

# Emotional Labor of Tourist Guides: How Does It Affect Their Job Satisfaction and Burnout Levels?

## Turist Rehberliğinde Duygusal Emek ve Duygusal Emek Kullanımının İş Doyumu İle Tükenmişlik Düzeyi Üzerine Etkileri

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**Abstract:** A multi-task profession requiring multi-faceted responsibilities in a multi-component job setting, tourist guiding comprises complicated and multivariate roles composed of different kinds of unrelated roles and sub-roles, where above all, the establishment of strong face-to-face relations with guests necessitate the regulation, management and adjustment of emotions in a service intensive business environment that is in ongoing expansion and competition, all contributing to emotional burden of tourist guides. If the actually felt emotions by the employees are not incompatible with the emotions that are displayed, various negative results ensue. The purpose of this study is to examine the use of emotional labor and outcomes of emotional labor here being job satisfaction and burnout, using a quantitative method, in the context of the tour guiding industry in Turkey followed by recommendations for practice.

**Keywords:** Tour Guide, Emotional Labor, Job Satisfaction, Burnout

**Öz:** Sürekli değişen bir iş ortamında icra edilen ve farklı sorumluluk alanlarını kapsayan çok değişkenli bir meslek olarak turist rehberliği, birbiriyle ilişkisiz ya da değişik alt rollerden oluşan çok yönlü bir meslektir. Giderek büyüyen ve rekabetin de hızla arttığı hizmet yoğun bir iş ortamında güçlü yüz yüze ilişkilerin kurulması gerekliliği, aynı zamanda duyguların düzenlenmesi, yönetimi ve ayarlanmasını da gerekli kılar. Bu durum turist rehberinin duygusal yükünü de artırır. Çalışanlar tarafından fiilen hissedilen duyguların, sergilenen davranışlarla örtüşmemesi çeşitli olumsuz sonuçlar doğurabilmektedir. Bu çalışmanın amacı Türkiye'deki turist rehberlerinin duygusal emek kullanımı ile iş doyumunu ve mesleki tükenmişlikleri arasındaki ilişkinin incelenmesi ve uygulamada öneriler sunulmasını kapsamaktadır.

**Anahtar Kelimeler:** Turist Rehberliği, Duygusal Emek, İş Doyumu, Tükenmişlik

### 1. Introduction

Tourist guiding has been described as " the 'Cinderella' of the tourism industry: attractive, useful, but often neglected" (Mak et al., 2011: 1442). Tourist guiding comprises complicated and multivariate roles composed of different kinds of unrelated roles and sub-roles (Rabotic, 2010: 3). The prime responsibility of a tour guide is to turn the tourists' experience into a most pleasurable while making the information available in an entertaining yet culturally acceptable manner (Boyle and Arnott, 2004: 75). Since the tour guide is in an incessant and maximal contact with the tour members throughout the tour's entire duration, the responsibility for achieving higher levels of customer satisfaction is mostly passed on to them (Geva and Goldman 1991: 178).

The tourist guide usually has frequent, extended, and mostly intensive encounters with people who participate in tours and is expected to display diverse emotions. They act the role of a characteristic emotional laborer in the tourism environment. In addition to this, they have extremely restricted space and time for themselves to discharge the emotional burden, as a result they're faced with a much more increased intensity of challenge (Wong and Wang, 2009: 250). Jobholders in the hospitality industry are exclusively susceptible to the requisitions of emotional labor since they are generally requested to maintain friendly manners and positive attitudes while doing their jobs even under the conditions that usually reveal unfavorable emotional reactions such as dealing with intolerant, difficult or irritating customers, incessant work cycle (Pizam, 2004: 315). At the same time, expectations of quality from both tourism stakeholders and tourists are augmenting as the tourism market is expanding and competition is rising contributing to emotional burden of tourist guides.

That was Arlie Hochschild (1979: 551, 1983: 7) who introduced the concept of emotional labor for the first time and it is defined as "the management of feeling to create a publicly observable facial and bodily display." Since the employees in the tourism industry are exposed to high contact interactions and considerable amount of encounters with customers, it is particularly necessary for professionals in this industry to have the potential to regulate, manage and handle their emotions so as to communicate with others both constructively and successfully (Cavelzani et al., 2008: 1). If the actually felt emotions by the employee are not incompatible with the emotions that are displayed, various negative results ensue (Güngör, 2009: 168). In spite of its benefit to an organization's business flow, emotional labor can be deleterious not only psychologically but also physically to those who provide services. Most researches in this field have demonstrated that emotional labor leads to negative results such as a rise in levels of employee burnout, a decrease in job satisfaction.

