

## The Influence of Tour Leader's Affective Traits on Work Outcomes

Shen-Yin Liu<sup>1\*</sup>, Haiying Zhang

<sup>1</sup>China-ASEAN International College, Dhurakij Pundit University

\*Corresponding Author: [liushenyin@gmail.com](mailto:liushenyin@gmail.com)

**Abstract:** The purpose of this study is to explore the relationship between the emotional characteristics of team leaders and their work. Group members' positive emotions, negative emotions, emotional burnout and tourism satisfaction are related to these three dimensions. Emotional burnout is effectively predicted as a specific intermediate variable. The importance of a tour leader's personality is supposed to offer the tourism industry more space to think about how to effectively achieve positive results, and make suggestions to achieve emotional exhaustion and satisfaction-related operations for future recruitment, employment, evaluation as well as guidance. When selecting a tour leader, personality characteristics should be regarded as a reference. In fact, it is nearly impossible to truly understand the personality characteristics of the tour leader during the interview; instead those characteristics need to be analyzed and assessed in more a scientific way so that they will be allowed to play the role of positive emotions in a deeper way.

**Key words:** positive affect; negative affect; emotional burnout; satisfaction

### 1. Introduction

#### 1.1 Research Background and Motivation

Due to the negative impact of the COVID-19 epidemic since 2019, the number of people traveling abroad has plummeted. For those working in an airline company, normally the objectives of their service are airline passengers who choose to take the flight for such purposes as tourism, business affairs and family visiting, among which tourism accounts for a large proportion. In most cases, these passengers that crews on board need to deal with have already been affected emotionally before boarding the plane. Whereas for tour leaders, their personal temperaments and personality traits have been influenced either at home or on the way to the airport, and additionally, by the ground crew responsible for seat checking or each checkpoint arranged from the airport counter till boarding. Whichever the mood, it is always influenced by a contemporary short time period, meaning that limited effects would generate upon an individual's emotion in spite of a couple hours on the flight, especially during the COVID-19 pandemic when traveling around in groups seems like a mirage. Accordingly, in the few days when tourists are touring around, the various factors of their temperament (shifting from unfamiliar to familiar), are more or less drawn by the tour leader, provoking the following issue to get addressed: does the temperament of the leader truly determine the mood of the group members during that few days? or is the leader's mood affected by that of his/her group members who have already been a bit down and are taking advantage of this tour to raise their mood? No matter which side is the direct trigger of such influence, there is no doubt that someone's emotion must have been affected. In terms of the tour leader whose emotion has been affected transiently, it is less likely to change his/her personal temperament as well as personal characteristics. Hence,

a question is consequentially raised to be explored: whether the positive and negative emotions of a team leader will be affected by personal achievement, dehumanization and emotional exhaustion, thus further transforming the members' tourism satisfaction?

### **1.2 Research Objective**

Based on the research background and motivation above, this study intends to set about from the literature review, and meanwhile prepares to adopt relevant empirical researches on various emotional categories and questions items in differed times so as to dig into what the emotional expressions and reactions are among the tour leader as well as the tour members, in the hope of seeking out the potential prosperity existing in the tourism industry in such a tough dilemma. Thus the objectives of this study include:

- (a) To explore the linking bond between the general intensity of positive as well as negative temperaments of tour leaders and their job burnout.
- (b) To discuss the emotional labor-related issues that the tour leaders often encounter when leading a group.
- (c) To explore whether the members' tourism satisfaction will be affected by tour leaders' emotional exhaustion caused by emotional labor, their dehumanization as well as personal achievements.

The research findings summarized in the last part could be applied as a valuable resource for tour leaders in emotional labor to locate targeted customers in a clearer way, ultimately maximizing the beneficial effect with these limited resources.

### **1.3 Research Scope**

The scope of this study includes: the emotional labor of the tour leader and his/her tour members at the beginning of that tour group's departure, and the participation level in the upcoming tourism products; the emotions as well as the emotional expressions of the same tour leader and his/her group members when they end the tour products at the end of their returning; members' traveling satisfaction towards their tour leader at the end of the tour as well as that leader's influence on the members' emotional labor; whether those members are willing to join again in the tour guided by the same leader afterwards and to help spread the good word of mouth for that leader.

## **2. Literature Review**

### **2.1. Conception of Tour Leader**

According to the definition in Regulations on Taiwan Tourism Development (2003), a tour leader is defined as a service personnel who is paid for performing the obligation of guiding a group of tourists overseas. In other words, a tour leader is an employee of or a contractor to a tour operator who accompanies and is in overall charge of a tour." or "a member of a tour group who is designated as that group's leader and who might have played a key role in bringing the group together for the tour." Hong Kong Tourism Industry Council (2005) identified a tour leader is "a staff member who is assigned by a tour group organizer to accompany that group and meanwhile to take care of each member along the way." The primary responsibilities of a tour leader include: accompany the group members right from the starting point of an assemble, and arrange a smooth itinerary until that journey is completed. The service includes: assist each member to go through the whole immigration formalities, and take care of them in every aspect along the way. Add it all up, a tour leader, according to the management rules in travel industry, is explained as the personnel who accompanies the group and handles each group arrangement when traveling abroad for the sake of the rights and interests of all members.

