

Unlocking Real Estate Sector: Exploring the Mediating Role of Task Performance in Use of Emotion and Job Satisfaction

Leyla Şenol

Kocaeli University (Kocaeli, Turkey),
Ali Rıza Veziroğlu Vocational School
senolleyla4@gmail.com
ORCID: 0000-0002-5780-9690

Burcu Üzüm

Kocaeli University (Kocaeli, Turkey),
Kocaeli Vocational School
burcugokay@gmail.com.tr
ORCID: 0000-0001-8675-8952
corresponding author

Osman Seray Özkan

Bandırma Onyedi Eylül University
(Balıkesir, Turkey),
Manyas Vocational School
osmanserayozkan@gmail.com
ORCID: 0000-0001-5326-8930

Okan Şeneldir

Kocaeli University (Kocaeli, Turkey),
Ali Rıza Veziroğlu Vocational School
seneldir@gmail.com
ORCID : 0000-0001-5464-7545

Abstract

The research is designed to examine the role of task performance in the relationship between the use of emotion and job satisfaction. task performance (TP) and job satisfaction (JS) in the real estate sector (RES) in Turkey. The research also investigates the function of (mediating) TP regarding the connection between UOE and JS in RES. Our study is based on RES professionals and is quantitatively designed. The research's measurement and structural model analyses were performed using the SmartPLS 4 software. In the study, it was found that TP and JS are the successors of UOE. It was also determined that TP mediates the relationship between UOE and JS. Conservation of resources theory (CORT) illuminates the relationships that the research addresses. Using CORT, this research illuminates how individual resources (UOE) can enhance work resources (TP-JS). Cross-sectional design and convenience sampling method are the some limitations. The research develops the literature on use of emotion in the RES, presents its practical and theoretical contributions, discusses the results and makes recommendations.

Keywords: Use of emotion, Task performance, Job satisfaction, Real estate sector, Conservation of resources theory, Mediation.

Introduction

Today's challenging competitive conditions force employees and organizations to continuously improve, and this is especially noticeable in the RES (Bayraktaroğlu, 2022). The RES plays an critical leverage role in the financial betterment of countries (Cheung et al., 2016; Silva et al., 2022). Among Turkey's economic growth indicators, the RES has a 5.4% share (first quarter of 2023). The growth rate of RES activities is also reported as 64.8% (Gyoder, 2023). According to a report by the Development Bank of Turkey, Turkey's housing sector has the power to affect approximately 35% of the economy, given its relationship with chain sectors (Özlük, 2014). Thus, it stands out as one of the locomotive sectors of the economy, creating a great impact and driving force in the Turkish economy (Karakurt Tosun, 2016). On the other hand, as Bayraktaroğlu (2022) states, while European economies are addressing

the difficulties caused by the pandemic, the RES, where competition is strong, is trying to adapt to the changes that have emerged and accelerated in this process with permanent solutions (Bayraktaroğlu, 2022). These challenges create a context in which RES professionals focus on continuous improvement (Lee et al., 2022). The research seeks to answer the question, which mechanisms can be used to contribute to the development of RES professionals to solve this context? In the RES industry, mechanisms that contribute to the development of the industry have been examined, from online communication with customers (Song et al., 2015), service delivery and colleague support (Gountas et al., 2014), concerning the supervisor's influence (EI) on employee behavior (Lee et al., 2022). When the well-being (psychological-physical) of RES consultants is increased, overall performance improves (Love et al., 2011). Increasing the sales figures of the property sector is considered as success in the sector, which is largely associated with employee performance (Silva et al., 2022). However, it is seen that research that will reveal the relationships that support the development of RES professionals both in the sector and in the Turkish sample has been neglected.