Though there are several researches on emotional labor related to other occupational groups in Turkey, this research aims to make a contribution to a more nuanced understanding of the subject within the occupational context of tourism guidance. Therefore, this study is designed to examine the use of emotional labor and outcomes of emotional labor here being job satisfaction and burnout, using a survey (quantitative) method.

## 2. Literature Review

### 2.1. Tourist Guiding

Tourist guiding has a critical importance in terms of promoting the natural and historical wealth of a country. Tourist guiding is perceived as a fun and easy occupation that offers many opportunities such as travelling, sightseeing, having fun, meeting new people and places from the outside but the reality is that it is a profession with many difficulties and responsibilities (Batman et al., 2000: 24). According to the definition of Ministry of Culture and Tourism of Turkey, a professional tourist guide is defined in the Professional Tourist Guiding Regulation (<http://teftis.kulturuzm.gov.tr/TR,14521/profesyonel-turist-rehberligi-yonetmeligi-rg-tarihi-251-.html>) as a person who;

- has the authority to perform the guiding profession in accordance with the principles and procedures defined in the regulation;
- guides the local and foreign tourists in accordance with the languages specified on their guidance identity cards that is compatible with tourists' choice before the visit;
- interprets them the cultural and natural heritage of the visited regions;
- executes the tour program that was sold to the consumer in accordance with the printed documents of the tour operator or travel agency;
- manages the tour program on behalf of travel business.

Besides, they are not only expected to be capable of answering all the questions about history, geography, places of interest, architecture, museums, shopping districts, best restaurants and entertainment facilities but also pay attention to the route, speed limits, hotel locations, traffic hours, managing time as well as dealing with the driver, the tourists, safety issues and many more such as having an updated knowledge of culture in general, other cultures, first-aid; good narrative and communication skills; interpretation skills; sense of humour, extroverted and hospitable personality; proper clothing style and professional ethics concerns. Tourists expect to have unique experiences and look for variety along with a high quality service to be fully satisfied which is solely based on tourist guides' skills on interpretation and information as well as their expertise on managing of group dynamics as they act a vital role on influencing sensations and emotions adapted to clients' interests. Thus, tourist guides should elaborate diverse professional and personal features to ensure high quality service. A solid education, continuous training and real life experiences are essential elements of effective tourist guiding. As the tour guides' experience, creativity, background, and devoutness differ from each other, each tour is unique and personalized in nature. It's normal that tourists trust guide's commentaries on destination and local community as their stay or visit is usually not long enough to make observations and gain knowledge. At this point, the tourist guide is the only mediator between the host destination and its visitors (Brito, 2012: 270-275).

### 2.2. Tourist Guiding and Emotional Labor

Emotion is a complicated composition of feelings. It makes physical and psychological changes that give direction to the way people think and the way people behave. Also in situations where it's believed that decisions are produced solely by reasoning and rationalism, emotions function as a guide. Being capable of comprehending and regulating emotions has a significant mission in the decision-making process (Ekman, 1999: 55).

The term Emotional Labor (EL) was introduced by groundworking work of sociologist Arlie Russell Hochschild in her book 'The Managed Heart' for the first time who defined it as "the management of feelings to create a publicly observable facial and bodily display" which is "sold for wage and therefore has exchange value" (Hochschild, 1983: 7). She establishes similarities between 'actors – audience – acting' and 'service employees – customers - emotional labor'. While service employees get paid for the exertion of emotional labor to their customers in a work setting, actors get paid for their acting in front of an audience in a show. If they are good at controlling and managing the appropriate emotions in line with what is expected by the company, they get paid accordingly (Grandey, 2000: 96). The increasing competition among countries and the development of marketing strategies as well as the development of the tourism sector has brought the customers into the focus of the organizations (Demir et.al., 2011). Employees of tourism industry during the service delivery are submerged in a much closer interaction with customers than any other sector. This interaction also increases the expectations from the employees that they include emotional labor into their encounters for the highest satisfaction; the role of emotional labor in the field of interactive services just as that of tourism industry stand out in particular (Chu and Murrmann, 2006: 1181).

