

How to Improve Tour Leaders and Guides Service Performance through Emotional Display Rules – The Moderating Effect of Job Stress

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Abstract

If tour guides or leaders want to improve service quality, their emotions must be treated squarely and systematically trained. Therefore, this research explored the impacts of the emotional display rules on tour leaders and guides facing occupational stress regarding service performance and the moderating effect of job stress to construct a service performance model. The questionnaire survey was based on legally registered consolidated travel agencies in Taiwan's northern, central, and southern regions. Each selected travel agency was sent 10 questionnaires for the tour leaders or guides who worked for the agency to fill in. A total of 5,616 questionnaires were distributed. And 394 valid questionnaires were obtained. Data were processed using Partial Least Squares- Structural Equation Modeling. Results revealed that trust and work involvement significantly influence emotional display rules, and job stress has moderation effects on emotional display rules and service performance. This study utilized a service performance impact model to explore and verify. The results provide specific and meaningful verifications for academic research on job stress and emotional labour. This would fill the research gap in previous literature on emotional labour and discussion on travel agencies. This research provides references in both practical and academic fields through different perspectives.

Key Words: customer orientation, trust, job involvement, emotional display rules, job stress, service performance.

JEL Classification: M12, M54

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1. Introduction

Tour leaders and guides play a trustworthy and reliable role in guiding tourists. They provide knowledge from a professional perspective during the traveling process and patiently and efficiently allay tourists' nervousness. Therefore, in unfamiliar situations, tour leaders and guides will naturally become the most indispensable partners during the traveling process because of their professionalism and local familiarity. Besides, they also represent the image of the travel agencies they work for and are the frontline employees when facing customers, and their performance is regarded as one aspect that indirectly points to the effectiveness of the training provided by the travel agency.

Team leaders' and tour guides' professionalism is an asset to passengers during the trip, the latter being able to improve their knowledge in different fields while traveling. Therefore, compared to the actual tour fee, it is more important for tourists that leaders and tour guides be diligent, professional, and respectful, thereby increasing the tourists' perceived value and satisfaction as well as their professional trust in travel agencies, which makes them willing to repurchase tourism-related products.

Past studies revealed that emotional labour is one important factor that affects service quality (Wang, 2020). If tour guides or leaders want to improve service quality, their emotions must be treated squarely and systematically trained (Knežević et al., 2020).

Emotional labour theory states that employees adjust their behavior to show appropriate emotional expressions when providing services (Grandey, 2000). The theory also points out emotional labour, including surface behavior and deep behavior. While surface acting is about suspecting expected emotions (behavioral demonstrations only), deep acting involves actual feeling and experiencing expected emotions (putting oneself in the shoes of others) and when employees are involved in deep acting, negative emotional performance can be reduced and improve positive service performance (Xu et al., 2020). Therefore, according to the perspective of emotional labour theory, this study promotes emotional expression through three attributable constructs before deep acting to construct the service performance model of this research.

First, customer satisfaction can positively improve with the good service of tour guides and detailed travel itineraries introduction. Moreover, the emotional display rules represent the standards for employees to express appropriate emotions while working (Xu et al., 2020). The expression, speech, and behavior of tour guides or leaders are factors that affect customer satisfaction. Abiding by these rules at work can effectively give enterprises a clear path to follow when implementing manpower training to promote service performance.

According to the above mentioned, it is believed that in the interaction process between tourists and tour leaders, good emotional expression is the basic element of communication between the two parties as well as the basic requirement of high-quality service. Therefore, this will be an important factor in tourism behavior and tourism human resources and should be discussed in depth.

Second, in the antecedents that affect rules of emotional display by tourist guides, customer orientation is a key factor in service provision. Guides are driven to serve the customers with passion, accurately identify their conditions and needs, establish relationships with them, and provide high-quality services from a perspective of meeting customer needs (Lee et al., 2018). Therefore, proper emotional expression or complying with emotional display rules promotes service performance.

Few past literatures focus on related knowledge of emotional labour in travel agencies, especially for tour leaders and guides. In order to further understand emotional labour, future study should fill in its impact on travel agencies. On the other hand, trust is one of the key concepts in tourism industry research (Cannas et al., 2019).

In the related research of hotel industries, it is shown that trust in organization will induce employees to play their job roles deeply. Employees may integrate into emotional labour without realizing it, and reduce the negative effects on emotional labour (Luo et al., 2019).

Trust in the travel agency is a crucial factor in deciding whether tour leaders and guides are willing to play appropriate roles while working. Accordingly, if tour guides or leaders have a sense of trust in travel agencies, they will be more willing to go the extra mile for the company as well as believe in the company's decisions and strategies, complying with the required rules on emotional display. It can be seen that a high level of trust tour leaders or guides have toward their travel agencies is not only a basic requirement for maintaining mutual communication, but also an important factor for improving service performance. Guides' and leaders' level of job involvement is an emotional response to their work as well as an indicator of job satisfaction and organizational commitment (Heponiemi et al., 2011). In addition to aforementioned, it is worth noting that high job involvement can decrease the resource depletion caused by emotional labour and reduce the severity of emotional exhaustion (Lee, & Madera,

2019). While few studies have focused on tour leaders and guides' job involvement, it can be confirmed that it can promote employees' performance at work and service quality improvement (Wang & Tseng, 2019). Therefore, exploring the job involvement of tour leaders and guides will help understand their emotional performance.

