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EMOTIONAL LABOR, QUALITY OF WORK LIFE, AND LIFE SATISFACTION OF TOUR GUIDES: THE MEDIATING ROLE OF BURNOUT[1]

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ABSTRACT

The impact of emotional labor on employees' well-being has received little attention. Specifically, previous research is not consistent when the different outcomes of emotional labor on tourism employees' personal and professional life are considered. Drawing on emotional labor and well-being theories, the present study proposes a conceptual model linking emotional labor's dimensions (i.e., emotional dissonance and emotional effort) with other social and organizational variables. Using data from Turkish tour guides, the study reveals that while emotional dissonance increases burnout and turnover intention and decreases the quality of work life, emotional effort is associated with decreased burnout and enhanced quality of work life and life satisfaction. The study confirms the mediating role of burnout on the relationship between emotional dissonance and quality of work life, as well as the relationship between emotional dissonance and life satisfaction. However, the study results fail to confirm the moderating role of organizational support on the relationship between emotional dissonance and burnout. The study makes several theoretical contributions and suggests implications for different stakeholders.

1. Introduction

The labor-intensive nature of tourism services implies an intensive interaction between tourism employees and customers (Deery & Jago, 2009). Although it could be often stressful (Acar & Erkan, 2018), employees are usually expected to regulate their emotions according to the display rules desired by their organizations (Pizam, 2004). These desirable emotions may not necessarily be matching with employees' truly felt emotions. This surface acting is referred to as emotional dissonance whereas employees' effort to truly feel the emotions desired by the employer is referred to as deep acting or emotional effort. Both cases are conceptualized in the emotional labor theory, which suggests that employees manage their emotions to abide to the employers' rule of display. Previous research addresses the antecedents and consequences of emotional labor (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003; Hur et al., 2013; Karatepe, 2011; Cropanzano et al., 2003; Xu et al., 2020). However, comprehensive modeling of the emotional labor construct with other organizational and psychological variables in the specific context of tour guides is lacking.

Closely related to emotional labor, the well-being of employees in tourism and hospitality has received increasing intention (Alrawadieh et al., 2021). While some research draws on emotional labor theory to understand employees' well-being, a major drawback, as noted by Alrawadieh et al (2020) is that previous research assumes tourism professions homogeneous. With these thoughts in mind, the present study proposes a conceptual model establishing linkages between emotional dissonance, emotional effort, quality of work life, life satisfaction, organizational support, burnout, and turnover intention (Figure 1). The model was tested using data from Turkish professional tour guides.

The study contributes to the emotional labor and well-being theories. Specifically, the study examines how emotional labor affects the professional and personal lives of tourism employees (McGinley & Wei, 2018). The study also adds to the limited research delving into the well-being of tour guides (Wong & Wang, 2009; Mackenzie & Kerr, 2013; Alrawadieh, 2020; Alrawadieh et al., 2021).