EI development in the RES is recognized as an efficient approach to reducing job stress (Ogińska-Bulik, 2005) and enhancing job performance (JP) (Law et al., 2004). The RES is reported to support the development of the country as one of the pioneers of Taiwan's economy, and EI of RES professionals has improve effects on job insecurity and psychological strain (Cheung et al., 2016). EI is claimed to be an antecedent of service quality (Akinwamide and Hahn, 2022). Swanson and Zobisch (2014) state that for RES professionals, EI is an important tool that encourages sales skills and provides customer satisfaction. In the RES, there is a focus on the relationships between JP, organizational commitment, trust, leader EI and leadership styles (Lee et al., 2022). When emotions are used effectively, the level of well-being in business life improves (Tripathy, 2020) and factors such as performance and JS can improve (Acharya et al. 2010; Gong et al., 2019; Lee et al., 2022; Prentice and King, 2011). UOE is described as a social ability that allows an individual to use information from their surroundings to

influence their thoughts and behaviors. (Wen et al., 2019). UOE is the key to achieving goals by building good relationships with others. The RES industry is neither independent from people nor from emotions (Bacaksız et al., 2018). In this context, UOE is seen as a concept that deserves to be examined for professionals in the sector.

Previous studies indicate that emotions have a crucial and dominant impact on performance (Klein et al., 2020). EI supports people to improve their TP by increasing innovative creativity (Ganji, 2011; Hasanzadeh, 2009). Individuals with powerful EI can demonstrate effective performance by deeply understanding themselves and their surroundings (Hjalmarsson and Daderman, 2022). Lee et al., (2022) emphasize that the EI of supervisors have a substantial impact on enhancing the functioning of renewable energy system (RES) employees in Tavyan. Furthermore, it has been determined that the performance of RES employees is directly related to demographic factors (Lee et al., 2017; Senol, 2023). The capacity to effectively fulfill the skills, knowledge, abilities and responsibilities required by a specific job is called TP (Motowidlo and Scotter, 1994). Although it is stated that RES professionals have to exhibit high performance in ensuring customer satisfaction and trust, obtaining repeat business and reaching new customers through references (Bacaksız et al., 2018; Christens, 2012), empirical research on TP in the RES is lacking (Lee et al., 2017; Lee et al., 2022). In reference to this framework, JS of RES professionals is examined as the successor of UOE.

Emotions are a psychological factor that can positively alter the actions, behavioral patterns, and performance of RES professionals (Kidwell et al., 2011). RES consultants' working conditions and ability to use emotions are closely related to JS (Gountas et al., 2014). Spector (1997) defines JS "as the extent to which an individual enjoys their job". JS can be affected by different factors for each employee and can vary in level from individual to individual (Dalton and Mesch, 1991). Accordingly, it is seen that JS has not been addressed as a successor of UOE in the RES.

This research sheds light on how job resources (TP-JS) can be increased by using individual resources (UOE) through

CORT. In this study, is UOE, defined as a individual resource for RES professionals, a way to increase work resources? Through which mechanism can investment in individual resources increase work resources? By defining the UOE as a individual resource, the research expands the understanding of how job resources (JS, TP) can be increased by addressing the Turkish RES and presents its contributions to the RES by gathering the relationships of related concepts in a single model.

Theory and Hypothesis Development

Conservation of resources theory

This research builds its causal explanations of the relationships it addresses on CORT (Hobfoll et al., 2018). CORT states that individuals behave by focusing on the goal of acquiring, maintaining, developing, and protecting valuable elements (Hobfoll et al., 2018). CORT predicts that JS can be considered as a work resource, and the “resource investment principle” emphasizes using the available resource to increase a resource (Hobfoll et al., 2018). In addition, in order to increase JS, it is necessary to have information about the resources that can be invested (Albalá-Genol et al., 2023).

