

ABSTRACT

CARRILLO BARRERA, BRENDA LI. Tour Leading in South America: Factors Associated with Job Outcomes. (Under the direction of Dr. Carla Barbieri).

Group package tours are an important mode of travel within developing countries, whose economies highly depend on the profits obtained through international tourism. Tour Leaders (TL) coordinate group package tours, with their main responsibilities being to ensure tourists' safety and satisfaction throughout the trip. At first glance, tour leading appears to be the ideal job because of the many unique rewards (e.g., visiting exciting places) it offers. However, the work environment also exposes TLs to intense stressors (e.g., accidents) that can potentially affect their wellbeing, which in turn compromises their job performance. As frontline employees, TLs' job performance is critical because they influence tourists' satisfaction with the entire journey experience. Given the limited information available on the inputs (rewards, stressors) and outcomes (quality of life) that the work environment of tour leading produces, this study was designed to determine the extent to which job inputs predict the quality of life of TLs. Examining TLs' quality of life is critical because it influences job performance, which ultimately affects tourists' overall satisfaction. Attaining tourists' high levels of satisfaction is especially important for developing countries with strong inbound tourism, which tend to rely on group package tours led by TLs.

The study was conducted in South America, a continent that shows a sustained growth of international tourists' arrivals, urging more qualified TLs to conduct their group package tours. Eighty-two usable responses from TLs, recruited through snowball sampling, were obtained using an online survey. Participants were queried about their job rewards, stressors, and outcomes using 5-point scales where one indicated the lower end (e.g., not stressful) and five the

higher end (e.g., very satisfied). Data were analyzed using descriptive and inferential statistics. In terms of inferential statistics, multiple linear regressions ($p < 0.05$) were conducted to identify TLs' job rewards and stressors (IV) associated with their job outcomes (DV) and the degree to which TLs' personal attributes (i.e., socio-demographics, job background) influence their assessment of job inputs (rewards, stressors) and outcomes (quality of life). Additionally, Multivariate Analysis of Variance (MANOVA) was used to test statistical differences between female and male respondents.

Most participants were Peruvian (75%), males (58%), and worked under freelance conditions (86%); they averaged 37 years old. Overall, TLs reported being satisfied with their job rewards, especially with non-financial ones ($M = 4.0$); they also reported low levels of stress, particularly with their multiple job roles ($M = 2.5$). Notably, most participants reported positive psychological outcomes like increased self-esteem (69%) and decreased depression (49%) due to their jobs. Nevertheless, most also acknowledged that their jobs had negatively affected their quality of convivial life (i.e., social, family and romantic relationships). Rewards and stressors were found to be significantly associated with participants' psychological outcomes, convivial outcomes, and job satisfaction; while TLs' personal attributes only appeared to influence their levels of satisfaction with job rewards. Analysis also showed that female TLs perceive significantly higher levels of stress and a lower quality of convivial life than their male counterparts.

Study results expand the current literature on the inputs and outcomes of tour leading, specifically by measuring the suite of rewards and stressors of TLs, and the extent to which these affect their quality of life. Results also carry critical managerial implications that tour operators can use to enhance the quality of life of their TLs, which in turn can increase their performance

and reflected in tourists' increased satisfaction. Specifically, tour operators can use study findings to improve their rewards system and training programs to maximize TLs' job performance.

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Tour Leading in South America: Factors Associated with Job Outcomes

by
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DEDICATION

I would like to dedicate this thesis to the wonderful persons that accompany me through my life journey. First, my parents, who have always encouraged me to pursue my happiness, even when that meant being far from them. Eduardo and Ofelia are not the kind of parents who rewarded their children for fulfilling their duties; instead, they encouraged us to surpass their expectations. Thanks to the way they raised me, I have always felt motivated to walk an extra mile in everything I do and thus, I owe them each and every one of my achievements.

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BIOGRAPHY

Hailing from Peru, Brendali obtained her undergraduate degree in Tourism Management in 2009. Brendali's first job experience was as an intern in Walt Disney World, back in 2003. Since then, she continued to receive wonderful job opportunities that allowed her to increase her knowledge of the tourism industry from the perspective of both private and public sectors. Brendali's jobs gave her the chance to travel across South America, but especially within Peru. She spent over five years visiting rural areas in Peru, getting to know the local entrepreneurs, and promoting mutual understanding between tourists and locals. While on the field, she learned about the challenges and needs of Peruvians, but she also learned about their skills and eagerness to improve their livelihoods.

Brendali has always believed that tourism is a powerful tool that can serve to improve the livelihoods of disadvantaged communities, but she also acknowledges the importance of education and training to use that tool effectively and diligently. Therefore, she decided to pursue her master's degree in the department of Parks, Recreation and Tourism Management in North Carolina State University, because she knew that this career would be the start of her path towards becoming a good researcher. As a researcher, Brendali expects to find solutions to the issues she has witnessed on the field, she wants to give a voice to the people who do not get the chance to speak, and support them through their own path to happiness.

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CHAPTER I:

INTRODUCTION

*“To many people, then, tour escorting seems to be a dream career.
But unrealistic expectations can quickly transform that dream into a nightmare.”*
(Mancini, 1990, p.11)

Group package tours (GPTs) represent an important mode of travel for international tourists, especially in developing countries where tourism is an important contributor to the growth of their economies (Wang, Jao, Chan, & Chung, 2010). Tour operators create GPTs by combining different travel services (e.g., activities, accommodation, transportation) on a pre-set itinerary that will allow independent tourists to travel together within one or more countries (United Nations & World Tourism Organization, 2010). Oftentimes, these itineraries are easy to replicate across companies, making it difficult for tour operators to differentiate themselves from their competition. In this scenario, Tour Leaders (TLs) have emerged as the main element for product differentiation between tour operators (Lin, Wang, & Chen, 2008; Luoh & Tsaur, 2013; Mossberg, 1995; Wang, Hsieh, & Chen, 2002; Wong & Wang, 2009). TLs are the individuals who manage the tour itinerary on the ground, making sure that the program offered to tourists is followed throughout the trip (World Federation of Tourist Guide Associations, 2003). As such, TLs are also responsible for ensuring tourists’ safety and satisfaction and facilitating tourists’ interaction with host communities and their natural and cultural resources (Luoh & Tsaur, 2013; Wong & Wang, 2009).

In South America, and specifically in Peru, TLs play a key role in the smooth operation of GPTs because adverse human events (e.g., local suppliers' non-compliance, precipitous riots) and natural disasters (e.g., earthquakes, landslides) are very likely to happen. To cope with those challenges, TLs have to make use of their personal traits (e.g., empathy, patience) and professional skills (e.g., organization, networks) to manage both predictable and unforeseen events competently. Previous research indicates that the job of TLs is very rewarding because of the array of social, educational, and travel opportunities it brings (Mancini, 1990; Wong & Wang, 2009). At the same time, it shows that TLs' relentless effort to efficiently overcome the breadth of challenges encountered during their trips result in a suite of intense stressors that threaten their physical and emotional stability (Tsaur & Lin 2014; Wang et al., 2010; Wong & Wang, 2009).

Organizational management literature states that both rewarding and stressful experiences in the workplace produce human consequences related to employees' quality of life and job performance, the latter exerting additional consequences on the organizations (Beehr & Newman, 1978; Ivancevich, Konopaske, & Matteson, 2008). When it comes to TLs, their job performance is especially important because, in their position of frontline employees, they are the highest influencers of tourists' satisfaction with the trip (Cheng, Chen, & Teng, 2016; Curtin, 2010; Mossberg, 1995; Tsaur & Lin, 2014; Tsaur, Wu, Yen, Wu, 2014; Wong & Wang, 2009). Thus, assessing the human consequences of TLs' work environment as indicators of their quality of life is not only important for the employees but also for tour operators, given the key role that TLs play in the success of their businesses.

Assessing TLs' quality of life is also important to inform tourism policies towards seeking to protect TLs and enhance their job security. This is especially important in developing

countries where the tourism industry sustains a great part of their economies and where travelling with a TL is an increasing trend among international tourists (Wang et al., 2010). However, despite the importance of TLs for the tourism industry and the evidence that indicates their quality of life is affected by their jobs (Tsaur & Lin 2014; Wang et al., 2010; Wong & Wang, 2009), information is not readily available about the factors that affect it and the of the impact.

Study Aim and Objectives

Given the economic impact of tourism in developing countries, the key role of TLs for conducting successful GPTs, and the scant information on TLs' job impact, a study was conducted to measure the suite of rewards and stressors (job inputs) and impacts on quality of life (job outcomes) that tour leading produces, as well as assess the personal attributes that intervene in the job inputs-outcomes relationship. Study findings will help tour operators to enhance TLs' job satisfaction and performance by improving their rewards' system and offering the appropriate training that will help them face their daily job stressors. In doing so, tour operators will be able to reduce their costs associated with employees' turnover by retaining TLs who better achieve their organizational goals (Wong & Wang, 2009; Yen et al., 2015) and retain the best performers who help differentiate their product.

Specifically, this study pursued five objectives (Figure 1):

1. Measure the set of rewards and stressors (job inputs) that TLs encounter in their work environment.
2. Measure the impact of tour leading in TLs' psychological, behavioral, and convivial wellbeing and job satisfaction (job outcomes) as indicators of their quality of life.
3. Examine the extent to which TLs' job inputs are associated with job outcomes.

4. Identify the extent to which TLs' personal attributes (demographics, job background) are associated with job inputs and outcomes.
5. Compare job inputs and outcomes between male and female respondents.

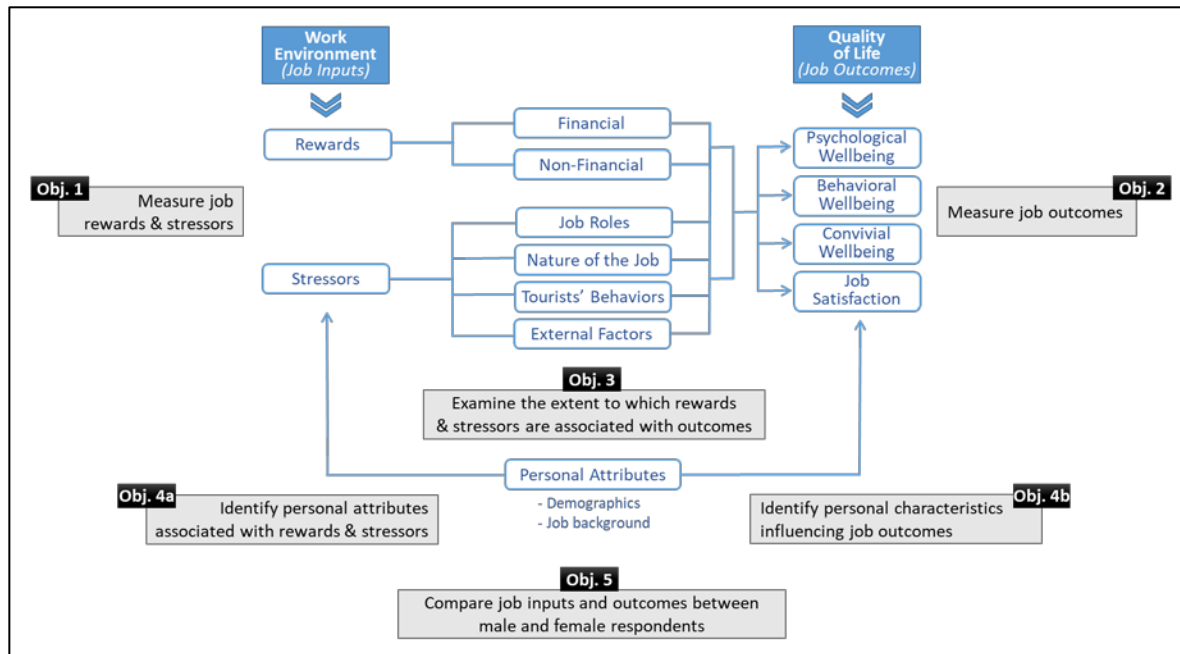


Figure 1: Research Design & Objectives

Need for the Study

Evidence in the literature indicates that the job of TL produces a set of positive (e.g., sense of achievement, financial well-being) and negative (e.g., burnout, emotional dissonance) outcomes in the short and long terms (Tsaur & Lin, 2014; Wong & Wang, 2009). However, such evidence is limited because of two main reasons. First, references to TLs' positive outcomes are speculative and have not been yet scientifically measured (Mancini, 1990; Wong & Wang, 2009). Second, existing studies on TLs' negative outcomes are inconclusive as they have either focused on partial aspects (e.g., perceived risks of the profession) or were exploratory in nature, thus it is consistently being suggested the need to develop more comprehensive measurements (Tsaur &

Lin, 2014; Wong & Wang, 2009). Although existing tourism and hospitality studies show that the nature of frontline jobs (e.g., dealing with difficult costumers, variable work schedules) produce a set of positive (e.g., self enhancement) and negative (e.g., work-family conflict, work-leisure conflict) outcomes that exert an impact on employees' quality of life and job performance (Chiang & Birtch, 2008; Lin, Wong & Ho, 2013), to the extent of the author's knowledge, it is yet to assess this impact related to TLs.