From the past literature, it is clearly found that emotional labour has an impact on many tourism services in practical. Most of the literatures discuss about the results of emotional labour, while the research on the antecedents of emotional labour is limited (Shapoval, 2019). They are mainly in hotel industry, and there are very few related studies focusing on travel agencies. Therefore, in order to address the negative consequences of emotional labour on travel agencies, it should be necessary to further understand the influencing factors of emotional labour to fill this important research gap.

Finally, the process of leading a group is quite stressful. Job stress generates non-unique physiological responses in an individual to any external requirements (Wetzels et al., 2012). When tour guides or leaders' working styles give them high job stress, they play different roles and may face communication barriers. Thus, in the process of conforming to the emotional display rules to promote service performance, whether job stress has an interactive effect in the traveling process is a question worth exploring.

Although job stress has been discussed a lot in the past, it is still necessary to further understand the work execution of tour leaders and guides, especially for frontline workers. In the process of improving work performance through emotional management, job stress has the moderating effect. This will further understand the factors influencing service performance in travel industry.

Considering the information above, this study constructed a service performance model for full-time tour leaders and guides working in travel agencies in order to promote the travel agencies understand the influencing factors of the tour leader and guide's work behaviors so as to serve as a reference for adjusting human resource management strategies.

2. Literature review

2.1 Leadership and Emotional Labour Theory

Emotional labour theory was proposed by Grandey (2000). It stated that employees adjust their behaviour to show appropriate emotional expressions while providing services. Thus, emotional labour can be defined as employing the emotional management requested by the organization in interpersonal interactions (Gaucher & Chebat, 2019). By displaying appropriate facial expressions and body movement, as well as by managing personal emotions and expressing them in public, employees try to present or express positive emotions in order to satisfy their consumers (Khan, 2012; Xu et al., 2020). In short, if employees produce negative emotional reactions during the service, such as anger, fear, or frustration, they may exhibit abnormal behaviours during the service process, such as disrespectful communication or rude behaviour in retaliation, which will lead to service error.

Past literatures have identified two forms of emotional labour strategies, including surface behaviour and deep behaviour. While surface acting is about feigning expected emotions, deep acting involves actual feeling and experiencing expected emotions. These two different concepts require different resources. The surface acting means experiencing the action, while deep acting involves putting yourself in the shoes of others and requires actual experience the emotion required (Xu et al., 2020).

In recent years, studies have pointed out that emotional labour is an important factor affecting service quality (Wang, 2020). Emotional labour is the process by which individuals comply with the expression rules of the organization and moderate their emotional expression with a purpose of achieving their working goals (Grandey & Melloy, 2017). Numerous studies have shown that the clear

rules of expression of an organization are indicators of how emotions should be properly expressed (Kim, 2008; Xu et al., 2020). Moreover, past studies have pointed out that travel agencies should face up to tour guides' or leaders' emotions need to be treated squarely and they should be systematically trained (Knežević et al., 2020). In emotional self-management, individuals must project gentleness, caring, calmness, and intention for accepting dispatch work. These attitudes represent a hidden emotional norm, a professional accomplishment (Nath, 2011), and a professional value system. Therefore, serving customers with an empathic and caring attitude should be the main task of the tour leader or guide (Cheng et al., 2017). Previous studies revealed that there are many emotional factors that contribute to tour leaders and guides' behavior in the process of leading tours, such as irrational tourists, emergency events, and various tourists' problems, such as those related to accommodation arrangements, which will affect the guides' emotional expression. If the factors that promote stable emotional expression can be explored, service performance can be further improved. Thus, this study attempts to further understand the influence relationship of emotional display rules in the process of leadership via service performance influence model.

2.2 Customer orientation

Customer orientation refers to the tendency to provide polite and enthusiastic service to continuously improve service performance (Lee et al., 2018). This is a key trait that makes employees to perform their jobs and obtain crucial information regarding customer needs. Customer orientation staff enthusiastically strive to exceed customers' expectations, quickly handle their requests, and treat them politely (Kan, 2022; Tuan et al., 2019; Babakus et al., 2017). Previous studies have found that there is a good fit between employees who attach great importance to customer orientation and their service working expectations (Xu et al., 2020; Lee et al., 2016). Furthermore, highly customer-oriented frontline employees focus on understanding job requirements and are willing to solve problems, which enables them to properly handle customer-related social stressors, thereby reducing the harmful emotional exhaustion effects (Huang et al., 2020; Kim et al., 2012). Accordingly, if tour leaders or guides possess customer orientation trait, they will focus on the process of serving consumers, improve their service content, and create higher consumer satisfaction (Kan, 2022; Xie et al., 2020).

2.3 Emotional Display Rules

Emotional labour has been defined as the regulation of both feelings and expressions to support the display rules promoted by an organization and its goals and provide services using the appropriate emotional expression at work (Lee, 2019), which means that the emotional display rules are standards for expressing appropriate emotions while working (Xu et al., 2020). The emotion display rules have four basic ways to adjust external emotions: weakening the real emotional expression, exaggerating the emotional expression, displaying emotionless or neutral emotions, and showing expressions that are completely different from their own true emotions (Diefendorff et al., 2011). Therefore, emotional display rules represent a process in which individuals adjust their own feelings and emotional expressions to achieve organizational goals (Lee, 2019). In the tourism industry, emotional display rules are gradually being applied to tour groups (Xu et al., 2020). While conducting tourism-related services, tour leaders or guides may be affected by tourists and become emotionally impulsive. Hence, travel agencies require employees to utilize some emotional display rules in practice, such as smiling at customers (Chehab et al., 2021), to maintain service efficiency.