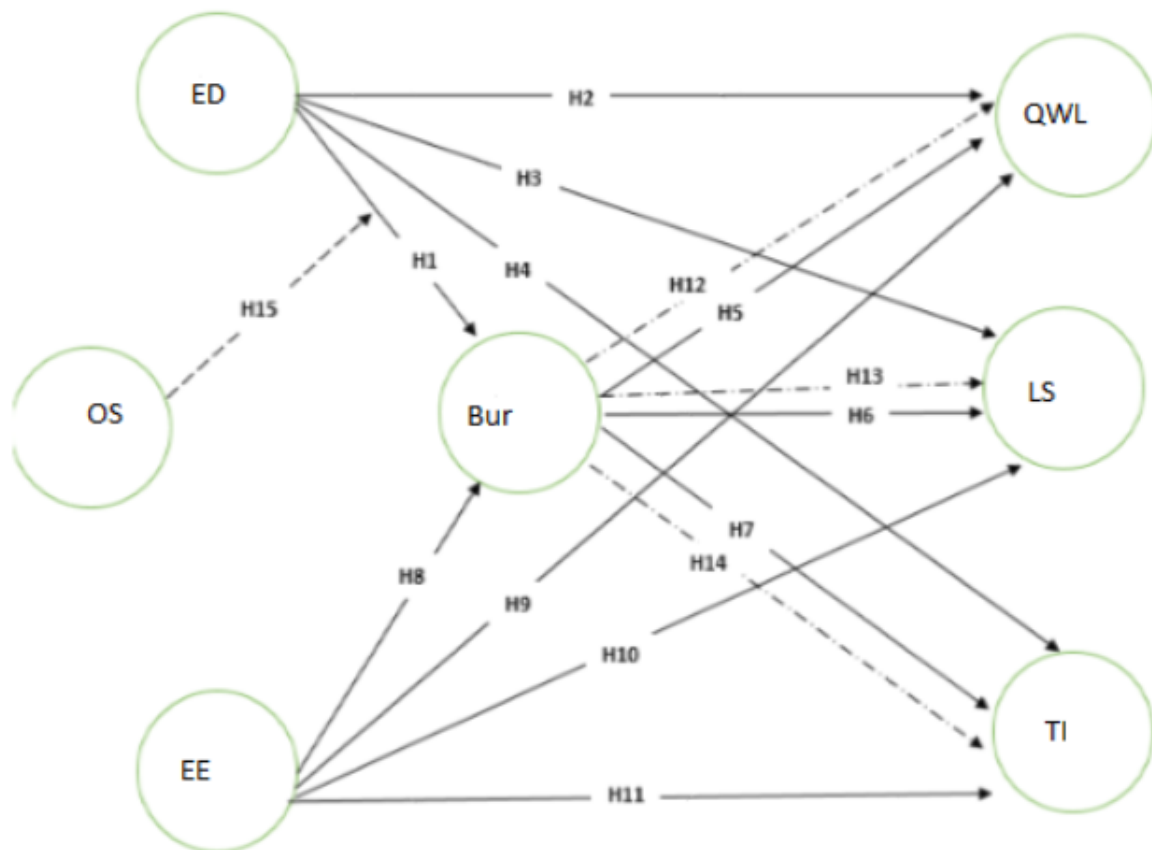[1] This paper is based on Derya Demirdelen Alrawadieh's Ph.D. dissertation.

Figure 1. Conceptual Framework

2. Literature Review

2.1. Emotional Labor in Tourism Services

Emotional labor is defined as "the management of feeling to create a publicly observable facial and bodily display" (Hochschild, 1983: 7). Employees are often confronted with the situation where they have to suppress their true feelings and show emotions desired by the employer or organization. Emotional dissonance or surface role-playing occurs when the emotions displayed do not match the emotions that are felt (Wong & Wang, 2009). Emotional dissonance has received considerable attention in tourism research (Karatepe & Aleshinloye, 2009; Karatepe, 2011; Hur et al., 2013; Karatepe & Choubtarash, 2014; Hofmann & Stokburger-Sauer, 2017; Alrawadieh et al., 2020). Another important dimension of emotional labor is emotional effort. Unlike emotional dissonance, emotional effort or deep acting is defined as an effort to change one's own emotions (Cropanzano et al., 2003).

The core of emotional labor lies in the emotion regulation process. Display rules, which require employees to regulate and control their emotions are determined by businesses or employers (Diefendorff & Gosserand, 2003). While emotional labor may be viewed as a burden and thus an undesirable situation, it may have either positive or negative consequences depending on the emotion regulation style. For instance, previous research notes that while experiencing emotional dissonance may result in negative effects, emotional effort may bring about positive outcomes (Brotheridge & Grandey, 2002;

Brotheridge & Lee, 2003; Martínez-Iñigo et al., 2007; Karatepe, 2011; Hur et al., 2013). Thus, emotional labor dimensions may have different outcomes.

2.2. Well-being of Tourism Employees

Well-being is a complex concept and there exists no definition that is accepted by all (Brown & Westaway, 2011). Life satisfaction and happiness are often used to describe well-being (Eger & Maridal, 2015; Alrawadieh & Demirdelen Alrawadieh, 2020). In positive psychology, hedonism and eudaimonism are key concepts employed to understand well-being. Hedonism is conceptualized as the existence of positive affect and the avoidance of negative affect (Kahneman et al., 1999) whereas eudaimonism equates happiness with the human ability to pursue complex goals (Delle Fave et al., 2011). Tourism is intertwined with well-being. A large body of research highlights this intersection from the tourist side as well as the local community side (Woo, Kim, & Uysal, 2015; Nawijn & Filep, 2016; Knobloch, Robertson & Aitken, 2017; Saayman et al., 2018). Recently, however, the well-being of tourism and hospitality employees has gained some attention (Alrawadieh & Demirdelen Alrawadieh, 2020).

