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The Effect of Emotional Labor on Citizenship Fatigue and Proactive Customer Service Performance in Travel Agencies

Nirmen Wasfy Gerges Shima Abd El-Kawy Abd El- Tawab

Tourist Studies Department – Faculty of Tourism and Hotels –Fayoum University

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Abstract

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Underpinned by appraisal theory of emotion, this paper investigates the effect of emotional labor forms on citizenship fatigue and proactive customer service performance in the travel agency context. This paper also examines the moderation effect of gender (males vs. females). Using a time-lagged approach, 387 responses were obtained from employees of 22 Class-A travel agencies in Cairo and Giza and analyzed using SmartPLS4. Findings revealed that females have a high level of genuine emotional acting, making them more prone to citizenship fatigue. Otherwise, they have a high level of deep emotional acting, making them less prone to citizenship fatigue. On the other hand, males have a high level of surface emotional acting, making them more prone to citizenship fatigue and proactive customer service performance. Lastly, this paper provides valuable contributions that enhance the human resources literature among academics and improve work pace in the tourism industry.

1. Introduction

Emotional labor is a recognized facet embedded within the daily operational routines of employees within the dynamic tourism industry (Abbas et al., 2018; Lee & Madera, 2019). The modality through which these individuals execute their tasks exerts a profound influence on tourists' levels of satisfaction (Selem et al., 2023b). Consequently, incumbents in the tourism sector are entrusted with the portrayal of positive emotional states congruent with the organizational mandates and encompassing attributes (Zhang et al., 2022). This anticipatory directive remains resolute, irrespective of the authentic emotional condition of employees (Ghyasi & Gurbuz, 2023).

Emotional labor entails the calibrated orchestration of emotions to externalize distinct facial and corporeal expressions (Cheng et al., 2023). This phenomenon emerges saliently in occupations necessitating direct interfacing with public, whether through verbal or visual mediums, wherein emotions are conspicuously exhibited to evoke correspondent emotional

reactions from recipients (He & Hao, 2022). Additionally, these emotive presentations are subject to the influences emanating from the organizational framework (Busoi et al., 2022). In the sphere of tourism, emotional labor plays a pivotal role, particularly as the tenet of "service with a smile" emerges as an intrinsic tenet (Dean et al., 2022). Personnel in these roles are mandated to subjugate any adverse emotional states that may arise during work hours to fortify customer satisfaction.

Tourism organizations proactively anticipate their personnel's emotional expressions as a strategy for securing competitive advantages (Ku, 2022). However, the efficacious dissemination of these targeted emotions frequently poses a formidable challenge for service providers (Ahmad et al., 2023). People find themselves grappling with the phenomenon of emotional dissonance, wherein their sincere emotions diverge from the proscribed emotional norms (Ghyasi & Gurbuz, 2023). For instance, personnel engaged in service may be required to maintain an upbeat demeanor even in the face of discourteous patrons. To aptly project the requisite outward emotions, service employees proactively engage in the phenomenon of acting (Zhang et al., 2022). Surface acting involves the simulation of emotions that are incongruous with the internal state while concurrently suppressing genuine emotions (Hu et al., 2022). This stratagem engenders alterations in extrinsic behaviors such as facial expressions and gestures, while intrinsically experienced emotions remain invariant.

In contrast, deep acting necessitates a purposeful alignment of authentic emotions with the prescribed exhibition standards (Hur et al., 2022). This entails the invocation of cognitive processes to evoke emotions commensurate with the situation, which are subsequently manifested through empathic reactions (Ku, 2022). Surface acting frequently garners perceptions of insincerity from patrons, whereas deep acting tends to engender augmented customer satisfaction, attributed to its perceived genuineness (Nguyen et al., 2022). In certain situations, individuals may find themselves in alignment with their genuine emotional states and the expected standards of emotional expression (Humphrey, 2023). This phenomenon is commonly referred to as naturally felt emotions or authentic acting. It can occur unintentionally when individuals have difficulty conforming to established display norms or when they choose to consciously deviate from these prescribed guidelines (Amisshah et al., 2022).

Substantive interactions with clientele wield discernible influence over the emotional states of individuals, thereby shaping the strategies adopted by employees to project contextually fitting workplace emotions (Hur et al., 2022). Furthermore, the provision of customer service training emerges as a pivotal precursor to emotional labor, as it equips personnel with honed proficiencies in navigating customer interactions (Cheng et al., 2023). For instance, when confronted with irate customers, employees often resort to deep acting by leveraging insights garnered from their training experiences (Gabriel et al., 2016). Training regimens actively advocate the assimilation of deep acting, intending to assuage emotional exhaustion (Lee & Ok, 2014).

Correspondingly, deep acting exhibits positive connections with the expression of positive emotions and self-assessed job performance (Hur et al., 2022). Notably, both surface acting and deep acting yield salient impacts on service performance (Cheung & Lun, 2015). Extant research underscores the variance in the associations between distinct emotional labor strategies and the phenomenon of burnout (Ghyasi & Gurbuz, 2023). Surface acting demonstrates a positive correlation with burnout symptoms, while deep acting evinces no significant correlation with

burnout (Nguyen et al., 2022). Engagement in emotional labor often engenders emotional exhaustion (Hur et al., 2022). Conversely, employees who adopt deep acting as a regulatory strategy for emotions engender authenticity, diminishing the likelihood of emotional exhaustion (Nisar et al., 2023).

Proactive personality refers to the extent to which individuals embody a proactive cognitive orientation (Zhao et al., 2022). Personnel characterized by a robust, proactive personality manifest discernment of and action upon opportunities, exhibit initiative, and sustain persistent endeavors to effect meaningful transformations (Hart & Hart, 2023). Contrarily, individuals with more subdued proactive tendencies evince a predilection for adaptability over instigation. Antecedent studies furnish empirical substantiation for the association between proactive personality and an array of beneficial outcomes (Wang et al., 2022). Notably, individuals endowed with situational judgment effectiveness tend to demonstrate positive correlations between proactive personality and job satisfaction and performance (Adhyke et al., 2023).