Customer-oriented is a deep emotional performance factor (Xu et al., 2020). According to the emotional labour theory, customer-oriented employees are committed to serving customers and promote meaningful interactions with customers by demonstrating enthusiasm, empathy, and thoughtfulness. Therefore, they tend to regulate their feelings and perform the appropriate emotional

performance (Wu & Shie, 2017; Xu et al., 2020). Relevant researches also pointed out that highly customer-oriented service staff can show an objective attitude despite serving in unreal emotional expressions (Lee et al., 2018). Therefore, if the tour leader and guide are highly customer-oriented, they should be able to abide by rules of emotional expression during tour leader's service process despite being emotionally affected.

H₁: A customer-oriented attitude of a tour guide or leader will positively affect their emotional display rules.

2.4 Trust

According to the social exchange theory, social exchange is a voluntary behaviour of employees. Its motivation comes from the leader or organization's support expectations and benefits (Blau 1964); trust is a crucial factor in social exchange (Sendjaya et al., 2019). Trust refers to an individual's willingness to rely on others (Bencsik et al., 2020; Babu, & Dey, 2018) and it has influences on individuals' decisions, notions, and intentions (Ključnikov et al., 2020a). When mutual relationships are based on trust, parties in the relationships become more satisfied to be a part of such an interaction (Ključnikov et al., 2020b). In this regard, when cooperating members believe that each other's guarantees or promises are reliable, they will engage in a psychological contract within their relationship. This means that one believes in others and possesses the subjective willingness to rely on them, trusting that the counterparty will fulfil its obligations and promises a behaviour that will have a positive impact on the transaction members (Khan et al., 2021; Huang et al., 2020). According to the perspectives of covenantal relationships, when tour leaders and guides have a collaborative relationship with the travel agencies, it will impact their organizational commitment, resulting in a collaborative relationship based on common values, commitment, trust, and mutual affirmation to make contributions of collective interests for travel agencies (Huang et al., 2020; Slinták, 2015).

Therefore, when tour leaders or guides have interdependent trust relationships with travel agencies. According to emotional labour theory, it is a channel that promotes deep emotional performance. They will be more willing to conform to the service strategy of the latter, which affects their service expression and emotions when interacting with tourists. Therefore, the following hypothesis is proposed:

H₂: The trust of the tour leader or tour guide in the travel agency will positively affect emotional display rules.

2.5 Job Involvement

Job involvement refers to an emotional response to work and is related to job satisfaction and job commitment; however, it is different from its concept and experience—it is an indicator of job satisfaction and organizational commitment (Ozturk et al., 2021; Yan et al., 2021). Job involvement also shows the depth of personal commitment, or the degree of attention paid to work (Guo, & Hou, 2022). Therefore, job involvement can be regarded as a state of perception or belief of psychological identity (Diefendorff et al., 2020; Cheng et al., 2012), which means that it is a state of personal mental perception or belief about the current job.

Previous studies have shown that job involvement can promote employees' performance at work and service quality improvement (Wang et al., 2019). Furthermore, studies on job involvement and emotional display rules have also found positive relationships between them (Gabriel et al., 2016; Diefendorff et al., 2006). When tour guides or leaders have high job involvement, they can decrease the resource depletion caused by emotional labour and reduce the severity of emotional exhaustion. Xu et al. (2020) stated that although deep and superficial behaviours are emotional labour strategies employed to comply with the display rules, employees also spontaneously feel the emotions correlated with these

rules and do not need to change or suppress them. Team leaders or guides may have gained positive perceptions at work due to job involvement. Therefore, they have already complied with the travel agency's display rules when interacting with tourists (Lee & Madera, 2019). It can be seen that higher job involvement behaviours should be able to effectively increase positive emotions and make it easier to respond to negative ones. Therefore, the following hypothesis can be inferred:

H₃: The job involvement of tour guides or leaders will positively affect their emotional display rules.

2.6 Service Performance

Service performance standards dictate how customers should be treated and the best practices to be observed (Shum, & Ghosh, 2022). At the same time, it shows that the value, service quality, and quantity of employees' personal service contributions also represent their productivity (Grissemann & Stokburge, 2012), and are regarded as the organization members' role requirements for achieving organizational expectations, regulations, or formalization for corresponding behaviours.

According to past studies, employees' efforts to express their emotions in response to work needs will have an impact on their service performance and are more relevant to the overall organizational benefits (Grandey & Sayre, 2019; Lee et al., 2015). Therefore, in the process of leading a group, tour guides or leaders keenly observe tourists' emotions, communicate and interact with tourists properly, positively influence others, and continue to show proper emotional management and expression when facing tourists. Thus, since service performance will be enhanced, the following hypothesis is proposed:

H₄: The emotional display rules of tour guides or team leaders will positively affect their service performance.

