



Research Article

**EXAMINING THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND BURNOUT: A  
RESEARCH ON TOURIST GUIDES IN ŞANLIURFA**

Seyit Ahmet SOLMAZ<sup>1\*</sup> (orcid.org/ 0000-0002-7224-3605)

Levent Selman GÖKTAŞ<sup>2</sup> (orcid.org/ 0000-0001-6675-3759)

<sup>1</sup>Harran Üniversitesi, Turizm Fakültesi, Turizm Rehberliği Bölümü, Şanlıurfa, Türkiye

<sup>2</sup>Harran Üniversitesi, Turizm Fakültesi, Gastronomi ve Mutfak Sanatları Bölümü, Şanlıurfa, Türkiye

Özet

This research was conducted on tourist guides as employees who intensively use emotional labor while performing their profession. Sanliurfa province is a destination where touristic intensity is high in certain periods of the year in terms of its climatic characteristics, which is thought to be challenging for guides in terms of climate. At the same time, it is a province where international tourism activities take place in terms of hosting an internationally important work such as “Göbeklitepe”. For this reason, the research was conducted in Sanliurfa. The aim of the study is to determine the emotional labor behaviors and burnout levels of tourist guides working in Sanliurfa and to examine the relationship between these two variables. The sample of the research consists of 108 active tourist guides with national and regional tourist guide certificates, who are affiliated to Sanliurfa Regional Chamber of Tourist Guides. In this study, data obtained by questionnaire method and the collected data were analyzed with the help of statistical package programs. Research findings show that there are significant relationships between emotional labor and burnout. In addition, emotional masking, and emotional effort, which are sub-dimensions of emotional labor, were found to have a significant effect on depersonalization, which is a sub-dimension of burnout.

**Anahtar Kelimeler:** Emotional labor, Burnout, Tourist Guide, Tourism, Sanliurfa

**Introduction**

The fact that emotional labor and burnout are seen in professions that establish frequent and intense relationships with people makes it important to examine those working as tour guides from this perspective. The concept of emotional labor is a valid and important concept for service sectors, and when evaluated with job stress, it is a critical issue that will cause negative situations in individuals and even push the individual to burnout (Akdu and Akdu, 2016). The concept of burnout is a factor that causes employees to distance themselves from their jobs and not be able to exhibit the desired performance, and it is an issue that should be given importance for tour guides (Yanar, 2018). Tour guides can exhibit more intense and diverse forms of emotional labor behaviors to create positive emotional states in visitors with different tastes, perceptions, and cultural characteristics. Since tour guides have strategic importance for the destination, tourism businesses and tourists, in addition to being well-educated, they also need to have qualities such as leadership, behavioral flexibility, patience, understanding, humor and determination (Koroğlu et al., 2012; Kaya and Özhan, 2012). However, expecting tour guides to fulfill such a wide variety of tasks can lead to increased levels of occupational burnout. A study conducted by Carnicelli-Filho (2011) concluded that tour guides are physically and mentally worn out because of dealing with people with different requests throughout the day. This wear and tear can lead to burnout.

Tour guides play a critical role in influencing visitor experiences and organizational success (Alrawadieh et al., 2019). However, limited scientific research has been conducted on how this process affects tour guides psychologically and socially (Bayhan and Saldamlı, 2022). In this study, the emotional labor behaviors of tour guides, as employees who perform a significant amount of emotional labor or are expected to do so by their employers while performing their profession, and their effects on burnout levels were discussed. An empirical study was conducted on tour guides working in Sanliurfa, one of Türkiye’s important cultural, religious and

\*Corresponding author: [seyitahmetsolmaz@harran.edu.tr](mailto:seyitahmetsolmaz@harran.edu.tr)

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gastronomic destinations, and an attempt was made to re-test the arguments put forward theoretically and practically in the literature.

### **Literature Review**

The relationship between emotional labor and burnout, which has been a subject of intense research in the literature for years and is important, still maintains its importance for employees operating in the service sector, such as tour guides. Emotional labor, which was customary in low-status jobs in the past, has become more important among all occupational levels in the developing tourism economy. The most crucial element that distinguishes emotional labor from other types of labor is the expenditure of emotional labor during the provision of the service to the consumer. For example, tour guides use emotional labor to connect with visitors while on tour and to create a stress-free environment for tourists to enjoy the tour (Al-Okaily, 2022; Hillman, 2023).