2.3. Organizational Support in Tourism Workplaces

Perceived organizational support is defined as the extent to which organizations attribute importance to their employees and care about their well-being (Eisenberger et al., 1986). From a social exchange theory, organizational support may

be viewed as a win-win relationship (DeConinck, 2010). Some research delves into the relationship between organizational support and emotional labor (Wen, Huang, & Hou, 2019; Wang, 2020; Mastracci & Adams, 2020). Employees' perception of organizational support is argued to play a critical role in reducing workplace stress (Kang et al., 2010) and burnout (Karatepe, 2011). Specifically, some studies employees' emotional labor as a moderator variable affecting the relationship between emotional labor and other organizational variables. For instance, Wen, Huang and Hou (2019) found that perceived organizational support moderates the relationship between employees' deep acting and job satisfaction.

3. Hypotheses Development

Surface acting by employees may increase their burnout levels (Van Dijk & Brown 2006; Hwa, 2012). Brotheridge and Grandey (2002) found that surface acting is positively associated with depersonalization, which is a dimension of burnout. Hwa (2012) suggested that surface acting by hotel staff is directly related to their burnout levels. Similar findings are reported in other studies (Karatepe, 2011; Kim & Back, 2012). In the context of tour guiding, there exist conflicting findings. While Kaya and Özhan (2012) could not find a relationship between surface acting and burnout in their study, Akdu and Akdu (2016) concluded that there is a positive relationship between emotional labor and burnout. Overall, there exists considerable empirical research showing that employees' surface acting may result in greater levels of burnout. Therefore, the following hypothesis was proposed:

H1: The emotional dissonance experienced by tour guides has a positive and significant effect on burnout.

A considerable body of research suggests that emotional dissonance can negatively affect job satisfaction (Gürsoy, Boylu, & Avcı, 2011; Kim et al., 2012; Chen et al., 2012). For tour guides who usually have more intense interaction with tourists, suppressing real emotions or faking emotions can be stressful (Alrawadieh et al., 2020). In this context, the following hypothesis is proposed:

H2: The emotional dissonance experienced by tour guides has a negative and significant effect on the quality of work life.

While previous studies (e.g., Hofmann & Stokburger-Sauer, 2017) address the negative effects of emotional dissonance on tourism employees' professional life, very few studies examine the consequences of emotional dissonance on employees' personal life (McGinley & Wei, 2018; Alrawadieh et al., 2020). Generally speaking, individuals' display of emotions that they do not really feel can harm their psychological well-being (Cropanzano et al.,

2003). Surface role-play requires effort and may cause depletion of psychological resources thus threatening individuals' well-being (Martínez-Iñigo et al., 2007). In a study on tour leaders, role display is argued to poses a danger to the well-being of employees. However, Alrawadieh et al.'s (2020) study could not confirm this relationship. Although they provided a possible explanation for their unexpected results, they called for more research into this issue. In the light of this information, the following hypothesis is proposed:

H3: The emotional dissonance experienced by tour guides has a negative and significant effect on life satisfaction.

Emotional dissonance may also encourage turnover intention. In their study of hotel employees, Karatepe and Aleshinloye (2009) found a positive and significant relationship between emotional dissonance and turnover intention. Interestingly, employing turnover intention is rarely encountered in research related to tour guides. This may be because tour guides may be free-lancers thus discouraging research modelling turnover. In their qualitative research, Wong and Wang (2009) found that role display was exhausting for tour leaders therefore some of them were unsatisfied with their profession and planned to leave. Based on this discussion, the following hypothesis is developed:

H4: The emotional dissonance experienced by tour guides has a positive and significant effect on turnover intention.

Defined as a source of organizational stress, burnout can seriously harm the quality of work life of employees. Due to the nature of tourism services, face-to-face communication is experienced intensively, between both employees and customers. Therefore, burnout is acknowledged as one of the most common problems faced by those working in the tourism sector (Cheng & Yi, 2018; Koo et al., 2020; Yetgin & Benligiray, 2019). In addition, burnout can seriously affect individuals' personal life. Studies conducted in the field of tourism indicate that the burnout levels of employees negatively affect their life satisfaction (Chen & Kao, 2012). In their study on hotel staff, Şahin and Şad (2018) concluded that all dimensions of burnout have a negative impact on life satisfaction. Previous research also indicates that burnout is a key antecedent for turnover intention (Lu & Gursoy, 2016; Han et al., 2016; Chiang & Liu, 2017). Based on this discussion, the following hypotheses were developed:

H5: Burnout experienced by tour guides has a negative and significant effect on their quality of work life.