## 2.2 Research on Temperament

### 2.2.1. Emotions

Regarding emotion, the objective probed into in this chapter, its definition is selected as the right point to start. In O'Neil (1996), he defined emotion as “feeling, specified thinking, physiological status, psychological status, and relevant behavioral tendencies”. Alternatively stated, the scope of emotion consists of three parts: personal feeling, personal thinking, and personal behaving. Only when all these three parts are maintained in a balanced state in an individual can he/she be counted as healthy both physically and psychologically. Awareness and regulation are indispensable to emotion, rather than repression, denial or arbitrary indulgence, since the cathartic effect can only be achieved without arousing any negative effects when emotion has been expressed as well as managed in a proper way. Drever (1952) gave the definition of emotion in his psychological dictionary: emotion is a complex state of an organism, involving diverse changes emerging in various parts of the body; psychologically it is usually accompanied by strong feelings as well as the urge to act in a certain way. Skinner (1953) explained that emotion is the cause of fiction, and people are used to acclaiming what should normally be attributed to behavior as emotional effects. The so-called "emotion" is merely something applied to classify behaviors and to point out the relationship between behaviors and the surroundings which have affected their probability of occurrence. Miilenson (1967) believed that emotion is the association between certain general changes in operational behavior and the presentation or removal of reinforcement. Reizenzein (1983) reckoned that emotion, based on our elementary assumptions, links the individual with a certain physical label of priority. The emotion described by an individual could be categorized into a cognitive factor and physiological arousal. Brunner-Sperdin and Peters (2009) explained emotion as a cognitive method or judgment from the educational point of view. They presumed that emotion arises only after an individual has made the judgment whether a certain situation is pleasant or unpleasant, beneficial or harmful. Emotion is inseparable from cognition, thus we would not be able to comprehend what kind of emotion has arisen until a considerable amount of understanding of what triggers that emotional situation.

Then what is emotion? Through the analysis of emotion by Robbins (1974), he has already achieved a clear classification among affections, emotions and moods. While emotions are reactions targeted to a specific matter, rather than traits, moods are just the opposite. Moods are not focused on anything. When you no longer pay attention to what have triggered emotional reactions, your emotions will automatically transformed into moods. Another concept which is related to emotions and is gradually being valued by organizations as well as the behavioral community is emotional labor. During the working process, each employee is performing both physical and mental labor as long as he/she has sacrificed his/her physical and cognitive capacities. In a nutshell, emotional labor is more or less essential in most jobs. To be more specifically, it is indispensable for an employee to show the emotion required by his workplace in interpersonal interaction (Morris and Feldman, 1996).

### 2.2.2. Temperament

According to the definition of temperament, it can not be denied that any mental activity of an individual is accompanied by a definite type of emotion. The paramount symptom of a person who maintains a normal type of emotion is that he/she is in a quiet mood. A person who is happy instead of worried must be in a pleasant mood while one who is clam rather than irritable must be in a stable mood.

It is feasible to interpret personal temperament into personal experience and feeling. A large number of researches on satisfaction are conducted by approaching individual personality differences, among which negative temperament and negative self-evaluation are most frequently discussed. Dating back to the generation of Fisher and Hanna (1931), the potential influence of temperament factors on satisfaction has already been revealed in their collaboration,

followed constantly by Locke (1976). Staw, Bell and Clausen (1986) discovered that individuals who are in positive emotions tend to be satisfied with their work, and the feeling of satisfaction is highly likely to last a long time steadily regardless of whether there is any shift in their work. This discovery can undoubtedly be counted as an adamant evidence to the hypothesis that job satisfaction goes hand in hand with temperament factors. Weiss and Cropanzano (1996) estimated that emotion can be divided into positive affect (PA) and negative affect (NA).

The characteristics of positive emotions include: enthusiasm, activity, and alertness. Rosenhan et al. (1974) claimed that positive affect stands a good chance of shortening the psychological distance between the self and the others, thus contributing to pro-social behaviors in an easier approach (Bateman and Organ, 1983). Clark and Isen (1982) also pointed out that it is more stimulative for the occurrence of pro-social behaviors when a person maintain a positive affect. The characteristics of negative affect include: anger, disgust, guilt, and alertness. The idea of negative affect was first proposed by Zevon and Tellegen (1982) and later defined by Watson and Clark (1984) who persisted that the dimension of mood and intention reflects the differences in negative affect and self-concept of general individuals. With regard to the issue of measurement of emotion, Mehrabian and Russell (1974) released an environmentally mental model (MR model), through which the three dimensions of emotional status are depicted: pleasant, arousing, and dominant. Either approach behavior or avoidance one would be affected by emotional status under the environmental stimuli.