Grandey (2003) explained the emotional exhaustion caused by emotional labor in his research as the tension created by experiencing emotional conflict and the depletion of emotional resources due to the person constantly acting against those he serves. Depletion of emotional resources is known as emotional exhaustion (Amissah et al., 2022). Depersonalization is the restriction of the ability of an emotionally exhausted person to communicate with the people around him (Bolton, 2005). When a person realizes the difference between his previous positive and negative behaviors, he will begin to feel that his efficiency for both the business he works for, and his environment has decreased. Under these conditions, individuals feel inadequate in terms of their responsibilities in their work lives and their communication with other people (Altan and Özpehlivan, 2019). Burnout syndrome is a state of chronic physical and emotional fatigue and has been accepted as an important problem in various sectors, including the tourism sector. Because burnout syndrome causes demoralization in employees, causes a decrease in service quality and, as a result, increases the rate of employee turnover (Tibebu et al., 2021).

Tour guides often must manage their emotions in order to meet tourists' expectations and provide high-quality service (Akgunduz and Eser, 2022). Therefore, the relationship between emotional labor and burnout becomes important for tour guides. Research suggests that emotional labor can consume resources and lead to burnout, which can lead to negative consequences such as service sabotage, decreased job satisfaction, and decreased customer focus (Lee and Ok 2014; Lee and Madera, 2019).

In their research, Demirdelen Alrawadieh and Dinçer (2021) concluded that the emotional dissonance that occurs when there is a disconnect between internal emotions and external expressions of tour guides reduces their quality of work life and increases burnout and intention to leave the job. Kaya and Özhan (2012) examined the relationship between the emotional labor exhibited by tour guides and burnout levels. The researchers concluded that there is a negative relationship between the in-depth and sincere behavior dimensions of emotional labor and the depersonalization sub-dimension of burnout, and a positive relationship between the sense of personal accomplishment. In addition, Akdu and Akdu (2016) investigated the effects of emotional labor and job stress on burnout in their research on tour guides. The researchers revealed that there are positive relationships between tour guides' job stress and emotional labor, between job stress and burnout, and between emotional labor and burnout, and that emotional labor has a mediating effect on the relationship between job stress and burnout.

Tour guides exhibit behaviors that require intense emotional labor to meet customer demands throughout the tour while performing their duties. Yanar (2018) concluded in his research that tour guides display the superficial behavior dimension of emotional labor at an important level and that they experience a feeling of desensitization and emotional exhaustion in this direction. According to qualitative research conducted by Wong and Wang (2009), tour guides exhibit emotional behaviors such as being friendly, establishing friendship, being polite and enthusiastic towards customers throughout the tour. In addition to these behaviors, they must hide their feelings such as anger and resentment. It has been stated that this situation causes guides to experience emotional distress and burnout depending on the duration of the tour and the number of tourists. Burnout can also lead to quitting the profession. For example, Gökdemir (2017) concluded in his research that burnout has a direct effect on tour guides' intention to quit the profession.

### **Methodology**

## **Purpose and Importance of the Research**

This research was conducted on tourist guides, who are employees who exert intense emotional labor while performing their profession. As stated in the literature review section, the relationship between emotional labor and burnout has been addressed and examined in the literature in many different occupational groups. The number of studies conducted on the emotional labor behaviors of tourist guides, who must meet the expectations of tourists and support them in many ways, and their effects on burnout levels is extremely limited. Şanlıurfa, the province where the study sample was selected, challenges tourist guides more than many other destinations in Türkiye in terms of the climate characteristics it exhibits. Both temperature and temporal and spatial concentration indicate that emotional labor and burnout will occur in vastly different ways in tourist guides working in this region. In this context, the aim of the study can be expressed as determining the emotional labor behaviors and burnout levels of tourist guides working in Şanlıurfa and examining the relationship between these two variables.

## **Data Collection Tool and Scales**

The survey was preferred as a data collection tool in the study. The reason for this is that it makes it more possible to collect data from a relatively large sample group. At the same time, the data obtained with the survey offers reasonable opportunities in terms of conducting statistical tests. The survey form basically consists of two main sections. The first section includes statements prepared according to the "5-point Likert" scale to measure the basic variables of the study, "emotional labor" and "burnout". These statements were scored from negative to positive participation, as is commonly used in all Likert scales (1-Strongly Disagree; 5-Strongly Agree). The second section of the survey includes a total of 8 questions prepared categorically in order to determine the demographic characteristics of the tourist guides included in the sample, such as their age, gender and marital status; as well as their professional characteristics, such as their level of education, the years they have been practicing their profession, their foreign languages and their license type.