Employees are expected to manage their emotions in a way consistent with organizations' working policies and strategies while offering their services. They are also expected to empathize with customers to behave in a manner expected from them

even though they feel in a much different way. Positive displays in service interactions increase the intention to return and recommend the service to others and change the perception of overall quality (Barsade and Gibson, 2007: 43). Tourist guides are subject to emotional labor displays much more than any other service-oriented professions when physical demands of the job and continuous and intense interactions with customers are taken into consideration. Their responsibilities are numerous and they are in charge for twenty four hours, sometimes with no days-off for a couple of months in a row. The degree of handling this much of a workload both physically and psychologically with empathy and positivity may differ from person to person when the individual and situational factors influence the emotional labor performance of tour guides (Black and Weiler, 2005: 26).

According to Hochschild, there are two types of emotional control: surface acting which is the display of an adjusted behavior without a change in felt emotions and deep acting which is an effort to change internal feelings by recalling memories or thoughts to arouse the right emotional expression (Morris and Feldman: 1996: 990). Ashforth and Humphrey have also added a third emotional display that they have called genuine acting. Sometimes employees behave as they naturally feel without feeling obliged to conform their behaviors in line with display rules. This is exactly what the person experiences and expresses spontaneously without having to act (Ashforth and Humphrey, 1993: 94).

### ***2.3. Relationship of EL with Job Satisfaction and Burnout***

Job satisfaction is defined as a positive pleasant emotional state, resulting from an employee's appraisal of his or her job (Locke, 1976: 1300). Hochschild (1983: 90) suggests that emotions are personal and to superintend something as personal as emotions for commercial intentions would be intrinsically not satisfying. But qualitative research argues that when there is the right person-job-fit, there will be a higher level of emotional harmony and job satisfaction (Johanson and Woods, 2008: 4). Other researchers find job satisfaction to be negatively associated with surface acting (Morris and Feldman, 1997: 262; Grandey, 2000: 104). Hence, it is predicted that an increase in emotive dissonance would lead to decreased job satisfaction. There is less empirical support for the relationship between deep acting and job satisfaction. Those who are more satisfied are more likely engaged in a positive, work-related state of mind and exhibit organizational citizenship behavior (Lee et al., 2011: 24) internalizing display rules. When employees are aware of the discrepancy between felt-emotion and desired-emotion they "fake in good faith" and try to close the emotional gap through deep acting. This makes them feel less phony, rewards them through the resulting successful social interaction, and consequently leads to a positive work outcome, just as in genuine acting which means deep acting would bring increased levels of job satisfaction (Rafaeli and Sutton, 1987: 32).

The expression burnout depicts to a condition of emotional exhaustion and depleted energy rooted from immoderate psychological and emotional requests mostly relevant for jobholders in the people-oriented professions that require extensive direct client contact as in the example of service agents, health care employees and educationalists (Zapf, 2002: 256; Jackson et al., 1986: 630; Maslach and Goldberg, 1998: 63). According to Grandey (2003: 89) there are two reasons to feel burned out as a result of engaging in emotional labor strategies; these are the experience of tension from emotional dissonance and the draining of resources while effortfully acting. In surface acting, employees change and control their emotional reactions. The inauthenticity of this surface-level process, showing expressions different from feelings, is related to stress outcomes due to the inner tension and the physiological effort of suppressing genuine feelings. Being inauthentic over time may result in feeling detached not only from one's real feelings but also from other people's feelings, suggesting a relationship with the dimension of depersonalization. Feeling diminished personal accomplishment is also likely if the employee believes that the performance was not efficacious or was met with irritation by clients. Adding up the frequent, sometimes upsetting and difficult interactions that bring emotional exhaustion, surface acting is expected to relate to all three dimensions of burnout (Brotheridge and Grandey, 2002: 22). Deep and genuine acting, on the other hand, may still cause some exhaustion but weaker than surface acting, as they contribute to personal accomplishment and protect from depersonalization. Maslach (1982) also found that individuals with high initial job involvement, professional commitment, idealism, and empathy for others are most susceptible to burnout, presumably because they invest more emotion in the enactment of their helping role (Ashforth and Humphrey, 1993: 106).

## **3. Methodology**

### ***3.1. Research Objective***

Tourist guides try to please the guest, create a positive image of the country, maximize the profits for stakeholders and also take care of the unexpected. This turns to them as not only satisfied guests but also as high commissions for themselves, high revenues for national economy and more tourists for the following season. As a result, tour guides are obliged to engage in both physical labor to endure the intensive brisk nature of business and emotional labor to regulate their own emotions to keep pace in the changing environment as well as to affect the emotions of others to make everyone happy. The purpose of this research is to find out either the effects of such labor on employee work outcomes are positive or negative in terms of job satisfaction and occupational burnout by testing this model with Kruskal-Wallis Test and correlation.