A better understanding of TLs' work environment and its consequences on their quality of life and performance is critical because TLs performance is positively associated with tourists' level of satisfaction (Curtin, 2010; Mossberg, 1995; Spinelli & Canavos, 2000; Su, Yang, Badaoui, & Cho, 2014; Tai, 2014; Tsaur & Teng, 2017; Wang, Hsieh, Chou, & Lin, 2007; Wong & Wang, 2009), which respectively reflects in positive (e.g., repeat purchase) or negative (negative word of mouth marketing) behaviors related to the tour operator (Wong & Wang, 2009; Yen, Chen, Cheng, & Teng, 2015). Therefore, encouraging positive job outcomes is also beneficial to companies as it increases job retention and company attachment, thus less costs related to personnel training and recruiting (Wong & Wang, 2009; Yen et al., 2015). Study results will provide managerial intelligence as to enhance TLs' quality of life by developing guidelines to maximize TLs' positive inputs (i.e., rewards) while decreasing the negative ones (i.e., stressors).

Beyond the managerial utility of this study for TLs and tour operators, the application of study results can also have an indirect impact in the economy of countries in which their international tourism highly depends on GPTs (Lin et al., 2008; Luoh & Tsaur, 2013; Wang et al., 2010). This is the case of Peru, where this study was conducted, as tourism is its fourth largest industry and has shown a steady growth in the number of tourists (32%) and their economic

contribution (47%) from 2011 to 2015, having received 3.5 million international tourists who generated US\$ 4.2 million in 2015 (Observatorio Turístico del Perú, 2016a; 2016b). Although this study focused on Peruvian TLs, results may also be applicable to other developing countries in South America (e.g., Bolivia, Ecuador) with similar tourism resources (e.g., culture, nature) and comparable challenges (e.g., social riots, high altitude), especially taking into consideration the dearth of research on TLs in this continent.

In brief, extant information related to tourism front-line employees indicates that TLs' job has consequences over their quality of life that may influence their job performance, thereby affecting tourists' level of satisfaction. In practical terms, this may result in the financial success or failure of tour operators; thereupon, exerting an effect over the tourism industry and the economy of countries where GPT is an important travel mode. Thus, this study responds to a latent necessity for furthering the research on TLs by identifying the set of rewards and stressors that produce the most significant outcomes among TLs. By identifying personal attributes influencing TLs' rewards, stressors, and job outcomes, this study provides further managerial intelligence to tour operators for recruiting purposes. At the state level, results can guide public institutions towards the creation of policy that protects TLs and bring them higher levels of job security. Doing so, can improve TL's quality of life and the quality of services tour operators offered, thus the image of the country as an appealing international tourism destination.

Study Context

The study was conducted among South American TLs with a special focus in Peru. Peru was chosen because of the large economic impact of its inbound tourism industry, the increasing popularity of GPTs requiring qualified TLs, as well as the scarce information available related to

TLs. Hereafter, a description of Peru is presented for a better understanding of the types of challenges that TLs face in this specific work environment. It is especially laudable for a developing country, like Peru, to have experienced a sustained growth of its tourism sector in terms of number of tourists and economic contribution in the last two decades, especially considering that the country had to overcome a two-decade era of terrorism when foreign tourists had no desire to visit it. Currently, Peru has become an appealing tourism destination for international tourists; Chile and the US stand out as Peru's top tourist-generating countries (Observatorio Turístico del Perú, 2016c) while Japanese tourists are acknowledged for being the ones with the highest expenditures when visiting the country (Promperu, 2015). National statistics show that a large proportion of long-haul international tourists contract GPTs when traveling to Latin America, with 67% of Japanese tourists and a combined 61% of US and Canadian tourists using GPTs (Promperu, 2015).

Peru, located in mid-western South America, has become a major tourism destination because of its rich natural and cultural composition. Comprising 84 out of the 117 life zones existing in the planet (Tord, 2015), Peru has positioned itself as an appealing ecotourism destination. To respond to ecotourists' desire to experience a close and non-intrusive interaction with nature, TLs have become key facilitators of ecotourism (Legrand, Simons-Kaufmann, & Sloan, 2012; Weiler & Davis, 1993), in Peru especially because of the remoteness and isolation of many of these destinations. When traveling around Peru, international tourists can go from the coast to the rainforest through the Andes (3,500 masl; 11,000 fasl) in a short period of time. These varying climate and altitude conditions expose tourists to sudden health issues (e.g., altitude sickness, high pressure) requiring TLs to make the necessary arrangements for those affected.

Peru also has a remarkable cultural diversity emerged from the syncretism of native groups and the waves of Hispanic, African, and Asian immigration reaching the country under different conditions and times (e.g., Spanish conquest in the early 16th century, Chinese coolies program in the 19th century). As today, over 70 different native ethnic groups inhabit the country, some of which still practice their ancestral traditions and continue to speak their own languages (INDEPA, 2010). Notably, over 23% of the country's population identify themselves as *Quechuas* (ENAHQ, 2015 as cited by Ministerio de Cultura, n.d.). The *Quechuas* are the largest ethnic group descendent from the Incas, an empire headquartered in Cusco (Peru) that reached its apogee in the 15th century when it ruled over a vast expanse of South America. Such cultural diversity and ancestral presence have made experiential tourism in rural areas a main tourism attraction, especially among international tourists. In this type of tourism, TLs have a critical role as mediators; while they are responsible for facilitating the immersion of tourists into the local community lifestyle, smoothing out cultural differences between hosts and guests, and promoting mutual learning and understanding.

However, accessing these top Peruvian tourism destinations is not always easy, as constant social riots hinder the mobility of tourists across the country. Some of these riots are announced in advanced, giving TLs and their company time to discuss appropriate mitigation actions (e.g., change of routes). When social riots arise suddenly, TLs need make decisions fast to assure tourists' safety while reaffirming their leadership to the group (e.g., maintain tourists' trust). Either way, social riots represent one of the greatest challenges for Peruvian TLs that puts their personality traits (e.g., serenity) and professional skills (e.g., communication) to test. Although social riots are unfortunate events, they represent an opportunity for TLs to prove their

problem-solving skills, thus gaining respect and recognition among tourists and within their company.

The hiring conditions of TLs in Peru provides an additional argument for choosing this country as study setting. Tour operators have the autonomy to determine the hiring conditions of TLs, which usually range from individual freelance contracts (usually per trip) to long term permanent positions. In either case, the salary is calculated as a daily stipend commensurate to the TL's level of expertise (i.e., years working as a TL) and professional qualifications (e.g., number of languages spoken). Additionally, TLs receive voluntary tips from tourists that may supplement their salary; according to the author's personal experience, these tips can go from nothing to even 50% of the TL's salary. The unstable hiring conditions that freelance TLs experience in Peru is aggravated by the fact that there are no laws that officially recognize and protect these workers. Moreover, there is no official syndicate of TLs, only informal virtual forums where they share their experiences for professional and emotional support.

Overall, the natural, cultural and structural conditions that define the work environment of Peruvian TLs share tangible similarities (e.g., riots, type of contract) with other neighbor countries (e.g., Bolivia, Argentina, Chile), suggesting that TLs working in those nearby nations might experience similar job outcomes. Thus, while this study targeted Peruvian TLs, other TLs with work experience in South America were also included. This first attempt to study the work environment of TLs in South America expects to serve for future comparison with other geographical contexts where TLs' threats and hassles have previously been studied, adding to the global knowledge of this matter.

Study Definitions

Emotional Labor: The effort of an individual to manage (fake, enhance, suppress) his/her emotions aiming to display those that are acceptable to his/her work role. It can be achieved through two strategies: surface acting or deep acting (Ashforth & Humphrey, 1993; Hochschild, 1979; Hochschild, 1983; Mears & Finlay, 2005; Sohn, 2017).

Group Package Tour (GPT): The sum of tourism services (e.g., activities, accommodation, transportation) packaged on a pre-set itinerary. They are designed and operated by tour operators who sell them directly to tourists or through travel agencies (United Nations & World Tourism Organization, 2010).

Job Rewards: Any job input that an employee perceives as valuable because it produces a feeling of satisfaction about his/her performance; job rewards can be classified as intrinsic —emanated within the employee— or extrinsic —produced by others, such as tourists or employers— or as financial or non-financial (Guzzo, 1979; Ivancevich et al., 2008; Reif, 1975).

Job Stressors: Factors related to the individual's work environment with the potential to cause him/her harmful outcomes (Beehr, Jex, Stacy & Murray, 2000).

Quality of Life: Individual's level of satisfaction in their three life domains (family, job, and leisure); any positive or negative outcome affecting any of these life domains will exert an impact on the individual's overall quality of life given their interrelation (Karatepe & Badar, 2006; Karatepe & Kilic, 2007; Lin et al., 2013; Near, Smith, Rice, & Hunt, 1984; Rice, Fron, & McFarlin, 1992).

Tour Leader (TL): The person in charge of conducting tourists through different destinations following a pre-defined itinerary; TLs may also act as tour guides if requested and if they possess the required professional training or license as appropriate (WFTGA, 2003).

CHAPTER II:

LITERATURE REVIEW

A comprehensive understanding of the impact that TLs' job has on their quality of life, requires delineating the characteristics of this job and the many responsibilities they hold in the production of tourism experiences. It is also important to recognize the suite of rewards and stressors that TLs experience in their jobs, which affect their quality of life. This chapter provides such an understanding by first reviewing the extent of the TLs' job (characteristics, responsibilities) as well as the set of inputs (rewards and stressors) and outcomes (positive and negative) they experience framed within the Facet Analysis Model from organizational management theory.

The Job of Tour Leaders

The World Federation of Tourist Guide Associations – WFTGA defines a TL as the “person who manages an itinerary on behalf of the tour operator ensuring the program is carried out as described in the tour operator's literature and sold to the traveler/consumer and who gives local practical information” (WFTGA website, 2003). Also referred as Tour Managers, Tour Directors, Tour Conductors, or Tour Escorts (Mancini, 1990), the WFTGA further clarifies that TLs are not necessarily tourist guides. This clarification is important for this study because Tour Guides in Peru require a government-issued license that can be obtained after pursuing such a technical degree. In this sense, Tour Guides are one element of the GPT and are supervised by TLs. It is important to recognize that sometimes, TLs have official tour guide licenses, for which they may be hired to serve as guides while leading a group tour. Despite the aforementioned

technical definition of TL, some terminology confusion still exists in the literature as some studies have used Tour Leader and Tour Guide interchangeably (Bowie & Chang, 2005; Cohen, 1985; Holloway, 1981).

The extent of the TLs' job in the field is not clearly defined most likely because of the wide array of roles they play within GPTs (Bowie & Chang, 2005; Cohen, 1985; Mancini, 1990). The extant literature mentions that TLs serve as psychologists, entertainers, organizers, problem solvers, decision makers, orators, translators, environmental and cultural interpreters, advertising endorsers, pathfinders, mediators, surrogate parents, and even miracle professionals, to name a few (Bowie, 2005; Cohen, 1985; Curtin, 2009; Lin et al., 2008; Mancini, 1996; Schuchat, 1983; Tsaor et al., 2014; Weiler & Davis, 1993). While the latter is clearly an overstatement, these roles denote a particular set of functions, responsibilities, expectations, and skills that TLs must be able to fulfill throughout the trip as specific situations require.

The extant literature (Cohen, 1985; Luoh & Tsaor, 2014; Tsaor & Teng, 2017) highlights six main roles that TLs perform: (1) the *instrumental* role emphasizes on conducting tourists through the pre-set itinerary; (2) in their *social* role TLs are responsible for promoting harmony among group members; (3) the *interactive* role entails coordinating the dynamics occurring between tourists, destination suppliers, and local communities; (4) in their *communicative* role, TLs need to transmit accurate information about the visited areas to the tour members; (5) TLs also act as *emergency responders* as they need to solve unexpected risks (e.g., a tourist's passport getting lost) that emerge through the trip which threaten the quality of the GPT; and (6) the *care* role in which TLs should ensure tourists physical safety and satisfy their psychological needs throughout the trip.