The first part of the survey includes the "Emotional Labor" scale. The scale developed by Chu and Murmann (2006) for the hospitality industry and known in the literature as the "Hospitality Emotional Labor Scale-HELS" was used. This scale includes a total of nineteen statements to measure the two basic dimensions of "Emotional Dissonance" (11 statements) and "Emotional Effort" (8 statements). The relevant scale has been used in many studies and its validity has been proven (Gürsoy, Boylu, and Avcı, 2011; Rathi, Batnagar, and Mishra, 2013; Demirdelen Alrawadieh, 2021). To examine the burnout levels of tour guides, the "Burnout" scale, consisting of a total of 6 statements developed by Babakus et al. (2009), was preferred.

The ethics document of the research was obtained from the Harran University Social and Human Sciences Ethics Committee with the date 12.06.2024 and the number 2024/154.

## **Research Sample**

The research was conducted in Şanlıurfa, one of the most important faith, culture and gastronomy destinations in Turkey. The reason for choosing Şanlıurfa as the research sample is that it is one of the most visited cities in Turkey, the climatic characteristics of the region are challenging and there is a high seasonal concentration. In addition, no such study was found on tourist guides working in Şanlıurfa. Şanlıurfa was chosen as the sample province because it also provides an opportunity to examine regional differences. Convenience sampling was chosen as the sampling method. This method, in which all the guides who were surveyed could be included in the sample, was also evaluated as the most appropriate method for data collection because it is an advantageous sampling technique in terms of cost, time, speed and accessibility. All the tourist guides constituting the research sample are "Active" tourist guides working under the "Şanlıurfa Regional Tourist Guides Chamber" Considering that approximately 150 guides are operating, the sample size was determined as "108" guides by calculating according to the sample size formula with a 95% confidence interval. Considering that there may be missing or incorrect data, a survey was applied to 120 tourist guides and the surveys received from "114" tourist guides were included in the analysis as the final research sample.

## **Validity and Reliability**

Validity is explained as the degree to which the scales used in the study can measure the phenomenon or phenomena that are intended to be measured (Altunışık et al., 2007). However, the validity of a study should be evaluated through internal validity, external validity and scale validity (Gliner, Morgan, and Leech, 2015). When other studies in the literature are taken into consideration in terms of internal validity, which expresses the dependent-independent variable relationship between the variables of the study, it can be said that the study

is sufficiently valid. External validity was achieved by creating the sample correctly and healthily; scale validity was achieved by choosing scales frequently used in similar studies in the literature.

In determining the reliability of the scale, Cronbach's alpha coefficient, which is a method frequently used in social science research, was examined. In the reliability analysis, the statements with negative expression-total correlation and values below 0.25 were removed from the analysis in order and the analysis was repeated. As a result, the Cronbach's alpha coefficient for the emotional labor scale was calculated as 0.809; and the Cronbach's alpha coefficient for the burnout scale was calculated as 0.855. These values are above the acceptable value of 0.70 and show that the internal consistencies of both scales are high (Kayış, 2005; Altunışık et al., 2007).

### Research Hypothesis

The close relationship between emotional labor and burnout is stated in the literature review section of the research. Indeed, Diefendorf and Gosserand (2003) also stated that individuals' superficial behavior and role-playing would increase their burnout levels. However, many empirical studies conducted in the tourism industry have also found that emotional labor has a significant effect on individuals' burnout levels (Brotheridge and Grandey, 2002; Van Dijk and Brown, 2006; Hwa, 2012; Demirdelen Alrawadieh, 2021). Akdu and Akdu (2016), who conducted a study on tourist guides, found a positive and significant relationship between emotional labor and burnout. The study of İrigüler and Güler (2016) also produced results that support the relationship expressed above. In the study of Demirdelen Alrawadieh (2021), who conducted a study on tourist guides, it found that two dimensions of emotional labor, emotional dissonance, and emotional effort, were effective on burnout. As a result of these explanations, the research hypothesis formulated as follows.

