2023/7). Data was collected from employees currently working in the aviation sector in

Turkey. Due to the use of convenience sampling, the generalizability of the findings is limited to similar populations within the Turkish aviation sector. The respondents' profiles are presented in Table 1. Based on the table, more than half of the participants are male 51.8%. The percentage of females is 46.6%, and 1.6% of respondents have not answered their gender. The general profile in terms of age is a younger generation, with 60.1% of individuals aged 18-25. Those aged 26-35 years follow this by 23.1%, and those aged 36-45 by 10.1%. Only 6.7% represent 46 years old and above. In addition, the education levels of respondents are as follows: 28.9% represent high school, 8.4% associate, 55% undergraduate, and 6.6% indicate master's degree and above. While ground personnel comprise the largest number 81%, the number of flight personnel is 19%. Regarding marital status, respondents were mostly single at 70.8%. The percentage of married people is 29.2%.

Table 1. Profile of respondents

Attribute	Category	Percentage
Gender	Female	46.6
	Male	51.8
	Not Answered	1.6
Age	18-25 years old	60.1
	26-35 years old	23.1
	36-45 years old	10.1
	46 and above	6.7
Education Level	High School	29
	Associate	8.7
	Undergraduate	55.4
	Master and Ph.D	6.9
Professional Status	Ground Personnel	81
	Flight Personnel	19
Marital Status	Single	70.8
	Married	29.2

Measurement

As a data collection tool, a questionnaire form was prepared, including scales, and their validity and reliability were established in previous literature. The survey consists of 32 questions, including demographic questions and different scales. 5-point Likert Scale includes the choices: 1: "strongly disagree", 5: "strongly agree", and 1: "never", 2: "rarely", 3: "sometimes", 4: "often", 5: "usually".

First, ILT (independent variable of the current study) was measured in studies to date with the Bern Illegitimate Task Scale (BITS) (Jacobshagen, 2006). The scale consists of 8 items in total, and each ILT dimension was measured with 4 items. The Turkish adaptation of the BITS scale was carried out in the study (Akyurek, 2020) and $\alpha = 0.881$ in that study.

Second is the LMX Scale (Liden & Maslyn, 1998), which consists of 12 items. The scale's reliability and validity measures are $\alpha = 0.92$, and $\alpha = 0.94$. The third scale is the

Emotional Labor scale (Pala and Surgevil, 2016), which consists of 12 questions in total. The total value of the EL scale, which was adapted into Turkish in the study (Basim & Beğenirbas, 2012), was found to be $\alpha = 0.80$. In addition, according to the same scale adapted in the study (Pala & Surgevil, 2016), the highest alpha value was reported as $\alpha = 0.778$. The fourth scale is the Psychosocial Stress Scale (Block et al. 2009).

Findings

Validity of measures

The diagnosis is complete. There was no outlier in the data set. Firstly, the convergent and divergent validity of the scales were measured, secondly, the reliabilities of the individual items were assessed, and thirdly, the internal consistency of the scales was evaluated to ensure the validity and reliability of the measures. Different models were then created to obtain the best representation in the CFA phase. As shown in Table 2, each model represents

an alternative. Model 3 consists of all the measures theorized in the study. The suggestion of Hair et al. (2014) for small samples (N > 250 with observed variables (m) between 12 and 30) was considered to evaluate the suitability of the alternative CFA models. The GFI, CFI, and TLI values, as well as the RMSEA and SRMR values in the CFA phase, are close to the expected range (GFI=0.850, CFI=0.889, TLI=0.877, RMSEA=0.061, and SRMR=0.0656 for model 3). Additionally, the results of the normality, outlier, and multicollinearity tests conducted prior to the CFA phase indicate that the data structure is suitable for parametric analysis.