H6: Burnout experienced by tour guides has

a negative and significant effect on their life satisfaction.

H7: Burnout experienced by tour guides has a positive and significant effect on turnover intention.

Unlike emotional dissonance, studies indicate that emotional effort can have positive impacts. For instance, emotional effort is argued to reduce burnout (Hwa, 2012). Lee et al.'s (2018) study on flight personnel noted that deep acting was inversely proportional to depersonalization, one dimension of burnout. Not only does not emotional effort cause negative effects at professional and personal levels (Martínez-Iñigo et al., 2007), but it also may have positive effects (Allen et al., 2010; Xu et al., 2020). It is stated that emotional effort increases job satisfaction and decreases stress and turnover intention (Xu et al., 2020). In their study on hotel staff, Chu et al. (2012) confirmed that there is a positive effect between emotional effort and job satisfaction. In other words, emotional effort leads to positive outcomes for employees. Therefore, we propose the following hypotheses:

H8: The emotional effort of tour guides has a negative and significant effect on burnout

H9: The emotional effort of tour guides has a significant effect on their quality of work life.

H10: The emotional effort of tour guides has a significant effect on their life satisfaction.

H11: The emotional effort of tourist guides has a significant effect on their turnover intention.

While it is important to understand the direct relationships between emotional dissonance and quality of work life, life satisfaction, and turnover intention, it is also necessary to address the indirect effects of emotional dissonance given the complexity of human emotions. In this study, we propose that burnout can mediate the relationships between emotional dissonance on the one hand, and quality of work life, life satisfaction, and turnover intention on the other hand. Several studies have examined the mediating role of burnout (Chen & Kao, 2012; Lv, Xu, & Ji, 2012; Cheng & Yi, 2018). For example, Kim and Back (2012) found that emotional dissonance affects job satisfaction through burnout. In their study on hotel staff, Lv, Xu, and Ji (2012) concluded that emotional labor affects the turnover intention through emotional exhaustion as a key dimension of burnout. However, there are very limited studies on the mediating role of burnout in the relationships between emotional dissonance on the one hand, and quality of work life, life satisfaction, and turnover intention. Therefore, the following hypotheses are proposed:

H12: Burnout mediates the relationship between emotional dissonance and the quality of work life.

H13: Burnout mediates the relationship between emotional dissonance and life satisfaction.

H14: Burnout mediates the relationship between emotional dissonance and turnover intention.

Tourism employees are expected to display positive attitudes and emotions even under difficult conditions. While this situation provides benefits for the organization, it may cause adverse impacts on employees' well-being. In this sense, the organizational support that businesses provide to their employees may be of significant importance. Studies show that perceived organizational support reduces stress from work (Walters & Raybould, 2007; Kang et al., 2010). In their meta-analysis study, Rhoades and Eisenberger (2002) stated that organizational support could create a positive atmosphere in the workplace. In a recent meta-analysis study in the field of tourism and hospitality, Xu et al. (2020) demonstrated the positive effects of organizational support in the workplace on emotional labor. Thus, we propose the following hypothesis

H15: Organizational support moderates (reduces) the impact of emotional dissonance on burnout.

4. Methodology

To measure the constructs employed in the model, multiple-item measures from previous literature were used. The Hospitality Emotional Labor Scale (HELS) developed by Chu and Murrmann (2006) was used to measure the key two dimensions of emotional labor; emotional dissonance (11 items) and emotional effort (8 items). Burnout was measured using 6 items from Babakus, Yavas, and Ashill, (2009). Six items were also adopted from Shanock and Eisenberger (2006) to measure perceived organizational support. The quality of work life was operationalized using 16 items from Sirgy et al. (2001). Although the original scale has 7 sub-dimension, in the present study, the scale was employed as unidimensional (Alrawadieh et al., 2020). Life satisfaction was measured using a 5-item scale developed by Diener et al. (1985). Finally, 3 items were adopted from Singh, Verbeke, and Rhoads (1996) to measure the turnover intention.