### 3.2. Research Content and Research Instruments

The study is conducted upon 342 licensed tourist guides who are registered to Izmir Chamber of Tourist Guides of Turkey as active members. Three different scales were used in this study; these are hospitality emotional labor scale that was developed by Chu and Murrmann (2006); The Minnesota Satisfaction Questionnaire (MSQ) was developed by Weiss et al. (1967) as job satisfaction scale and The Maslach Burnout Inventory (MBI) that was created by Maslach and Jackson (1981) as occupational burnout scale. Survey technique was used to collect data. The survey consists of four main sections. The questions of the first part have been established for identifying the categorical features of employees. Participants rated their responses on a 5-point Likert-scale, ranging from 1 “strongly disagree” to 5 “strongly agree” for occupational burnout scale; 1 “never” to 5 “always” for emotional labor scale and 1 “not satisfied at all” to 5 “highly satisfied” for job satisfaction scale.

### 3.3. Research Hypotheses

*Hypothesis 1:* Emotional Labor (EL) dimensions vary depending on the following demographic characteristics and experience of the sample:

*Hypothesis 1-a:* EL dimensions vary on gender.

*Hypothesis 1-b:* EL dimensions vary on marital status.

*Hypothesis 1-c:* EL dimensions vary on age.

*Hypothesis 1-d:* EL dimensions vary on experience.

*Hypothesis 2:* Surface acting is positively related to emotional exhaustion.

*Hypothesis 3:* Deep and genuine acting are negatively related to emotional exhaustion.

*Hypothesis 4:* Surface acting is positively related to depersonalization.

*Hypothesis 5:* Deep and genuine acting are negatively related to depersonalization.

*Hypothesis 6:* Surface acting is negatively related to personal accomplishment.

*Hypothesis 7:* Deep and genuine acting are positively related to personal accomplishment.

*Hypothesis 8:* Surface acting is negatively related to intrinsic, extrinsic and overall job satisfaction.

*Hypothesis 9:* Deep and genuine acting are positively related to intrinsic, extrinsic and overall job satisfaction.

## 4. Findings

### 4.1. Emotional Labor and Gender

Table 1. Kruskal-Wallis Test for Comparison of Emotional Labor Dimensions and Gender

Ranks				Test Statistics <sup>a,b</sup>			
	Gender	N	Mean Rank		EL_GA	EL_SA	EL_DA
EL_GA	Female	139	162,31	Chi-Square	2,059	6,835	2,986
	Male	203	177,80				
	Total	342					
EL_SA	Female	139	154,63	df	1	1	1
	Male	203	183,05				
	Total	342					
EL_DA	Female	139	160,38	Asymp Sig.	,151	,009	,084
	Male	203	179,12				
	Total	342					

EL: Emotional Labor / SA: Surface Acting / DA: Deep Acting / GA: Genuine Acting

There is no significant difference ( $p > 0,05$ ) between gender and two of the sub-scales of emotional labor, here being deep acting and genuine acting. Because p-values of deep acting and genuine acting obtained from Kruskal-Wallis Test is bigger than 0,05 as shown on Table 1. Yet, the p-value for surface acting is smaller than 0,05 ( $p = ,009$ ) showing a significance between surface acting and gender. Yet, there is no strong evidence for claiming gender as a determinative indicator of emotional labor strategies. H 1-a hypothesis that was built to find out whether emotional labor dimensions vary depending on gender has been partially accepted.

Table 1 shows that male tour guides tend to surface act more than women as the mean rank indicates higher values for men. The findings do not contradict with literature and results of previous researches (Johnson, 2007: 39; Blanchard-Fields et al., 2004: 263; Cheung and Tang, 2010: 334)

#### 4.2. Emotional Labor and Marital Status

Table 2. Kruskal-Wallis Test for Comparison of Emotional Labor Dimensions and Marital Status

<b>Ranks</b>				<b>Test Statistics<sup>a,b</sup></b>				
	<i>Marital Status</i>	<i>N</i>	<i>Mean Rank</i>		<i>EL_GA</i>	<i>EL_SA</i>	<i>EL_DA</i>	
<i>EL_GA</i>	<i>Married</i>	156	165,50	<i>Chi-Square</i>	1,073	1,014	0,892	
	<i>Single</i>	186	176,53		<i>df</i>	1	1	1
	<i>Total</i>	342			<i>Asymp. Sig.</i>	,300	,314	,345
<i>EL_SA</i>	<i>Married</i>	156	177,37					
	<i>Single</i>	186	166,58					
	<i>Total</i>	342						
<i>EL_DA</i>	<i>Married</i>	156	166,01					
	<i>Single</i>	186	176,11					
	<i>Total</i>	342						