Quality of Life among Tour Leaders: The Facet Analysis Model

Quality of life is defined as the level of satisfaction individuals have at the three main domains of life: family, leisure, and job (Near, et al., 1984; Rice et al., 1992). Thus, any positive or negative outcome affecting any of these domains will exert an impact on the individual's overall quality of life as these are interrelated (Karatepe & Badar, 2006; Karatepe & Kilic, 2007; Lin et al., 2013). This study focuses on the job domain of TLs, whose satisfaction will influence their performance in terms of high levels of productivity, strong orientation towards organizational goals, and general work stability (Bustamam et al., 2014). Therefore, job satisfaction does not only benefit the employee (TL) but also the companies (tour operators) they work for (Edirisooriya, 2014; Ivancevich et al., 2008).

The tourism industry has shown a strong influence of employees' satisfaction on their company's performance, especially when it comes to frontline employees, whose performance directly affects customers' satisfaction (Spinelli & Canavos, 2000). Likewise, studies have shown that TLs' performance is critical in shaping tourists' satisfaction in GPTs (Bowie & Chang, 2005; Curtin, 2010; Mossberg, 1995; Su et al., 2014; Tai, 2014; Tsaur & Teng, 2017; Wang, et al., 2007; Wong & Wang, 2009). In turn, TLs' performance and tourists' satisfaction influence tourists' future behavior and attitudes like loyalty, repurchase intentions and positive word-of-mouth, which altogether enhance the reputation of tour operators (Mossberg, 1995; Wong & Wang, 2009; Tai, 2014). In brief, TLs' quality of life in terms of job satisfaction is important because it affects the whole set of actors that interact in the delivery of tourism services, including the TLs themselves, the tourists, and the tour operators, which in turn affects the overall tourism sector of countries where GPT is among the preferred modes of travel.

The organizational management literature stresses the need to examine the relationship between work environment (inputs) and human consequences (outcomes) when investigating issues related to the employee (Beehr, 1995), which is the case in this study. Specifically, TLs' work posits a variety of unique inputs (rewards and stressors) which provoke a set of positive (e.g., enhanced self-esteem) and negative (e.g., chronic stomachache) outcomes that ultimately impact their quality of life. However, the relationships between the inputs and outcomes is not necessarily direct as personal attributes of the individuals may affect the perception of both inputs and outcomes (Chiang & Birtch, 2008; Ivancevic et al., 2008).

The need to examine the relationship between inputs and outcomes in work-related issues evolved from the Facet Analysis Model which Beehr and Newman (1978) developed to examine the effect of job stress on employee health and organizational effectiveness. This model identified seven facets of employee's job stress: (1) the work *environment* contains the elements related to the characteristics of the job, the organization, the role demands, and other external conditions that are likely to cause job-related stress; (2) employee's *personal* attributes entailing psychological and physical conditions (e.g., tolerance, health status) and demographic and life stage characteristics as these influence employees' susceptibility and reaction to stress; (3) the *process* determined by the way the employee assesses the job stressors experienced at the psychological and physical levels; (4) the *human consequences* manifested through the actual effects of job stressors in the employee's psychological, physical, and behavioral levels; (5) the *organizational consequences* evidenced by the effect of employee's behavior (e.g., absenteeism, turnover) on the company; (6) the *adaptive responses* of the employee, the organization, and/or third parties when taking actions to remedy the stressful situation; and (7) the *time* running

through all the previous ones and sometimes causing stress when it forces the employee to take fast decisions.

Beehr and Newman (1978) suggested that the stress facets are paced although with some overlap. The process starts with the environmental and personal attributes triggering the stressing process, which in turn will cause both human and organizational consequences, which are then followed by the adaptive response. However, the adaptive response will feedback the stress process; it will affect the environment and person facets, but this time with accumulated knowledge and experience.

Job Inputs of Tour Leaders: Rewards and Stressors

The work environment of TLs exposes them to a variety of specific rewards and stressors (inputs) that differ from other jobs. Rewards are all the benefits that employees perceive from their job that they consider valuable because they provide them a feeling of satisfaction about their performance (Chiang & Birtch, 2008; Ivancevich et al., 2008). Information on TLs' rewards is still an unexplored topic. Mancini (1990) states that the main rewards associated with TLs' jobs are the opportunity to travel to exotic places, enjoy beautiful scenery and fine cuisine, and perceive an attractive monetary compensation. More broadly, the extant literature in organizational management classifies job rewards in different ways. Based on their source of origin, rewards can be classified as intrinsic (emanated within the individual) or extrinsic (produced by others, such as tourists or employers) (Guzzo, 1979; Ivancevich et al., 2008; Reif, 1975). According to their nature, some have classified rewards as financial (e.g., bonus, salary) or non-financial (e.g., recognition, promotion), especially when investigating the performance of frontline employees in the hospitality sector (Bustamam et al., 2014; Chiang & Birtch, 2008).

Regardless of their classification, assessing job rewards is important because they encourage employees' positive behavior (Chiang & Birtch, 2008; Lawler, 2000) which can be drawn upon the economic success of businesses (Armstrong, 2010). For example, financial rewards have a positive relationship with job satisfaction (Bustamam et al., 2014) while non-financial rewards stimulate extra-task performance (Chiang & Birtch, 2008) among hospitality frontline employees. Thus, companies can manage rewards to reinforce their employees' positive work behavior, attract and retain the right employees, and provide the rewards that actually add value to their people. In doing so, companies would be achieving their own goals while increasing their employees' job satisfaction (Armstrong, 2010; Bartlett & Ghoshal, 1995; Chiang & Birtch, 2008).

Job stressors, the second type of job inputs, are all the factors related to the employees' work environment that can potentially cause harm in their psychological, physical, and behavioral conditions (Beehr, 1978; 1995; Beehr, Jex, Stacy, & Murray, 2000). For TLs, job stressors are all the undesirable incidents that happen during the trip, which jeopardize the operation of the GPT and affect their well-being (Tsaur & Lin, 2014; Wang et al., 2010). TLs' job stressors can emerge from three different sources: the tour they are actually guiding, the tour company, and their personal lives (Tsaur & Lin, 2014). Stressors originated while guiding a tour can be caused by the TLs themselves (e.g., missing a bus due to negligence), the tourists (e.g., sexual harassment), or exogenous factors (e.g., airline missing tourist's luggage) which are the most intense because they are beyond TLs' control and tend to occur unexpectedly (Wang et al., 2010). Stressors emerging from tour operators can be related to managerial decisions (e.g., sudden trip cancellation) or operational mistakes (e.g., wrong booking) that increase TLs' job burden (Tsaur & Lin, 2014). Personal conditions (e.g., economic situation, health conditions,

family conflicts) create stressors that affect TLs' work life, such as exhaustion derived from emotional distress (Tsaur & Lin, 2014).

TLs' stressors can be magnified by the characteristics of the tour and the nature of the job itself. In terms of tour characteristics, Wong and Wang (2009) found that large groups and long trips can intensify TLs' job stressors as these increase the chances of encountering difficult tourists and unexpected situations. As service providers, TLs are required to manage and display positive emotions (e.g., smiling, calm voice) to maintain good service quality, improve the operator-tourist relationship, and increase tourist's satisfaction even while experiencing difficult situations (Constanti & Gibbs, 2005; Wong & Wang, 2009; Zapf, 2002). The employees' effort to manage (fake, enhance, suppress) their emotions as to display those that are acceptable to their job role is known as emotional labor and it can be achieved through surface or deep acting (Ashforth & Humphrey, 1993; Hochschild, 1979; 1983). For instance, in the case of having a very demanding and difficult tourist in the group (e.g., complainer, bossy), the TL would be performing a surface acting if only pretending to like this person; the TL would be performing deep acting if s/he modifies her/his actual emotions to better deal with the tourist.

In brief, the extant literature concludes that the rewards and stressors (inputs) that comprise the TLs' work environment produce outcomes that affect their job life domain, which in turn affects their job performance (Bustamam et al., 2014). However, information on TLs' job inputs is inconclusive because of its limited scope and non-generalizable results. First, most studies have focused on stressors (Tsaur & Lin 2014; Wang et al., 2010; Wong & Wang, 2009) while scant information is available related to rewards (Mancini, 1990). Furthermore, no study has simultaneously examined both types of inputs. Secondly, available studies have been contextualized in geographic areas (e.g., Asia, Europe, North America, and Oceania) that have

different work conditions and regulations (e.g., no distinction between tour leaders and guides) than in South America. By measuring both types of TLs' job inputs in Peru, this study will not only fill a gap in the literature, but will also reveal factors that will be applicable to other countries in South America, where TLs have a predominant role as mediators between GPT tourists, the local communities, and their environment.

Job Outcomes of Tour Leaders

Rewards and stressors that employees experience in their work environment produce a suite of positive and negative outcomes that affect their job satisfaction and future performance (Bustamam et al., 2014; Edirisooriya, 2014; Futrell, 1975; Güngör, 2011). Evidence suggests that the TLs' job also produces positive and negative outcomes; yet, they have not been studied profoundly (Tsaur & Lin 2014; Wang et al., 2010; Wong & Wang, 2009). Sense of achievement perceived as the result of overcoming challenges has been identified as a valuable positive outcome for TLs (Mancini, 1990; Wong & Wang, 2009). Low quality sleep, chronic indigestion, and menstrual cycle disorder (for female TLs) have been recognized as some of the most common negative outcomes that TLs experience due to job stressors (Tsaur & Lin, 2014).

Rewards employees obtain at work can produce positive outcomes to the extent that employees value those rewards (Bustamam et al., 2014; Kalleberg, 1977; Rice et al., 1992). As such, positive outcomes are measured in terms of employees' level of satisfaction with the actual (or potential) rewards available in a given work setting (Ivancevich et al., 2008; Locke, 1969; Mottaz, 1985; Rice, McFarlin, Hunt, & Near, 1985; Rusbult & Farrell, 1983). Evidence indicates that some employees are more satisfied with financial rewards, such as salary bonus, and tips (Chau, 1977; Lam et al., 2001; Dong, Droege, & Johnson, 2002; Gunlu, Aksarayli, & Perc,

2010), while others favor non- financial rewards, such as a merit award, or a job status promotion (Chiang & Birtch, 2008; Chuang, Yin, & Dellmann-Jenkins, 2009).

Individual (e.g., job hierarchy) and social factors (e.g., cultural background) appear to influence the importance and satisfaction that employees assign to different types of rewards (Hofmans, De Gieter, Pepermans, 2013; Tajfel & Turner, 2004). For instance, employees in managerial positions tend to prefer non-financial rewards (e.g., recognition) than those in lower hierarchical positions (Chiang & Birtch, 2008). Lam, Zhang, and Baum (2001) found that Chinese employees have the tendency to prefer financial rewards, which is in line with the financial preponderance in such a culture. Thus, individual and cultural characteristics should be taken into consideration when assessing employees' satisfaction with job rewards.

Rewards improve employees' performance (Edirisooriya, 2014; Güngör, 2011) and organizational commitment (Mottaz, 1988), which both rebound in positive outcomes for the companies, such as decreased turnover rate (Armstrong, 2010). Thus, effective reward management strategies can be used to increase employees' satisfaction as a means to reach organizational goals (Güngör, 2011; Schneider, 1987). To do so, it is important that companies take into consideration employees' perceptions when managing the quality and quantity of the rewards offered (Zingheim & Schuster, 1995), as both, perceived value and fairness of the reward shape individuals' levels of satisfaction (Armstrong, 2010; Chiang & Birtch, 2008; Jacques, 1961). For example, giving an extra vacation day could be a better incentive for employees than a tangible gift, if that is what they value more. Moreover, companies can use rewards to retain their best performers and to decrease operational costs related to employees' absenteeism and turnover (Armstrong, 2010; Bustamam, 2014; Freund, 2005; Mottaz, 1988; Wasti, 2003).