The present study used a self-administered questionnaire to collect data. In order to ensure the comprehensibility of the questions, the questionnaire was filled by and pre-tested on 30 four-year students from the tourist guidance department of a major university in Istanbul. Following this pilot study, no significant changes were made to the questionnaire. Content validity was also ensured using expert panel

feedback (Dolnicar, 2020). Six experts (3 tourism academicians and 3 active tourist guides) were asked to examine the questionnaire and provide feedback on the clarity of the content. At this stage, some minimal changes were made. For example, the word "organization" used in the organizational support scale was changed to "travel agency" to fit the context of the study. The final version of the questionnaire consists of two sections; the first section aimed to collect demographic data about the participants, the second section aimed to measure the variables used in the model. Filling the questionnaire took around 12 minutes. The data collection process started on February 4, 2020, and was completed on 13 May 2020.

After the pilot study, the final version of the questionnaire was determined. Given that there were only 8897 active tour guides in Turkey, the data collection was inherently associated with some difficulty. To reach out to participants, all tour guide chambers in Turkey (13 chambers) were contacted and support was sought. Although an in-field study was planned to reach the participants in various attraction centers of Istanbul (e.g., historical downtown, Grand Bazaar), this fieldwork was not possible due to the Covid-19. The limited access to participants was also overcome by relying on the snowball method. Participants were qualified to take part in the study as they were officially licensed tour guides who have worked as professional tourist guide for at least one year. At the end of the data collection, 301 usable questionnaires were obtained. The sample size adequacy was ensured using G*Power (Faul et al., 2009) whereby 301 exceeds the minimum required sample size (134 cases) to achieve a minimum power of 0.80 at the 95 percent confidence level. The demographic profile is presented in Table 1. Finally, the data were analyzed using PLS-SEM.

5. Findings and Discussion

5.1. Measurement Model Assessment

Before testing the proposed model and the hypotheses, it is necessary to ensure the reliability and validity of the measurement model. Reliability is assessed based on the factor loadings, Composite Reliability (CR) values, Cronbach's Alpha (α), and rho-A values. While factor loadings should be above 0.7 (Hair et al., 2017; Ali et al., 2018), items with factor loadings between 0.5 and 0.7 can be kept if AVE and convergent validity are not affected (e.g. Hair et al., 2017; Rasoolimanesh et al., 2017). As shown in Table 2, Composite Reliability (CR), Cronbach Alpha, and rho-A values are all above 0.7 (Hair et al., 2017; Ali et al., 2018). After removing 5 ED, 4 EE, and 7 QWL, the CR values are between 0.86 and 0.92, the Cronbach Alpha values are between 0.78 and 0.89, and the rho-A values are between 0.79 and 0.90. Therefore, the reliability of the measurement model is confirmed.

Validity is assessed by examining the convergent

Table 1. Demographic Profiles of Participants

Variables	N=(301)	Percentage
Gender		
Female	105	34,9
Male	196	65,1
Age		
18-24	10	3,3
25-34	112	37,2
35-44	85	28,3
45-54	69	22,9
55 and over	25	8,3
Marital status		
Single	137	45,5
Married	155	51,5
Other	9	3,0
Education		
High school or less	6	2,0
College diploma	38	12,6
Bachelor's degree	161	53,5
Master's degree	67	22,3
Ph.D.	29	9,6
Work experience		
Less than 2 years	63	20,9
3-6 years	61	20,3
7-10 years	51	16,9
11-15 years	59	19,6
16 years and over	67	22,3
*Licensed language**		
English	231	56,9
Spanish	29	7,1
German	27	6,7
Others	119	29,3

*The number of licensed languages (406) is larger than the samp

validity and discriminant validity of the constructs. The basic rule in ensuring convergent validity is that the average explained variance (AVE) value for each of the variables in the model should be higher than 0.5. As seen in Table 3, AVE values are between 0.5 and 0.76. Thus, convergent validity is ensured. For discriminant validity, two criteria are evaluated. Fornell-Larcker criterion and Hetero-Trait-Mono-Trait (HTMT) value (Henseler et al., 2015; Voorhees et al., 2016). According to the Fornell-Larcker criterion, the square root of the average explained variance (AVE) values should be greater than the correlations with the other variables (Hair et al., 2017). According to the Heterotrait-Monotrait (HTMT) criterion, the HTMT value should be lower than 85 (Henseler et al., 2015). As seen in Table 3, the discriminant validity has been confirmed according to both approaches.