*EL: Emotional Labor / SA: Surface Acting / DA: Deep Acting / GA: Genuine Acting*

Table 2 shows no significant association between marital status and emotional labor strategies as the p-values for all three dimensions are bigger than 0,05. H 1-b hypothesis that was built to find out whether emotional labor dimensions vary depending on marital status was not supported. Various studies to determine the relationship between emotional labor strategies and marital status indicate similar results (Kaya and Özhan, 2012: 123; Oral and Köse, 2011: 480; Wharton, 1996: 106).

#### 4.3. Emotional Labor and Age

Table 3. Kruskal-Wallis Test for Comparison of Emotional Labor Dimensions and Age

	<i>Age</i>	<i>N</i>	<i>Mean Rank</i>		<i>Age</i>	<i>N</i>	<i>Mean Rank</i>
<i>EL_GA</i>	<i>18-30</i>	95	162,97	<i>EL_SA</i>	<i>18-30</i>	95	149,31
	<i>31-40</i>	77	201,53		<i>31-40</i>	77	179,58
	<i>41-50</i>	111	168,67		<i>41-50</i>	111	174,91
	<i>51-60</i>	45	123,98		<i>51-60</i>	45	188,02
	<i>61 and up</i>	14	239,36		<i>61 and up</i>	14	197,46
	<i>Total</i>	342			<i>Total</i>	342	
	<i>Age</i>	<i>N</i>	<i>Mean Rank</i>				
<i>EL_DA</i>	<i>18-30</i>	95	155,69				
	<i>31-40</i>	77	213,94				
	<i>41-50</i>	111	160,24				
	<i>51-60</i>	45	146,50				
	<i>61 and up</i>	14	215,00				
	<i>Total</i>	342					

  

<b>Test Statistics<sup>a,b</sup></b>			
	<i>EL_GA</i>	<i>EL_SA</i>	<i>EL_DA</i>
<i>Chi-Square</i>	25,315	7,672	23,821
<i>df</i>	4	4	4
<i>Asymp. Sig.</i>	,000	,104	,000

*EL: Emotional Labor SA: Surface Acting DA: Deep Acting GA: Genuine Acting*

As the p-values for deep and genuine acting on Table 3 are smaller than 0,05, H 1-c hypothesis was partially supported. People get good at management of emotions as they get older. Since they authenticize themselves better with display rules, their acts become more genuine and effortful. Dahling and Perez (2010: 574) and Cheung and Tang (2010:336) found positive correlation between age and emotional labor strategies whereas research findings of Oral and Köse (2011: 481) and Kaya (2014: 97) revealed that age is not a predictor of emotional labor strategies.

#### 4.4. Emotional Labor and Experience

As it's seen from the Table 4, there is no significant difference ( $p > 0,05$ ) between experience and two of the sub-scales of emotional labor, here being deep acting and surface acting. Because p-values of deep acting and surface acting obtained from

Kruskal-Wallis Test is bigger than 0,05 as shown on Table 4. Yet, the p-value for genuine acting is smaller than 0,05 ( $p=.030$ ) which shows a significance between genuine acting and experience. In this case, H 1-d hypothesis has been partially accepted.

Table 4. Kruskal-Wallis Test for Comparison of Emotional Labor Dimensions and Experience

<i>Ranks</i>							
<i>Experience</i>			<i>Experience</i>				
<i>Experience</i>	<i>N</i>	<i>Mean Rank</i>	<i>Experience</i>	<i>N</i>	<i>Mean Rank</i>		
<i>EL_GA</i>	0-5	112	152,88	<i>EL_SA</i>	0-5	112	154,85
	6-10	36	188,99		6-10	36	210,14
	11-15	43	184,70		11-15	43	178,87
	16-20	33	216,65		16-20	33	151,03
	21-25	60	172,92		21-25	60	173,03
	26-30	31	154,76		26-30	31	189,94
	31 and up	27	165,28		31 and up	27	177,78
	<i>Total</i>	342			<i>Total</i>	342	
<i>EL_DA</i>	0-5	112	157,91				
	6-10	36	205,97				
	11-15	43	188,94				
	16-20	33	162,94				
	21-25	60	178,32				
	26-30	31	158,79				
	31 and up	27	164,04				
	<i>Total</i>	342					