The validity (convergent and divergent) was checked by investigating the factor loadings and using the AVE. The latent variables were examined about the factor loadings of the items. LML items, LMR items, LMC1 and two LML items (LML1, LML2), ESA items, EGE4, PSOW items, PSODM1, PSODM4, PSOD1, PSOD2, PSOD3 items and

two ILT items (ILUN4 and ILUR1) were excluded from the study. The excluded items have relatively low factor loadings and exhibit some cross-loadings, as indicated by modification indices. Items with low factor loadings (< 0.5) or high cross-loadings were excluded from scale purification. The researchers mainly aimed to obtain an appropriate balance between the sample size (N) and the size of the latent variables (m) to achieve the expected validity results. In the end, the latent variables did not exhibit cross-loadings. The values for CR and Cronbach's alpha were acceptable. This means that the measures have high internal consistency and reliability. Some AVE values are slightly lower than expected. However, they may be acceptable as they are close to 0.5. If all items are significant, convergent validity can be present. If the CR value is above 0.7, convergent validity is accepted even if the AVE value remains below 0.5 (Fornell & Lacker, 1981; Bagozzi et al., 1991).

Table 2. CFA Measurement model

Model	X ²	Df	X ² /df	Δx ²	Δdf	GFI	CFI	TLI	SRMR	RMSEA
Model 1	2339.779**	939	2.492	—	—	0.680	0.742	0.728	0.0982	0.077
Model 2	1720.825**	734	2.344	619,954**	148	0.734	0.788	0.774	0.0803	0.073
Model 3	567.603**	293	1.937	1153.222**	441	0.850	0.889	0.877	0.0656	0.061

Note: N: 251, M: means, SD: standard deviations. Internal consistency values are on the diagonal *p ≤ 0.05 (two-tailed). **p ≤ 0.01 (two-tailed)

Descriptive Statistics

Table 3 indicates that the independent variable ILT has significant negative correlations with dependent variables of EL (β = -0.250, p <.001) and positive correlations with PSOSTR (β = -0.151, p <.05) . Also, LMX has negative

correlation with EL (β =-0.234, p <.001) and positively correlated with PSOSTR (β= 0.414, p <.001). Similarly, EL has a negative correlation with PSOSTR (β=0.223, p <.001).

Table 3. Descriptive statistics

	M	SD	1	2	3	4
1 ILT	2.7490	0.78406	0.818			
2 LMX	3.4900	0.88812	-0.085	0.770		
3 EL	3.5681	0.81581	-0.305**	-0.263**	0.814	
4 PSOSTR	3.2161	0.89741	0.152*	0.323**	0.207**	0.806

Table 4. Reliability of study measures

	CR	AVE	MSV	ASV	C. Alpha
ILT	0.826	0.501	0.418	0.347	0.818
LMX	0.810	0.692	0.522	0.449	0.770
EL	0.798	0.463	0.376	0.212	0.814
PSOSTR	0.788	0.437	0.358	0.203	0.806

SEM Results

As seen in Table 5, based on SEM Analysis results, five different direct relationships are significant. As seen in Table 5, ILT has a significant negative effect on EL ($\beta = -0.144, p < .05$) and has significant effect on PSOSTR ($\beta = 0.162, p < .05$). Besides, EL has significant effect on PSOSTR ($\beta = 0.223, p < .05$). Also, LMX has significant effect on EL ($\beta = -0.274, p < .011$), and PSOSTR ($\beta = 0.236, p < .05$). Thus, the analysis results confirmed the prediction of the model. Besides, the moderating impacts were confirmed by the statistical analyses. The three

different moderating effects of LMX between ILT and PSOSTR ($\beta = -0.208, p < .006$), ILT and EL ($\beta = -0.103, p < .05$), and EL and PSOSTR ($\beta = 0.184, p = .05$) have been found statistically significant. In addition, the moderating impact of LMX between ILT and PSOSTR is significant at ($\beta = 0.174, p < .05$). The mediation effect of EL ($\beta = 0.216, p < .05$) on the relationship between ILT and PSOSTR is also significant. Effect sizes (β) were generally in the low-to-moderate range, indicating a limited practical impact.