Use of emotion and job satisfaction

EI involves being aware of and comprehending both individual emotions and your own and others' emotions. Beyond understanding emotions, the capacity to manage and use them effectively can facilitate positive social interactions and foster a healthy work environment (Tripathy, 2020). A positive work environment supports a positive attitude gained through experiences, eventually resulting in JS (Tziner et al., 2020). In the meta-analysis investigation of Miao et al., (2017), it is stated that EI is the antecedent of JS, organizational commitment, intention to leave job, which are defined as job resources, and it is seen that it is associated with big five personality traits as individual resources. It was also reported that high EI supports effective communication (Miao et al., 2017).

JS, reported as the successor of (EI), represents a state of emotion that arises from the perception of satisfying both material and psychological needs (Suleman et al.2020). This emotion is a feeling of achievement and

accomplishments (Dziuba et al., 2020). EI is described as the cognitive ability to utilize emotional experiences (Lee and Chelladurai, 2018), and it is thought that the ability to UOE reveals the experience in question, and when it is considered as a personal resource, focusing on being able to use it supports the protection of resources.

Wen et al, (2019) found that improves between EI and JS in the hospitality sector, Suleman et al, (2020) reported that UOE positively predicted JS in a study conducted on school principals. In sport management, genuine expression was found to have positive relationships with JS (Lee and Chelladurai, 2018). Conversely, Madrid et al., (2020) suggest that JS is shaped by individual differences and claim that positive affect has the potential to improve JS. It has been reported that there is a favorable connection between UOE and JS and that the UOE skills of RES professionals affect JS (Gountas et al., 2014).

Emphasizing that each individual has different resources, JS is expected to be affected by the UOE. In the light of CORT, by defining UOE as a personal resource, it is suggested that investment in UOE will improve JS as a work resource.

The assumption discussed within this context is as stated below:

H1: UOE has a positive effect on JS.

Use of emotion and task performance

EI is considered an essential element in achieving success. (Goleman and Boyatzis, 1995). The level of success related to a specific task is called TP and includes the capacity to effectively fulfill the skills, knowledge, abilities and responsibilities required by the job (Motowidlo and Scotter, 1994).

Research indicates that employees with high EI tend to exhibit higher performance (Goleman and Boyatzis, 2017; Matthews et al., 2017). Individuals with high EI perform better on a cognitive task and are better able to avoid emotionally harmful effects when they encounter difficulties while working on a task (Schutte et al., 2001). This process indicates that EI is used as a resource and prevents resource loss. It is known that TP improves as EI gets stronger (Hjalmarsson and Daderman, 2022).

However, although UOE ability is stated as a component of EI, it is difficult to talk about high EI without developing UOE ability (Bodrogi et al., 2022). Focusing on this context, Carmeli and Josman (2006) suggest that UOE is positively associated with individual outcomes (TP) and Özyılmaz and Çınar (2019) state that it is positively related to JP. In the RES industry, leader EI has been reported to increase employee performance (Lee et al., 2022). By interpreting UOE as an individual-specific resource, it is suggested that improving UOE will also strengthen TP as a job resource. The hypothesis presented in this context is outlined below:

H2:UOE positively affects TP.

Mediation role of task performance

The connection between performance and JS has been studied in various countries and across different industries. Abdullaha (2019) on the Indonesian sample and Dudasova et al, (2023) on the Czech Republic sample revealed positive relationships between TP and JS. It was determined that JS and JP of teachers in China are closely related (Li et al., 2018).

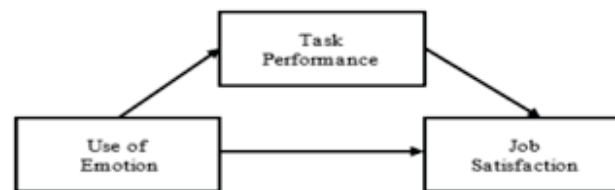
Shdaifat and Zyoud (2021) reported that doctors' JP is affected by EI. Razali et al.,(2022) emphasize that increased EI is linked to higher JP of their employees. The ability of emotions to elicit productive behaviors and improved personal outcomes is made possible through the UOE (Bodrogi et al., 2022; Carmeli and Josman, 2006).