**H<sub>1</sub>: The emotional labor performed by tour guides affects their burnout levels.**

### Findings and Discussion

Frequency analysis was conducted to determine the demographic structure and professional characteristics of the tourist guides included in the research sample. The analysis results are presented in detail in Table 1. It is seen that the distribution of the tourist guides participating in the research is close to each other in terms of gender. In this context, the rate of male participants is 59.6% (N: 68), and the rate of female participants is 40.4% (N: 46). When the distribution of tourist guides by age is examined, it is seen that 50% of the participants are between the ages of 35-49. This rate is followed by tourist guides between the ages of 25-34 with 18.4%. The rate of young guides who are new to the profession (7.9%) and guides over the age of 60 (9.6%) is relatively low. The distribution of the participating guides is also close to each other in terms of marital status. Most of the tourist guides participating in the research have bachelor's (43.9%) and master's (30.7%) degrees. In addition, there were also tourist guides with doctoral degrees in the sample group (12.3%; N: 14).

**Table 1. Frequency Analysis Results for the Characteristics of Participating Tourist Guides**

Variables	Categories	Frequency	Percentage (%)
<b>Gender</b>	Male	68	59,6
	Female	46	40,4
<b>Age</b>	Ages 18-24	9	7,9
	Ages 25-34	21	18,4
	Ages 35-49	57	50,0
	Ages 50-59	16	14,0
	Ages 60	11	9,6
<b>Marital status</b>	Married	65	57,0
	Single	49	43,0
<b>Educational Status</b>	Associate degree	15	13,2
	Bachelor's degree	50	43,9
	Master's Degree	35	30,7
	PhD Degree	14	12,3
<b>Professional Experience</b>	Between 3-6 Years	15	13,2
	Between 7-10 Years	50	43,9

	Between 11-15 Years	35	30,7
	16 Years and Above	14	12,3
<b>Language of Guidance</b>	English	66	57,9
	German	7	6,1
	Arabic	7	6,1
	Other*	34	29,8
<b>License Type</b>	Regional	34	29,8
	National	80	70,2
<b>Working Method</b>	Freelance Tourist Guide	97	85,1
	Affiliated with a Travel Agency	17	14,9

\*Number of tour guides who answered other: Spanish: 4; French: 3; Russian: 3; Japanese: 1, Indonesian: 1; Dutch: 1; Italian: 1

The professional characteristics of the participating tour guides are also given in Table 1. Accordingly, tour guides with professional experience between 7-10 years (43.9%) and 11-15 years (30.7%) constitute most of the sample. These rates are important in terms of showing that data was obtained from experienced tour guides. Because emotional labor and burnout are conditions that progress in direct proportion to the years spent in the profession. It is seen that the weight of the badge languages of the participating tour guides is English (57.9%). The fact that English is a world language makes this value meaningful. In addition, the badge languages of the participating tour guides include German (7%), Arabic (7%), Spanish, French, Russian and even Indonesian (Other Languages: 29.8%).

Factor analysis is used to facilitate the analysis by providing the propositions in the scales used to measure the phenomena to be examined in the context of the research to be collected under fewer dimensions and to group similar variables. Beforehand, the suitability of the data set for parametric tests and factor analysis was evaluated. For this purpose, the normal distribution status and variance homogeneity of our data set were evaluated. For this purpose, the mode, median and arithmetic mean values of the data set were examined, and it was seen that they were close to each other. The fact that the kurtosis and skewness figures of the data set were between +2.5 and -2.5 also revealed that the data set used in the research exhibited an appearance close to normal distribution (Tabachnick and Fidell, 2015).

**Table 2. Emotional Labor Scale Factor Analysis Results**

<b>Factor Dimensions</b>	<b>Eigenvalue</b>	<b>Exp. Variance</b>	<b>Mean</b>	<b>C. Alfa (<math>\alpha</math>)</b>	<b>Factor Loading</b>
<b>Emotional Masking</b>	<b>3,607</b>	<b>30,055</b>	<b>2,8452</b>	<b>0,846</b>	
I display fake attitudes in my interactions with tourists.					<b>0,878</b>
I put on fake facial expressions to reflect the emotions required by my job.					<b>0,872</b>
I try to look nice even if I don't really feel it for the sake of the tourists.					<b>0,758</b>
I reflect the emotions I truly feel to tourists.					<b>0,729</b>
I can hide what I really feel to display the emotions I need to convey to tourists.					<b>0,727</b>
When providing service to tourists, I try to reflect certain emotions that the agency from which I purchased the tour wants me to show.					<b>0,503</b>
<b>Emotional Effort</b>	<b>1,743</b>	<b>14,525</b>	<b>3,8894</b>	<b>0,506</b>	<b>Factor Loading</b>
I always try to experience the emotions I need to show in my interactions with tourists.					<b>0,693</b>
When I start a tour, I think about the beauties I will encounter throughout the tour.					<b>0,656</b>
I do my best to reflect the positive emotions I need to show to tourists.					<b>0,549</b>
<b>Emotional Control</b>	<b>1,711</b>	<b>14,260</b>	<b>3,2282</b>	<b>0,561</b>	<b>Factor Loading</b>
While providing service to tourists, I behave appropriately to meet customer expectations.					<b>0,789</b>
I try not to experience my true emotions in my interactions with tourists.					<b>0,702</b>