Table 5. SEM results

	Coefficient(β)	SE	CI 95%	t-value	P value
ILT → EL	-0.144	0.084	-0.512 -0.124	-2.305	0.050*
ILT → PSOSTR	0.251	0.096	-0.030 0.413	2.316	0.001**
LMX → EL	-0.274	0.102	0.028 0.521	2.542	0.011**
EL → PSOSTR	0.223	0.047	0.012 0.426	2.092	0.050*
LMX → PSOSTR	0.162	0.103	-0.076 0.411	1.832	0.050*
ILTxLMX → PSOSTR	-0.208	0.112	-0.473 -0.086	-2.177	0.006*
ILTxLMX → EL	-0.103	0.099	-0.009 0.433	1.742	0.050*
ELxLMX → PSOSTR	0.184	0.128	-0.022 0.618	1.610	0.050*
ILT → EL → PSOSTR	0.216	0.097	-0.123 0.339	1.223	0.050*

Note(s). N:251, Model Fit: CMIN/df=1.737, GFI=0.906, CFI=0.931, TLI=0.920, SRMR=0.0575, RMSEA=0.054. * $p \leq 0.05$ (two-tailed). ** $p \leq 0.01$ (two-tailed)

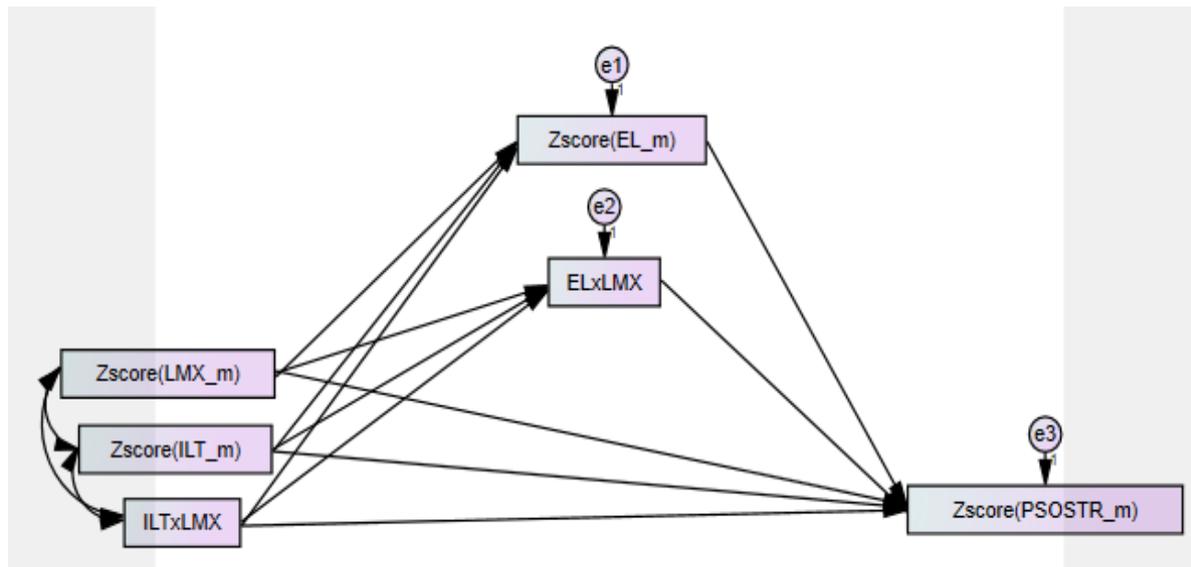


Figure 2. SEM model of the current study

Discussion and Conclusion

Illegitimate tasks increase the employees' workload and weaken their sense of meaningfulness, and they can also lead to a sense of burnout (Fila & Eatough, 2018). Most importantly, ILUR negatively affects the psychological and physical well-being of the employee by causing role conflict. This research results fill this gap by predicting that employees who engage in emotional labor are more affected when they are exposed to ILT. Furthermore, the current research results indicate that low- or high-quality LMX does play a moderating role between EL and PSOSTR after the emotional labor process has begun. Moreover, LMX has two distinct moderation impacts on the relationship between ILT and PSOSTR, as well as on the relationship between EL and PSOSTR. Likewise, the study results discover that ILT directly affects both PSOSTR formation and stress factors more through EL. Therefore, this study's results contribute to the literature,

including the moderating effect of LMX on different variables such as ILT, EL, and PSOSTR.

The emotional labor, not only for employees but also for leaders in organizational processes, is negatively related to emotional exhaustion (Noreen et al., 2021; Cheung et al., 2011; Zheng et al., 2018). The current results support previous literature.