2.7 Job Stress

Stress is defined as unwanted or unpleasant emotional and physiological conditions or as the reaction to environmental demands that force one to compromise and which depletes existing resources in a person–environment interaction. Job stress arises from ambiguity and experiences beyond the employee's control or due to differences between the real world and the employee's expectations (Akgunduz, & Eser, 2020). Previous studies have shown that employees' job pressure has a significant impact on their working performance (Nawaz Kalyar, et al., 2019; Lee & Ok, 2012), and emotional display rules may trigger conflicts between the service provider's true emotions and expected behaviours, which will lead to job stress (Choi et al., 2019; Li et al., 2017). For example, the team leader or guide may feel anger and other emotions due to unexpected circumstances (tourists ignore safety instructions or display inappropriate behaviours). Therefore, negative emotions may also arise because of job stress and emotional exhaustion (Xu et al., 2020; Lee et al., 2015), which in turn affect service performance.

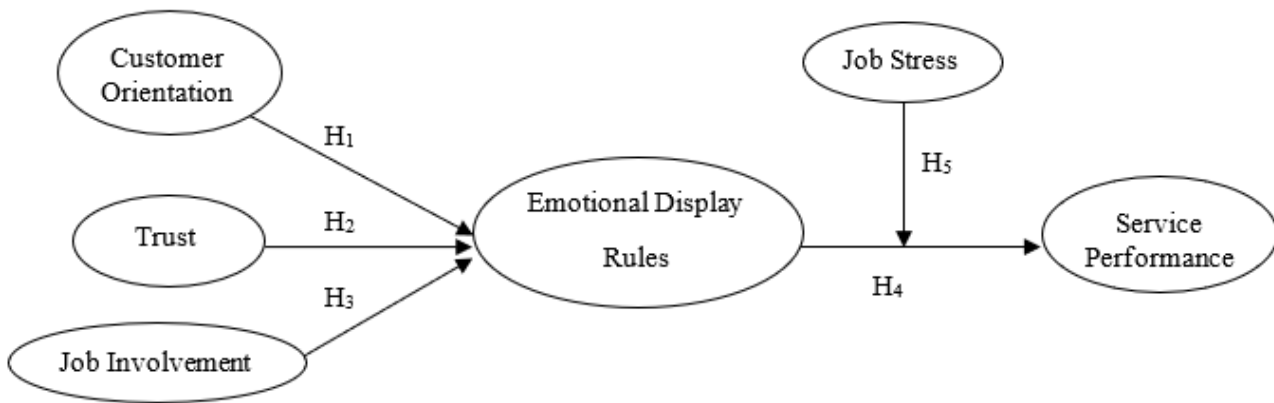
When tour guides or leaders face tourist-related issues, tourists' safety; for instance, tourists' safety, or expect to build a professional image through self-knowledge, a sense of accomplishment and working. They will inevitably produce job stress. These issues generate long working hours as well as unstable environment. Therefore, job stress can be a moderating effect on the emotional and service performance of tour leaders and guides. This study proposes the following hypothesis:

H₅: The job stress of tour guides or leaders has a moderating effect on their emotional display rules and service performance.

3. Methodology

This research explored the impacts of the emotional display rules of tour leaders and guides facing occupational stress regarding service performance, as well as the moderating effect of job stress. Therefore, five variables (customer orientation, trust, job involvement, emotional expression rules and service performance) was conducted to construct a service performance model as well as one moderator was used to explore the influence on service performance. The hypotheses of this study were presented in Figure 1.

Figure 1. Service Performance Model



Source: own elaboration

3.1 Sampling

An empirical investigation was conducted for this research, and full-time tour guides or leaders in Taiwan were questioned. A random sampling method was used and conducted from March to September 2020 in this study. A questionnaire survey was conducted on full-time tour guides or leaders employed by consolidated travel agencies. The information on the consolidated travel agencies in Taiwan was obtained from the statistics of the Tourism Bureau, Ministry of Transportation and Communications. Each selected travel agency was sent 10 questionnaires for the tour leaders or guides who worked for the agency to fill in. The data were analysed through partial least squares (PLS).

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3.2 Measurement

The measurements of this study were customer orientation, trust, job involvement, emotional display rules, job stress, and service performance, using scales from past studies as shown in Table 1. The semantics were adjusted for the context of this research, and a five-point Likert scale was used, with 5 options: 5 = strongly agree 4 = agree, 3 = normal, 2 = disagree and 1 = strongly disagree.

Table 1. Scale Development

Construct	Item	Reference
Customer Orientation	I will guide tourists through correct information instead of pressure.	Filipe, Mário, Arnaldo and Patrícia (2010)
	I will try my best to answer the relevant questions during the journey	
	I will achieve my goals by satisfying tourists.	
Trust	I believe that my travel agency has a highly integrity.	Hopkins and