  

<i>Test Statistics<sup>a,b</sup></i>			
	<i>EL_GA</i>	<i>EL_SA</i>	<i>EL_DA</i>
<i>Chi-Square</i>	13,986	11,558	9,099
<i>df</i>	6	6	6
<i>Asymp. Sig.</i>	,030	,073	,168

*EL: Emotional Labor SA: Surface Acting DA: Deep Acting GA: Genuine Acting*

Within all age groups, people with 16-20 years experience choose to display genuine acting more than other age groups in the course of their interactions. As people get familiar with their customers and their expectations through experience, they will be able to predict the situation dynamics and act consciously. This consciousness let them be real and act genuinely within the predictable. Wong and Wang (2009: 253) and Kruml and Geddes (2000:11) found similar results showing that previous experiences diminish the chances of role ambiguity and stand as a source of reference in dealing with repetitive interactions.

#### 4.5. Relationship of Emotional Labor with Burnout and Job Satisfaction

Deep and genuine acting both have negative relationship (DA  $r = -.215$ , GA  $r = -.310$  and  $p < .05$ ) with depersonalization as hypothesized. As individuals control and modify their inner thoughts and emotions in deep acting; and reflect their inner feelings as the same way they feel inside in genuine acting, they feel authenticated. Their observable behaviors reflect most of themselves and reduce the risk of depersonalization. Yalçın (2010: 62), Köksel (2009:79), Grandey (1999: 34) and Eroğlu (2014: 157) made researches that resulted in the direction of supporting this claim.

The research findings about tour guides' surface acting and personal accomplishment yielded a negative relationship ( $r = .319$ ,  $p < .05$ ) supporting the relevant hypothesis. When the discrepancy between inner feelings and required emotions is huge as it is the case in surface acting, all related terms with personal accomplishment such as productivity, performance and efficiency of individuals diminish. Grandey (1999: 34) and Brotheridge and Grandey (2002: 30) also supported this hypothesis with their research findings in the literature.

Brotheridge and Grandey, 2002: 30; Brotheridge and Lee, 2003: 372; Zapf, 2002: 255 found that deep acting is positively related to personal accomplishment, contradictory results emerged in the present study. While deep acting shows no association with personal accomplishment ( $r = .006$ ,  $p > .05$ ); genuine acting shows a weak negative relationship with it ( $r = -.113$ ,  $p < .05$ ). This might be due to fact that acting genuinely may times to times be contradicting the customers' expectations, thus resulting in dissatisfaction, undesired encounters and low financial gains.

Table 5. Scale Correlations

	<i>EmEx</i>	<i>Depers</i>	<i>Pers. Acc.</i>	<i>EL_GA</i>	<i>EL_SA</i>	<i>EL_DA</i>	<i>Job_Int</i>	<i>Job_Ext</i>	<i>Job_Total</i>

<i>Em Ex</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	1 0 342	,549** 0 342	,471** 0 342	-,252** 0 342	,306** 0 342	-,269** 0 342	-,369** 0 342	-,392** 0 342	-,419** 0 342
<i>Dep</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	,549** 0 342	1 0 342	,474** 0 342	-,310** 0 342	,387** 0 342	-,215** 0 342	-,351** 0 342	-,366** 0 342	-,395** 0 342
<i>Pers Acc.</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	,471** 0 342	,474** 0 342	1 0 342	-,113* 0,037 342	,319** 0 342	0,006 0,916 342	-0,051 0,346 342	-,195** 0 342	-,125* 0,021 342
<i>EL_GA</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	-,252** 0 342	-,310** 0 342	-,113* 0,037 342	1 0 342	-,376** 0 342	,403** 0 342	,325** 0 342	,241** 0 342	,319** 0 342
<i>EL_SA</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	,306** 0 342	,387** 0 342	,319** 0 342	-,376** 0 342	1 0 342	0,069 0,201 342	-0,104 0,054 342	-,129* 0,017 342	-,127* 0,019 342
<i>EL_DA</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	-,269** 0 342	-,215** 0 342	0,006 0,916 342	,403** 0 342	0,069 0,201 342	1 0 342	,384** 0 342	,435** 0 342	,449** 0 342
<i>Job_Int</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	-,369** 0 342	-,351** 0 342	-0,051 0,346 342	,325** 0 342	-0,104 0,054 342	,384** 0 342	1 0 342	,632** 0 342	,929** 0 342
<i>Job_Ext</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	-,392** 0 342	-,366** 0 342	-,195** 0 342	,241** 0 342	-,129* 0,017 342	,435** 0 342	,632** 0 342	1 0 342	,874** 0 342
<i>Job_Total</i>	<i>Pearson Cor.</i> <i>Sig. (2-tailed)</i> <i>N</i>	-,419** 0 342	-,395** 0 342	-,125* 0,021 342	,319** 0 342	-,127* 0,019 342	,449** 0 342	,929** 0 342	,874** 0 342	1 0 342