Job stressors (e.g., harassment) produce negative outcomes that affect the individual's psychological, physical, and behavioral realms (Beehr & Newman, 1978; Ivancevich et al., 2008). Negative psychological outcomes relate to poor employees' mental health (Beehr, 1995), with depression and burnout being the most typical examples (Ivancevich et al., 2008). Employees' depression and burnout also result from a perceived effort-rewards imbalance (Bakker, Killmer, Siegrist, & Schaufeli, 2000; Wang, Patten, Currie, Sareen, & Schmitz, 2012). Job stressors and their negative psychological outcomes (e.g., depression) are capable of stimulating suicidal attempts, for which they should be taken seriously (Galfalvy, Oquendo, & Mann, 2008).

Negative physical outcomes of job stressors include cardiovascular diseases, gastrointestinal disorders, and respiratory problems (Beehr, 1995; Chandola, Brunner, & Marmot, 2006; Ivancevich et al., 2008). Negative physical outcomes can represent serious consequences to employees. For instance, job stressors tend to cause imbalanced heart rate (Chandola, et al., 2008; Thayer, et al., 2010); although imbalanced heart rate shows during high-stressed work situations, it continues to affect the employee during their leisure time (Vrijkotte, Van Doornen, & De Geus, 2000). Furthermore, an imbalanced heart rate is a remarkable predictor of coronary heart disease (Chandola, et al., 2008) which ultimately can cause sudden death even in apparently healthy individuals (Mølgaard, Sørensen, & Bjerregaard, 1991).

Behavioral outcomes of job stressors are manifested in the individuals' personal and work lives (Beehr, 1995; Jex & Crossley, 2005; Mottaz, 1985). In their personal lives, employees develop negative patterns of conduct, like drug use and abuse, alcohol consumption, and eating disorders, which are detrimental to their health (Bosma, Siegrist, & Marmot, 1998; Siegrist & Rodel, 2006). In turn, these negative behaviors can affect employees' interpersonal relations,

impacting the family aspect of their quality of life (Karatepe & Baddar, 2005). In their work lives, job stressors can ignite aggressive actions (e.g., hostility, unnecessary complaints) or withdrawal behaviors (e.g., turnover, absenteeism) that affect the organizational climate (Chen & Spector, 1992; Gupta & Beehr, 1979; Hemingway & Smith, 1999).

In short, rewards and stressors that employees encounter in their work environment are capable of producing a suite of positive and negative outcomes that affect their job satisfaction and performance (Armstrong, 2010; Beehr & Newman, 1978; Güngör, 2011; Schneider, 1987). Since inputs vary according to the characteristics of the job (e.g., hierarchy, salary) the outcomes of employees need to be analyzed within their own context (Belki & Savic, 2013; Thayer et al., 2010). In the case of TLs, the topic of job outcomes is still an unexplored arena that lacks of generalizable data. Thus, the extant literature calls for expanding this investigation, especially examining the relationship between inputs and outcomes of this job (Wong & Wang, 2009) and the effect of personal attributes in this relationship (Mancini, 1990; Tsaor & Lin, 2014).

Personal Attributes Influencing Tour Leaders' Job Inputs and Outcomes

Research on different work environments (e.g., hotels, hospitals) has consistently showed that personal attributes influence the extent to which job inputs affect employees' outcomes (Beehr, 1995; Fox, Spector, & Miles, 2001; Görgens-Ekermans & Bran, 2012; Ivancevich et al., 2008; Lam et al., 2001; Yates, Tennstedt, & Chang, 1999). As such, it is not surprising that Wong and Wang (2009) concluded that tour operators' managers seek TLs who possess specific characteristics (e.g., empathy) that would help them cope with their job challenges. The extant literature indicates that demographics and job background influence employees' susceptibility and reactions to stress (Beehr & Newman, 1978), which the following paragraphs summarize as

applicable to TLs. Several socio-demographic attributes have an effect on job inputs and outcomes. In terms of age, older TLs are perceived to be better prepared at dealing with emergencies while conducting long-distance trips (Luoh & Tsaur, 2013), findings that contradict the general statement that performance decreases as workers age (DeArmond et al. 2006; Luoh & Tsaur, 2011). These results may be associated with the TLs' work context in which unexpected inconveniences tend to appear. Thus, knowledge and experience acquired over the years to cope with such inconveniences may make older TLs to perceive less negative outcomes than their younger peers. In terms of gender, evidence indicates that male and female TLs are equally capable of displaying the necessary emotions to deal with job stress (Wong & Wang, 2009). However, tourists perceive that female TLs are more relaxed and carry less tension (Wong & Lee, 2011).

Job background also influences TLs' perceptions of their job inputs and the outcomes they produce. According to Luoh and Tsaur (2013), older TLs can be better at handling emergencies because of their accumulated work experience. Thus, as TLs advance in their jobs, they develop professional skills that improve their capacity to manage their emotions when dealing with stressors (Wong & Wang, 2009). TLs' mode of employment (permanent vs. free-lance) could also influence perceptions of job inputs and their consequent outcomes as free-lancers have the constant pressure to maximize tips or sales commissions to cushion potential non-work periods (Tsaur & Lin, 2014), thus making them more enticed to financial rewards. Such economic instability also makes free-lance TLs more amenable to the –oftentimes– irrational demands from tourists, increasing their levels of tension (Curtin, 2010). Therefore, the impact of employment mode goes beyond the TLs themselves and can instill negative behaviors

(e.g., selling over-priced souvenirs) affecting tourists' satisfaction and the tour operators they work for (Tsaaur & Lin, 2014).

Summarizing, TLs' work environment is comprised of very particular rewards and stressors that are unique to this profession. Despite research on TLs suggests the existence of positive inputs (i.e., rewards) in their work environment (Mancini, 1990), studies have only focused on the negative ones (i.e., stressors; Tsaaur & Lin 2014; Wang et al., 2010; Wong & Wang, 2009). Moreover, scholarship has not moved a step forward into measuring the outcomes that affect TLs' quality of life nor identify their personal attributes associated with job inputs and their consequent outcomes. Thus, this study will fill a gap in the literature, by identifying specific rewards, stressors and outcomes that affect TL's quality of life and the extent of this impact. Moreover, it will enlighten tour operators in regards of their reward management systems and training strategies and promote the creation of policies that protect TLs' quality of life at the government level.

CHAPTER III:

RESEARCH METHODS

This study was designed to measure the set of rewards and stressors found in the TLs' work environment, the outcomes these produce in terms of quality of life, and the personal attributes of TLs that affect this relationship. With such an aim, a quantitative non-experimental design was deemed as most suitable. This chapter describes the study research methods by detailing its population, sampling procedures, survey design and procedures, and statistical analysis.

Research Design and Sampling Procedures

This non-experimental relational study is framed within the Facet Analysis Model of Job Stress (Beehr & Newman, 1978) that explains the process in which the rewards and stressors (inputs) of the work environment affect the individuals' quality of life (outcomes). As such, this study measured the set of inputs and outcomes TLs experience as a result of their work environment, placing special attention on the core relationship between inputs and outcomes and how TLs' personal attributes intervene in this relationship (Beehr, 1995; Chiang & Birtch, 2008). Although Beehr & Newman (1978) itemized examples of job inputs and outcomes, they emphasized its flexibility and called for adaptations to tailor specific characteristics of the studied work environment. Such flexibility made the Facet Analysis Model suitable to frame this novel study evaluating TLs' work, which occurs in a non-traditional setting as opposed to a traditional office-based job.

Study participants were both female and male TLs, who currently operate or had operated in South America. Non-random purposive sampling, defined as a subjective selection of participants based on the researcher's choice (Arnab, 2017), was used to initially invite TLs to participate in the study given a frame list was not available. The initial pool of participants was composed of 56 personal acquaintances of the researcher. Snowball sampling, defined as the process of identifying a few members of the population and asking them to recruit their acquaintances until a sizable number of participants is reached (Babbie, 2013), was used to expand the number of potential participants. This sampling technique is especially suitable for studies with small, disperse, and difficult to reach samples (Magnani, Sabin, Saidel, & Heckathorn, 2005; Manyara & Jones, 2009). Thus, the initially identified TLs were asked to share the survey link with their personal acquaintances and/or provide us with their contact information to send them a direct invitation.

Survey Instrument and Procedures

Based on the extant literature on organizational management and tourism, a survey instrument was developed to capture the set of job inputs and outcomes that TLs perceive from their jobs, as well as the participants' personal attributes (Appendix A). Given that no scales are available to measure the inputs and outcomes of tour leading and that the Facet Analysis Model of Job Stress calls for evaluating specific items related to the particular study context (Beehr & Newman, 1978), a series of scales were developed based on specific rewards, stressors, and outcomes of tour leaders dispersed in the literature. Regarding inputs, a scale of 16 items capturing financial (5 items; e.g., salary) and non-financial (11 items; e.g., praise from tourists) rewards (Bustamam et al., 2014; Chiang & Birtch, 2008; Locke, 1969; Mottaz, 1985) were

queried using a 5-point Likert satisfaction scale (1 = “very unsatisfied” to 5 = “very satisfied”). Job stressors were operationalized through 30 items to capture job roles (10 items, e.g., managing the tour budget), nature of the job (6 items; e.g., constant packing/unpacking), tourists’ attitudes and behaviors (5 items; e.g., tourists’ unpunctuality), and external factors (9 items; e.g., delays in transportation) through a series of 5-point unidirectional scales ranging from 1 = “not stressful” to 5 = “extremely stressful” (Beehr & Newman, 1978; Tsaur & Lin, 2014; Wang et al., 2010; Wong & Wang, 2009). Two open-ended questions were also included to capture additional rewards and stressors that might have not been captured in the survey.

Perceived job outcomes were captured through 20 items assessing psychological (9 items; e.g., anxiety), behavioral (7 items; e.g., alcohol consumption), and convivial (3 items; e.g., quality of family life) wellbeing (Beehr & Newman, 1978; Ivancevich et al., 2008), using 5-point scales (1 = “decreased significantly”; 5 = “increased significantly”). Overall job satisfaction was queried through one question using a 5-point Likert scale (1 = “very unsatisfied”; 5 = very satisfied). Personal attributes were garnered through demographics and job background information. Demographic information collected included age, gender, marital status, country of origin, number and age of children, number of dependents, monthly income and economic situation. Job background was queried in terms of participants’ career stage (e.g., years of work experience, countries of operation) and the features of the GPTs they most often lead (e.g., group size, trip length).

The survey instrument was written in English and then translated into Spanish by the researcher, who is Spanish-speaking native, and further reviewed by a second Spanish-speaking native researcher. The survey instrument was approved by the campus Institutional Review Board on September 21, 2017. The survey was then entered into Qualtrics, an online survey

platform, and pre-tested among a sample of Spanish-speakers as to diagnose any wording or operational issues. The survey was deployed following the Tailored Design Method for online surveying (Dillman et al., 2014). The initial sample was sent an e-mail invitation on October 10, 2017 briefly describing the study objectives, and confidentiality and privacy guidelines; it also included a link to the survey and asked to share with other potential participants (referral procedures). A total of three reminders (October 19, November 2 & 13) were sent to the contact list during the period of data collection. To facilitate the effectiveness of the snowball sampling method (referrals), the survey link was anonymous, which allows that the same link can be used an unlimited number of times. However, the generic link does not allow to track the number of respondents from the initial contact list and differentiating from snowball referrals. The survey was closed on November 27, 2017.

Response Rate and Statistical Analysis

The survey yielded 101 responses which resulted in 82 valid responses after removing seven cases for not fitting the study criteria (i.e., respondents had no experience as TLs, no work experience in South America) and 12 for being incomplete. Given that the question to filter potential participants who have never worked as tour leader was the only one required (filter), not all participants responded all questions; the results section notes respondents' numbers (*n*) throughout. Data, collected in a comma separated values format (.csv), were exported to Statistical Package for the Social Sciences (version 24) to conduct descriptive and inferential statistical analysis. Descriptive statistics (e.g., frequencies, mean) were first used to profile respondents in terms of demographics, job background, stressors, rewards, and outcomes. Guided by theory, financial and non-financial rewards, the set of stressors associated with TLs'

multiple job roles, nature of the job, tourists' attitudes and behaviors, external factors, as well as the items capturing the psychological, behavioral, and convivial wellbeing were developed (Beehr & Newman, 1978; Bustamam et al., 2014; Chiang & Birtch 2008; Ivancevich et al., 2008; Tsaur & Lin, 2015). Cronbach's alpha was computed to test the internal reliability of the job input and outcome dimensions; a minimum alpha of 0.600 was deemed acceptable due to the small sample size (Leech, Barrett, & Morgan, 2005). Then, a dimension composite mean was calculated by averaging the scores of each of its comprising items for use in further analysis.