Miao et al., (2017) focused on the mediating role of job resources between EI and JS. In this study, TP is put forward as one of the job resources. In this context, It is believed that TP may serve as a mediator, according to the (Suleman et al, 2020), TP may regulate the connection between UOE and JS. According to CORT, UOE can be seen as a personal resource. In the theory, where resource duplication is accepted as a principle, it is possible to use another resource to duplicate a resource (JS). The hypothesis generated towards this goal is presented below:

H3:TP mediates the relationship between UOE and JS.

The model developed to align with the goals of the investigation is reflected in Figure 1.

Figure 1:Conceptual model



Method

To explain the framework of the study, the predictive relationships between the variables were established using a quantitative approach and employing the causal screening method. The research's measurement and structural model analyses were carried out utilizing the SmartPLS 4 software. In the analysis of the normally distributed data, the significance value was accepted as 0.05.

Sampling process

The study population consists of RES professionals. The sample, selected using the convenience sampling method, includes 593 participants. Data collection took place between June and July 2023. To gather data, the target was set to achieve a participant count equivalent to a maximum of ten times the overall quantity of items in the scale (Hair et al., 2014).

Method of data collection and participant selection

The research examines RES professionals working in Kocaeli, Turkey to determine the understanding of how to increase job resources (JS, TP) through the UOE. To evaluate the hypotheses corresponding with the targets of the investigation, a survey was administered to systematically gather data from the sample. Before the survey application, the ethics committee decision was taken and the consent form was read to the RES professionals. In the research, participants were initially briefed on the topic, and The survey was then carried out through in-person communication. The sample size in the study consisted of 620 volunteer participants working in the RES. In 27 of the questionnaires filled out by the participants, it was observed that the control question was not answered appropriately and the data in these

questionnaires were not included in the analysis. Thus, a total of 593 data were analyzed.

The findings show that 60% of the professionals who were involved in the study are male, 41% hold a bachelor's degree, the average age of the RES professionals is 37, and their average work experience is 11 years.

Measurement tool

UOE scale: In the study, the Turkish-translated version (Arslan, 2016) of the original UOE scale (Hyuneung and Kwak, 2011) was used, and its reliability was calculated as 0.76. One of the items is: "I always motivate myself to do my best."

TP scale: The scale consisting of 5 statements (Çalışkan and Köroğlu, 2022) was used, and its reliability was calculated as 0.82. One of the statements is: "I comprehend and carry out work-related procedures."

JS scale: The original scale (Brayfield and Rothe, 1951) was condensed into a five-item version (Judge et al., 1998). The Turkish-translated version (Başol and Çömlekçi, 2020) was used, and its reliability was calculated as 0.84. One of the statements is: "I enjoy my job."

Variables under control: When analyzing the relationship between two variables, it is crucial to assess whether this relationship remains unaffected after accounting for the influence of other variables (McClendon, 2002). In this context, It is advised to consider demographic variables as control variables (En Sung, 2007).

Results

Measurement model

The findings from the reliability and validity analyses of the scales are demonstrated in Table 1 and Table 2.

Table 1: Convergent validity

Construct	Items	Loadings	α	CR	AVE
Job satisfaction	JS2	0.67	0.84	0.84	0.58
	JS3	0.70			
	JS4	0.85			
	JS5	0.83			
Task performance	TP1	0.68	0.82	0.83	0.40
	TP2	0.69			
	TP3	0.81			
	TP4	0.64			
	TP5	0.66			
Use of emotion	UOE2	0.69	0.76	0.76	0.52
	UOE3	0.77			
	UOE4	0.69			
Note: α =Cronbach's alpha; CR=Composite reliability; AVE=Average variance extracted JS1 and UOE1 were discarded due to low loading (<0.50) Source: Authors' own work					

The analysis revealed that the reliability of the scales, as indicated by Cronbach's α , ranges from 0.76 to 0.84, with CR coefficients also within the same range, confirming internal consistency. The factor loadings for the variable structures range from 0.64 to 0.85, while the AVE values are between 0.40 and 0.58. For the TP variable, when AVE's

less than 0.50 and CR exceeds 0.83 It can be concluded that convergent validity meets the acceptance criteria (Özkan et al., 2023). The findings indicate that the measurement model demonstrates reliability regarding internal consistency and validity in convergence (Hair et al., 2017).