\*\**. Correlation is significant at the 0,01 level (2-tailed).*

\**. Correlation is significant at the 0,05 level (2-tailed).*

Deep and genuine acting both have negative relationship (DA  $r = -.215$ , GA  $r = -.310$  and  $p < .05$ ) with depersonalization as hypothesized. As individuals control and modify their inner thoughts and emotions in deep acting; and reflect their inner feelings as the same way they feel inside in genuine acting, they feel authenticated. Their observable behaviors reflect most of themselves and reduce the risk of depersonalization. Yalçın (2010: 62), Köksel (2009:79), Grandey (1999: 34) and Eroğlu (2014: 157) made researches that resulted in the direction of supporting this claim.

The research findings about tour guides' surface acting and personal accomplishment yielded a negative relationship ( $r = .319$ ,  $p < .05$ ) supporting the relevant hypothesis. When the discrepancy between inner feelings and required emotions is

huge as it is the case in surface acting, all related terms with personal accomplishment such as productivity, performance and efficiency of individuals diminish. Grandey (1999: 34) and Brotheridge and Grandey (2002: 30) also supported this hypothesis with their research findings in the literature.

Brotheridge and Grandey, 2002: 30; Brotheridge and Lee, 2003: 372; Zapf, 2002: 255 found that deep acting is positively related to personal accomplishment, contradictory results emerged in the present study. While deep acting shows no association with personal accomplishment ( $r = .006$ ,  $p > .05$ ); genuine acting shows a weak negative relationship with it ( $r = -.113$ ,  $p < .05$ ). This might be due to fact that acting genuinely may times to times be contradicting the customers' expectations, thus resulting in dissatisfaction, undesired encounters and low financial gains.

According to correlations findings, the hypothesis is not supported for the relationship of surface acting and intrinsic job satisfaction and slightly and partially supported for extrinsic and overall job satisfaction at insignificant levels. The results are the given on Table 7 (Job\_Int:  $-.104$ ,  $p > .05$ ; Job\_Ext:  $-.129$ ,  $p < .05$ ; Job\_Total:  $-.127$ ,  $p < .05$ ). Unlike Morris and Feldman's proposition (1997:1003), Grandey's theoretical model (2000: 104), Johnson's (2007: 65) research on customer service employees, Ghalandari and Jogh's (2012: 29) study of Iranian customer service organizations or Lam and Chen's (2012) study of 424 hotel service employees, the findings of the present study are in the same direction as those of Chu (2002: 135), Genç (2013: 86) and Chu et al. (2012: 912). According to the findings of the present study, surface acting doesn't decrease job satisfaction as expected; in other words, job satisfaction of guides is not affected by surface acting dimension of emotional labor.

The findings show that deep acting (Job\_Int:  $.384$ ,  $p < .05$ ; Job\_Ext:  $.435$ ,  $p < .05$ ; Job\_Total:  $.449$ ,  $p < .05$ ) and genuine acting (Job\_Int:  $.325$ ,  $p < .05$ ; Job\_Ext:  $.241$ ,  $p < .05$ ; Job\_Total:  $.319$ ,  $p < .05$ ) are both positively associated with intrinsic, extrinsic and overall job satisfaction. This results is also the same as Chu et al.'s research (2012: 912) on 253 hotel employees, Johnson's (2007: 39) study of 280 employees and 223 supervisors, Ghalandari and Jogh's (2012: 29) research about customer service employees as well as Uysal's (2007: 54) study on school teachers in terms of deep acting. Only Uysal (2007: 54) took genuine acting into consideration in her study and found negative relationship between two concepts.