In the aviation industry, errors seem small but can often lead to fatal consequences; for that reason, error minimization is remarkably crucial. As well as stress, fatigue, and workload factors, one of the most vital factors is the leader-member relationship, which increases the human error rate (e., Vagner et al., 2018; Kumari & Aithal, 2020). Thus, ILT, EL, and low-quality LMX during the work processes may cause increased levels of psychosocial stress in the aviation sector.

Theoretical and Practical Implications

Role theory encompasses the expectations that individuals hold for themselves and others regarding the characteristics of roles and behavior patterns (Biddle, 1986). In addition, roles (Haslam & Ellemers, 2005), a crucial component of social identity, contribute to the formation of a sense of purpose and meaning in the individual and are embedded in the employee's identity (Thoits, 1991). Additionally, an occupational role is crucial for self-view improvement (Semmer et al., 2007) and is an integral part of the self (Sluss & Ashforth, 2007). The results also contribute to the literature based on the role theory of ILT and EL. As practical implications, the substantiality of ILT for employees performing EL in aviation and other service industries can be considered at the HR and management levels. As a consequence, measures can be taken by considering the unique work environments and conditions of employees and their well-being levels, and job performances can be enhanced. Therefore, innovative and efficiency-enhancing approaches can be revealed.

Limitations of the Study and Future Research Suggestions

Because the analyses are based on one-time self-reported data and have a relatively small sample size, common method bias may exist. To mitigate this effect, the "maximum likelihood" and "bootstrapping with two-tailed 95% confidence interval" methods were employed. Additionally, procedure controls and the error-corrected percentile method were implemented to minimize statistical bias. Future studies should also conduct new research through alternative measures to enlighten new relationships among the variables. Studies can be conducted to separately measure ILUN and ILUR in relation to other variables, provided an appropriate sample size is used. Besides, the dimensions of EL can be measured separately and explored to determine to what extent they are effective, and which emotional labor

dimension (ELAB, ELDB, ELSUP) is most effective. In future studies, the functions of PSYCAP as a mediator or outcome variable in these processes can be empirically investigated. Qualitative studies examining not only the psychological processes of the ILT but also the psychological processes of the leaders, and comparing the perspectives of employees and leaders, may contribute to both ILT and leadership literature.

Declarations

Ethics Committee Approval

The field study decision for this article was made at the meeting of the Istanbul Nişantaşı University Ethics Commission on January 30, 2023. It was approved with the Ethics Committee Permission No: 2023/7.

Consent for Publication

Not applicable.

Availability for Data and Materials

Not applicable.

Competing Interests

The author declares that no competing interests in this manuscript.

Funding

Not applicable.

Authors' Contributions

SSA, MS, and DU contributed to the conceptualization and methodology of the study. SSA was responsible for data analysis, drafting the initial manuscript version, and project management. MS contributed to the literature review, research design, data interpretation, and manuscript revision. DU was responsible for data collection, visualization, ethics committee procedures, and final approval of the manuscript. All authors have read and approved the final version of the article.