	I believe my travel agency treats me in a consistent and predictable way.	Weathington (2006)
	My travel agency always treats tourists honestly.	
	I believe that motivation and intention of my travel agency are good.	
	I think my employer treats me unfairly.	
	My travel agency tends to be openness and stands by me.	
	I completely trust my travel agency.	
Job Involvement	I have great passion for my job.	Cheng (2011)
	My professional ability is enough to develop my work.	
	I am full of accomplishment at work.	
	I can quickly get rid of the frustration at work.	
Emotional Display Rules	My travel agency asks me to show only positive emotions to tourists.	Lee, An and Noh (2015)
	My travel agency hopes that I will never show negative emotions to travellers.	
	My travel agency asks me to place themselves in tourists' positions.	
	My travel agency asks me to contact with tourists to be sincere and truthful.	
Job Stress	I feel nervous before leading group.	Farhadi, Sharifian, Feili, and Shokrpour (2013)
	The work of leading group often directly affects my health.	
	I feel weak from time to time.	
	During the itinerary, sometimes the problems raised by tourists or things happened make me awake at night.	
	I feel irritable or nervous because of work.	
	If I change the different job, my job performance or health may be improved.	
Service Performance	I am pleasant and friendly to help tourists.	Liao and Chuang (2004)
	I can handle the tourists' problems quickly.	
	I will ask and listen carefully to find out the tourists' needs.	
	I can help tourists at the right time.	
	I can point out the characteristics associated with tourists' needs.	
	I can suggest unexpected things for tourists.	
I can explain the features and advantages of tourism products and overcome the tourists' objections.		

Source: own elaboration

4. Data Analysis

In this study, a total of 5,616 questionnaires were distributed. and 394 valid questionnaires were obtained. Before this, the participants confirmed that the sampling was 74 via GPower statistical software. Therefore, the sampling of this study is suitable. Moreover, this study used mean value replacement treated missing values in PLS. According to gender statistics, the majority of respondents (65%) were women, while 35% were men, and the ratios of tour guides and tour leaders were 46% and 54%, respectively. In terms of working experience, 12.2% were in their first year, 39.3% were working for 1–5 years, 24.7% for 6–10 years, and 23.7% had more than 11 years of experience. Concerning group leading experience, 20.9% had less than one year, 39.8% had 1–5 years, 19.1% had 6–10 years, and 20.2% had more than 11 years. Finally, regarding educational background, 84.5% attended colleges and universities as the highest educational levels are shown in Table 2.

Table 2. Demographic Information

Characteristics of participants		Times	Percentage (%)
Gender	male	138	35%
	female	256	65%
Occupation	tour guide	183	46%
	tour leader	211	54%
Working experience	within 1 year	48	12.2%
	1-5 years	154	39.3%
	6-10 years	97	24.7%
	above 11 years	93	23.7%
Leading group experience	within 1 year	82	20.9%
	1-5 years	156	39.8%
	6-10 years	75	19.1%
	Over 11 year	79	20.2%
Education	senior high school	1	0.3%
	junior high school	37	9.7%
	college	333	84.5%
	graduate school and above	22	5.6%

Source: own elaboration

4.1 Measurement Model

This study utilized a partial least squares structural equation model (PLS-SEM) SmartPLS version 4.0.7.8 for measurement evaluation and hypothesis testing, which is commonly used in research models that analyze tourism structure (Rasoolimanesh, & Ali, 2018). PLS-SEM can test complex models under non-normal distribution assumptions (Hair et al., 2019), and this is also suitable for the study as it is recommended for moderating effects (Dijkstra & Henseler, 2015). Therefore, through the PLS model, two stages were analysed and interpreted which measured reliability and convergence of item, as well as discriminant validity. First, the reliability and validity were assessed, followed by a structural model. The constructs were functional and dependable via these procedures.

Evaluating the factor loading of each item determines item reliability. Previous studies revealed that as for high reliability, these values are no less than 0.7 (Hair et al., 2021). The loadings were above 0.7 after statistical analysis. Table 3 presented with high reliability.

Table 3. Each Factor's Distribution of Loadings and Correlations

Factor	Item	Mean	SD	Loading
Consumer Orientation (CO)	CO1	4.36	0.60	0.85
	CO2	4.32	0.62	0.85
	CO3	4.35	0.59	0.87
Trust (TR)	TR1	4.47	0.63	0.79
	TR2	4.46	0.60	0.82
	TR3	4.48	0.61	0.80
	TR4	4.44	0.57	0.84
	TR5	4.38	0.59	0.87
	TR6	4.33	0.62	0.82
	TR7	4.38	0.61	0.83
Job Involvement (JI)	JI 1	3.68	0.87	0.82
	JI 2	3.87	0.76	0.86

	JI 3	3.82	0.82	0.88
	JI 4	3.90	0.79	0.70
Emotional Display Rules (EDR)	EDR1	3.85	0.83	0.84
	EDR2	4.06	0.81	0.87
	EDR3	3.88	0.82	0.80
	EDR4	3.90	0.84	0.77
Job Stress (JS)	JS 1	3.94	0.88	0.73
	JS 2	4.16	0.79	0.77
	JS 3	4.00	0.70	0.82
	JS 4	3.98	0.70	0.77
	JS 5	4.01	0.75	0.76
	JS 6	4.05	0.79	0.81
Service Performance (SP)	SP 1	4.27	0.68	0.78
	SP 2	4.13	0.73	0.76
	SP 3	4.24	0.73	0.83
	SP 4	4.14	0.71	0.82
	SP 5	4	0.71	0.81
	SP 6	4.01	0.74	0.76
	SP 7	4.04	0.68	0.85

Source: own elaboration

It is crucial to assess reliability, compounding reliability to test the convergent validity, and the average variance extracted (AVE) for per construct. Besides, diverse indicators trailed only one construct (Henseler et al., 2016). Construct reliability is usually assessed through Cronbach's alpha (Henseler et al., 2016). The composite reliability of the constructs originates from squaring the sum of loadings and multiplying the consolidation of the sum of squared loading as well as the error terms. Discriminant validity supplied standards compared with the differences between other variables. AVE impacts the variance catches by indicators. When the value is less than 0.5 (Hair et al., 2019), a single indicator and construct validity are doubted; the alpha coefficient should be higher than 0.7. For this research, following the statistical analysis, Cronbach's alpha value is from 0.82 to 0.92, and the AVE is from 0.60 to 0.73. Therefore, Table 4 described reliability and validity.