These three basic dimensions of emotional experience, similar to the semantic space, have facilitated the establishment of semantic differential used in measuring emotions. It is called the three-factor emotion, including 18 pairs of bipolar adjectives through which emotion can be measured in three dimensions.

- (a) Pleasant factor: happy, joyful, satisfied, contented, hopeful, relaxed.
- (b) Arousing factor: stimulated, excited, crazy, nervous, sober, motivated.
- (c) Dominant factor: controlled, dominated, influential, important, autonomous, and caring.

### 2.2.3. Emotional Expression

Positive emotional expressions tend to deepen the connection between individuals; neutral expressions convey the authority and status; and negative one are mostly applied to intimidate or suppress the subordinates. Positive emotional expressions help build enthusiasm; negative ones, support rules; while neutral ones manifest fairness and professionalism. While positive emotions can be pleasant feelings contributed by daily events or the surroundings (Isen and Baron, 1991), negative emotions can be defined as a subjective sense of discomfort, covering a variety of negative states of mood (Watson, 1988).

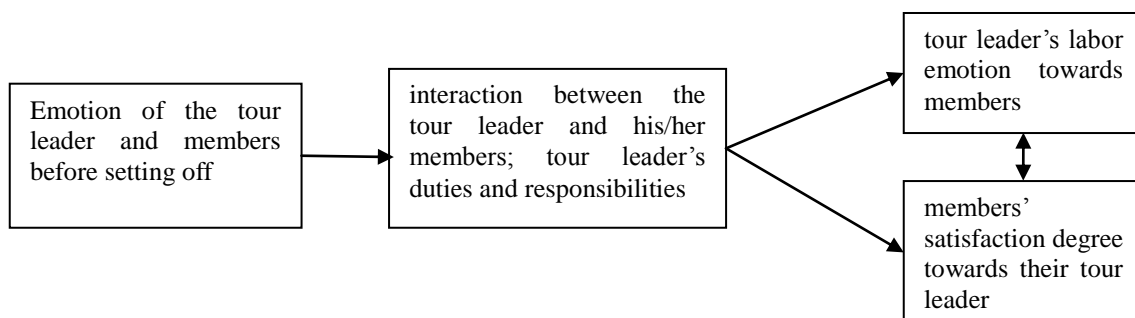
### 2.2.4. Emotional Burnout

The so-called emotional burnout refers to an employee's lack of willingness and energy when he/she feels tired and exhausted in both personal emotion and self physiology, and suffers from depression due to a lack of enthusiasm (Jackson and Maslach, 1982). In particular, it is more prone to an emotional burnout when that employee is frequently facing, contacting or interacting with customers, in which such working obligations as intensive and long-term emotional expressions are necessary (Jackson and Maslach, 1982). Besides, Saxton, Phillips and Blakeney (1991) pointed out that emotional burnout is caused by excessive emotional needs during an interpersonal interaction, leading to a state of energy exhaustion. Such case is extremely possible to drive down the productivity at work. Accordingly, it is ascribed to a specific reaction to stress, and often regarded as the main component of job burnout.

### 2.2.5. Passenger's Satisfaction Degree

The research object herein is the tour leader as well as all the members in a specific tour group. Analysis, investigation and discussion are executed both on the emotion of the tour leader and

the group members led by that tour leader before they set off, and on the degree of satisfaction of the tour leader and the tour passengers after they return from that trip. In this way, how the tour leader's emotional characteristics influence his/her work can also be captured.