5.2. Structural Model Assessment

After confirming the reliability and validity of the scales used in the model, the structural model was assessed. The Bootstrap 500 method was applied to test the hypothesized relationships. As shown in Table 4, nine out of the eleven direct hypotheses proposed were confirmed. Emotional dissonance was found to have a positive and significant effect on burnout (β= 0.41, p <0.01) thus supporting H1. The results also show that, while emotional dissonance has a negative and significant effect on

Table 2. Validity and Reliability

Construct	Fac. loadings	Cronbach (α)	Rho_A	CR	AVE
Emotional Dissonance		0.809	0.812	0.863	0.513
ED1: I fake a good mood when interacting with tourists.	0.682				
ED2: I fake the emotions I show when dealing with tourists.	0.783				
ED3: I put on a mask in order to express the right emotions for my job.	0.809				
ED4*: The emotions I show to tourists match what I truly feel.	0.698				
ED7: My interactions with tourists are very robotic.	0.671				
ED10*: I actually feel the emotions that I need to show to do my job well.	0.639				
Emotional Effort		0.784	0.796	0.860	0.606
EE3: I think of pleasant things when I am getting ready for tour.	0.766				
EE5: When getting ready for tour, I tell myself that I am going to have a good day.	0.846				
EE6: I try to actually experience the emotions that I must show when interacting with tourists.	0.756				
EE7: I work at calling up the feelings I need to show to tourists.	0.740				
Organizational Support		0.895	0.900	0.920	0.657
OS1: The travel agency values my contribution to its well-being.	0.753				
OS 2: The travel agency strongly considers my goals and values.	0.855				
OS 3: The travel agency really cares about my well-being.	0.859				
OS 4: The travel agency is willing to help me when I need a special favor.	0.825				
OS 5*: The travel agency shows very little concern for me.	0.808				
OS 6: The travel agency takes pride in my accomplishments at work.	0.757				
Burnout		0.824	0.833	0.871	0.531
Bur1: I feel emotionally drained from my work.	0.727				
Bur2: I feel used up at the end of the workday.	0.767				
Bur3: I feel burned out from my work.	0.819				
Bur4: I feel I treat some customers as if they are impersonal 'objects'.	0.684				
Bur5: I feel I have become uncaring toward people since I took this job.	0.683				
Bur6: I worry that this job is hardening me emotionally.	0.683				
Quality of Work Life		0.875	0.881	0.900	0.502
QWL6: My job does well for my family.	0.600				
QWL9: I feel appreciated at my work.	0.703				
QWL10: People at my travel agency and/or within my profession respect me as a professional and an expert in my field of work.	0.685				
QWL11: I feel that my job allows me to realize my full potential.	0.769				
QWL12: I feel that I am realizing my potential as an expert in my line of work	0.755				
QWL13: I feel that I'm always learning new things that help do my job better.	0.653				
QWL14: This job allows me to sharpen my professional skills.	0.773				
QWL15: There is a lot of creativity involved in my job.	0.703				
QWL16: My job helps me develop my creativity outside of work.	0.720				
Life Satisfaction		0.849	0.870	0.892	0.624
LS1: In most ways my life is close to my ideal.	0.689				
LS2: The conditions of my life are excellent.	0.826				
LS3: I am satisfied with my life.	0.862				
LS4: So far I have gotten the important things I want in life.	0.811				
LS5: If I could live my life over, I would change almost nothing.	0.749				
Turnover Intention		0.844	0.865	0.905	0.761
TI1: It is likely that I will actively look for a new job next year.	0.819				
TI2: I often think about quitting.	0.882				
TI3: I will probably look for a new job next year.	0.913				

*reversed coded items

Table 3. Discriminant Analysis

Fornell-Larcker Criterion							
Construct	1	2	3	4	5	6	7
Burnout	0.729						
Emotional dissonance	0.526	0.716					
Emotional effort	-0.320	-0.351	0.778				
Life satisfaction	-0.446	-0.336	0.345	0.790			
Organizational support	-0.361	-0.388	0.320	0.487	0.811		
Quality of work life	-0.494	-0.421	0.576	0.636	0.624	0.709	
Turnover intention	0.503	0.378	-0.113	-0.495	-0.383	-0.420	0.872
Heterotrait-Monotrait (HTMT) Criterion							
	1	**2**	**3**	**4**	**5**	**6**	**7**
Burnout							
Emotional dissonance	0.655						
Emotional effort	0.398	0.422					
Life satisfaction	0.499	0.383	0.415				
Organizational support	0.402	0.453	0.374	0.543			
Quality of work life	0.565	0.487	0.673	0.730	0.715		
Turnover intention	0.578	0.451	0.141	0.573	0.443	0.495	

the quality of work life (β= -0.11, p <0.05), its effect on life satisfaction was not confirmed (β= -0.09, p> 0.05). Hence, H2 was accepted while H3 was not supported. In addition, the analysis results confirm the relationship between emotional dissonance and turnover intention (β= 0.18, p<0.01) thus supporting H4.