Series of multiple linear regressions were used to test the relationships between job inputs (independent variable) and their outcomes (dependent variables), and the extent to which personal attributes (independent variables) are associated with job inputs and outcomes (dependent variables). The sample size exceeded the minimum of five cases per independent variable for multiple linear regressions (Garson, 2014) for each of the study models. Multivariate analysis of variance (MANOVA) was conducted to identify whether female and male TLs differed on their inputs and outputs; Hotelling's trace test was reported given its high accuracy for small samples (Smith, Gnanadesikan, & Hughes, 1962). MANOVA was followed up with discriminant function analysis in order to investigate the nature of potential differences in inputs and outcomes between male and female TLs. The use of discriminant function analysis allows for an interpretation of individual variables included in the MANOVA without increasing Type I error (Field, 2009). An alpha of .05 was used as the cutoff for significance in all statistical analyses (multiple linear regressions, MANOVA, discriminant analysis).

CHAPTER IV:

RESULTS

This chapter presents the results of statistical analyses of data gathered. First, it profiles respondents based on their personal and professional attributes, levels of satisfaction with job rewards, levels of job stress, and indicators of quality of life. Then, this chapter presents results of the statistical tests conducted to examine the relationships between work inputs (rewards and stressors) and outcomes (psychological, behavioral and convivial wellbeing, and job satisfaction as indicators of quality of life). The chapter concludes by presenting the relationships between participants' personal attributes (demographics, job background) and their job inputs and outcomes.

Socio-demographic Profile of Tour Leaders

The majority (58.4%) of TLs that participated in the survey were male (Table 1). Participants ranged between 25 and 53 years old ($M = 37.1$, $SD = 5.58$) although most (69.3%) were between 31 and 40 years old. Most respondents reported having either a technical (40.3%) or undergraduate (48.0%) degree, and 10.4% had a graduate degree. Slightly over one-third of respondents reported earning monthly from their tour-leading job between 1,501 and 3,000 soles (34.2%) and 3,001 and 4,500 soles (37.0%); conversion rate at the time of the study was 3.23 soles for each US dollar. In terms of economic situation, 43.4% lived with some comfort but did not have saving capacity while 34.2% lived with some comfort and had saving capacity.

Table 1. Socio-demographic profile of respondents

Socio-demographic Indicators	Number	Percent
<i>Gender (n = 77)</i>		
Female	32	41.6%
Male	45	58.4%
<i>Age (n = 75)</i>		
25 – 30 years old	7	9.3%
31 – 35 years old	22	29.2%
36 – 40 years old	30	40.1%
41 – 45 years old	12	16.0%
46 years old and up	4	5.4%
<i>Mean (in years)</i>		<i>(37.1)</i>
<i>Level of Education (n = 77)</i>		
High school	1	1.3%
Technical degree (3 years)	31	40.3%
Undergraduate degree (5 years)	37	48.0%
Graduate degree	8	10.4%
<i>Average Monthly Income as a Tour Leader (n = 73) ^a</i>		
1,500 soles or less	4	5.5%
1,501 - 3,000 soles	25	34.2%
3,001 - 4,500 soles	27	37.0%
4,501 - 6,000 soles	13	17.8%
6,001 soles or more	4	5.5%
<i>Mean ^b</i>		<i>(2.8)</i>
<i>Economic Situation (n = 76)</i>		
I am barely getting by	2	2.6%
I earn enough to cover my basic needs	11	14.5%
I live with some comfort, but I cannot save money	33	43.4%
I live with comfort and I am able to save some money	26	34.2%
Income is not a problem for me	4	5.3%

^a Conversion rate at the time of the study was 1.00 USD = 3.23 PEN (soles).

^b Measured on a 5-point scale.

The larger proportion of respondents (42.8%) were either married or living with a partner at the time of the study, while 29.9% were single and not in a stable relationship (Table 2). Most (51.3%) did not have minor children (under 18 years old); similar proportions had either one (22.4%) or two (23.7%) minor children. Consistent with their family composition, 29.3% did not have any economic dependents, while 26.7% reported three or more dependents ($M = 1.6$).

Table 2. Family situation of respondents

Family Indicators	Number	Percent
<i>Relationship Status (n = 77)</i>		
Single and not in a stable relationship	23	29.9%
Single in a stable relationship	9	11.7%
Married or living with a partner	33	42.8%
Divorced or separated	12	15.6%
Widowed	0	0.0%
<i>Number of Minor Children (n = 76)</i>		
None	39	51.3%
1 child	17	22.4%
2 children	18	23.7%
3 children	2	2.6%
<i>Mean (in number of children)</i>		<i>(0.8)</i>
<i>Number of Economic Dependents (n = 75)</i>		
None	22	29.3%
1 dependent	13	17.3%
2 dependents	20	26.7%
3 dependents	13	17.3%
4 – 5 dependents	7	9.4%
<i>Mean (in number of dependents)</i>		<i>(1.6)</i>

Tour Leaders' Professional Profile

Most respondents had working experience as tourism guides on top of leading tours (76.2%) and worked as freelance TLs (86.4%; Table 3). Respondents widely ranged in the number of years working as TLs (*Range* = 0.5 – 16.0; *M* = 6.4); yet, the largest proportion were seasoned professionals with at least six years of experience (45.1%). Most (59.8%) were still active TLs, as they reported having led their last tour within the past three months from the time that they took the survey. A typical tour for respondents was composed of 11 to 15 passengers (56.1%) and had a duration of 15 to 21 days (55.6%).

Table 3. Professional profile of respondents

Professional Indicators	Number	Percent
<i>Type of Job</i> (n = 82)		
Tour leader only	19	23.2%
Tour leader and tour guide	63	76.8%
<i>Work Modality</i> (n = 81)		
Freelance	70	86.4%
Permanent	11	13.6%
<i>Years of Experience</i> (n = 80)		
Less than 3 years	14	17.5%
3 – 5 years	30	37.4%
6 – 10 years	23	28.8%
11 years or more	13	16.3%
<i>Mean (in years)</i>		(6.4)
<i>Last Tour Led</i> (n = 82)		
Within the last 3 months	49	59.8%
Over 3 months ago	33	40.2%
<i>Typical Group Size</i> (n = 82)		
1 – 5 passengers	2	2.4%
6 – 10 passengers	20	24.4%
11 – 15 passengers	46	56.1%
16 passengers or more	14	17.1%
<i>Typical Trip Length</i> (n = 81)		
1 – 7 days	4	4.9%
8 – 14 days	23	28.4%
15 – 21 days	45	55.6%
22 days or more	9	11.1%

All respondents either were from or worked in South America. The vast majority of participants (98.7%) were from South American countries, predominantly from Peru (75.3%; Table 4). Likewise, 98.4% reported South America as their main work region, with Peru (81.8%) and Bolivia (72.7%) being the most cited work countries. Over a third (35.1%) work in countries that are full members of Mercosur (Argentina, Brazil, Paraguay, and Uruguay), while 48.1% reported working in other South American countries. Only 3.9% reported non-South American countries as their main work destinations.

Table 4. Respondents' country of origin and main work destinations

Country / Region	Country of Origin (<i>n</i> = 77)	Main Work Destinations ^a (<i>n</i> = 77)
Peru	75.3%	81.8%
Bolivia	6.5%	72.7%
Mercosur full members ^b	13.0%	35.1%
Other South American countries	3.9%	48.1%
Countries outside South America	1.3%	3.9%

^a Percentage adds to more than 100% because respondents could include several countries.

^b Argentina, Brazil, Paraguay, and Uruguay.

Work Environment Inputs: Rewards and Stressors

Objective 1: Measure the set of rewards and stressors (job inputs) that TLs encounter in their work environment.

Respondents showed moderate levels of satisfaction with the rewards their TL job provides ($M = 3.60$, $SD = 0.49$; Table 5). Yet they were more satisfied with the *Non-Financial Rewards* ($M = 4.02$, $SD = 0.50$; $\alpha = 0.802$) than the *Financial* ones ($M = 3.18$, $SD = 0.62$; $\alpha = 0.664$). Overall, the most satisfying rewards were seeing their tourists happy ($M = 4.71$), visiting exciting places ($M = 4.55$), receiving praise from tourists ($M = 4.54$), and the opportunity for constant learning ($M = 4.53$), all non-financial in nature. Tips ($M = 3.61$) and salary ($M = 3.60$) were the most satisfying financial rewards. Insurance for accidents (55.5%; $M = 2.46$) was the only reward participants were dissatisfied with.

Overall levels of stress reported by participants show that their tour leading job is not highly stressful ($M = 2.82$, $SD = 0.58$; Table 6). Considered by dimensions, *External Factors* generated the highest stress to TLs ($M = 3.15$, $SD = 0.63$; $\alpha = 0.796$), especially because of issues at border crossing ($M = 3.73$), theft incidents ($M = 3.70$), strikes ($M = 3.64$), and transportation accidents ($M = 3.53$). Over one-quarter reported that constant changes in altitude (28.2%; $M = 2.22$) and weather conditions (31.2%; $M = 2.08$) were not stressful. Stressors

related to *Tourists' Attitudes and Behaviors* ($M = 3.01$, $SD = 0.79$; $\alpha = 0.805$) was the second highest stressor for TLs. About half of respondents (46.8%) reported that tourists superseding TLs' authority was very or extremely stressful ($M = 3.24$). Not being on time and ailments were the least tourists' related stressors, although both still at moderate levels ($M = 2.84$).

Table 5. Levels of satisfaction with job rewards among respondents

Job Rewards ($n = 82$) ^a	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied	M ^b	$S.D.$
<i>Non-financial Rewards ($\alpha = 0.802$)</i>						4.02	0.50
Seeing my tourists happy	1.2%	1.2%	1.2%	18.3%	78.1%	4.71	0.68
Visiting exciting places	2.4%	0.0%	6.1%	23.2%	68.3%	4.55	0.82
Praise from tourists	0.0%	0.0%	8.8%	28.8%	62.4%	4.54	0.66
Constant learning	1.2%	0.0%	2.5%	37.0%	59.3%	4.53	0.67
Working outside of an office	0.0%	0.0%	7.4%	40.7%	51.9%	4.44	0.63
Autonomy to make decisions	2.5%	4.9%	14.6%	39.0%	39.0%	4.07	0.98
Support from other TLs	0.0%	3.7%	24.4%	41.5%	30.5%	3.99	0.84
Praise from managers	4.9%	3.7%	36.6%	29.2%	25.6%	3.67	1.06
Time off during trips	2.5%	13.6%	34.6%	42.0%	7.4%	3.38	0.90
Promotion opportunities	3.7%	21.3%	34.9%	26.3%	13.8%	3.25	1.06
Training opportunities	8.6%	21.0%	35.8%	27.2%	7.4%	3.04	1.07
<i>Financial Rewards ($\alpha = 0.664$)</i>						3.18	0.62
Tips	2.5%	6.1%	34.1%	42.7%	14.6%	3.61	0.90
Salary	1.2%	16.3%	16.3%	53.7%	12.5%	3.60	0.95
Meal allowance	6.2%	19.8%	34.6%	34.6%	4.8%	3.12	0.99
Commissions for sales	3.7%	12.3%	58.1%	22.2%	3.7%	3.10	0.80
Insurance for accidents	23.5%	32.0%	22.2%	19.8%	2.5%	2.46	1.13

^a All financial and non-financial rewards ($M = 3.60$; $S.D. = 0.49$; $\alpha = 0.837$).

^b Measured on a 5-point scale, ranging from "1 = Very unsatisfied" to "5 = Very satisfied".

Both dimensions related to the TLs' job itself, *Nature of the Job* ($M = 2.68$, $SD = 0.68$; $\alpha = 0.813$) and *Job Roles* ($M = 2.52$, $SD = 0.64$; $\alpha = 0.846$) did not appear as sources of high stress for TLs. Items related to the *Nature of the TLs' Job* were perceived to generate slightly-to-moderate levels of stress, being long rides the most stressful stressor ($M = 2.92$) and constant packing/unpacking the least one ($M = 2.36$). The stress derived from the items related to *Job Roles* showed more variation. Collecting tips for others ($M = 3.22$) and being responsible for

tourists' safety ($M = 3.10$) were the highest rated job stressors, while facilitating the interaction between tourists and locals ($M = 1.70$) and giving information about the destination ($M = 1.52$) were the least stressful TLs' responsibilities.