Table 4. Reliabilities and Variances

Construct	Composite reliability	AVE	Cronbach's α
Consumer Orientation	0.89	0.73	0.82
Trust	0.94	0.68	0.92
Job Involvement	0.89	0.67	0.83
Emotional Display Rules	0.89	0.68	0.84
Job Stress	0.90	0.60	0.87
Service Performance	0.93	0.64	0.91

Source: own elaboration

The discriminant validity represents the degree while compared with the other variables. The AVE should be larger than the variance between the latent constructs to determine validity (Henseler et al., 2016). It is founded that the square roots of the AVE are higher than other constructs. Also, the correlations are below 0.85, And the heterotrait-monotrait ratio (HTMT) also lowered below 0.9. Thus, the discriminate validity is as shown in Table 5 and Table 6. Past studies pointed out that VIF value is greater than 5. It would be an indication of pathological collinearity (Ringle et al., 2015). The present

model revealed that the research model had no problems of collinearity because of a maximum VIF of 4.21.

Table 5. Descriptive Statistics

Construct	CO	TR	JI	EDR	JS	SP
Consumer Orientation (CO)	0.85					
Trust (TR)	0.57	0.82				
Job Involvement (JI)	0.37	0.41	0.82			
Emotional Display Rules (EDR)	0.36	0.41	0.29	0.82		
Job Stress (JS)	0.37	0.36	0.23	0.42	0.78	
Service Performance (SP)	0.46	0.54	0.33	0.72	0.57	0.80

Note: Boldface values show the square roots of AVE.

Source: own elaboration

Table 6. Heterotrait-monotrait ratio (HTMT) results

Construct	CO	TR	JI	EDR	JS	SP
Consumer Orientation (CO)	-					
Trust (TR)	0.65	-				
Job Involvement (JI)	0.45	0.46	-			
Emotional Display Rules (EDR)	0.39	0.45	0.34	-		
Job Stress (JS)	0.49	0.45	0.31	0.55	-	
Service Performance (SP)	0.52	0.58	0.37	0.82	0.72	-

Source: own elaboration

4.2 Structural model

The research's constructs have been measured in reflective mode. Besides, the structural model is used to estimate the path coefficient and R^2 value. The path coefficient represents the strength and direction of the relationship between variables. It should be significant after verification and should be consistent with the hypothesis. The R^2 value refers to the percentage of variance for an exogenous variable that can be explained by an endogenous variable and represents the predicted value of the research model. The path coefficient and R^2 value, together, show the goodness of fit between the structural model and the data.

On the other hand, Q-square values above zero indicate that your values are well reconstructed and that the model has predictive relevance. The Q-square values of this study were all greater than 0 (EDR= 0.17; SP=0.41), which has a predictive correlation. The SRMR value of the research model in this study was 0.061, which should have a goodness of fit according to the recommended value is less than 0.8.

In terms of interaction, PLS-SEM was used to understand the moderating effect of job stress on emotional display rules and service performance. Through the variable multiplication mode in SmartPLS -4, the structural model was run with 1 queue. The centered indicators of the independent variable and the moderating variable were used to multiply each of the independent variables and generated the pairs of multiplication variables that presented the interactive variables to verify the moderating relationship. The results of this study showed that customer orientation and emotional display rules had no significant relationship ($H_1: \beta = 0.11, t = 1.67$). However, trust, job involvement, and emotional display rules ($H_2: \beta = 0.29, t = 4.52, p < 0.001$; $H_3: \beta = 0.13, t = 2.27, p < 0.05$) had an impact on relationships; emotional display rules and service performance also showed an influential relationship ($H_4: \beta = 0.56, t = 14.60, p < 0.001$). Also, job stress had the moderation effects on emotional display rules and service performance ($H_5: \beta = -0.11, t = 3.96, p < 0.001, f^2 = 0.04$); therefore, Hypothesis 5 was supported. Table 7 and Figure 2 present the coefficients hypothesis.