As expected, burnout appears to have a negative and significant effect on the quality of work life (β= -0.29, p <0.01) and life satisfaction (β= 0.33, p <0.01). Moreover, burnout has a positive and significant effect on turnover intention (β= 0.44, p <0.01). Therefore, H5, H6, and H7 are supported. The results also show that while emotional effort performed by

tour guides decreases their burnout levels (β = -0.12, p <0.05), It appears to enhance their quality of work life (β= 0.44, p <0.01) and life satisfaction (β= 0.20, p <0.01). Hence, H8, H9 and H10 are supported. The effect of emotional effort on the turnover intention was not significant and H11 was not supported.

5.3. Assessment of the Mediating Effects

According to the proposed model (Figure 1), burnout mediates the relationship between emotional dissonance and emotional effort on the one hand, and quality of work life, life satisfaction, and turnover intention on the other hand. According to Zhao et al., (2010), in order to accept the hypotheses

Table 4. Hypothesis Tests (Direct effects)

Hypothesis	Direction	Beta	T-value	P value	Result
H1	Emotional Dissonance → Burnout	0.410	8.491**	0.000	Supported
H2	Emotional Dissonance → Quality of Work Life	-0.111	2.106*	0.036	Supported
H3	Emotional Dissonance → Life Satisfaction	-0.088	1.336	0.182	Not supported
H4	Emotional Dissonance → Turnover Intention	0.179	2.677**	0.008	Supported
H5	Burnout → Quality of Work Life	-0.294	5.396**	0.000	Supported
H6	Burnout → Life Satisfaction	-0.333	4.848**	0.000	Supported
H7	Burnout → Turnover Intention	0.437	6.665**	0.000	Supported
H8	Emotional Effort → Burnout	-0.116	2.022*	0.044	Supported
H9	Emotional Effort → Quality of Work Life	0.443	7.859**	0.000	Supported
H10	Emotional Effort → Life Satisfaction	0.208	3.452**	0.001	Supported
H11	Emotional Effort → Turnover Intention	0.090	1.450	0.148	Not supported

Table 5. Hypothesis Tests (Indirect effects)

Hypothesis	Direction	Beta	T-value	P value	Confidence interval	Result
H12	Emotional Dissonance → Burnout → Quality of Work Life	-0.120	4.465**	0.000	[-0.176-0.072]	Supported
H13	Emotional Dissonance → Burnout → Life Satisfaction	-0.136	3.984**	0.000	[-0.211 -0.077]	Supported
H14	Emotional Dissonance → Burnout → Turnover Intention	0.179	4.733**	0.000	[0.112 -0.257]	Supported

Table 6. Assessment of the Moderating Effect

Hypothesis	Interaction Term	Beta	T-value	P value	Result
H15	Organizational support* Emotional Dissonance → Burnout	-0.056	1.278	0.202	Not supported

suggesting the mediation effect, the indirect effects tested with the bootstrap technique should be significant and the confidence interval should not contain zero. As shown in Table 5, burnout appears to mediate the relationships between emotional dissonance and quality of work life (β= -0.12, p <0.01), emotional dissonance and life satisfaction (β= -0.14, p <0.01), and emotional dissonance and turnover intention (β= 0.18, p <0.01). Hence, H12, H13 and H14 are supported. The indirect effects provide interesting findings, specifically, while there was no evidence that emotional dissonance directly affects life satisfaction (H3), this relationship was confirmed when mediated by burnout. In other words, emotional dissonance experienced by tour guides increases their burnout levels and consequently decreases their life satisfaction.

5.4. Assessment of the Moderating Effect

The proposed model suggests that organizational support can moderate the impact of emotional dissonance on burnout. As shown in Table 6, against expectation, organizational support, although it reduces the positive effect of emotional dissonance on burnout, this effect is not significant (β= -0.06, P > 0.05).

6. Conclusion and Implications

The study proposed a theoretical model linking emotional labor with quality of work life, life satisfaction, organizational support, burnout, and turnover intention. The model was tested using data from Turkish professional tour guides. The study makes several theoretical implications and suggests various practical implications.