**Figure 1 Framework of research concept**

Sharma, Sharma et al. (1999) insisted that the positive attitudes of customers (either travelers or group members) include mutual flexibility (or forgiveness), common vision, similar sense towards partnership, shared goals, mutual influence, common dreams, loyalty, mutual satisfaction, and same wave length. This is also the structure of commercial friendship discussed from the exchange theory along with the dual view. In addition, Beckwith (2001) put forward a piece of advice towards the development of long-term business relationship, namely "select the customers most similar to you yourself". Related to the issue the analysis and interpretation on emotion and satisfaction, Oliver (1980) points out that the research objective originates from: relationship between the expectation, attitude, purchasing intention, as well as failure before an action and the satisfaction degree, attitude, as well as purchasing intention afterwards. Fornell (1992) identify that it is pointed out that consumers' satisfaction degree can be regarded as a function between the expectation before a purchase and the perceived product or service performance afterwards; perceived performance is likely to generate a deeper impact on consumer satisfaction than expectation does; further integration of consumer loyalty is arranged for another function among consumer satisfaction, switching barriers (the expensive cost incurred when a consumer shifts his/her purchase) and voice (namely complaint). Oliver et al. (1993) found the relationship among customer-transaction costs, satisfaction and purchase loyalty, Oliver adopted the Catastrophe Model to depict consumers' reaction to service loyalty for the sake of more precise service strategies. It is believed that a non-linear correlation exists between loyalty and satisfaction while the determinant lies in two specific thresholds. If the satisfaction degree is higher than a certain threshold, the loyalty degree would rise sharply; on the contrary, the latter would not plummet if the former is lower than a certain threshold. However, the loyalty degree remains rather flat when the satisfaction degree lingers between these two thresholds. According to Oliver's attribute-based satisfaction model (Oliver et al., 1993), satisfaction can be divided into positive affect, negative affect, attribute satisfaction, attribute dissatisfaction and disconfirmation function. Both positive affect and negative affect are affected by attribute satisfaction and dissatisfaction. It is workable to describe the positive affect in two dimensions: joy and interest. Negative affect can be constructed in three attribution sources and attribute satisfaction can be described as either external or internal, or situational.

In virtue of Oliver's attribute-based satisfaction model, a deduction can be drawn that customers' objective judgment of satisfaction towards attribute performance belongs to a kind of inner reaction to psychological realization. Thereby, it is practicable to apply the exploration of satisfaction factors into empirical researches whose emphasis is settled on whether passengers are willing to come back and repurchase to participate in the same tour group.

### 2.2.7. Definition of Customer Satisfaction

Concerning the definition of customer satisfaction, differences exist due to the inconsistent emphasis put by various scholars. Anyhow, the basic arguments and opinions are surprisingly similar. Spreng (1992) defined the concept of satisfaction from the following two perspectives:

(a) Category: to discuss whether satisfaction is arranged for a specific transaction or the overall feeling.

(b) Nature: to understand whether satisfaction is a process of cognitive evaluation, or an emotional response to the product usage, or a comprehensive evaluation.

Here a detailed interpretation of customer satisfaction is addressed from the perspective of category and of nature respectively.

### 2.2.8. Definition from the Perspective of Category

To define customer satisfaction from the perspective of category, Anderson, Fornell, and Lehmann (1994) proposed "specific transaction viewpoint" and "cumulative transaction viewpoint" to explain in-depth the concept of customer satisfaction. An emotional response to a particular transaction (Howard and Sheth, 1969; Oliver, 1980) is deemed as a holistic experienced-based attitude (Fornell, 1992).

### 2.2.9. Definition from the Perspective of Nature

To define customer satisfaction from the perspective of nature, scholars in the past used to adopt "cognitive viewpoint", "emotional viewpoint" and "comprehensive viewpoint". Starting with the cognitive viewpoint, Howard and Sheth (1969) first applied the theme of satisfaction into the consumer theory, insisting that customer satisfaction is a kind of cognitive status concerning whether what a customer has sacrificed when purchasing a certain product is in proportion with what he/she has been compensated.

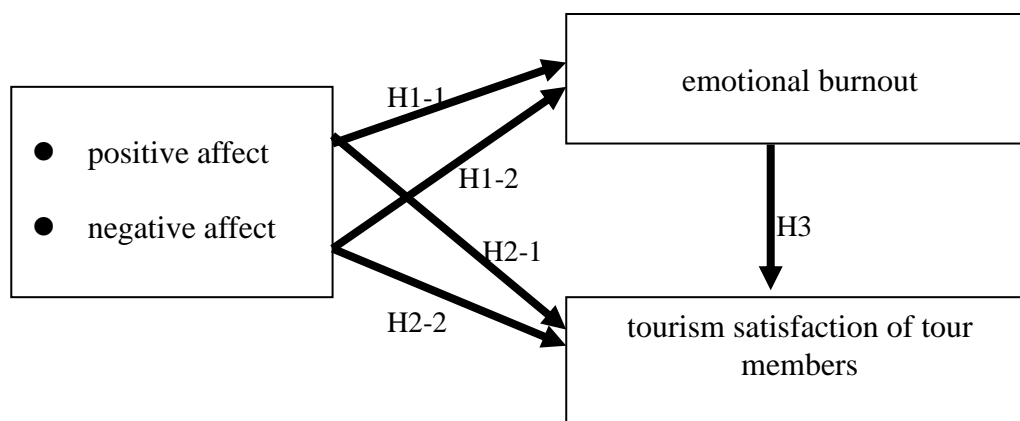
A continuous process is undergoing when a passenger make some decision. That passenger's expectation keeps varying along with the flowing of time and eventually his/her expectation accumulated is bound to sway his/her transaction behavior next time (Rust et al., 1999). Accordingly, once there is any disconfirmation between a customer's expectation towards and the real presentation of a tourism product or service, that customer's post-purchasing behavior is quite likely to alter as a consequence.