I may show emotions in my behavior that I do not really feel.

0,639

**Note:** Principal Components Analysis with Varimax Rotation: Explained Variance: 58.84; KMO: 0.669; Bartlett's Test of Sphericity:  $p < 0.001$ ; Chi-Square: 511.751; df: 66; Evaluation Range: (1)-Strongly Disagree – (5) Strongly Agree.

The emotional labor scale was subjected to factor analysis. Principal components analysis was performed with the varimax rotation method. The varimax rotation technique was preferred to create a clearer and more understandable factor and to provide a more distinct separation between variables. At the same time, this method creates variables that are easy to interpret and meaningful in terms of maximizing high factor loadings and minimizing low loadings.

The data set is suitable for factor analysis as stated in the note below Table 2. The explained variance of the data set is 58.84%. These values reveal that approximately 59% of the data is explained by the principal components. The Kaiser-Meyer-Olkin (KMO) test result used in the examination of sample adequacy is 0.669. This value is between 0.60-0.70, which is the acceptable limit (Eroğlu, 2005). On the other hand, the Bartlett test result is significant ( $p < 0.001$ ); the Chi-Square value (511.751) is high. These values mean that the data set is suitable for factor analysis.

As a result of factor analysis, 3 dimensions with eigenvalues greater than 1 were obtained. The dimension with the highest explanatory power is the "Emotional Masking" dimension with a variance value of 30.055%. This is followed by the "Emotional Effort" dimensions with 14.525% and the "Emotional Control" dimensions with 14.260%. As can be understood from this, emotional labor behavior consists of emotional masking behavior.

Emotional masking means that tour guides exhibit a behavior that we can describe as "behaving as they should" rather than the emotions they feel. The arithmetic mean value of this dimension, which consists of 6 propositions with a very high factor loading, is 2.845. This means is close to the median value of 3 and shows that the agreement with the emotional masking propositions is low. This value can be interpreted as tour guides reflect the emotions they feel to tourists as close to reality while performing their services, but in some cases, they can do the opposite. Because every tour guide may have to act politically towards tourists from time to time. The answers given also support this political attitude.

The second dimension of emotional labor, "Emotional Effort", includes 3 propositions with factor loadings between 0.50 and 0.70. The arithmetic means of these propositions regarding the willingness to show positive behaviors while serving tourists is 3.8894. This dimension, which has a high arithmetic mean, shows that the motivation of tourist guides working in Şanlıurfa to behave positively towards their guests is high.

The third and last dimension, which includes propositions regarding professional behavior in relations with tourists, is called "Emotional Control". The statements "I exhibit appropriate behaviors that can meet customer expectations while providing services to tourists" (0.789) and "I make an effort not to experience my true emotions in my relations with tourists" (0.702) are the two main propositions of the dimension with quite high factor loadings. This dimension, which has an arithmetic mean value of 3.2282, reveals that tour guides tend to behave in a manner like that in the "Emotional Masking" dimension.

When Table 2 is evaluated in general, it shows that the tourist guides working in Şanlıurfa perform their jobs within professional boundaries and the behavior patterns required by the profession. Guides who have emotional control, when necessary, should also know how to hide their feelings when necessary. It is important for guides who sell information to produce services that are in line with the expectations of their customers, the tourists, for their existing customers to be satisfied with them.