In the competitive environment, numerous service-oriented entities have redirected their focus towards providing effective customer service. This is achieved through the thoughtful management of emotional expressions by their staff (Nguyen et al., 2022). Employees who directly interact with customers in service settings are generally expected to conform to both explicit and implicit guidelines that dictate acceptable and unacceptable emotional expressions (Zanin et al., 2023). The concept of employees actively regulating their emotions during work interactions is commonly referred to as emotional labor (Zhang et al., 2022). This notion of emotional labor is primarily situated within the context of front-line service employees' interactions with customers (Amissah et al., 2022). As a result, this paper explores the activities that facilitate the appropriate display of emotions that align with the expectations set by organizational standards in the tourism industry.

2. Literature review

2.1. Appraisal theory of emotion (ATE)

ATE theory proposes that emotions manifest as distinct occurrences marked by shifts in emotional states, cognitive processes, behavioral tendencies, and observable actions (Moors, 2017). Within this framework, skillfully crafting our experiences can evoke emotional reactions. Furthermore, ATE highlights that a diverse range of stimuli in our environment can trigger a wide spectrum of emotions, each accompanied by distinct personal feelings and corresponding behaviors. In the tourism sector, employees regularly engage with customers, necessitates adept management of significant emotional pressures (Busoi et al., 2022).

During these interactions, it is probable that cognitive appraisal takes place, referring to individuals' evaluation of the service interaction. This assessment subsequently influences employees' engagement in emotional labor (Shagirbasha & Sivakumaran, 2021). The ATE theory posits that emotions arise from the evaluation of events. In line with this cognitive appraisal theory, the evaluation of events follows the experience of emotions. Empirical evidence attests to the applicability of this theory in exploring employees' emotional responses subsequent to their evaluation of different situations (Nguyen et al., 2022). This principle extends to the domain of emotional labor, suggesting that the adoption of emotional labor strategies hinges on employees' assessments of their interactions with customers (Shagirbasha & Sivakumaran, 2021).

In situations where the assessment is unfavorable, employees often encounter negative emotions like anger or frustration (Nguyen et al., 2022). However, due to situational constraints, these emotions cannot be openly expressed towards customers. Consequently, employees turn to surface acting. Barreiro and Treglown (2020) further corroborate the influence of emotions on employee engagement. When employees lack engagement in their role, their commitment and performance may suffer, resulting in diminished motivation and suboptimal outcomes (Hur et al., 2022).

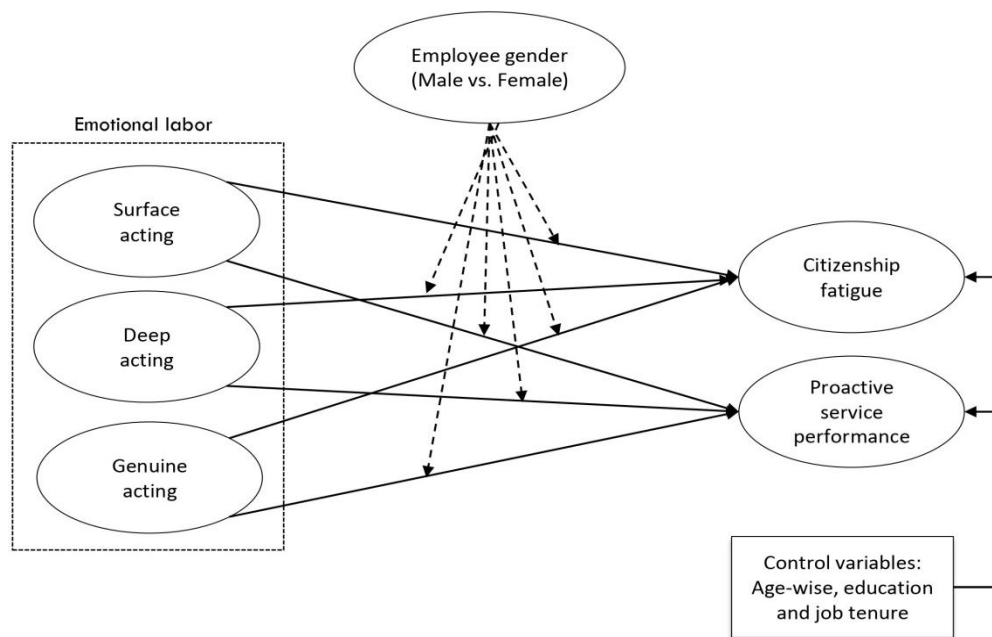


Figure 1. Research model.

2.2. Emotional labor and its strategies

The concept of emotional labor extends beyond innate emotional experiences, encompassing the deliberate regulation and presentation of specific emotions within work-related contexts. Hochschild (2012) originally introduced this concept, defining emotional labor as the form of work that compels individuals to either suppress or evoke certain emotional states to project an outward demeanor consistent with the expected emotional disposition of others (Hur et al., 2022). This phenomenon necessitates aligning one's thoughts and emotions, often drawing from deeply ingrained self-identities that contribute to an individual's uniqueness (Shagirbasha & Sivakumaran, 2021).

A pivotal aspect of emotional labor involves the regulation of emotions in line with an organization's display rules (Lam & Chen, 2012; Cheung and Lun, 2015). Scholars have categorized emotional labor into three distinct strategies: surface acting, which manages externally expressed emotions; deep acting, which involves the regulation of both experienced and displayed emotions; and the authentic expression of naturally felt emotions during service interactions (Klope & Hedlin, 2023). Surface and deep acting are recognized as intentional emotional labor strategies that require adherence to organizational guidelines (Hur et al., 2022; Cheng et al., 2022). In contrast, the genuine expression of emotions constitutes "automatic emotional labor," where employees convey authenticity (Kumar et al., 2022).

Accordingly, emotional labor occurs when individuals regulate their emotions to meet job requirements regarding the appropriate emotions to display. Hochschild (2012) focused on emotional labor among flight attendants, who were expected to maintain a constant smile and create a comforting environment for passengers despite facing inappropriate behavior (Hur et al., 2022). This demand led to the employment of surface- and deep-acting strategies. Surface acting involves adjusting facial expressions and body language to reflect specific emotions, primarily through physiological adjustments (Nguyen et al., 2022). For example, when an employee maintains a smile in response to a difficult customer, it exemplifies surface acting. Conversely, deep acting involves genuinely experiencing the expected emotion by engaging mentally with the situation (Amissah et al., 2022). An employee might practice deep acting by empathizing with a customer's challenging day, leading to the sincere adoption of a compassionate demeanor (Saleem et al., 2022).