Anderson (1994) highlighted that customers who feel satisfied with the product or service offered by a company are disposed to promote through their interpersonal relationships for that company, bring it a good reputation as well as a favorable corporate image. Bone (1995) indicated that both the short-term and long-term product evaluations made by customers orally would lead to a tremendous impact, which tend to be even stronger when customers have experienced any failure in their previous usage.

"Customer satisfaction" refers to the degree of customer satisfaction with the product and/or service a customer has purchased and enjoyed, as well as the possibility of his/her continuous purchasing in the next stage.

## **3. Research Design and Methodology**

In this study, what type of relationship it is between the tour leader's emotional burnout and his/her members' tourism satisfaction would be examined after discussing the dimensions of the emotional characteristics (including positive affect and negative affect) of the team leader. Hereby a rational questionnaire is designed, along with a series of survey procedures, in order for preciser data statistics and a more organized analysis. The structure diagram of this study is shown as follows:



**Figure 2 research structure diagram (study of data source)**

### 3.1 Research hypothesis

Hypotheses regarding the relationship among the tour leader's emotional characteristics (namely positive affect and negative affect), his/her emotional burnout, and the tourism satisfaction of the group members are inferred respectively as follows and are to be verified:

(a) H1-1: The higher positive affect the team leader reveals, the lower emotional burnout he/she experiences.

(b) H1-2: The higher negative affect the team leader reveals, the higher emotional burnout he/she experiences.

(c) H2-1: The higher positive affect the leader reveals, the higher satisfaction the tour members get.

(d) H2-2: The higher negative affect the team leader reveals, the lower satisfaction the tour members get.

(e) H3: The team leader's emotional burnout is inversely proportional to the tour members' tourism satisfaction.

A questionnaire is adopted as a measuring tool in this study, and the operational definition as well as the measuring methods are enumerated as follows:

#### 3.1.1 Positive Affect and Negative Affect

The variables used in the following part are measured in conformity with the scale of positive affect and negative affect (that is, PANAS scales) issued by Watson, Clark, and Tellegen (1988). The indicators in the expression of positive affect are drawn (Grande, 2003) to measure the tour leader's perception of his/her own positive affect and negative affect in the past year. A total of 20 questions are assigned with regards to the tour leader's positive affect and negative affect, half in the positive dimension and the other half in negative. Likert's five-point scale is adopted and adjusted hereby to measure the experimental objective (namely, the tour leader), including: no such feeling, a little of such feeling, some feeling, considerable feeling, and strong feeling. More specifically, feelings mentioned in those questions include interested, enthusiastic, irritable, and sad.

#### 3.1.2. Emotional Burnout

The following items are arranged with reference to what Iverson et al. (1998) have put forward concerning the emotional burnout. There are 3 questions in total designed to identify the impact of the tour leader's working experience on his/her emotional burnout when at work; meanwhile, Likert's five-point scale is adopted thereby to measure the consent degree of the experimental objective (namely the tour leader), which is divided into five categories: strongly disagree, disagree, neither agree or disagree, agree, and strongly agree. This group of questions include: I feel that this job will drain my emotions; I feel exhausted after a day of work.

### 3.1.3. Group Members' Satisfaction with the Tour leader's Service

A total of 11 questions are set up regarding the service performance of the tour leader in accordance with the collaborative research of Wang et al. (2000) on critical service features of the tour leader as well as the tour leader's performance edited by Gotlieb et al (1994) adapted from the SERVQUAL instrument (Berry et al., 1988). This group of questions include: the team leader has correctly performed the his/her obligation in conformity with the travel contract specifications; the tour leader has successfully responded to my questions based on his professional knowledge.

## 3.2 Questionnaire Design and Research Methodology

### 3.2.1. Questionnaire Design

(a) Questionnaire distributed among tour leaders:

Primary data of the sample items contains: "gender", "age", "highest education degree", "marital status", "tour leadership qualification", "leadership status", and "duration of tour leading.

(b) Questionnaire distributed among tour members:

Primary data of the sample items contains: "gender", "age", "highest education degree", "marital status", "frequency of traveling Abroad", "yearly frequency of traveling abroad", "occupation", "monthly income" ", "companions participating in the same tour", and "annual travel expenses".

### 3.3 Research Methodology and Statistical Analysis Technique

Correlated theories as well as the findings will be derived mainly based on questionnaire surveys, supplemented by a classification of relevant literature and thesis research. All the questionnaire copies are distributed on the T flight (outbound) among the core research matrix: the tour leader and his/her group members. Part of the data form need to be completed on the cover before they formally fill the questionnaire.