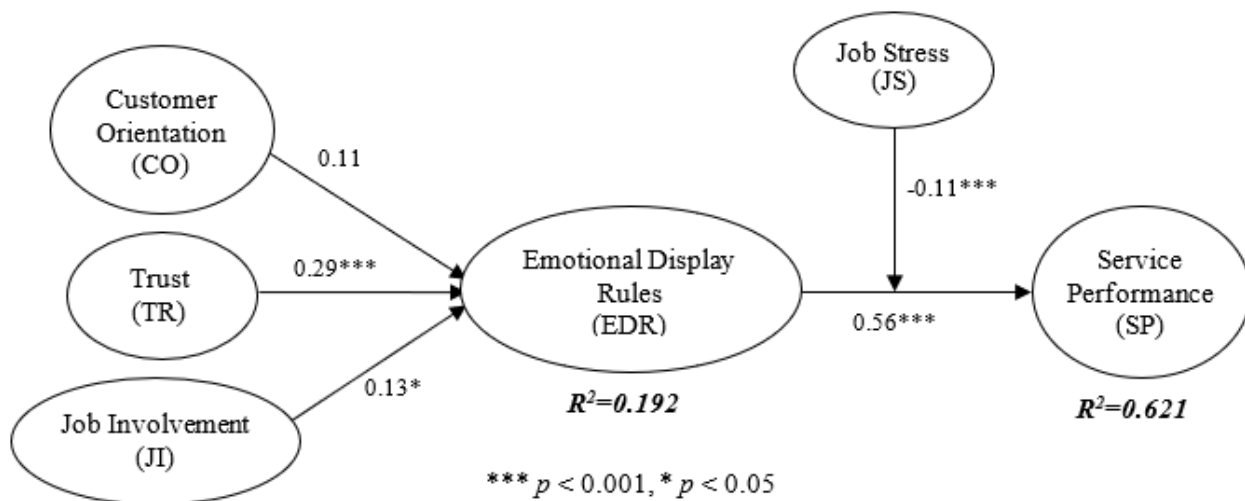
Table 7. Hypothesis testing

Hypothesis		β	t	Confidence intervals 95.0%
H ₁	Consumer Orientation→ Emotional Display Rules	0.11	1.67	0.003, 0.230
H ₂	Trust→ Emotional Display Rules	0.29	4.52***	0.185, 0.396
H ₃	Job Involvement→ Emotional Display Rules	0.13	2.29*	0.040, 0.221
H ₄	Emotional Display Rules→ Service Performance	0.56	14.84***	0.503, 0.629
H ₅	Emotional Display Rules *Job Stress→ Service Performance	-0.09	3.79***	-0.126, -0.049
	R ² Adjusted (Service Performance)	0.621		

*** $p < 0.001$, * $p < 0.05$

Source: own elaboration

Figure 2. Hypotheses Testing



Source: own elaboration

5. Discussion

Emotional labour is a potential driving factor of the customer's emotional state (Luo et al., 2019), and it is one of the links that affect service encounter evaluation. Recent studies related to management focused on the discussion of emotional labour to understand how service organizations manage the emotional expression of employees toward customers. Through empirical research, this study aimed at full-time tour guides and leaders. It explored if their emotional labour involved customer orientation and a sense of trust when faced with job stress-related conflicts in the process of leading groups, as well as the impact of job involvement on emotional display rules and service performance. The results of this research provided specific and meaningful verifications for academic research on job stress and

emotional labour, which will fill the gaps in different industries and complete the different viewpoints in previous research.

Based on the findings, it was identified the predisposition of emotional display rules, especially when employees are highly customer-oriented, it was thought to tend to regulate personal emotions (Wu & Shie, 2017; Xu et al., 2020) in the past. However, the results of this study showed that there was no significant relationship between customer orientation and emotional display rules, which was different from previous research results (H₁). This study discussed the predisposition factors of two emotional display rules- trust and work engagement. It was consistent with past research findings, and also verified past related research results that trust and work engagement had a significant relationship with emotional display rules (H₂, H₃). Similarly, in terms of emotional display rules and service performance, it confirmed the impact of emotional display rules on service performance. According to employees' compliance with emotional expression rules required by companies, they will bring better service performance (H₄). Finally, it is worth noting that the moderating effect of job stress between emotional display rules and service performance(H₅). Job stress has an impact relationship, which is rarely mentioned in past studies. When tour leader obeys the company's emotional display rules, individual has a sense of stress on work at this time and still affects the service performance.

According to the results of this study, it is surprising that many previous studies have found that when frontline employees have customer-oriented traits, they will promote their needs to meet emotional expression rules, which is different from previous studies. It can be inferred that the work of tour leaders and guides is complicated, highly flexible and immediacy. In addition to professional knowledge, they also need to undertake the comprehensive requirements of passengers during the tour and avoid dangerous. This is different from the frontline service personnel in other tourism service industries who may only focus on service. Therefore, whether they are customer-oriented or not, they may still not be able to fully engage in emotional expression rules in diversified service process. Although this finding is different from previously expected assumptions, it allows us to further subdivide differences in job attributes in tourism knowledge field. It further demonstrates that trust can improve the cooperative relationship between tour leaders and guides and travel agencies through the perspective of social exchange theory and contractual relationship. Meanwhile, a high level of work involvement can encourage tour leaders to perform their roles and tasks in depth without needs for changing and repression.

Therefore, under the circumstance of trusting the travel agency and a high degree of work commitment, the tour leader and guide will be more willing to implement the rules of emotional expression, and further improve the service performance. Based on the results and viewpoints of the previous literatures in different countries and fields, it fully understands the antecedents and consequences of emotional expression rules. However, the impact of job stress on service performance cannot be ignored. Job stress will have an impact on service performance, and emotional expression rules may also cause stress. However, few positive impacts on job stress has been explored. Through the verification of the research model, this study confirms that the interaction between job stress and emotional expression rules will have a moderating effect on service performance. As above mentioned, the work of tour leaders and guides is full of uncertainties. Although tour leader's obey the rules of emotional expression, they will still be affected by these uncertain and unexpected events, which will affect the overall service performance.