Table 6. Level of stress perceived from job stressors among respondents

Job Stressors ($n = 82$)	Not Stressful	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful	M^a	$S.D.$
<i>External Factors ($\alpha = 0.796$)</i>						3.15	0.63
Issues at border crossings	3.9%	7.7%	25.6%	37.2%	25.6%	3.73	1.05
Theft incidents	3.9%	6.5%	20.8%	53.2%	15.6%	3.70	0.95
Strikes	3.8%	7.7%	29.5%	38.5%	20.5%	3.64	1.02
Transportation accidents	5.2%	6.5%	32.5%	41.5%	14.3%	3.53	1.00
Delays in transportation	2.6%	21.8%	33.3%	38.5%	3.8%	3.19	0.91
Natural disasters	7.7%	15.4%	37.2%	29.4%	10.3%	3.19	1.07
Sexual harassment	11.7%	16.9%	35.0%	28.6%	7.8%	3.04	1.12
Constant changes in altitude	28.2%	35.8%	24.4%	9.0%	2.6%	2.22	1.04
Constant changes in weather	31.2%	37.6%	26.0%	2.6%	2.6%	2.08	0.96
<i>Tourists' Attitudes & Behaviors ($\alpha = 0.805$)</i>						3.01	0.79
Superseding TLs' authority	8.9%	21.5%	22.8%	30.3%	16.5%	3.24	1.22
Unreasonable demands	5.0%	30.0%	25.0%	30.0%	10.0%	3.10	1.10
Misunderstanding instructions	3.8%	22.5%	42.4%	26.3%	5.0%	3.06	0.92
Not being on time	7.5%	26.3%	42.4%	22.5%	1.3%	2.84	0.91
Ailments	12.5%	26.3%	33.7%	20.0%	7.5%	2.84	1.12
<i>Nature of the Job ($\alpha = 0.813$)</i>						2.68	0.68
Long rides	5.1%	27.8%	40.5%	22.8%	3.8%	2.92	0.93
Variable monthly income	5.0%	30.0%	38.7%	22.5%	3.8%	2.90	0.94
Long work hours per day	6.3%	26.3%	44.9%	17.5%	5.0%	2.89	0.94
Multitasking	13.7%	38.8%	33.8%	11.3%	2.4%	2.50	0.96
Limited free time during trips	11.3%	42.4%	35.0%	8.8%	2.5%	2.49	0.90
Constant packing/unpacking	21.3%	37.4%	28.8%	8.8%	3.7%	2.36	1.03
<i>Job Roles ($\alpha = 0.846$)</i>						2.52	0.64
Collecting tips for others	7.3%	19.5%	30.5%	29.3%	13.4%	3.22	1.13
Being responsible for tourists' safety	6.1%	22.0%	36.6%	26.8%	8.5%	3.10	1.04
Solving problems while touring	7.3%	28.0%	39.0%	19.5%	6.2%	2.89	1.01
Keeping the group entertained at all times	17.3%	28.3%	27.2%	21.0%	6.2%	2.70	1.17
Managing the tour budget	14.6%	29.3%	40.2%	13.4%	2.5%	2.60	0.98
Handling the trip logistics	13.4%	34.1%	37.8%	13.4%	1.3%	2.55	0.93
Leading large groups	19.8%	33.3%	28.4%	12.3%	6.2%	2.52	1.13
Leading long trips	23.5%	32.1%	29.6%	12.3%	2.5%	2.38	1.06
Facilitate the interaction between tourists & locals	43.9%	45.2%	8.5%	2.4%	0.0%	1.70	0.73
Give information about the destination	57.4%	34.1%	7.3%	1.2%	0.0%	1.52	0.69

^a 5-point scale ("1 = Not stressful"; "5 = Extremely stressful"). All job stressor: $M = 2.82$; $SD = 0.58$; $\alpha = 0.910$.

Work Environment Outcomes: Tour Leaders' Quality of Life

Objective 2: Measure the impact of tour leading in TLs' psychological, behavioral, and convivial wellbeing and job satisfaction (job outcomes) as indicators of their quality of life.

Overall, respondents were satisfied (48.0%) or very satisfied (29.9%) with their jobs as TLs ($M = 3.88$, $SD = 1.12$). Cronbach's tests supported the quality of life dimensions constructed based on the literature. Alpha scores indicate a strong internal reliability within the *Psychological* dimension of TLs' work outcomes ($\alpha = 0.855$) and acceptable alphas within the *Behavioral* ($\alpha = 0.680$) and *Convivial* ($\alpha = 0.669$) dimensions after two items (i.e., healthy diet, exercise) were removed from the *Behavioral* dimension (Table 7). Overall respondents perceived no changes in the *Psychological* ($M = 2.81$, $SD = 0.77$) outcomes of their TL's job while slight decrease in the *Behavioral* ($M = 2.85$, $SD = 0.62$) and *Convivial* outcomes ($M = 2.36$, $SD = 0.86$).

Within the *Psychological* dimension, a large proportion of respondents reported positive outcomes in terms of having experienced at least some increase in their self-esteem (68.8%; $M = 3.97$) and at least some decrease in depression (48.7%, $M = 2.47$). On the flip side, most reported having increased their mental fatigue (55.1%; $M = 3.37$) due to their TLs' job. Results indicate few subtle *Behavioral* changes due to their tour leading jobs. One-third reported at least some increase in their caffeine consumption (36.3%; $M = 3.19$) and one quarter some decrease in their use of tobacco (26.2%; $M = 2.65$), gambling activities (24.6%; $M = 2.62$) or use of recreational drugs (25.0%; $M = 2.61$) resulting from their TLs job. Similar proportions of participants indicated having increased (32.9%) and decreased (30.1%) their consumption of alcohol as a consequence of their TLs job ($M = 2.96$). Results indicate that tour leading yield negative

Convivial outcomes as the majority of respondents reported decrease in their quality of social (51.3%; $M = 2.75$), family (63.1%; $M = 2.22$), and romantic (63.0%; $M = 2.12$) lives.

Table 7. Work environment outcomes perceived by respondents

Job Outcomes ($n = 78$)	Decreased Significantly	Decreased Some	Stayed the Same	Increased Some	Increased Significantly	M^a	$S.D.$
<i>Psychological ($\alpha = 0.855$)</i>							
Self-esteem	3.9%	2.6%	24.7%	29.9%	38.9%	3.97 ^c	1.05
Mental fatigue	7.7%	14.1%	23.1%	43.6%	11.5%	3.37	1.11
Suppressed emotions	7.7%	7.7%	44.9%	28.2%	11.5%	3.28	1.03
Anxiety	10.3%	14.1%	38.4%	23.1%	14.1%	3.17	1.16
Fears	14.3%	11.7%	50.6%	19.5%	3.9%	2.87	1.02
Frustration	16.9%	23.4%	31.1%	14.3%	14.3%	2.86	1.27
Anger	19.5%	13.0%	44.1%	20.8%	2.6%	2.74	1.08
Boredom	26.3%	19.7%	32.9%	11.8%	9.3%	2.58	1.26
Depression	33.8%	14.9%	33.8%	12.2%	5.3%	2.41	1.23
<i>Composite Mean</i>						2.81	0.77
<i>Behavioral ($\alpha = 0.680$)^b</i>							
Caffeine intake	7.2%	7.2%	49.3%	31.9%	4.4%	3.19	0.91
Sleeping issues	12.0%	6.7%	58.7%	13.3%	9.3%	3.01	1.03
Alcohol consumption	16.4%	13.7%	37.0%	23.3%	9.6%	2.96	1.20
Use of medicine	12.9%	4.3%	65.7%	11.4%	5.7%	2.93	0.95
Use of tobacco	26.2%	0.0%	61.5%	7.7%	4.6%	2.65	1.10
Gambling	23.1%	1.5%	67.7%	6.2%	1.5%	2.62	0.96
Use of recreational drugs	25.0%	0.0%	67.2%	4.7%	3.1%	2.61	1.02
<i>Composite Mean</i>						2.85	0.62
<i>Convivial ($\alpha = 0.669$)</i>							
Quality of social life	23.7%	27.6%	11.8%	23.7%	13.2%	2.75	1.40
Quality of family life	26.3%	36.8%	26.3%	9.2%	1.4%	2.22	0.99
Quality of romantic life	32.9%	30.1%	30.1%	5.5%	1.4%	2.12	0.99
<i>Composite Mean</i>						2.36	0.86

^a Measured on a 5-point scale, ranging from “1 = Decreased significantly” to “5 = Increased significantly”.

^b Healthy diet ($M = 2.57$; $SD = 1.18$) and Exercise ($M = 2.47$; $SD = 1.29$) were removed to increase reliability.

^c The reverse mean for self-esteem ($M = 2.03$) was used to calculate the reliability and mean of the Psychological dimension to reflect opposing direction of this item as compared to the others.

Associations between Tour Leaders' Job Inputs and Outcomes

Objective 3: Examine the extent to which TLs' job inputs are associated with job outcomes.

Simultaneous multiple linear regressions resulted in three significant models indicating that TLs' satisfaction with the rewards and levels of stress their job produce (inputs) influence their quality of life (outcomes). Specifically, job inputs were found to be associated with

psychological ($R^2 = .281, p < .001$) and convivial ($R^2 = .232, p = .005$) outcomes and with overall job satisfaction ($R^2 = .175, p = .032$); analysis did not yield a significant model between job inputs and behavioral outcomes (Table 8). When controlling for other variables, participants' level of satisfaction with financial rewards showed a negative association with their behavioral job outcomes ($\beta = -.279, p = .044$); satisfaction with non-financial rewards was found to be negatively associated with TLs' psychological outcomes ($\beta = -.223, p = .080$) and positively associated with their overall job satisfaction ($\beta = .290, p = .037$). The more stress TLs perceived from their multiple job roles, the less quality of life in their convivial relationships ($\beta = -.413, p = .007$) and less overall job satisfaction ($\beta = -.299, p = .055$). Levels of stress coming from tourists' attitudes and behaviors were positively associated with participants' psychological outcomes ($\beta = .272, p = .054$).

Table 8. Participants' work environment inputs associated with job outcomes

Independent Variables	Quality of Life - Job Outcomes (standardized β and significance)			
	Psychological	Behavioral	Convivial	Job Satisfaction
Rewards				
Financial	.015	-.279 **	.074	-.081
Non-financial	-.223 *	.108	.139	.290 **
Stressors				
Job roles	.106	.092	-.413 *	-.299 *
Nature of the job	.218	.074	.178	.011
Tourists' attitudes and behaviors	.272 *	.125	-.143	-.048
External factors	-.201	-.072	-.037	.127
Model Statistics				
<i>R</i>	.531	.325	.481	.418
<i>R</i> ²	.281	.106	.232	.175
<i>p-value</i>	<.001	.243	.005	.032

* $p < .100$ ** $p < .050$

Personal Attributes Associated with Work Environment and Quality of Life

Objective 4: Identify the extent to which TLs' personal attributes (demographics, job background) are associated with job inputs and outcomes.

Multiple linear regressions indicated that TLs' personal attributes influence their level of satisfaction with financial ($R^2 = .291, p = .001$) and non-financial ($R^2 = .209, p = .014$) rewards (Table 9). No significant associations were found between participants' personal attributes and any of the dimensions of job stressors. When controlling for other variables, TLs' demographics appeared as significant influencers of TLs' satisfaction with the financial and non-financial rewards of their job. Specifically, negative associations were found between age and satisfaction with non-financial rewards ($\beta = -.347, p = .029$) and between education level and satisfaction with financial rewards ($\beta = -.289, p = .008$); conversely, the better the TLs' economic situation, the more satisfied they were with their financial rewards ($\beta = .391, p = .001$). In regards to job background indicators, the longer the trips respondents lead, the lower their satisfaction with non-financial rewards ($\beta = -.388, p = .003$) but also the higher levels of stress related to the nature of the job ($\beta = .332, p = .016$) and tourists' attitudes and behaviors ($\beta = .398, p = .004$).

Multiple linear regressions showed no significant associations between participants' personal attributes and their job outcomes (Table 10). However, when controlling for other variables, participants' level of education was found to be negatively associated with their level of job satisfaction ($\beta = -.216, p = .069$). Trip length was found to be negatively associated with participants' quality of convivial life ($\beta = -.252, p = .072$) and with their overall job satisfaction ($\beta = -.288, p = .034$).