Table 2: Discriminant validity

Fornell-Larcker	Job satisfaction	Task performance	Use of emotion
Job satisfaction	(0.77)	-	-
Task performance	0.43	(0.70)	-
Use of emotion	0.40	0.42	(0.72)
Heterotrait-monotrait ratio	Job satisfaction	Task performance	Use of emotion
Job satisfaction	-	-	-
Task performance	0.44	-	-
Use of emotion	0.40	0.42	-

Source: Authors' own work

The assessment of discriminant validity followed the criteria put forward (Fornell and Larcker 1981) and the heterotrait-monotrait (HTMT) ratios shown in Table 2. According to Fornell and Larcker (1981), the square root of the AVE value should exceed the correlation coefficients. Additionally, HTMT ratio coefficients below the 0.85 threshold indicate that the constructs represent distinct factors, thereby confirming discriminant validity (Henseler et al., 2015).

Data summarization

Table 3: Correlations among variables, mean, and standard deviations

Constructs	1	2	3	Mean	SD
1. Job satisfaction	1	0.37***	0.32**	4.02	0.78
2. Task performance		1	0.33**	4.45	0.52
3. Use of emotion			1	4.10	0.67

Notes: n = 593; **p < 0.01
Source: Authors' own work

Table 3 presents the variables' mean, standard deviation, and correlation values. Correlation values reveal that there are positive and statistically significant relationships between JS, TP, and UOE ($r=0.37$, $p<.01$; $r=0.32$, $p<.01$; $r=0.33$, $p<.01$ respectively).

Structural model

Table 4: Model assessment

Constructs	VIF	f ²	R ²
1. Task performance → Use of emotion	1.22	0.11	0.24
2. Use of emotion → Job satisfaction	1.22	0.08	
3. Use of emotion → Task performance	1.00	0.22	

Notes: VIF = Variance inflation factor; f² = Effect size; R² = Explained variance
Source: Authors' own work

The VIF values between variables, being below the threshold (<5), suggest that there is no issue with multicollinearity (Hair et al., 2017). An analysis of the effect size coefficients (f²) showed that the predictor variables cause a minimal influence on the dependent variable (Cohen, 1988). Additionally, the R² values from the model indicate that the predictor variables explain 24% of the variance in TP (Hair et al., 2017).

Table 5 presents the coefficients, t-values, and p-values of the path results derived from partial least squares-structural equation modeling (PLS-SEM) was utilized in order to examine the research model.

Table 5: Hypotheses testing

No	Constructs	β	t	p	CI	Result
H ₁	Use of emotion → Job satisfaction	0.27	4.45	0.000***	(0.147; 0.381)	Accepted
H ₂	Use of emotion → Task performance	0.42	8.04	0.000***	(0.315; 0.521)	Accepted
H ₃	Use of emotion → Task performance → Job satisfaction	0.14	4.33	0.000***	(0.083; 0.202)	Accepted

Notes: ***p < 0.001; CI = Confidence interval; Coefficients are standardized (β)
Source: Authors' own work

The results presented in Table 5 demonstrate that UOE positively impacts JS ($\beta=0.27$; CI [0.147, 0.381]; $p<0.001$) and TP ($\beta=0.42$, CI [0.315, 0.521]; $p<0.001$). Furthermore, TP plays a mediating role between UOE and JS ($\beta=0.14$; CI [0.083, 0.202]; $p<0.001$). These findings confirm the research hypotheses H1, H2, and H3.