Deep acting involves altering internal emotions to exhibit an emotion that aligns with organizational expectations (Chi & Grandey, 2019). This approach includes proactive emotion regulation, where emotional expression is shaped by one's perception and interpretation of a situation. Techniques like attention deployment are employed, facilitating a shift in underlying emotions and resulting in outward expressions that match the desired emotional stance of the organization (Grandey & Melloy, 2017). Both deep and surface acting are often influenced by "feeling rules," culturally influenced guidelines that dictate appropriate emotions for specific situations (Hochschild, 2012).

Finally, the true expression of natural emotions involves the unforced manifestation of authentic emotional states in the workplace. This approach contrasts with deliberate emotional labor strategies (Hur et al., 2022). Hochschild (2012) noted that emotional labor-intensive professions are predominantly occupied by women, involving extensive interpersonal interactions and tasks related to manage emotions. Notably, Benesch (2018) demonstrated that emotional labor can induce individual-level transformations and, when organized effectively, it can lead to institutional-level changes.

In contrast, the expression of naturally felt emotions constitutes "automatic emotional labor," allowing true emotional expression without deliberate alteration. These strategies have different links with worker well-being (Amissah et al., 2022). Surface acting correlates positively with burnout and job dissatisfaction, while deep acting has no relationship to burnout and positively relates to job satisfaction (Hur et al., 2022). Deep acting acts as a protective measure against negative emotions, contributing to a more positive emotional encounter and fostering positive emotional states (Xu et al., 2017).

In the tourism sector, customer perception of service quality is highly dependent on employees' performance (Selem et al., 2023a). Surface acting involving insincere emotional expressions can be detected by customers and may undermine job effectiveness and disrupt employee-customer rapport, which is essential for customer satisfaction. Conversely, deep acting enhances interpersonal interactions through genuine emotional displays (Shagirbasha & Sivakumaran, 2021). Displaying positive emotions influences customer attitudes and behaviors, such as satisfaction and tipping. Employees who practice deep acting are more likely to exceed customer expectations, leading to increased generosity and larger tips (Amissah et al., 2022).

Emotional labor encompasses two distinct approaches, namely surface acting and deep acting (Hur et al., 2022). Surface acting is positively associated with task performance and

employee burnout, while deep acting does not show a significant relationship with performance outcomes (Amissah et al., 2022). Furthermore, personality traits such as openness to experience, conscientiousness, and agreeableness are linked to lower engagement in surface acting (Shagirbasha & Sivakumaran, 2021).

2.3. *Citizenship fatigue*

Bolino et al. (2015) introduced the concept of citizenship fatigue as a condition where individuals experience feelings of exhaustion, tiredness, or tension due to their engagement in organizational citizenship behavior activities. When employees feign happiness that contradicts their true emotions, they encounter inner conflict when they recognize the need to express feelings that do not align with their genuine sentiments (Xu et al., 2017). This situation can be especially mentally and emotionally taxing for employees, and it also leads organizations to face issues like employee burnout and attrition. This is attributed to the physical and mental strains of managing emotions and the resulting emotional mismatch (Krannitz et al., 2015).

2.4. *Proactive customer service performance*

Proactive service performance possesses three distinct attributes: being self-initiated, oriented towards the long term, and persistent in nature (Rank et al., 2007). "Self-started" denotes actions taken by employees that go beyond the scope of their designated roles. "Long-term oriented" signifies employees' ability to anticipate future service requirements of customers, extending beyond their immediate needs. "Persistent" underscores employees' capability to consistently address the evolving service needs and changing expectations of customers (Chen et al., 2017).

2.5. *Gender as moderation effect*

Gender has been acknowledged as a significant factor in emotional labor, a crucial aspect of workplace dynamics. Sohn and Lee (2012) emphasize that gender differences play a role in emotional management, asserting that women often demonstrate exceptional proficiency in this area. These gender differences are influenced by cultural and societal nuances, shaping how emotions are expressed and managed, thereby affecting their implications for professional outcomes. In work environments, women tend to engage in deeper introspection than men, leading to differences in how they navigate emotional demands. Delving further, Zhang et al. (2020) explored gender differences, finding that women inclined towards forgiveness tend to rely on cognitive reappraisal techniques more than men.

Empirical studies high light the consequences of different emotional labor strategies. The toll of surface acting on employees is evident through resource depletion and heightened work-related anxiety. This situation introduces a dissonance in authentic emotional expression, which is particularly pronounced among males, as highlighted by Krannitz et al. (2015). Conversely, Baral and Bhargava (2011) argue that women excel in deep acting, exhibiting a remarkable capacity for emotional depth and outward emotional expression.

3. **Research hypothesis**

H1a. Deep acting negatively affects citizenship fatigue.

H1b. Deep acting positively affects proactive customer service performance.

H2a. Surface acting positively affects citizenship fatigue.

H2b. Surface acting negatively affects proactive customer service performance.

H3a. Genuine acting positively affects citizenship fatigue.

H3b. Genuine acting negatively affects proactive customer service performance.

H4a. Gender moderates the association between deep acting and citizenship fatigue.

H4b. Gender moderates the association between deep acting and proactive customer service performance.

H5a. Gender moderates the association between surface acting and citizenship fatigue.

H5b. Gender moderates the association between surface acting and proactive customer service performance.

H6a. Gender moderates the association between genuine acting and citizenship fatigue.

H6b. Gender moderates the association between genuine acting and proactive customer service performance.

4. Methods

The Egyptian tourism industry is the main subject of the current paper. Several factors led to the selection of Cairo and Giza as the research settings. These cities host several important international conferences and summits (Hegazy et al., 2023). Furthermore, there are several travel agencies with a variety of amenities, as they are well-known tourist destinations for all visitors (Safwat et al., 2022). Likewise, Class-A travel agencies were selected as a study population because they have distinctive core competencies that enable them to handle organizational changes and implement contemporary administrative procedures (Orabi, 2023). There are 1670 of these agencies working in Cairo and Giza, and they are all permitted to conduct both incoming and outbound tourism operations under Egyptian law (Egyptian Travel Agents Association, 2023). Otherwise, citizenship fatigue and proactive customer service performance may be influenced by emotional labor forms (i.e., surface, deep, and genuine acting) in the supervisor-employee interaction (Yan et al., 2023). This must be taken into consideration through human resources management in modern travel agencies (Selem et al., 2023a).