## 5. Conclusion

Manpower planning has a number of components which include: an analysis of existing staff and their strengths and weaknesses; forecasts of the future numbers and types of staff that will be required, and when they will be required; training and staff development needs; career paths for key staff (Demir, 2004: 293). These are also such an important factors that tours have to be planned by thinking of the emotional and physical circumstances of tourist guides. The necessity of regulation of emotions is not only part of our daily non-occupational relations, but also present in the professional job setting with so many display rules regarding social, occupational and organizational environments. A multi-task profession requiring multi-faceted responsibilities in a multi-component job setting not only causes mental and physical fatigueness but also brings an emotional labor burden. This is the reason why this study is carried out in the scope of tour guiding. Besides, the quality of the interaction between tour guides and the guests not only affect tourists' satisfaction levels but also tourism image of the country.

Most participants in this survey are consisted of men; women tend to choose this profession less due to irregular working hours, absence of off days for weeks, total number of days spent away from home, maternal issues. As the profession has more disadvantages than its perks, it's much more preferable at younger ages. The reason behind this is the accumulation of too much mental and physical burden over time, health problems, the desire to spend time at home to see their children growing up, make of adequate savings for retirement or for investment on other types of businesses that they are interested in. It's also due to the fact that the profession holds unemployment risk in a highly sensitive industry subject to crisis of all kinds as well as lack of job security and occupational legislation. The percentage of single tour guides is higher than that of married ones. The nature of the profession makes it difficult for tour guides to sustain a healthy marriage life. Uncertainty of working hours and periods, no work permits during holiday seasons, long tours away from their home pins them down to either stay single or change their job positions as they get married. Most prefer working on a freelance basis; one of the possible reasons behind this is seasonality and they try to make most out of a limited season rather than confining themselves to the offers of a specific tour operator who cannot promise them the exact amount of tours they will execute. Working on a freelance basis also brings advantages to them in terms of financial earnings. The analyses revealed that men tend to adopt surface acting more than women whereas deep and genuine acting don't differentiate between men and women; the older the tour guides get, the more they are likely to engage in deep and genuine acting; while the years spent on the job increase, tour guides start internalize themselves and their emotions better with their jobs, they learn which emotions produce the desired results and when there is a good job-personality fit, they don't need to engage in surface acting. Surface acting is used as a shield to avoid the unpredictable and undesirable encounters.

In terms of burnout, those who surface act are found to be subject to emotional exhaustion more whereas deep and genuine acting protects them against emotional exhaustion. As the gap between the inner feelings and emotions displayed increases so is the level of emotional exhaustion. If tour guides chooses to engage continuously in surface acting, they suffer from emotional exhaustion as they work with almost no pauses over a period of time, from the early hours in the morning to almost midnight which means a repetitive interaction with a great number of tourists with different expectations and problems. On



the other hand, perception of surface acting as a requisite of the job to elicit satisfaction, do what is expected and avoid problems; because a satisfied tourist is key to good image, repeat business, high sales and good reputation of the tour guide. Although surface acting was expected to relate negatively to intrinsic, extrinsic and overall job satisfaction of tour guides, it's seen that there's no relationship at all with intrinsic job satisfaction and an insignificant negative relationship with extrinsic and overall satisfaction. Since intrinsic job satisfaction items are designated to elicit answers about tour guides' opinion on trying their own methods, occasionally trying out new things, freedom to decide and act individually, tell others what to do etc.; and extrinsic job satisfaction about appraisal they get, wages, application of company policies etc., surface acting doesn't seem to arouse unfavorable outcomes. This is mostly because tour guides work in an autonomous environment. There is a feeling of greater responsibility, independence and autonomy within a physically attractive job setting. They are not like blue or white collar employees who starts every day at the same hour after a long journey on public transportation who is then supervised all day long by their managers in a boring and monotonous office setting. And even they have a program to follow, they are responsible for scheduling the rest of the details and make the arrangements for the day. These might be the possible reasons that reduce the unfavorable outcomes of emotional burden from them. On the other hand, deep and genuine acting is positively related to all three dimensions of job satisfaction.

## **6. Further Implications**

Literature is formed with an inspection of employees who are abided by strict display rules and close supervision in the organizational setting. So the effects should also be investigated more often in the scope of other freelance occupations as well as other positions in the hospitality industry to better understand the concepts. One reason behind the contradiction of some of the findings in the present study could be the absence of a selection criteria for tour guides or performance evaluations at specific intervals – other than guest surveys- as in a classical organizational structure. Thus, mismatch of right person and job might increase the necessity for emotional regulation efforts of tour guides if they don't have the skills required to be a tour leader. On-the-job trainings might be initiated by both their employers and also through official institutions such as Ministry of Culture and Tourism and Chambers of Tour Guides. The research could be enlarged to a greater population to see if the results match those of the present study and the scales could be arranged in a way to respond to characteristics of the industry.

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