6.1. Theoretical Implications

This study's results support the views that the dimensions of emotional labor can have different effects (Brotheridge & Grandey, 2002; Cropanzano et al., 2003; Brotheridge & Lee, 2003; Karatepe, 2011; Hur et al., 2013; Xu et al., 2020). Specifically, findings suggest that emotional dissonance increases burnout and turnover intention and decreases quality of work life. However, the emotional effort is found to be associated with decreased burnout and enhanced quality of work life and life satisfaction. Previous research also shows that while emotional dissonance increases burnout, emotional effort decreases it (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003; Hwa, 2012; Hur et al., 2013). In line with Xu et al. (2020), the study also shows that emotional dissonance harms tour guides' quality of life and triggers turnover intention. Interestingly, the proposed negative impact of emotional dissonance

on life satisfaction was not confirmed. Alrawadieh et al. (2020) also fail to confirm this relationship.

The study confirms the mediating role of burnout on the relationship between emotional dissonance and quality of work life, as well as the relationship between emotional dissonance and life satisfaction. Therefore, the study provides empirical evidence into the indirect effects of emotional dissonance on organizational and personal wellbeing.

Finally, the study results fail to confirm the moderating role of organizational support on the relationship between emotional dissonance and burnout. This is in contrast with previous research confirming the moderating role of organizational support in several contexts. For example, Hur et al. (2013) found that organizational support has a moderating effect on the relationship between emotional dissonance and emotional exhaustion. Our study's failure to support the moderating effect of organizational support may be justified by the fact that tour guides are likely to work on a freelance basis representing more than one tour operator (Cetin & Yarcan, 2017). Our findings, however, partially intersect with the findings of Karatepe (2011). According to their study, organizational support does not moderate the impact of emotional dissonance on exhaustion, but it can moderate the effect on disengagement, which is one of the dimensions of burnout.

The study makes several theoretical contributions. First, the study responds to recent calls for research examining how emotional labor affects the professional and personal lives of tourism employees (e.g., McGinley & Wei 2018). The study also contributes to the limited body of literature addressing the well-being of tour guides (Wong & Wang, 2009; Mackenzie & Kerr, 2013; Alrawadieh, 2020; Alrawadieh et al., 2021). The present study also contributes by modelling organizational support, a construct rarely addressed in tourism research.

6.2. Managerial Implications

Based on the findings, the study suggests several implications for stakeholders in the travel industry, especially travel agencies and tour operators. First, the study findings show that the emotional dissonance experienced by tour guides can increase their burnout, decrease their quality of work life, and enhance their intention to change their profession. However, the findings suggest that the emotional effort of tour guides may reduce burnout levels, enhance their quality of work life, and life satisfaction. Therefore, the emotional dissonance seems to have an adverse impact on tour guides' professional and personal lives whereas emotional effort may have

positive outcomes. In this sense, tour guides may be encouraged to deep act instead of faking emotions. For example, tour guides chambers and unions may organize seminars and train their members about emotion regulation. These training programs and seminars should focus on communicating the benefits of deep role play and suggesting strategies on how to switch from surface role-playing to deep role-playing.

The findings of the study failed to confirm the expected moderating role of organizational support on the relationship between emotional dissonance and burnout. It appears that support from travel agencies or tour operators has a minimal role in eliminating the negative effects of emotional dissonance. While this should not lead to underestimating the value of organizational support, it seems that when employees experience emotional dissonance, it is unlikely that support from travel agencies or tour operators would reduce the negative consequences of emotional dissonance.

### 6.3. Limitations and Directions for Future Research

The study concludes with some implications and avenues for further research. The data was collected from tour guides and thus the results may not apply to all tourism employees. Another important limitation of the study is that the data collection process coincided with the Covid-19 pandemic. Therefore, this study may need to be re-validated after the pandemic is over. Interestingly, the expected moderating role of organizational support in the model was not confirmed. Further research may look into other moderating variables including perceived social support (e.g., support by family members and friends). The model can also be expanded by employing personality traits. Finally, the negative effects of emotional maladjustment were revealed in the study.

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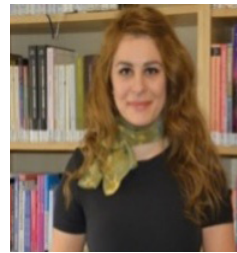
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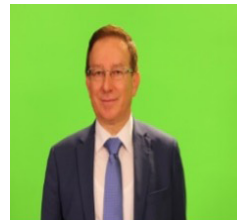
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