4.1. Content validity and pre-test

Data were gathered using a self-administrated questionnaire. The survey was originally prepared in English and was then translated into the native Arabic language of the participants by three HR specialists and industry experts. They conducted this process to check the extent to which the original text is compatible with the translated text. To guarantee that the instrument quantifies main and sub-constructs, the face validity of this questionnaire was confirmed by four tourism academics that were requested to evaluate the questionnaire's content. As such, they proved that the survey content was clear and easy to understand.

Additionally, the pilot study was carried out on 32 travel agency employees who had not been incorporated in the main sample of the paper with the objective of exploring the questionnaire's viability by testing if it was appropriate and coherent, along with if the questions were clearly understood, well-defined, and presented consistently. In line with the participants' comments, an alteration was made to the write-up, and some statements were reworded. Even some statements were reorganized and reordered.

4.2. Data collection

The research population reached 189,000 employees of travel agencies located inside Cairo and Giza. According to Krejcie and Morgan (1970), the intended sample size is 384 when the target population size is approximately 1 million cases. In our case, the potential sample size was set at 500 cases, which exceeds the estimated sample size, indicating that the current sample size is representative of the target population. To achieve this paper's objectives, a self-questionnaire was designed and provided to employees of 22 Class-A travel agencies. These agencies were selected because they verbally agreed to include their employees as members of our research sample.

Given participants were selected using the simple random sampling method, the selected sample is considered representative of the population of targeted tourism companies, as it exceeded 5% (Hair et al., 2014). These agencies were reached out to during the annual jobfair for one of the higher institutes for tourism and hotels in the first semester of 2022. With the help of each travel agency's management, prospective participants were asked to complete a survey form by sending SurveyMonkey link to WhatsApp groups to which the management of these travel agencies has added the competent author. Participants were informed that their participation in the survey was entirely voluntary and that no monetary compensation would be provided. Two attention-checking questions were developed: "*Please select strongly disagree for the third question*" and "*If you are a manager or supervisor, respond to this survey*". As such, responses of "yes" to these two questions were not included in the data set subject to statistical examination.

Data were collected using the time-lag approach with a 10-day interval. In Wave 1, the respondents were asked to express their opinions about their feelings towards their supervisor and whether they were deep, surface, or genuine, as well as their demographic profiles. Hence, 468 completed responses were obtained from February 15 until March 6, 2023. During Wave 2, participants' responses to their citizenship fatigue were explored. As such, 416 participants responded from those who participated in Wave 1, with an estimated response rate of 88.89% between March 17 and March 31, 2023. Participants' responses about their proactive service performance, with 395 completed responses in Wave 3, were obtained from all participants in the previous wave. The response rate for this prompt was 94.95%. Data screening was performed to check for outliers and duplicates using SPSS v.26 and resulted in the exclusion of eight invalid responses, making the total number of valid questionnaires 387.

4.3. Non-response bias and sample size appropriate

The final sample was divided into two groups according to gender before conducting the Mann-Whitney test to examine the differences between the samples as well as the differences between the early and late responses in the collected sample for male and female samples. Findings showed that there were no statistically significant differences in favor of any sample of them, as well as no differences in the responses received from participants in the first and last weeks. Accordingly, no response bias was found in the final data set.

In accordance with Hair et al. (2014), the sample size should be calculated based on the number of items to examine. It is acceptable to maintain a ratio of 1 to 10 (item: sample). Thus, the total items in the survey were 31, i.e., an estimated number of participants not exceeding 310. Moreover, the G*Power test reveals that this sample size fulfills the requirement of the necessary sample size of 115 respondents when the confidence level = 99%, SD = 0.5, and margin of error

= 1% are taken into account. Hence, the final sample size (387) for the pooled sample (i.e., 226 cases for the male sample and 161 cases for the female sample) is sufficient and valid for further analyses.

4.4. Measurements

Following a wide-ranging analysis of the literature, a standardized questionnaire was developed by pinpointing valid as well as recurrently used measures (see Appendix A). Participants' perceptions related to concerning emotional labor were gauged with nine items (i.e., deep, surface, and guanine acting, three items each), derived by Amisshah et al. (2022). Five items were employed to assess citizenship fatigue, as developed by Bolino et al. (2015). Seven items were modified from Rank et al. (2007) to gauge supervisors and employees' proactive performance of customer service. All items conflict on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). In this paper, we added age, job tenure, and educational level as control variables to check their effects on outcome variables.

4.5. Common method variance (CMV)

This paper employs three strategies to lower the likelihood of CMV, including ensuring anonymity, honesty, and secrecy. First, participants' information will be anonymous and only utilized for research purposes. When anonymity is guaranteed, it is less likely that response bias will be discovered. Second, the pooled model fit had far greater factor loadings than expected and was sufficient: SRMR = .046; d_{ULS} = 5.567; d_G = 9.114; chi-square = 1538.234; NFI = .944. Lastly, the variance inflation factor (VIF) was calculated in PLS-SEM to evaluate CMV; hence, VIF values were below the threshold of 3.3. Based on the strategies implemented above, we deduced that the dataset was free of CMV issues.

4.6. Data analysis

Data were analyzed using the partial least squares-structural equation modeling (PLS-SEM) approach to estimate the measurement and structural models (Sarstedt et al., 2020). PLS-SEM only requires a few samples and does not assume that data are normally distributed (Hair et al., 2017). Sarstedt et al. (2022) found that several studies with sample sizes exceeding 500 cases stood out using this approach. As a result, a variety of analyses can be performed depending on the projected sample size may be conducted using PLS-SEM. Because of its statistical power to assess posited linkages while estimating the proposed model, PLS-based analysis has been frequently used by previous tourism researchers (e.g., Becker et al., 2023; Selem et al., 2023b).

Running SmartPLS 4, the data analysis for this paper was carried out. Hence, Cronbach's alpha was used to validate and assess the reliability and validity of each item. The composite reliability (CR) and the average variance extracted (AVE) were applied to establish convergence validity. To assess discriminant validity, the heterotrait-monotrait ratio (HTMT) was conducted. Lastly, direct and indirect nexuses were found using the full bootstrapping method.

5. Findings

5.1. Respondents profile analysis

Table 1 displays the demographics of respondent profiles.

Table 1. Sample characteristics.