After all the questionnaire copies have been completed and collected, they are to be analyzed and concluded using the following statistical analysis methods:

3.3.1. Reliability Analysis: Cronbach's  $\alpha$  value is adopted in this study to measure the consistency of various dimensions. If Cronbach's  $\alpha$  value is lower than 0.3, the reliability is therefore considered low and would be rejected; generally speaking, the reliability will be deemed acceptable only when the value reaches at least 0.5; in an ideally case, the reliability is regarded rather high when the value surpasses 0.7.

3.3.2. Pearson Correlation Analysis: Pearson Product Moment correlation coefficient is applied to check the correlation between each variable. In this study it is intended to verify whether there is a significant correlation among the four variables: the tour leader's positive affect, his/her negative affect, his/her emotional burnout, and his/her tour members' tourism satisfaction.

3.3.3. Regression Analysis: select the emotional burnout as the intermediary variable, regression analysis is applied to predict the intermediary effect generated from the tour leader's positive or negative affect on his/her tour members' tourism satisfaction.

## 4. Research Findings

With the research focus set on the Southeast Asia tour groups, the Palau and mainland tour groups which are dominating to some extent the tourism market, a total of 84 tour leaders' questionnaires were eventually collected in this study, of which 82 were considered effective, with a recovery rate of 97.61%. Meanwhile, a total of 721 valid questionnaires were received from passengers.



## 4.1 Analysis of Returned Samples and Basic Data Structure

### 4.1.1 Basic Data Analysis of the Tour Leader

Among those 84 questionnaires collected from the tour leaders, each respondent's basic personal information were analyzed according to their narrative data, including "gender", "age", "highest education degree", "marital status", "tour leadership qualification", "leadership status", and "duration of tour leading".

### 4.2 Analysis of Correlation Coefficient in the Scale

From Table 1, it turns out that "tour leader's positive affect" is positively correlated with "tour members' tourism satisfaction", but negatively correlated with "emotional burnout", manifesting that the team leader is less likely to get emotionally exhausted when staying in a positive emotion, while the correlation turns positive in terms of "tour members' tourism satisfaction"; simultaneously, there is also a positive correlation between "tour leader's negative affect" and his/her "emotional burnout"; here the correlation coefficient has a significant level of p-value 0.05. A negative correlation exists between "tour leader's negative affect" and "tour members' tourism satisfaction", showing a significant level of significant p-value 0.05. In this case, it can be deducted that the team leader is more likely to get emotionally exhausted when staying in a negative emotion, making it hard to win the tour members' satisfaction.

On the other hand, "tour leader's emotional burnout" is negatively associated with "tour members' tourism satisfaction", and the correlation p-value reaches 0.01 (a symbol of a significant level), confirming that the team leader is less likely to get emotionally exhausted when staying in a positive emotion, which is conducive to uplifting the satisfaction among the tour members. Conversely, the team leader is more likely to get emotionally exhausted when staying in a negative emotion (proved by a significant level), which would impede the satisfaction among tour members, and a negative correlation with tourism satisfaction is also perceived.

**Table 1 Mean, standard deviation and correlation coefficient**

| variable                           | mean | standard deviation | tour leader's positive affect | tour leader's negative affect | emotional burnout | tour members' tourism satisfaction |
|------------------------------------|------|--------------------|-------------------------------|-------------------------------|-------------------|------------------------------------|
| tour leader's positive affect      | 3.84 | 0.66               | (0.918)                       |                               |                   |                                    |
| tour leader's negative affect      | 2.22 | 0.77               | 0.061                         | (0.924)                       |                   |                                    |
| emotional burnout                  | 2.38 | 0.79               | -0.143                        | 0.229(*)                      | (0.799)           |                                    |
| tour members' tourism satisfaction | 3.87 | 0.38               | 0.105                         | -0.242(*)                     | -0.374(**)        | (0.932)                            |

(a) \*p<0.05, \*\*p<0.01 Note: (a)\* indicates that the correlation is significant when the level value of significance is 0.05 (two-tailed); \*\* means that the correlation is significant when the the level value of significance is 0.01 (two-tailed). (b) The diagonal element is Cronbach's  $\alpha$  (C) The number of complete exclusion (N) is 84 (N=84) after calculating the average, standard deviation, correlation coefficient and reliability.