**Table 3. Burnout Scale Factor Analysis Results**

Factor Dimensions	Eigenvalue	Exp. Variance	Mean	C. Alfa ( $\alpha$ )	Factor Loading
<b>Emotional Exhaustion</b>	<b>2,690</b>	<b>44,837</b>	<b>2,5652</b>	<b>0,857</b>	
I feel exhausted at the end of the workday.					<b>0,896</b>
I feel burnt out from my job.					<b>0,849</b>
I feel emotionally drained from my job.					<b>0,764</b>
<b>Desensitization</b>	<b>1,735</b>	<b>28,924</b>	<b>2,4140</b>	<b>0,743</b>	<b>Factor Loading</b>



I feel like I treat some clients like objects.	<b>0,881</b>
Ever since I started this job, I feel like I have become indifferent to people.	<b>0,644</b>
I worry that this job is dulling me emotionally.	<b>0,607</b>

**Note:** *Principal Components Analysis with Varimax Rotation: Explained Variance: 73.760%; KMO: 0.811; Bartlett's Test of Sphericity:  $p < 0.001$ ; Chi-Square: 319.142; df: 15; Evaluation Range: (1)-Strongly Disagree – (5) Strongly Agree.*

Factor analysis was also performed for the scale consisting of 6 propositions regarding burnout behavior, which is the dependent variable of the study. As a result of the factor analysis, the variance explained by the six propositions under two main dimensions with eigenvalues greater than 1 is 73.76%. The KMO value calculated for this scale is 0.811; the Barlett test result is also significant ( $p < 0.001$ ). The factor analysis results regarding the burnout scale are presented in detail in Table 3.

The arithmetic means of the responses given to both dimensions explaining burnout behavior show that the burnout levels of tourist guides are quite low in both emotional exhaustion (2.5652) and desensitization (2.4140), which expresses emotional cooling. These values can be interpreted as guides loving their profession and having a resilient character structure in overcoming the problems they encounter. On the other hand, it is seen that all the tourist guides participating in the research (% 85.1; N: 97) carry out their activities as freelance tourist guides without being affiliated with an agency (Table 1). This situation can be evaluated as a natural result of the fact that tourist guides are not exposed to a burnout situation caused by employer pressure at least.

It was examined whether there was a statistically significant difference in terms of demographic and professional characteristics of tourist guides based on research variables. For these purposes, independent sample t-test was used for differences in binary group variables, and Anova analysis, which is one-way analysis of variance, was used for differences in three or more categorical variables. T-test results are given in Table 4, and the results of Anova analysis are given in detail in Table 5.

**Table 4. Independent Sample T-Test Analysis Results\***

Dimensions	Variable	Frequency	Mean	Standard Deviation	Mean Diff.	t Value	p.
<b>Emotional Masking</b>	Regional	34	3,0931	0,65029	<b>0,35326</b>	<b>2,659</b>	<b>0,009</b>
	National	80	2,7399	0,64850			
<b>Emotional Control</b>	Freelance Tourist Guide	97	3,1651	0,68601	<b>-0,42314</b>	<b>-2,314</b>	<b>0,023</b>
	Affiliated with a Travel	17	3,5882	0,75027			
<b>Emotional Exhaustion</b>	Freelance Tourist Guide	97	2,4581	0,96833	<b>-0,71837</b>	<b>-2,694</b>	<b>0,008</b>
	Affiliated with a Travel	17	3,1765	1,25343			
<b>Emotional Exhaustion</b>	Married	65	2,3034	0,95586	<b>-0,60921</b>	<b>-3,217</b>	<b>0,002</b>
	Single	49	2,9126	1,05844			

\* Only dimensions and features that produce statistically significant differences are included. ( $p < 0.05$ ) No significant differences were found in other variables in terms of unique features ( $p > 0.05$ ).

As seen at the Table 4, it is seen that there is a statistically significant difference in the sub-dimensions of emotional labor, “Emotional Masking” and “Emotional Control”, according to whether the tour guides have a regional or national badge and whether they work freelance or for an agency. It is seen that guides working regionally tend to hide their true feelings compared to guides with a national badge. In addition, it is understood that emotional control behavior is higher in guides working for an agency. This situation can also be evaluated because of working for an employer. On the other hand, it is seen that guides working for an agency have a higher average in terms of emotional exhaustion than freelance guides. The burnout level of single guides is also much higher than married men. It is thought that the sense of responsibility brought by marriage raises the burnout threshold in individuals.