	Categories	Pooled sample (n = 387)		Males sample (n = 226)		Females sample (n = 161)	
		Frequenc y	%	Frequency	%	Frequenc y	%
Marital status	Single	132	34.1	76	33.6	56	34.8
	Married	180	46.5	96	42.5	84	52.2
	Widowed	75	19.4	54	23.9	21	13.0
Monthly income (L.E.)	< 4200	120	31.0	60	26.5	60	37.3
	4200-5999	94	24.3	59	26.1	35	21.7
	6000-7999	106	27.4	64	28.3	42	26.1
	≥ 8000	67	17.3	43	19.0	24	14.9
Age-wise (years)	< 21	34	8.8	5	2.2	29	18.0
	21-29	70	18.1	32	14.2	38	23.6
	30-39	86	22.2	67	29.6	19	11.8
	40-49	125	32.3	57	25.2	68	42.2
Educational level	50 and above	72	18.6	65	28.8	7	4.3
	PhD/MSc	79	20.4	53	23.5	26	16.1
	Bachelor	249	64.3	147	65.0	102	63.4
	High school	44	11.4	21	9.3	23	14.3
Job tenure (years)	Other	15	3.9	5	2.2	10	6.2
	Less than 3	78	20.2	46	20.4	32	19.9
	3-5	86	22.2	49	21.7	37	23.0
	6-8	111	28.7	71	31.4	40	24.8
	Above 8	112	28.9	60	26.5	52	32.3

For our sample (N = 387), 46.5% of the respondents were married, and 31% of those had a monthly income less than 4200 L.E. Furthermore, 32.3% of the respondents were 40–49 years old, and 64.3% of those had a bachelor's degree. Finally, 28.9% have six to eight years of experience. With regard to the male sample (N = 226), 42.5% of the respondents were married, and 28.3% of those get monthly income between 6000 and 7999 L.E. Moreover, 29.6% of the respondents were 30-39 years old, and 65% of those had a bachelor's degree. Lastly, 31.4% had six-to-eight job experience years, followed by 26.5% with more than eight job experience years. Regarding the female sample (N = 161), 52.2% of the respondents were married, and 37.3% of those had a monthly income less than 4200 L.E. Moreover, 42.2% of the respondents were 40–49 years old, and 63.4% of those had a bachelor's degree. Finally, 32.3% had more than eight years of experience, with 24.8% having between six and eight years.

5.2. Measurement model

The measurement models' outcomes for three pooled samples were assessed in this paper. Table 2 displays the CR, AVE, and outside loading values.

Table 2. Validity and reliability

Constructs	Items	Pooled sample						Males sample						Females sample					
		M	SD	FL	CR	Alpha	AVE	M	SD	FL	CR	Alpha	AVE	M	SD	FL	CR	Alpha	AVE
Deep acting	DPA1	4.78	1.401	.824	.849	.822	.653	4.66	1.255	.842	.819	.800	.603	4.87	1.493	.733	.818	.801	.600
	DPA2	4.63	1.643	.807				4.47	1.585	.711				4.75	1.677	.799			
	DPA3	4.45	1.684	.793				4.41	1.679	.771				4.48	1.691	.791			
Surface acting	SRA1	4.12	1.794	.823	.848	.822	.650	4.24	1.843	.800	.823	.812	.608	4.04	1.757	.807	.840	.798	.637
	SRA2	4.21	1.691	.769				4.11	1.541	.778				4.28	1.790	.754			
	SRA3	3.83	1.761	.826				3.88	1.795	.760				3.80	1.739	.831			
Genuine acting	GNA1	4.36	1.793	.760	.825	.808	.611	4.24	1.932	.753	.826	.770	.613	4.45	1.685	.796	.841	.832	.638
	GNA2	4.48	1.841	.801				4.44	1.847	.788				4.52	1.840	.810			
	GNA3	4.50	1.633	.782				4.35	1.578	.806				4.61	1.666	.790			
Citizenship fatigue	CFG1	3.49	1.254	.754	.939	.926	.605	3.35	1.137	.708	.942	.914	.620	3.59	1.327	.741	.932	.902	.649
	CFG2	3.37	1.024	.738				3.19	.982	.760				3.52	1.031	.836			
	CFG3	3.45	1.269	.745				3.25	1.097	.781				3.59	1.367	.729			
	CFG4	3.13	1.180	.791				2.89	1.093	.796				3.30	1.213	.799			
	CFG5	3.72	1.112	.780				3.57	.879	.809				3.84	1.243	.805			
Proactive customer service performance	PCS1	4.90	1.711	.709	.927	.911	.599	5.58	1.456	0.816	.938	.916	.606	4.41	1.720	.797	.939	.921	.601
	PCS2	4.86	1.441	.732				5.19	1.356	.711				4.62	1.456	.802			
	PCS3	4.48	1.653	.716				4.78	1.519	.809				4.25	1.715	.750			
	PCS4	4.84	1.451	.777				5.11	1.507	.784				4.66	1.386	.799			
	PCS5	4.65	1.458	.800				4.91	1.394	.721				4.46	1.479	.733			
	PCS6	4.33	1.555	.734				4.57	1.607	.833				4.15	1.498	.753			
	PCS7	4.71	1.364	.786				5.02	1.222	.808				4.48	1.421	.708			
Model fit indicators		SRMR = .051; d_ULS = 2.983; d_G = 1.877; Chi-square = 886.555; NFI = .888						SRMR = .035; d_ULS = 6.512; d_G = 6.955; Chi-square = 1015.956; NFI = .914						SRMR = .043; d_ULS = 5.097; d_G = 3.800; Chi-square = 778.989; NFI = .954					

The AVE and CR scores were higher than the corresponding cut-off thresholds of 0.50 and 0.70 (Hair et al., 2017). Besides, all of the factor loading values were greater than the 0.708 threshold (see Table 2), demonstrating the measurement model's internal consistency (Becker et al., 2023), and the three models had excellent convergent validity (Hair et al., 2019). As demonstrated in Table 2, model fit metrics reveal that the suggested three models have excellent fit. In accordance with Henseler et al. (2015), we assessed the discriminant validity of the correlations using HTMT (see Table 3).

Table 3. Discriminant validity (HTMT).