Table 9. Respondents' personal attributes associated with job rewards and stressors

Independent Variables	Work Environment - Job Inputs (standardized β and significance)					
	Financial	Non-financial	Job roles	Nature of the job	Tourists' attitudes & behaviors	External factors
Demographics						
Age	-.015	-.347 **	-.066	.126	.057	-.004
Education level	-.289 **	-.175	.064	.005	-.074	-.019
Economic situation	.391 **	.044	.020	.070	.037	-.184
Job Background						
Number of tourists per trip	-.156	.054	-.078	-.133	-.113	-.107
Number of days per trip	-.190	-.388 **	.125	.332 **	.398 **	.188
Years of experience	-.022	-.056	.023	-.113	-.016	-.097
Model Statistics						
<i>R</i>	.539	.457	.169	.334	.381	.322
<i>R</i> ²	.291	.209	.029	.111	.145	.104
<i>p-value</i>	.001	.014	.923	.236	.101	.282

** $p < .050$

Table 10. Respondents' personal attributes associated with job outcomes

Independent Variables	Quality of Life - Job Outcomes (standardized β and significance)			
	Psychological	Behavioral	Convivial	Job satisfaction
Demographics				
Age	-.016	.140	.015	-.144
Education level	-.043	.032	.005	-.216 *
Economic situation	-.012	-.107	-.006	.039
Job Background				
Number of tourists per trip	.185	.157	.072	.121
Number of days per trip	.070	-.119	-.252 *	-.288 **
Years of experience	.040	-.251	-.163	-.027
Model Statistics				
<i>R</i>	.222	.250	.241	.355
<i>R</i> ²	.050	.062	.058	.126
<i>p-value</i>	.750	.625	.667	.166

* $p < .100$ ** $p < .050$

Perceptions of the Work Environment across Genders

Objective 5: Compare Job Inputs and Outcomes between male and female respondents.

MANOVA results showed significant differences in participants' perceptions of job inputs and outcomes between genders (Table 11). Female and male participants reported significantly different responses when rating inputs (Hotelling's trace = .197; $F = 2.302$; $p = .044$) and outcomes (Hotelling's trace = .186; $F = 3.303$; $p = .015$) of their work environment. Regarding work environment inputs, females perceived higher levels of stress derived from their multiple job roles ($M_{female} = 2.76$; $M_{male} = 2.38$; $F = 7.583$; $p = 0.007$), the nature of the job ($M_{female} = 2.88$; $M_{male} = 2.53$; $F = 5.678$; $p = 0.020$), and tourists' attitudes and behaviors ($M_{female} = 3.23$; $M_{male} = 2.85$; $F = 4.596$; $p = 0.035$) than males. As for work environment outcomes, TLs from both genders rated the quality of their convivial life very low, yet it was significantly lower for females than for males ($M_{female} = 1.97$; $M_{male} = 2.63$; $F = 12.197$; $p = 0.001$).

Table 11. Respondents' gender associated with work environment inputs and outcomes

Job Inputs and Outcomes	Mean		Statistical Values	
	Female	Male	F	p -value
Inputs^a				
Financial rewards	3.07	3.22	1.046	0.310
Non-financial rewards	4.05	4.00	0.178	0.675
Job roles	2.76	2.38	7.583	0.007
Nature of the job	2.88	2.53	5.678	0.020
Tourists' attitudes and behaviors	3.23	2.85	4.596	0.035
External factors	3.30	3.02	3.790	0.055
Outcomes^b				
Psychological	3.02	2.68	3.552	0.063
Behavioral	2.99	2.76	2.544	0.115
Convivial	1.97	2.63	12.197	0.001
Overall job satisfaction	3.77	3.96	0.469	0.496

^a MANOVA statistics: Hotelling's trace = .197; $F = 2.302$; $p = .044$. Five-point Likert scales were used to measure rewards (1 = Very unsatisfied; 5 = Very satisfied) and stressors (1 = Not stressful; 5 = Extremely stressful).

^b MANOVA statistics: Hotelling's trace = .186; $F = 3.303$; $p = .015$. Five-point Likert scales were used to measure psychological, behavioral and convivial outcomes (1 = Decreased significantly; 5 = Increased significantly) and job satisfaction (1 = Very unsatisfied; 5 = Very satisfied).

The MANOVA was followed up with discriminant function analysis, which revealed one discriminant function (Table 12). The function explained 69.7%, of the variance between male and female tour leaders (Canonical $R^2 = .25$). This function significantly differentiated male and female TLs, $\Lambda = 0.750$; $\chi^2 (10) = 19.884$; $p = 0.030$. Analysis of function scores revealed that male and female tour leaders differentiated in three inputs and one outcome, with female TLs perceiving lower quality of convivial life as well as higher stress from job roles, nature of the job, and tourists' attitudes/behaviors than male TLs.

Table 12. Discriminant analysis identifying predictors of respondents' gender

Predictors	Canonical Discriminant Function	Wilks' Lambda	Significance
Convivial outcomes	-.702	.859	.001
Stressors - Job roles	.543	.910	.009
Stressors - Nature of the job	.454	.936	.027
Stressors - Tourists' attitudes and behaviors	.425	.943	.038
Stressors - External factors	.366	.957	.073
Psychological outcomes	.330	.965	.105
Behavioral outcomes	.321	.967	.115
Financial rewards	-.217	.984	.284
Overall job satisfaction	-.138	.994	.496
Non-financial rewards	.086	.998	.670

CHAPTER V:

CONCLUSION

The purpose of this study was to analyze the extent to which the work environment impacts TLs' quality of life framed within the Facet Analysis Model of Job Stress (Beehr & Newman, 1978). This chapter discusses key study findings related to the set of rewards and levels of stress that TLs perceive from their jobs, as well as the extent to which work environment inputs (rewards, stressors) predict changes in their quality of life. In doing so, this chapter also elucidates on the theoretical and practical contributions of study results.

Discussion of Key Results

The application of the Facet Analysis Model of Job Stress to the context of tour leading showed that rewards and stressors of this job are important to understand the impact of this work environment in TLs' quality of life. Acknowledging job rewards and incorporating them in recognition systems is especially important as only a small proportion (16.3%) of respondents had more than ten years of experience leading tours, thus suggesting significant turnover in this industry. Tour leading is a very demanding job, which can significantly affect TLs' physical and family well-being and has limited professional growth (Tsaur & Lin, 2014). Thus, the need to identify rewards that can compensate such a burden.

The Rewards and Stressors of Tour Leading

This study found that TLs were more satisfied with their non-financial job rewards than the financial ones, in contrast to the literature on frontline hotel employees industry (Bustamam et al., 2014). Regarding non-financial job rewards, results empirically confirmed indications that TLs value the opportunity to visit exciting places because of their jobs (Mancini, 1990). This study also contributes to the literature by identifying a suite of non-financial rewards that make TLs feel highly satisfied with their job (e.g., tourists' praise). Among those, it is worth noting the high level of satisfaction that TLs perceive from seeing their tourists happy because tour operators tend to exclude this accomplishment from merit-based assessments (Bowie & Chang, 2005) despite tourists' recognition of this TLs' ability (Holloway, 1981; Quiroga, 1990; Wong & Lee, 2012). TLs' opportunity for constant learning also appeared as an important reward, which the open-ended question further revealed as a complex one attained from TLs' interactions with a variety of tourism stakeholders (e.g., tourists, locals), thus deserving a more thorough examination in future studies (Appendix B).

Financially, TLs were barely satisfied and only with their salaries and tourists' tips, which in the latter case is worrisome because they greatly depend upon tourists' discretion (Bowie & Chang, 2005; Wang et al., 2010). Slight satisfaction with the salary is an improvement of the dissatisfaction reported among Asian TLs (Wong & Wang, 2009), which may be due to different hiring conditions. While TLs in South America receive a fixed daily salary for the duration of the itinerary, regardless of their hiring conditions, Wong and Wang (2009) reported that Asian freelance TLs' incomes mainly depend on the tourists' tips and suppliers' commissions they are able to obtain during their trips.

Regarding stressors, TLs were mainly affected by external factors that escape their control, confirming the extant literature (Wang et al., 2010). Yet, this study identified two new

external factors that are very stressful for TLs working in South America –border crossing and strikes– which supports the need to include context (Beehr & Newman, 1978; Diener, Oishi, & Lucas, 2003) as they do not appear to be an issue in other regions (Tsaur & Lin, 2014; Wang et al., 2007). The need to contextualize job-related studies was also evident in the level of stress different factors exert. For example, stressors related to tourists’ attitudes and behaviors (e.g., lateness, ailments) and the nature of the job (e.g., long rides, multitasking) caused slightly-to-moderate levels of stress among the South American TLs who responded to the survey, which the literature reports as major stressors in Asia (Bowie & Chang, 2005; Tsaur & Lin, 2014; Wang et al., 2010; Wong & Lee, 2012; Wong & Wang, 2009) and beyond (Cohen, 1985; Holloway, 1981; Su, Yang, Badaoui, Cho, 2014; Wang & Chen, 2008; Wong & Wang, 2009). Leading large groups and long trips were not remarkably high stressors as suggested in the literature either (Quiroga, 1990), possibly because these are associated with higher financial earnings (Wang & Chen, 2002).

Two job roles were found to cause TLs stress above the moderate level. The emotional burden that collecting tips for others, like drivers or local tour guides, exert in TLs can be explained by the constant pressure they feel to increase the income of local business people (Holloway, 1981; Wong & Lee, 2012), which is especially critical for those living in marginalized areas that tend to be major tourism destinations in South America. Being responsible for tourists’ safety was also found to be stressful for TLs, which speaks to a major reason why tourists choose to travel in group package tours (Quiroga, 1990; Schuchat, 1983; Wang et al., 2010). As such, TLs are constantly pressured to remind the group of safety guidelines even when these seem obvious (Wong & Lee, 2012). Finally, it is worth mentioning that this study captured additional TL stressors through open-ended responses, namely tourists’

negative behaviors (e.g., constant complaining, disagreements among group members), which should be further examined in future studies.

Tour Leaders' Quality of Life

Although previous studies suggested that tour leading produces a series of positive and negative outcomes (e.g., sense of achievement, sleeping issues) that altogether affect TLs' quality of life (Tsaur & Lin, 2014; Wong & Wang, 2009), those outcomes had not been examined. This study did so and found that TLs' work environment (rewards and stressors) indeed affects their psychological and convivial wellbeing and their overall level of job satisfaction. Positive psychological outcomes that TLs perceived as a result of their job is consistent with the organizational literature stating a positive correlation between job stress and depression (Ivancevich et al., 2008) and a negative correlation between satisfaction with their job rewards and self-esteem (Bakker et al., 2000). Given that TLs perceived overall low stress levels and high satisfaction with their job rewards (especially non-financial ones), it makes sense they have experienced a decrease in depression and an increase in their self-esteem. Conversely, the array of negative psychological outcomes TLs reported (e.g., increased mental fatigue) and especially their positive association with levels of stress derived from tourists' attitudes and behaviors are not surprising, taking into consideration the constant effort TLs place to satisfy their tourists' demands (Wong & Wang, 2009).

Yet, the greatest burden that the work environment exerts on TLs relates to the quality of their convivial life in their social, family, and romantic realms. The quality of TLs' romantic life was particularly lessened, which is worrisome as most TLs reported being in a stable relationship. Stressors related to the many roles TLs perform exerted the most negative effect on

their convivial outcomes, which aligns with the limited time they have to invest on their interpersonal relationships while traveling as Tsaur and Lin (2014) reported. TLs' work environment was also found to affect their overall job satisfaction but differently from the prevailing knowledge related to frontline hotel employees. Non-financial rewards positively impacted TLs' job satisfaction, instead of financial ones (Chiang & Birtch, 2008) which did not appear as influencers of TLs' overall job satisfaction. Contrary to evidence garnered among Taiwanese TLs (Tsaur & Lin, 2014; Wong & Wang, 2009), work environment does not appear to have major behavioral (e.g., sleeping issues) effects among South American TLs.