References

- Akyurek, S. & Can, Ö. (2017). Meşru olmayan görevler, rol özellikleri ve kimlik tehdidi kavramsal bir model önerisi. 25. *Ulusal Yönetim ve Organizasyon Kongresi Bildiri Kitabı*, (762-769) 25-27 Mayıs, Ankara.
- Akyurek, S. S. & Can, O. (2021). Illegitimate tasks and occupational outcomes: the impact of vertical collectivism. *Evidence Based HRM Emerald Publishing*, 10(2), 2049-3983, <https://doi.org/10.1108/EBHRM-02-2021-0025>
- Akyurek, S.S. (2022). The adverse impacts of illegitimate tasks on the occupational prestige perception and lmx's soothing effect: The case of teachers working in Turkey. *Journal of Marmara University*, 17(57), 268-294. <https://doi.org/10.14783/maruoneri.943346>
- Alicke, M. D., & Sedikides, C. (2009). Self-enhancement and self-protection: What they are and what they do. *European review of social psychology*, 20(1), 1-48. <https://doi.org/10.1080/10463280802613866>
- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325-374. <https://doi.org/10.1177/0149206308316059>
- Bagozzi, R.P., Yi, Y. & Philips L.W. (1991). Assessing construct validity in organizational research, *Administrative Science Quarterly*, 36(3), 421-458. <https://doi.org/10.2307/2393203>
- Basim, H. N. & Beğenirbaş, M. (2012). Çalışma yaşamında duygusal emek: Bir ölçek uyarlama çalışması. *Yönetim ve Ekonomi*, 19(1), 77-90.
- Biddle, J. (1986). Recent developments in role theory, *Annual Review of Sociology*, 12, 67- 92. <https://doi.org/10.1146/annurev.soc.12.1.67>
- Block, J. P., He, Y., Zaslavsky, A. M., Ding, L., & Ayanian, J. Z. (2009). Psychosocial stress and change in weight among US adults. *American Journal of Epidemiology*, 170(2), 181-192. <https://doi.org/10.1093/aje/kwp104>
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60(1), 17-39. <https://doi.org/10.1006/jvbe.2001.1815>
- Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365-379. <https://doi.org/10.1348/096317903769647229>
- Cheung, F., Tang, C. S. K., & Tang, S. (2011). Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China. *International Journal of Stress Management*, 18(4), 348. <https://doi.org/10.1037/a0025787>
- Cochrane, T. (2009). Eight dimensions for the emotions. *Social Science Information*, 48(3), 379-420. <https://doi.org/10.1177/0539018409106198>

- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499. <https://doi.org/10.1037/0021-9010.86.3.499>
- Demirel, S., & Çakıcı, M. (2025). Examining of Relationship Between Secondary Traumatic Stress and Terror Anxiety and Depression: A Traditional Review. *European Archives of Social Sciences*, 2(2). <https://doi.org/10.35365/eass.25.02.04>
- Erez, M. (2010). Culture and job design. *Journal of Organizational Behavior*, 31, 389-400. <https://doi.org/10.1002/job.651>
- Fila, M. J. & Eatough, E. (2018). Extending knowledge of illegitimate tasks: Student satisfaction anxiety, and emotional exhaustion. *Stress & Health*, 34(1), 152-162. <https://doi.org/10.1002/smi.2768>
- Fila, M. J., Franzen, A., & Semmer, N. K. (2022). Illegitimate absence of tasks: A new concept of offence to the self. In N. Thakre, & B. Udaya Kumar Reddy (Eds.), *Stress, wellness, and performance optimization* (pp. 125-150). Waretown, United States: Apple Academic Press. <https://doi.org/10.1201/9781003400172-6>
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The leadership quarterly*, 6(2), 219-247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Gümüştekin, G.E., & Öztemiz, A.B. (2004). Örgütsel stres yönetimi ve uçucu personel üzerinde bir uygulama. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (23), 61-85.
- Haslam, S.A. & Ellemers, N. (2005). Social identity in industrial and organizational psychology: Concepts, controversies, and contributions. *International Review of Industrial and Organizational Psychology*, 20, 39-118. <https://doi.org/10.1002/0470029307.ch2>
- Hatipoğlu, B., Demirel, S., & Çakıcı, M. (2025). The Relationship between Secondary School Teachers' Job Satisfaction and Their Workplace Incivility Perceptions and Organisational Silences. *European Archives of Social Sciences*, 2(3). <https://doi.org/10.35365/eass.25.3.01>
- Jian, G. & Dalisay, F. (2015). Conversation at work: the effects of leader-member conversational quality. *Communication Research*, 44(2), 177-197. <https://doi.org/10.1177/0093650214565924>
- Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J. D., & Rosenthal, R.A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York, United States: Wiley.
- Köprülü, F., Yeboah, S. O., Öznacar, B., & Öznacar, M. (2024). Artificial Intelligence in the Management of Human Resources and Psychology. *Kıbrıs Türk Psikiyatrisi ve Psikoloji Dergisi*, 6(4), 354-359. <https://doi.org/10.35365/ctjpp.24.4.07>
- Kumari, P. & Aithal, P.S. (2020). Stress Inducing Factors and Relevant Strategies Deployed to Overcome Stress in the Aviation Industry Sector – A Systematic Literature Review and Research Agendas. *Published in: International Journal of Management, Technology, and Socia Sciences (IJMTS)*, 5(2), 347-371. <https://doi.org/10.47992/IJMTS.2581.6012.0123>
- Liden, R.C. & Maslyn, J. M. (1998). Multidimensionality of leader member exchange: an empirical assessment through scale development. *Journal of Management*, 24(1), 43-72. [https://doi.org/10.1016/S0149-2063\(99\)80053-1](https://doi.org/10.1016/S0149-2063(99)80053-1)
- Luthans, F., Avolio, B.J. & Norman, S. M. (2007a). Positive psychological capital: measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60, 541-572. <https://doi.org/10.1111/j.1744-6570.2007.00083.x>
- Meyer, J.P., Becker, T.E. & Dick, R.V. (2006). Social identities and commitments at work: toward an integrative model. *Journal of Organizational Behaviour*, 27(5), 665-683. <https://doi.org/10.1002/job.383>
- Muntz, J., Dormann, C., Kronenwett, M. (2019). Supervisors' relational transparency moderates the effects of employees' illegitimate tasks on job dissatisfaction: A four-wave panel study. *European Journal of Work and Organizational Psychology*, 28(4), 485-497. <https://doi.org/10.1080/1359432X.2019.1625888>
- Muntz, J., & Dormann, C. (2020). Moderating effects of appreciation on relationships between illegitimate tasks and intrinsic motivation: a two-wave shortitudinal study. *European Journal of Work and Organizational Psychology*, 29, 391-404. <https://doi.org/10.1080/1359432X.2019.1706489>
- Noreen, S., Nisar, Q. A., Haider, S., & Yean, T. F. (2021). Role of leaders' emotional labor towards leader's job satisfaction and emotional exhaustion: Moderating role of psychological capital. *Gadjah Mada International Journal of Business*, 23(1), 36-54. <https://doi.org/10.22146/gamaijb.53996>
- Pala, T. & Surgevil, O. (2016). Duygusal emek ölççeği: Ölçek geliştirme, güvenilirlik ve geçerlilik çalışması. *Ege Academic Review*, 16(4), 773-787. <https://doi.org/10.21121/eab.2016.484>
- Pecino, V., Mañas, M. A., Díaz-Fúnez, P. A., Aguilar-Parra, J. M., Padilla-Góngora, D., & López-Liria, R. (2019). Organisational climate, role stress, and public employees' job satisfaction. *International journal of environmental research and public health*, 16(10), 1792. <https://doi.org/10.3390/ijerph16101792>
- Saylam, A. İ., & Sapanacı, A. (2025). The Mediating Role of Anxiety in the Relationship Between Humor Coping and Secondary Traumatic Stress. *Kıbrıs Türk Psikiyatrisi ve Psikoloji Dergisi*, 7(1), 13-20. <https://doi.org/10.35365/ctjpp.25.1.02>
- Semmer, N., Jacobshagen, N., Meier, L., & Elfering, A. H. (2007). Occupational stress research: The stress-as-offense-to-self perspective. In S. McIntyre, & J. Houdmont (Eds.), *Occupational Health Psychology: European Perspectives on Research, Education and Practice*, 2, 41-58. Nottingham, United Kingdom: Nottingham University Press.
- Sluss, D. M. & Ashforth, B. E. (2007). Relational identity and identification: Defining ourselves through work relationships. *Academy of Management Review*, 32, 9-32. <https://doi.org/10.5465/amr.2007.23463672>
- Thoits, P. A. (1991). On merging identity theory and stress research. *Social Psychology Quarterly*, 54(2), 101-112. <https://doi.org/10.2307/2786929>
- Vagner, J., Çekanova, A., Szabo, S., & Rozenberg, R. (2018). Fatigue and stress factors among aviation personel. *Acta Avionica*, 20, 1335-1947.
- Zheng, X., Yin, H., & Wang, M. (2018). Leading with teachers' emotional labour: Relationships between leadership practices, emotional labour strategies and efficacy in China. *Teachers and Teaching*, 24(8), 965-979. <https://doi.org/10.1080/13540602.2018.1508432>