6. Conclusions

This study's results provide specific and meaningful verifications for academic research on job stress and emotional labour. In the following, this study presented the theoretical and practical implications.

6.1 Theoretical implications

Through empirical research, this study applied emotional labour theory to tour leaders and tour guides. Also, it confirms the main research purposes that trust and work engagement has an impact on tour leaders' compliance with emotional display rules and can further improve service efficiency. The knowledge of emotional labour is important for tourism services and is related to the performance of tour guides and leaders in interaction with customers. Therefore, it is very helpful for developing human resources strategy and practice research in the travel industry. In addition, the moderating effect of job stress is significant, which also confirms that the interaction between emotional display rules and job stress would impact service performance. Understanding the impact of stress from a theoretical point of view is believed to be helpful for travel management because job stress can occur at any time. Therefore, in terms of theory, the findings can provide a new perspective for follow-up research and serve as a basis for extended discussions.

6.2 Practical implications

This study verified the pre-influencing factors (trust and job involvement) and outcome (service performance) of emotional expression rules and the moderating effect of job stress, which will be helpful in the travel industry. Therefore, this study proposed the following recommendations for practical application based on research results.

In practice, the sense of trust between employees and the company is particularly important, which is related to employees' dedication and investment in a company. Therefore, travel agencies should establish a trust mechanism with tour leaders and guides to promote the establishment of psychological contracts between the two parties in order to increase the willingness of tour leaders and guides to obey the service strategy of emotional management and then improve service efficiency. How to establish a trusting relationship between the travel agency and the tour leader is an important process at the practical level. This should be through the human resource management function to narrow the mutual benefit and consensus between the two parties; therefore, employees can be satisfied in life and psychology and establish a trust relationship, such as appropriate compensation, well staff training and development mechanism, proper career planning and so forth.

Job involvement is an emotional response to work related to job satisfaction and commitment. The study's results showed that if the tour leader's or guide's work achievement is higher and they have a high level of dedication, their emotional display rules will be affected by a positive impact. Tour guides or leaders' sense of accomplishment comes from their job involvement. The higher the job involvement, the more positive the progress in personal service performance, which will affect the overall efficiency of the travel agency. Therefore, according to the results of this study, tour leaders and guides who have a higher level of work commitment are able to ensure that they comply with the travel agency's emotional expression rules. It is suggested that increasing the level of job involvement of tour guides or team leaders will be one of the crucial elements that affect their emotional expression in the process of group leading.

When tour guides or leaders know how to do the right things for tourists and positively influence others to maintain their own good emotional management continuously, not only does it have a positive and significant impact on service performance, but it also indirectly or directly affects self-affirmation at work. The higher the degree of self-affirmation, the more willing they are to contribute to the organization.

Although the results explained that customer orientation had no significant effect on emotional expression in this study, it is still recommended to promote customer orientation among tour guides or leaders. Then, in response to the needs of tourists, they can provide customized services, immediately

and quickly respond with correct services, ensure timely service at critical moments, and pleasantly surprise tourists in different periods. This will positively impact the image of tour guides, leaders, and travel agencies.

Job stress is an inevitable factor at work, especially for tour guides or group leaders. Facing problems raised by tourists during the journey, professional issues, ensuring tourist safety, and the improvement of self-knowledge are all necessary work areas in this profession. In enhancing the sense of accomplishment and creating a professional image, job stress is unavoidable, making it easier to display a negative attitude toward work based on negative emotions. Previous studies have shown that job stress and work performance have different degrees of effect. The results of this study found that if travel agencies, tour leaders, and guides have good emotional expression standards and follow them, they can improve service performance and understand the importance of emotional expression and self-norm. However, they still have to face many unexpected emergencies during the tour. In recent years, the impacts of COVID-19 on the tourism environment have caused tour guides exposure to disease risk as well as produced job stress. The research results showed that work involvement and trust could build positive emotional performance, leading to better service performance. However, in practice, the tour leader and tour guide can still not avoid the impacts of service performance due to job stress. Therefore, it is recommended that travel agencies, tour leaders, and guides formulate a set of exclusive and appropriate emotional display rules, understand the source of stress on tour leaders and guides, and establish a complete human resource strategy. In this way, not only can the consistency of service be established, but references can also be provided and the solutions applied according to the norms. The customer complaint rate can effectively be reduced, and a good corporate image can be maintained, thus enhancing consumers repurchase willingness as well as creating good service performance to achieve a higher degree of economic benefit.

The above recommendations are of great value to the practical operation of the travel industry and are helpful for practical application. Therefore, the travel industry can be used as a reference for applying human resource strategies, building trust between tour leaders and guides, and strengthening job involvement. Furthermore, this will motivate tour leaders and guides to integrate with emotional display rules, which the company set the rules, so that the service performance will be improved and keep better performance.

6.3 Limitations and Suggestions

This study utilized emotional display rules to realize the service performance model of Taiwan's tour leaders and guides. Unfortunately, due to the impacts of the COVID-19 epidemic in travel agencies, the sampling process of this study was more difficult. Therefore, it was analyzed through small samples. Also, based on differences in cultural and psychological factors, the conclusions and findings of this research may only be inferred from practitioners in the Asia-Pacific region. Therefore, it is suggested that future research can verify tour leaders and guides in different areas and fill up the research gaps caused by cultural differences according to this constructed impact model.

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