Discussion

This research has been able to bring together the suggestions that the mediating role of job resources in the relationship between EI and JS can be defined (Miao et al., 2017) through RES professionals (Lee et al., 2022), with the emphasis that the needs of the sector are neglected, in a single model based on the UOE.

The study found that UOE played a role in improving JS, a finding that aligns with existing literature (Miao et al., 2017; Suleman et al., 2020; Wen et al., 2019). This aligns with the perspectives of Hobfoll et al., (2018), the assumption that individuals can increase their job resources (JS) if they invest in their personal resources (UOE) is supported.

Another result of the study is that UOE strengthens TP. Similar results were found in the literature (Carmeli and Josman, 2006; Hjalmarsson and Daderman, 2022; Özyılmaz and Çınar, 2019). Lee et al, (2022) reported that leading EI in the RES improved professionals' TP. In this study, it was supported that RES professionals can increase their TP when they improve their UOE skills. The research supported the prediction that when employees invest in their individual resources (UOE), they can increase their work resources (TP) (Hobfoll et al., 2018).

The study found that TP acts as a mediator between UOE and JS. Miao et al, (2017) highlighted the importance of examining how job resources affect the relationship between EI and JS. The research provided evidence for this statement. The research supported Hobfoll et al., (2018) CORT that personal resources (UOE) can be used to invest in the increase of other resources, and that one resource (TP) can be used to snowball to improve another resource (JS).

Theoretical implications

This research focuses on real estate professionals using their individual resources to increase their business resources. In this context, it is the first research known to have been conducted on a Turkish sample by putting UOE at the center of the research. In the study, the successors of UOE were identified as JS and TP. Furthermore, it was found that TP mediates the relationship between UOE and JS. The findings of all these relationships were obtained through real estate professionals. The research was able to shed light on the relationships between the variables in its model, with the support of the CORT. This research is a response to Miao et al., (2017) emphasis on the neglect of investigation that mediates the relationship between EI / UOE and JS.

Practical implications

In order to be successful in their jobs, employees are expected to meet performance criteria set by the organization. These performance criteria may include elements such as quantity of work (how much work should be done) and quality of work (what kind of work output should be achieved). However, in order for employees to meet these performance criteria, they need a suitable working environment. This working environment should

be organized in a way that enables employees to reach their full potential. Employees should be given the necessary resources, tools, and technology to perform their jobs efficiently. They should also be given tasks and responsibilities that are appropriate to their abilities and skills. Furthermore, the working environment should be supportive. Measures such as a supportive management style, fair pay and benefits, flexibility and work-life balance, and improving the work environment can increase employees' JS and thus improve their performance and motivation (Abuhashesh et al., 2019).

RES consultants with high UOE can increase JS and improve JP. This process can support strengthening customer relationships (Lee et al., 2022). RES companies can use incentive practices such as providing training and support to improve the UOE.

Limitations and suggestions

The variables subject to this research were analyzed through the RES and conducted on the sample of Turkey. Future research can examine the same model in different sectors. It supports the generalization of the findings of these studies. The research focused on personal resources (UOE) and job resources (TP - JS). Since the study aimed to determine how RES professionals perceive themselves, data was collected from a single source (Özkan et al., 2023). To overcome this limitation, It is claimed that further research adopts a multi-source approach. In addition, since the study was designed cross-sectionally, it is recommended that longitudinal studies be created to lessen the tendency for common method variance (Özkan et al., 2023). This study explored the mediating effect of TP in the relationship between UOE and JS. In future research, ethical climate, social climate can be evaluated in the mediating role. In the same model, job instrumental can be added as a moderating variable. Customer satisfaction can be examined as an outcome variable. Finally, since the sample for this research is composed of RES professionals in Turkey, exploring the same sector in other countries could offer a chance to compare the results across different cultural settings. This investigation offers significant perspectives to the literature and the sector by broadening the relationships it deals with through RES professionals and develops suggestions for future research.

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