Construct	1.	2.	3.	4.	5.	6.	7.	8.
<i>Pooled sample</i>								
1. Age-wise								
2. Educational level	.142							
3. Job tenure	.057	.092						
4. Citizenship fatigue	.025	.142	.138					
5. Deep acting	.060	.178	.074	.084				
6. Genuine acting	.111	.065	.086	.123	.173			
7. Proactive customer service performance	.072	.059	.093	.062	.311	.173		
8. Surface acting	.156	.081	.101	.085	.237	.485	.167	
<i>Males sample</i>								
1. Age-wise								
2. Educational level	.197							
3. Job tenure	.050	.275						
4. Citizenship fatigue	.465	.197	0.29 5					
5. Deep acting	.066	.127	0.05 7	.112				
6. Genuine acting	.370	.088	0.11 4	.137	.187			
7. Proactive customer service performance	.213	.150	0.32 7	.121	.326	.201		
8. Surface acting	.279	.076	0.10 3	.140	.296	.412	.234	
<i>Females sample</i>								
1. Age-wise								
2. Educational level	.169							
3. Job tenure	.043	.048						
4. Citizenship fatigue	.169	.150	0.09 4					
5. Deep acting	.040	.305	0.17 3	.137				
6. Genuine acting	.150	.165	0.10 2	.205	.218			
7. Proactive customer service performance	.155	.089	0.28 5	.120	.329	.184		
8. Surface acting	.079	.119	0.13 8	.128	.209	.357	.194	

Accordingly, all HTMT ratios were less than 0.85 for the three samples, assuming that the measurement model attained discriminant validity. Using MICOM approach, measurement invariance was tested across the female and male samples with regard to the various constructs (Henseler et al., 2016). There are three steps in the MICOM procedure: configural invariance, compositional invariance, and equality of the composite mean variances (Cheah et al., 2020).

Table 4. Measurement invariance assessment.

Constructs	Compositional invariance			Equal means assessment			Equal variances assessment		
	<i>c</i> = 1	Perm <i>p</i>	CIE?	<i>D</i> = 0	Perm <i>p</i>	EME?	<i>L</i> = 0	Perm <i>p</i>	EVE?
Deep acting	1.000	.233	Yes	.052	.342	Yes	.339	.154	Yes
Genuine acting	.998	.457	Yes	.157	.111	Yes	.034	.128	Yes
Citizenship fatigue	.995	.094	Yes	.088	.230	Yes	.172	.078	Yes
Proactive customer service performance	.995	.124	Yes	.026	.032	No	.577	.436	Yes
Surface acting	.991	.239	Yes	.034	.087	Yes	.103	.028	No

The validity and reliability metrics for the male and female samples were determined to be good after a separate evaluation of the measurement models (see Table 4). Hence, the latent variable scores might be estimated using the same array of indicators. Next, configurational invariance was established for the set of requirements given by Cheah et al. (2020). Hence, compositional invariance was checked. Permutation test findings demonstrated that compositional invariance was demonstrated for each construct.

5.3. Structural model

To assess the inner model, we calculated R² and f² values (Hair et al., 2019; Selem et al., 2023b).

Table 5. Structural paths testing.

Paths	Pooled sample				Males sample				Females sample			
	β	t-value	<i>p</i> value	f ²	β	t-value	<i>p</i> value	f ²	β	t-value	<i>p</i> value	f ²
H1a Deep acting → Citizenship fatigue	-.487**	11.609	.002	.0328	-.379*	9.357	.021	.268	-.468**	12.136	.006	.411
H1b Deep acting → Proactive customer service performance	.076	.526	.599	.002	-.060	8.241	.810	.001	.167	.650	.515	.013
H2a Surface acting → Citizenship fatigue	.366**	9.023	.006	.255	.412***	10.713	.000	.346	.362**	11.833	.005	.223
H2b Surface acting → Proactive customer service performance	-.317**	7.673	.001	.278	-.350**	7.190	.002	.328	-.479**	12.393	.002	.342
H3a Genuine acting → Citizenship fatigue	.441**	13.145	.004	.326	.409**	13.895	.001	.367	.352**	10.663	.008	.258
H3b Genuine acting → Proactive customer service performance	-.305**	12.642	.006	.208	-.242*	10.863	.011	.108	-.477**	12.040	.004	.366
Age-wise → Citizenship fatigue	-.121	1.021	.307	-	-.103	1.704	.089	-	.198	1.247	.212	-
Age-wise → Proactive customer service performance	.140	1.270	.204	-	.206	1.171	.241	-	-.081	.509	.611	-
Educational level → Citizenship fatigue	.016	.157	.875	-	.042	.270	.788	-	-.029	.212	.832	-
Educational level → Proactive customer service performance	-.046	.430	.667	-	.033	.195	.845	-	-.111	.612	.540	-
Job tenure → Citizenship fatigue	-.054	.530	.596	-	-.130	.811	.417	-	-.026	.164	.870	-
Job tenure → Proactive customer service performance	.069	.650	.516	-	.104	.584	.559	-	.122	.717	.474	-
R ² for Citizenship fatigue	.503				.463				.449			
R ² for Proactive customer service performance	.398				.423				.319			

According to the three samples' models, the variance in citizenship fatigue and proactive customer service performance was explained by values greater than 0.10 (Hair et al., 2017), as shown in Table 5. According to Khalilzadeh and Tasci (2017), all values of f^2 for the three samples had large effect sizes because these values exceeded the threshold of 0.14 for $f^2 =$ large effect size (see Table 5). Thus, the three structural models presented in this paper have reasonably high explanatory power. Furthermore, the VIF values in this paper were less than the cutoff of 5, demonstrating that collinearity problems are not present (Hair et al., 2019).

Next, path associations are shown in Table 5 for the pooled sample as well as the two sub-groups. As such, control variables' effects on dependent variables revealed that age-wise, educational level, and job tenure were not statistically significant in the three samples. Therefore, they were excluded; hence, PLS-algorithm was run to check changes in the R^2 values for the three models without demographic variables. Accordingly, the R^2 values decreased as follows: citizenship fatigue ($R^2_{\text{pooled sample}} = .503 \rightarrow .432$; $R^2_{\text{male sample}} = .463 \rightarrow .415$; $R^2_{\text{female sample}} = .449 \rightarrow .404$) and proactive customer service performance ($R^2_{\text{pooled sample}} = .398 \rightarrow .369$; $R^2_{\text{male sample}} = .423 \rightarrow .411$; $R^2_{\text{female sample}} = .319 \rightarrow .312$).

As shown in Table 5 findings, deep emotional acting negatively affected citizenship fatigue (Pooled sample: $\beta = -.487$, $t = 11.609$, $p < .01$; male sample: $-.379$, $t = 9.357$, $p < .05$; female sample: $\beta = -.468$, $t = 12.136$, $p < .01$), supporting H1a. Otherwise, deep emotional acting was not significant in proactive customer service performance (pooled sample: $\beta = .076$, $t = .526$, $p > .05$; male sample: $-.060$, $t = 8.241$, $p > .05$; female sample: $\beta = .167$, $t = .650$, $p > .05$), thereby H1b was not supported.