### 4.3 Regression Analysis of the Scale

By setting "tour leader's positive affect" and "tour leader's negative affect" as the independent variables, and "emotional burnout" the dependent variable, the following outcomes were captured

through the regression analysis: though the linear relationship exists when "tour leader's positive affect" is set as the independent variable and "emotional burnout" as the dependent variable, a significant level is not presented, indicating that the team leader is less likely to get emotionally exhausted when maintaining a positive emotion; on the contrary, when "tour leader's negative affect" is settled as the independent variable and "emotional burnout" as the dependent variable, both the linear relationship and a significant level exist (see Table 2), symbolizing that emotional burnout is likely to pop up when the team leader suffers a negative emotion.

**Table 2 Regression analysis test table of "tour leader's positive affect" and "tour leader's negative affect" towards "emotional burnout"**

| variable                      | Beta   | t value | significance |
|-------------------------------|--------|---------|--------------|
| tour leader's positive affect | -0.162 | -1.501  | 0.137        |
| tour leader's negative affect | 0.239  | 2.212   | 0.030        |
| R squared value               | 0.079  |         |              |
| F value                       | 3.384  |         |              |

\*p<0.05, \*\*p<0.01

By setting "tour leader's positive affect" and "tour leader's negative affect" as the independent variables, and "tour members' tourism satisfaction" the dependent variable, the following discoveries were caught through the regression analysis: the linear relationship still exists without the presentation of a significant level when "tour leader's positive affect" is treated as the independent variable and "tour members' tourism satisfaction" as the dependent variable, manifesting that generally a higher degree of satisfaction is demonstrated among tour members towards their tour leader when the leader remains positively emotional; in a converse setting where "tour leader's negative affect" is handled as the independent variable and "tour members' tourism satisfaction" the dependent variable, both the linear relationship and a significant level exist (see Table 3).

**Table 3 Regression analysis test table of "tour leader's positive affect" and "tour leader's negative affect" towards "tour members' tourism satisfaction"**

| variable          | Beta   | t value | significance |
|-------------------|--------|---------|--------------|
| emotional burnout | -0.374 | -3.654  | 0.000        |
| R squared value   | 0.140  |         |              |
| F value           | 13.351 |         |              |

\*p<0.05, \*\*p<0.01

According to Table 4, a significant level can be observed from the regression analysis regarding the link between "emotional burnout" and "tour members' tourism satisfaction", with the p value below 0.01, proving that tour members' tourism satisfaction tends to be more significant with the uprising emotional burnout of the tour leader.

**Table 4 Regression analysis test table of "emotional burnout" towards "tour members' tourism satisfaction"**

| variable                      | Beta   | t value | significance |
|-------------------------------|--------|---------|--------------|
| tour leader's positive affect | 0.073  | 0.699   | 0.487        |
| tour leader's negative affect | -0.172 | -1.613  | 0.111        |
| emotional burnout             | -0.324 | -3.015  | 0.003        |
| R squared value               | 0.171  |         |              |
| F value                       | 5.353  |         |              |

\*p<0.05, \*\*p<0.01

In the circumstance where "emotional burnout" has been added as an intermediary variable, it functions as the independent variable, together with either "tour leader’s positive affect" or "tour leader’s negative affect", and meanwhile "tour members’ tourism satisfaction" acts as the dependent variable. It can be noticed from the regression analysis shown in Table 5 that neither "tour leader’s positive affect" nor "tour leader’s negative affect" showed any significance with "tour members’ tourism satisfaction", while "emotional burnout" generates a significant effect on "tour members’ tourism satisfaction". Therefore, the intermediary variable "emotional burnout" has an intermediary effect on the tourism satisfaction among tour members.

**Table 5 Regression analysis test table of "tour leader’s positive affect", "tour leader’s negative affect" and “emotional burnout” towards “tour members’ tourism satisfaction”**

| variable                      | Beta   | t value | significance |
|-------------------------------|--------|---------|--------------|
| tour leader’s positive affect | 0.126  | 1.160   | 0.250        |
| tour leader’s negative affect | -0.249 | -2.297  | 0.024        |
| R squared value               | 0.067  |         |              |
| F value                       | 1.576  |         |              |

\*p<0.05 ,\*\*p<0.01

## 5 Research Conclusions

After the completion of research inference and analysis, the results will be further explained to get them verified and conclusions will be presented in the second section, followed by recommendation to the tourism industry.

### 5.1 Verification of Research hypothesis

There should be certain type of relevance between the emotional characteristics of the team leader and the nature of his/her work, leading to the exploration into the relationship among "tour leader’s positive affect", "tour leader’s negative affect" and“tour members’ tourism satisfaction”, "positive emotion", "negative emotion" and "tourism satisfaction of group members".

5.1.1. Relevance between the tour leader’s emotional characteristics (namely his/her "positive affect", and "negative affect") and "emotional burnout"

(a) Hypothesis 1-1: the higher positive affect the team leader reveals, the lower emotional burnout he/she experiences.

(b) Hypothesis 1-2: the higher negative affect the team leader reveals, the higher emotional burnout he/she experiences.