A significant difference was observed in the emotional masking behaviors of the tour guides according to their ages ( $p < 0.05$ ). As understood from Table 5, the younger guides show a higher tendency to hide their true emotions. On the other hand, this situation indicates the exact opposite for the guides aged 50 and over. It is seen that individuals tend to display their emotions and behaviors closer to reality as they get older. At the same time, it is possible that the individual tolerance levels of experienced tour guides towards guests are lower than their young colleagues. According to professional experience, it is understood from the arithmetic means

of the responses to the propositions that the emotional control abilities are higher in young guides, while the experienced guides have a behavioral tendency parallel to the above behavior (Table 5).

**Table 5. Anova Analysis Results Regarding Research Variables**

Dimensions	Variable	Frequency	Mean	Standard Deviation	F Value	p.
<b>Emotional Masking</b>	18-24 Ages	9	2,8889	,90523	4,681	0,002
	<b>25-34 Ages *</b>	<b>21</b>	<b>3,2937</b>	<b>,72821</b>		
	35-49 Ages	57	2,8337	,57658		
	<b>50-59 Ages *</b>	<b>16</b>	<b>2,5000</b>	<b>,53403</b>		
	Ages 60 and above	11	2,5152	,52416		
<b>Emotional Control</b>	<b>3-6 Years**</b>	<b>15</b>	<b>4,0667</b>	<b>,60684</b>	11,601	0,001
	7-10 Years	50	3,0596	,64136		
	11-15 Years	35	3,0390	,68102		
	16 Years and above	14	3,4048	,39610		

\* Groups that produce a significant difference.

\*\* The difference between the groups is due to the difference between 3-6 years of professional experience and all other groups.

Correlation analysis was conducted to examine the status of the dependent and independent variables of the study within themselves and with other variables. Table 6, where the correlation analysis results are presented, shows that there are significant and negative relationships between some variables. The most striking finding is that there is a negative correlation between desensitization and emotional effort. This situation shows that tour guides who are desensitized to the behaviors of their guests tend to behave in the opposite direction in terms of showing emotional effort. In other words, a guide who does not care about the behaviors of the customers does not feel the need to make an additional emotional effort to make them happy.

**Table 6. Correlation Analysis Results for Research Variables**

Dimensions	(1)	(2)	(3)	(4)	(5)
<b>Emotional Masking (1)</b>	1				
<b>Emotional Effort (2)</b>	-,048	1			
<b>Emotional Control (3)</b>	,190*	-,003	1		
<b>Emotional Exhaustion (4)</b>	,167	-,094	,105	1	
<b>Desensitization (5)</b>	,353**	-,366**	,178	,609**	1

\*\* Significant correlation at 0.01 level

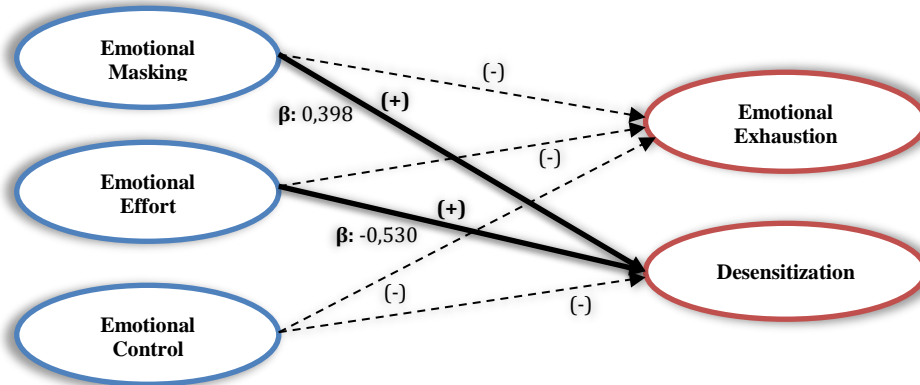
Multiple linear regression analysis was conducted to determine the effect of the sub-dimensions of the "Emotional Labor" behavior, which is the independent variable of the study, on the sub-dimensions of the "Burnout" behavior, which is the dependent variable. The regression analysis results are indicated in Table 7. As a result of the regression analysis conducted on the effect of the sub-dimensions of emotional labor behavior on the first dimension of burnout, emotional exhaustion, it was seen that the Anova test result was not significant ( $p > 0.05$ ). This situation reveals that emotional exhaustion is not explained by the emotional labor dimensions. In fact, the findings obtained because of the correlation analysis did not reveal a significant relationship between the sub-dimensions of emotional labor and emotional exhaustion.