Likewise, surface emotional acting positively affected citizenship fatigue (pooled sample: $\beta = .366$, $t = 9.023$, $p < .01$; male sample: $.412$, $t = 10.713$, $p < .001$; female sample: $\beta = .362$, $t = 11.833$, $p < .01$), supporting H2a. Otherwise, surface emotional acting negatively affected proactive customer service performance (pooled sample: $\beta = -.317$, $t = 7.673$, $p < .01$; male sample: $-.350$, $t = 7.190$, $p < .01$; female sample: $\beta = -.479$, $t = 12.393$, $p < .01$), supporting H2b.

Lastly, genuine emotional acting positively affected citizenship fatigue (pooled sample: $\beta = .441$, $t = 13.145$, $p < .01$; male sample: $.409$, $t = 13.895$, $p < .01$; female sample: $\beta = .352$, $t = 10.663$, $p < .01$), supporting H3a. Otherwise, genuine emotional acting negatively affected proactive customer service performance (pooled sample: $\beta = -.305$, $t = 12.642$, $p < .01$; male sample: $-.242$, $t = 10.863$, $p < .01$; female sample: $\beta = -.477$, $t = 12.040$, $p < .01$), supporting H3b.

5.4. Observed heterogeneity testing

As recommended by Cheah et al. (2020), the permutation test and the PLS-MGA were utilized to examine the moderation effects of gender in the linking of emotional labor forms (i.e., deep, surface, and genuine acting) with citizenship fatigue and proactive customer service performance.

Table 6. PLS multi-group analysis (MGA).

Hypotheses	Path coefficient (Males)	Path coefficient (Females)	Diff coefficient (Males-Females)	Permutation <i>p</i> -values	PLS-MGA <i>p</i> -values
H4a Deep acting → Citizenship fatigue	.076	.231	-.155	.028	.982
H4b Deep acting → Proactive customer service performance	.057	.087	-.030	.445	.231
H5a Surface acting → Citizenship fatigue	.122	.059	.063	.035	.988
H5b Surface acting → Proactive customer service performance	.163	.124	.039	.042	.986
H6a Genuine acting → Citizenship fatigue	.075	.117	-.042	.039	.992
H6b Genuine acting → Proactive customer service performance	.011	.021	-.010	.067	.527

Table 6 findings indicated that gender significantly moderates the association between deep acting and citizenship fatigue (Diff: $\beta = -.155$, $p_{\text{permutation}} < .05$, $p_{\text{PLS-MGA}} > .975$). This indicates that there are statistically significant differences in the effect of deep acting on citizenship fatigue in favor of the female group. As such, females have a high level of deep acting, making them less prone to citizenship fatigue; hence, H4a was supported. Otherwise, gender as a moderating role was not significant in the association between deep emotional acting and proactive customer service performance (Diff: $\beta = -.030$, permutation $p > .05$, PLS-MGA $p < .975$). This indicates that there were not statistically significant differences among the two groups, thereby indicating that H4b was not supported.

On the other hand, gender significantly moderates the association between surface emotional acting and citizenship fatigue (Diff: $\beta = .063$, permutation $p < .05$, PLS-MGA $p > .975$) and proactive customer service performance (Diff: $\beta = .039$, permutation $p < .05$, PLS-MGA $p > .975$). This indicates that there were statistically significant differences in the effect of surface acting on citizenship fatigue and proactive customer service performance in favor of the male group. As such, males have a high level of surface emotional acting, making them more prone to citizenship fatigue and proactive customer service performance; hence, H5a and H5b were supported.

Furthermore, gender significantly moderates the association between genuine emotional acting and citizenship fatigue (Diff: $\beta = -.042$, permutation $p < .05$, PLS-MGA $p > .975$). This indicates that there were statistically significant differences in the effect of genuine emotional acting on citizenship fatigue in favor of the female group. As such, females have a high level of genuine emotional acting, making them more prone to citizenship fatigue; hence, H6a was supported. Otherwise, gender as a moderating role was not significant in the association between genuine acting and proactive customer service performance (Diff: $\beta = -.010$, permutation $p > .05$, PLS-MGA $p < .975$). This indicates that there were not statistically significant differences among the two groups; thereby, H6b was not supported.

6. Discussion

6.1. Conclusion

This paper delved into the intricate landscape of emotional labor within the dynamic tourism industry, uncovering the multifaceted strategies employees adopt to manage their emotions during customer interactions. Grounded in ATE, this paper explored the interplay between emotional labor strategies, citizenship fatigue, proactive customer service performance, and the moderating role of gender. Findings highlight the complex dynamics that shape employees' emotional responses and their subsequent impact on organizational outcomes. Theoretical frameworks such as ATE provided a comprehensive lens through which emotional labor can be understood. As employees engaged in cognitive appraisal during customer interactions, they evaluated the situational context and potential emotional responses, which in turn influenced their choice of emotional labor strategy. This aligns with the idea that emotional labor is a deliberate process aimed at aligning internal emotions with organizational mandates (Shagirbasha & Sivakumaran, 2021).

This paper revealed the nuanced relationship between emotional labor strategies, citizenship fatigue, and proactive customer service performance. Deep acting emerged as a protective strategy against citizenship fatigue while also positively impacting proactive customer service performance. This aligns with previous research that emphasizes the role of deep acting in fostering authenticity, reducing emotional exhaustion, and enhancing customer interactions (Xu et al., 2017). On the contrary, surface acting was associated with heightened citizenship fatigue and decreased proactive customer service performance, emphasizing the potential detrimental effects of inauthentic emotional displays.

The gender-based moderation analysis provided an additional layer of complexity to the study. Gender emerged as a significant factor influencing the relationship between emotional labor strategies and outcomes. Women exhibited a greater inclination towards deep acting, leveraging cognitive reappraisal and emotional depth to manage emotional demands. This aligns with previous research suggesting that societal expectations and cultural norms may shape gender-based emotional regulation strategies (Sohn & Lee, 2012). Findings underscore the need to consider gender-specific emotional regulation patterns when designing interventions to manage emotional labor-related challenges.