According to the correlation analysis, it can be remarked that the team leader’s positive affect is negatively correlated with his/her emotional burnout. Furthermore, Clark and Isen also pointed out in 1982 that any behavior which is beneficial to the society is more likely to occur when a person stays in a positive affect. The reason why any positive affect could stimulate helpful behaviors lies in that such affect helps strengthen the memory of previous experiences where positive help was offered, brings that individual an emotional advantage (benefit) as well as a sense of social responsibility, or raises the positive perception of human nature. Hereon it reflects that the tour leader is inclined to use his/her positive thinking in the face of a trouble, thus unlikely to suffer any emotional burnout. Since the positive affect is positively correlated with emotional burnout, presented in a significant level, undoubtedly it can be claimed that the team leader is more prone to emotional exhaustion when encountering any setback or problem when leading a tour.

Hereby the hypothesis 1-2 is proved tenable.

5.1.2 Relevance between the tour leader’s emotional characteristics (namely his/her "positive

affect", and "negative affect") and "tour members' tourism satisfaction"

(a) Hypothesis 2-1: the higher positive affect the leader reveals, the higher satisfaction the group members get.

(b) Hypothesis 2-2: the higher negative affect the leader reveals, the lower satisfaction the group members get.

As revealed in related sub-results, the higher the tour leader's positive affect, there is a positive correlation between the tour leader's positive affect and tour members' tourism satisfaction when the former uplifts, indicating that the tour leader's positive emotional characteristics tend to affect the entire atmosphere of his/her tour, and he/she is more likely to face any trouble with a positive attitude, along with higher support received from tour members. With regard to the second hypothesis, that is the higher negative affect the leader reveals, the lower satisfaction the group members get, its establishment contributes to the interpretation that tour members' tourism satisfaction would be negatively correlated with the tour leader's negative affect, accompanied with a significant level. As the tour leader has been emotionally exhausted, it would be rather tough for him/her to serve the members with a positive attitude, and accordingly he/she would be unable to provide them with satisfactory services, consequently leading to lower tourism satisfaction. Hereby the hypothesis 2-2 is proved tenable.

### 5.1.3. Relevance between the team leader's "emotional burnout" and the tour members' "tourism satisfaction"

(a) Hypothesis H3: the team leader's emotional burnout is inversely proportional to the tour members' tourism satisfaction.

It is manifested in the correlation analysis that there is a negative correlation between the team leader's emotional burnout and group members' tourism satisfaction, as presented in a significant level. Specifically speaking, the tour members tend to respond with negative evaluations towards the tour leader once the leader is suffering an emotional burnout, regardless of whether he/she has a positive affect or a negative one. At this point, the hypothesis H3, that is the team leader's "emotional burnout" has a negative impact on tour members' "tourism satisfaction", can be upheld. Hereby the hypothesis H3 is proved tenable.

By combining all the statements above, a list of the validity of each hypothesis mentioned above is illustrated as follows:

**Table 6 List of validity of each hypothesis**

| hypothesis     | content  | verification result |
|----------------|--|---------------------|
| Hypothesis 1-1 | The higher positive affect the team leader reveals, the lower emotional burnout he/she experiences.      | untenable           |
| Hypothesis 1-2 | The higher negative affect the team leader reveals, the higher emotional burnout he/she experiences.     | tenable             |
| Hypothesis 2-1 | The higher positive affect the leader reveals, the higher satisfaction the group members get.            | untenable           |
| Hypothesis 2-2 | The higher negative affect the leader reveals, the lower satisfaction the group members get.             | tenable             |
| Hypothesis 3   | The team leader's emotional burnout is inversely proportional to the tour members' tourism satisfaction. | tenable             |

## 5.2 Conclusion and Recommendation

With the basis settled on travel agencies, this study has discussed and probed into the impact on tour members' tourism satisfaction caused by tour leaders' emotional characteristics, including positive affect and negative affect, as well as their emotional burnout. It is confirmed

that tour members' satisfaction would be influenced to certain extent once their tour leader is suffering emotional burnout regardless of whether the leader's emotional characteristic appears positive or negative.

#### A. Tour leader's emotional characteristics and on-the-job education

As discovered above, a considerably strong relationship exists between the tour members' satisfaction towards the tour leader and the leader's personal emotional characteristics, that is, positive affect and negative affect. Additionally, positive affect is less likely to cause emotional burnout while negative affect is more likely to arouse emotional burnout in a tour leader. Thus it is recommended to provide considerable on-the-job education, training, as well as performance appraisal to the tour leaders concerning their negative emotional characteristics, in order to reinforce their positive emotional characteristics and accordingly to weaken the negative ones, thereby promoting the tourism satisfaction among tour members as well as their loyalty to the same tour leader.

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