The model developed for the effect of emotional labor dimensions on desensitization, another sub-dimension of burnout, is found to be significant ( $p < 0.05$ ). The Durbin Watson (DW) coefficient of the model is also remarkably close to 2. This value indicates that the model is suitable, and the probability of autocorrelation is low. The  $R^2$  value calculated because of the analysis is 0.260. This value shows that 26% of the dependent variable, desensitization, is explained by the sub-dimensions with a significant beta ( $\beta$ ) value. It is understood



that the strongest effect is produced by emotional effort, which has a beta value of -0.530. Thus, the negative relationship between emotional effort and desensitization, which emerged in the correlation analysis, was also confirmed because of the regression analysis.

**Figure 1. The Effect of Emotional Labor on Burnout**



When the findings are evaluated in general, it is seen that there is a significant relationship between emotional labor and burnout. However, burnout is a complex and broad emotional state that cannot be explained only by emotional labor behavior. However, the emotional labor exhibited by individuals partially explains burnout behavior. Based on this, no statistically significant relationship was found between all sub-dimensions of emotional labor, which is the independent variable of the study, and all sub-dimensions of burnout; however, since the emotional effort and emotional masking dimensions produced a significant effect on the desensitization dimension, it was concluded that the  $H_1$  hypothesis was partially accepted.

## Discussion and Conclusion

This study aimed to determine the emotional labor behaviors and burnout levels of tourist guides working in Şanlıurfa. The findings show that the emotional labor behaviors exhibited by tourist guides while performing their professions are grouped under three main dimensions. These dimensions are named as “Emotional Masking”, “Emotional Effort” and “Emotional Control”, respectively. It was concluded that the guides exhibited a moderate attitude in the emotional masking dimension, that is, they reflected the emotions they felt, but they could also hide their emotions when necessary. Guides who had to hide negative emotions may begin to experience emotional distress and feel burnout (Wong and Wang, 2009). In the emotional effort dimension, which expresses the desire and motivation of the guides to exhibit positive behaviors towards tourists, the result shows that the guides are willing to exhibit positive behaviors. İnanır (2019) reached a similar conclusion in his research. As a result of the research, it was stated that tour guides exhibit sincere hospitality in their relations with customers, try to convey positive emotions to tourists, and behave in a way that can meet their expectations while providing services to tourists. When the results of the emotional control dimension are examined, it is revealed that tour guides can control their emotions when necessary. Although tour guides could control their emotions, it is not certain that every tour guide can apply this behavior. For this reason, the subject of emotional control should be added to the tourist guide department curriculum and emotional processes should be taught to students (Örnek and Avcı, 2019).

In the study, the burnout levels of tourist guides were examined under two main dimensions, namely “Emotional Exhaustion” and “Depersonalization”. When the burnout level results were examined, it was concluded that the burnout levels of the guides were generally low. This situation can be evaluated as an indicator that the guides love their profession and have a resilient structure in overcoming the difficulties they encounter. Similarly, in the study conducted by Kırıcı and Özkoç (2017), the burnout levels of tourist guides were found to be low and they concluded that the guides performed their job with a high level of satisfaction and motivation. It was observed that freelance guides were less affected by burnout caused by employer pressure because they did not work for an employer. Awareness training is of significant importance for guides to reach a lower level of burnout. Because awareness training can potentially reduce burnout more (Johnson and Park, 2020).

When the results of the analyses conducted in terms of demographic and professional characteristics were examined, it was understood that there were significant differences between some groups. It was observed that young guides had a higher tendency to emotional masking than their older colleagues. It can be thought that this result is related to the fact that guides embrace the fun, social and dynamic aspects of the profession more

at the beginning of their careers and see the tiring and difficult aspects at an older age (Akdu and Akdu, 2016; Yanar, 2018). It was also found that freelance guides had lower levels of emotional control and burnout than agency employees. These findings show that professional experience and working conditions affect the level of emotional labor and burnout.

When the results of the correlation and regression analyses were examined, it was concluded that there were some significant relationships between emotional labor and burnout. It was found that there was a negative relationship between desensitization and emotional effort, and this relationship was also confirmed in the regression analysis. This situation shows that guides who are desensitized to their guests do not feel the need to make extra efforts to make them happy. Because previous studies have shown that tourist guides who exhibit sincere behavior have low levels of desensitization (Kaya and Özhan, 2012). Overall, the findings of this study show that there are significant relationships between emotional labor and burnout, but burnout is a complex emotional state that cannot be fully explained by emotional labor alone.

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