In conclusion, emotional labor is an integral facet of the tourism industry, where employees are tasked with projecting specific emotional states to enhance customer satisfaction and shape lasting vacation experiences. This paper, rooted in ATE, contributes to our understanding of how emotional labor strategies influence citizenship fatigue and proactive customer service performance. Deep acting emerged as a valuable strategy to mitigate the negative effects of emotional labor, foster authenticity, and enhance customer interactions. Conversely, surface acting showcased potential detrimental effects, emphasizing the importance of considering the authenticity of emotional displays. Moreover, gender played a significant moderating role, with women demonstrating a penchant for deep acting and cognitive reappraisal.

6.2. Implications

Our results have significant implications for both practitioners and policymakers within the tourism industry. Recognizing the influence of emotional labor strategies on employee well-being and customer service performance, organizations can develop targeted training programs

that enhance employees' skills in managing emotional demands. Training that emphasizes deep acting and cognitive reappraisal techniques could contribute to higher job satisfaction, reduced burnout, and improved service quality. Furthermore, acknowledging gender-based differences in emotional regulation can inform the design of interventions that cater to individual strengths and preferences. For policymakers, this paper highlights the need to consider emotional labor in the formulation of workplace regulations and standards. Encouraging a culture of authenticity and providing resources for employees to manage emotional demands could lead to more sustainable work environments. Additionally, policies that promote gender equity and address societal norms could create an inclusive environment where employees feel empowered to manage emotional labor effectively.

6.3. Further research and limitations

While this paper offers valuable insights, certain limitations warrant consideration. The research relied on self-reported measures, which could be susceptible to response bias. Future research could incorporate objective measures such as observational data or physiological indicators to enhance the robustness of its findings. Moreover, the study focused solely on emotional labor strategies, citizenship fatigue, and proactive customer service performance. Exploring other potential mediators or moderators could provide a more comprehensive understanding of the emotional labor experience. The study's findings also raise intriguing avenues for further exploration. Investigating the impact of emotional labor on other organizational outcomes such as turnover intentions, team dynamics, and customer loyalty could provide a more holistic view of its implications.

Additionally, examining the role of organizational culture, leadership styles, and customer expectations in shaping emotional labor strategies could offer deeper insights into the contextual factors influencing emotional labor. In conclusion, this study contributes to the growing body of literature on emotional labor by offering insights into its nuanced dynamics within the context of the tourism industry. By embracing strategies that promote authenticity and aligning emotional labor practices with individual strengths, organizations can create environments that enhance both employee well-being and customer satisfaction.

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Appendix A. Construct items.

Main constructs	Sub-construct	Code	Items
Emotional labor	Deep acting	DPA1	I make an effort to feel what I need to express.
		DPA2	I try to genuinely experience the feelings I need to communicate to others.
		DPA3	As part of my employment, I make an effort to experience the emotions I must display.
	Surface acting	SRA1	I bury my genuine emotions in a circumstance.
		SRA2	I am hesitant to explain how I really feel.
		SRA3	When I do not actually feel anything, I act as though I do.
	Genuine acting	GNA1	Customers experience the emotions they communicate.
		GNA2	Customer-facing emotions are exhibited organically.
		GNA3	The emotions I exhibit to customers come naturally to me.
Citizenship fatigue	CFG1	I take extraordinary measures for my travel agency, so I occasionally feel "on edge" about particular issues.	
	CFG2	I'm worn out because I go above and beyond the call of duty with my travel agency.	
	CFG3	I am physically or mentally exhausted from working so hard for my travel agency.	
	CFG4	Because I go above and beyond my obligations at this travel agency, I usually lack energy at work.	
	CFG5	I am tired of spending more money on my travel agency than is required.	
Proactive customer service performance	PCS1	To ensure that my customers' expectations of this travel agency have been met or surpassed, I proactively check in with them.	
	PCS2	I communicate with customers in a proactive manner to address their issues at this travel agency.	
	PCS3	I foresee problems or demands that customers of this travel agency may have and create proactive solutions.	
	PCS4	I make decisions about when to establish expectations or enhance solutions using my discretion of risk in this travel agency.	
	PCS5	I assume responsibility by continuing client contact and ensuring a smooth handoff to subsequent customer care agents.	
	PCS6	At this travel agency, I regularly collaborate with other care agents to provide better support to customers.	
	PCS7	I take the initiative to inform other service areas about customer needs and work with them to deliver solutions in this travel agency.	



تأثير العمل العاطفي على إرهاق المواطنة والأداء الاستباقي لخدمة العملاء في وكالات السفر

نرمين وصفي جرجس شيماء عبد القوى عبد التواب

قسم الدراسات السياحية - كلية السياحة والفنادق - جامعة الفيوم

المعلومات المقالة	الملخص
<p>الكلمات المفتاحية</p> <p>العمل العاطفي؛ إرهاق المواطنة؛ الأداء الاستباقي لخدمة العملاء؛ وكالات السفر.</p> <p>(JAAUTH) المجلد ٢٣، العدد ٢، (٢٠٢٢)، ص ٣٦١-٣٨٣.</p>	<p>مدعومة بنظرية تقييم العاطفة، تبحث هذه الورقة في تأثير أشكال العمل العاطفي على إرهاق المواطنة والأداء الاستباقي لخدمة العملاء في سياق وكالات السفر. تتناول هذه الورقة أيضاً تأثير الاعتدال بين الجنسين (الذكور مقابل الإناث). وباستخدام نهج التأخر الزمني، تم الحصول على ٣٨٧ استجابة من موظفي ٢٢ وكالة سفر (فئة أ) في القاهرة والجيزة وتم تحليلها باستخدام SmartPLS4. وكشفت النتائج أن الإناث يتمتعن بمستوى عالٍ من التمثيل العاطفي الحقيقي، مما يجعلهن أكثر عرضة لإرهاق المواطنة. وبخلاف ذلك، فإنهم يتمتعون بمستوى عالٍ من التمثيل العاطفي العميق، مما يجعلهم أقل عرضة لإرهاق المواطنة. من ناحية أخرى، يتمتع الذكور بمستوى عالٍ من التمثيل العاطفي السطحي، مما يجعلهم أكثر عرضة لإرهاق المواطنة والأداء الاستباقي لخدمة العملاء. وأخيراً، تقدم هذه الورقة مساهمات قيمة تعزز أدبيات الموارد البشرية بين الأكاديميين وتحسن وتيرة العمل في صناعة السياحة.</p>