Personal Attributes of Tour Leaders Working in South America

The extant literature asserts that tour operators recruit TLs regardless of their demographic or professional background (Wong & Wang, 2009). Yet, the large proportion of study participants that were in the 31-40 age group (69.3%) and had less than six years of work experience (54.9%) suggests that tour operators are not hiring young adult professionals, most likely to give tourists the image of having experienced TLs in their teams (Luoh & Tsaur, 2013). The preponderant presence of TLs with technical (40.3%) and college (48.0%) degrees speaks to structural labor conditions in Peru and their neighboring countries. Tour leading is not officially recognized as a career; thus, it does not have any training program nor professional regulation (e.g., certification). In this scenario, tour operators have the autonomy to set the job requirements of their applicants, including educational qualifications. As such, they prefer to hire individuals

holding a tour guiding license, which requires a formal three-to-five year degree (El Peruano, 2005), to avoid paying local guides as TLs can also provide that service

Although studies on frontline employees show that personal attributes affect individuals' assessment of job rewards, stressors, and subsequent outcomes (Chiang & Birtch, 2008; Lam, Zhang, & Baum, 2001), this study's findings only confirmed such association regarding TLs' satisfaction with their financial and non-financial job rewards. The negative association found between level of education and satisfaction with financial rewards confirms evidence from the hotel industry (Lam et al., 2001). This finding makes sense in the context of tour leading as South American TLs do not require any license or degree for such a job, thus higher education does not guarantee them a higher salary. The negative association found between the length of the trip (number of days per trip) and quality of convivial life confirms similar evidence reported among Taiwanese TLs who struggle to maintain personal relationships due to their long periods away from home (Tsaur & Lin, 2014).

Importantly, this study contributes to understanding gender differences in tour leading by contesting evidence indicating that female and male TLs are equally capable of dealing with their job stressors (Wong & Wang, 2009). Study results showing that female TLs perceive significantly more stress from factors related to the job itself and tourists' attitudes and behaviors, and less quality of convivial life than their male counterparts. This suggests that while individuals from both genders may be equally capable of dealing with stressors (Wong & Wang, 2009) it is not appropriate to assume that they are equally affected by them.

Study Implications

This study advances the scholarship of tourism related to the work environment and job outcomes of tour leading, which altogether provides managerial intelligence to improve TLs' quality of life. This study revealed a mix of non-financial rewards (e.g., seeing tourists happy, visiting exciting places) in addition to traditional financial ones (e.g., salary) as well as stressors (e.g., issues at border crossing) that are unique to the tour leading job. These pioneering results are important to stress because they indicate that TLs' satisfaction with their job rewards are different from other tourism frontline employees. These results also demonstrate the relevance to control for context in studies of tourism employees as South American TLs appeared to have a different set of stressors than their peers working in Asia and Europe (e.g., issues at border crossing). This study also revealed that tour leading exerts a suite of positive and negative outcomes in TLs' lives, all of which have never been reported in the literature (i.e., increased self-esteem, decreased depression).

The ground-breaking results of this study related to job inputs carry important practical implications for tour operators as both rewards and stressors affect TLs' lives beyond their work environment (e.g., decreased quality of family life). Results suggest that tour operators may be disregarding the power of job rewards as TLs reported low levels of satisfaction with the non-financial and financial rewards tour operators have control over (e.g., praise, insurance). Thus, it is advisable that tour operators publicly recognize the achievements of their TLs, for example through monthly newsletters, in which TLs can proudly tell the stories of how they overcame specific challenges. By doing so, tour operators would not only create a space for mutual learning among TLs, but they can also get insights about the most pressing difficulties of the job

that can inform their training programs. The latter could also address the low levels of satisfaction with training.

Results of the TL's personal attributes as predictors of job rewards also bring managerial intelligence for tour operators. Given that TLs' satisfaction with non-financial rewards decreases with age, tour operators need to find creative ways to retain their older TLs. They can do so by providing them personalized rewards or promote them to higher ranked and paid positions where they can make a better use of their expertise learned on the field. Likewise, tour operators should also recognize TLs' education level in their financial compensation criteria as the higher the education level was found to be negatively associated with satisfaction with financial rewards and overall job satisfaction, which ultimately may lead them to quit their job. Since results indicate that longer trips tend to increase TLs' levels of stress and decrease job satisfaction and convivial life, it is suggested that tour operators schedule varied length itineraries to their TLs to prevent job burnout and decreased performance.

Results showing that tour leading exerts significantly more stress to female than male TLs suggest that tour operators should provide their female TLs with necessary resources to ensure their job retention, which is critical as women tend to possess natural abilities (e.g., empathy) for this job (Wong & Wang, 2009). Additionally, given that external factors were the most stressful for participants, this study echoes Wang et al. (2010) in encouraging tour operators to train their TLs in simulated risk scenarios and to constantly remind them and their tourists of the potential risks involved in the trips. Finally, the decrease in TLs' quality of convivial life found in this study suggest that tour operators should give their TLs opportunities to spend quality of time with their families without threatening their job security. Furthermore, tour

operators should consider giving their TLs paid family weekend getaways, with accommodation and meals included, as part of their reward system.

Study results also bring policy insights. Of especial concern is the high levels of stress that TLs experience at border crossings given that most TLs were operating in the Mercosur region, which alliance is supposed to guarantee the free movement of citizens across their countries. Therefore, government agents of South American countries should address this issue by facilitating the flow of tourists that benefit their economies. Additionally, the low level of satisfaction that TLs reported with their job insurance reveals the overall lack of legal protection they have in their jobs. This calls for developing policies to create/enhance TLs' compensation for accidental injury or death, which is critical taking into consideration that the incidence of accidents is frequent in this job because of the large proportion of time that TLs are on the road. All managerial and policy actions suggested in this study should be addressed to enhance the quality of life of TLs, whose work contributes to the growth of the international tourism industry in South America.

Study Limitations and Insights for Future Research

Study findings and implications related to the tour leading work environment and its effects in TLs' quality of life should be interpreted with caution in view of the study sample. The absence of a directory of TLs and any formal agency (e.g., TLs' association) that could help to determine the size of the study population prevented to determine the actual proportion of TLs that were surveyed. Although the snowball sampling technique was an effective method to surpass the minimum number of respondents for conducting multiple linear regressions (Garson, 2014), the small sample size reduces the power of these analyses. Finally, the initial contact list

composed of professional acquaintances of one researcher may have led to some social biases (Nederhof, 1985), especially when reporting a decreased consumption of alcohol, medicine, recreational drugs, and gambling activities as these behaviors are socially unacceptable. Given that this study found that contextual factors seem to influence TLs' perceptions of their job inputs (rewards and stressors), it is advisable this study is replicated at a larger geographic scale as to contrast perceptions across countries, regions and even continents. In such effort, it is suggested that researchers seek support from industry gatekeepers (e.g., national tour operators) and influential TLs that can grant them access to a larger population.

When interpreting study results, it is also important to take into consideration three study delimitations, which call for further exploration. First, job outcomes of tour leading were delimited to TLs' perceptions of the impact of their jobs in their psychological, behavioral and social realms at the time that they took the survey. As such, participants' emotional state at the given moment could have influenced their perceptions of their job outcomes. Second, physical job outcomes (e.g., chronic stomachache) were not included, which calls for future examination preferably moving beyond perceptions into actual health indicators (e.g., imbalanced heart rate). To do so, it is suggested to first use qualitative methods to identify the suite of physical occurrences TLs experience, followed by experimental designs to measure physical outcomes variations before and after treatments (e.g., long trips) and even longitudinal assessments to monitor these outcomes over time.

Third, this study delimited personal factors affecting TLs' perception of inputs and outcomes to socio-demographics and job background. Yet, evidence indicates that personality traits may also influence job inputs and outcomes (Diener et al., 2003; Ivancevich et al., 2008). Therefore, future research should examine the role of personality traits in the job inputs-

outcomes relationship of tour leading. This study contributed to a very limited understood, yet critical, component of tourism especially in developing countries (Wang et al., 2010). In moving forward with research related to tour leading, it is suggested that future efforts maintain the multidisciplinary approach adopted in this study as a mix of academic specialty constructs (e.g., constraints theory, work-family conflicts) were found to intermingle in TLs' wellbeing.

Conclusion

Tour leading entails the escorting of tourists across different destinations, usually crossing national borders, in a safe and enjoyable manner. At first glance, tour leading looks like an ideal job because of the unique rewards it offers, especially giving the opportunity to visit exciting places. Yet, this work environment exposes TLs to unique stressors (e.g., natural disasters, unexpected strikes) that make this job a very challenging one. Despite the literature stressed the importance of TLs for the tourism industry, especially in developing countries (Tsaur et al., 2014; Wang et al., 2010), little was known about the extent to which job rewards and stressors impact TLs' quality of life. This study took a step forward regarding this knowledge gap by measuring the effect of job rewards and stressors in TLs' quality of life using a multi-disciplinary approach framed within the Facet Analysis Model of Job Stress (Beehr & Newman, 1978).

With that aim, this study contributed to the scholarship and practice of tour leading by identifying a unique set of rewards (e.g., seeing my tourists happy) and stressors (e.g., strikes) that exert an impact in TL's psychological, behavioral, convivial and job-related wellbeing. Altogether, results indicate that leading tours in South America is a very rewarding and not very stressful job. Importantly, this job comes at the expense of negative outcomes that affect TLs'

lives within and beyond their work environment, especially in terms of decreased quality of their convivial life. The information that emerged in this study delivers managerial and policy suggestions intended to improve the rewards system and training programs that can enhance TLs' quality of life and their job performance, which ultimately can contribute to the economies of South American countries with strong tourism receipts.

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APPENDICES

Appendix A

TOUR LEADERS SURVEY

(Screen 1): Your Work as a Tour Leader

1. Have you ever worked as a Tour Leader?

- ☐ Yes, as a tour leader ONLY →
(continue)
☐ Yes, as a tour leader AND a tour guide → (continue)
☐ No, never worked as a tour leader → (end of survey)

(Screen 2): Your Work as a Tour Leader

1. When was the last time you led a tour?

- ☐ Within the last 3 months ☐ 4-6 months ago ☐ 7-11 months ago
☐ 1-2 years ago ☐ 3-4 years ago ☐ At least 5 years ago

2. How many years have you worked as a TL?

_____ years

3. Please mention the main countries in which you work/worked as a Tour Leader:

4. Under what modality do you lead tours more often?

- ☐ Freelance ☐ Permanent

(Screen 3): Your Typical Group Package Tour

1. How big are the groups you most often lead?

- ☐ 1 to 5 pax ☐ 6 to 10 pax ☐ 11 to 15 pax ☐ 16 pax or more

2. How long are the trips you most often lead?

- ☐ 1 to 7 days ☐ 8 to 14 days ☐ 15 to 21 days ☐ 22 days or more

=====

Screen 4

The Benefits of your job as a Tour Leader

1. How satisfied are you with the following benefits of your job as a Tour Leader?

	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very satisfied
Salary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meal allowance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commissions for sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Insurance for accidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seeing my tourists happy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Visiting exciting places	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Praise from <u>tourists</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Praise from <u>managers</u>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from other tour leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Autonomy to make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promotion opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Training opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time off during trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working outside of an office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Are there any benefits of your job that you would like to mention? If so, please describe.

=====

SCREEN 5

Stress Factors for Tour Leaders

1. How much stress do you perceive from the following responsibilities of Tour Leaders?

	Not Stressful	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful
Managing the tour budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Handling the trip logistics (e.g., confirming lodging)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solving problems while touring (e.g., wrong hotel booking)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being responsible for tourists' safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collecting tips for others (e.g., guides)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Give information about the destination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating the interaction between tourists & locals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leading long trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leading large groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeping the group entertained at all times (including "non-action" time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

=====

SCREEN 6

The Dynamics of Tour Leading

1. How stressful are the following characteristics of your job as a Tour Leader?

	Not Stressful	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful
Long work hours per day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Long rides (e.g., bus, boat)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant packing/unpacking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limited free time during trips	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variable monthly income	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multitasking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

=====

SCREEN 7
The Dynamics of Tour Leading

1. How much stress do the following incidents and tourists' behaviors cause you?

	Not Stressful	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful
Tourists not being on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourists' ailments (e.g., altitude sickness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourists misunderstanding instructions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourists' unreasonable demands (e.g., insisting to visit a place that is closed)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tourists superseding tour leaders' authority (e.g., bossy tourists)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

=====

SCREEN 8
The External Conditions

1. How stressful are the following external factors in your job as a Tour Leader?

	Not Stressful	Slightly Stressful	Moderately Stressful	Very Stressful	Extremely Stressful
Constant changes in altitude	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant changes in weather	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Natural disasters	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Theft incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Delays in transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issues at border crossings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation accidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strikes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Are there any other job stressors that you would like to mention? If so, please describe.

=====

SCREEN 9
The Effects of Job on Tour Leaders

[PSYCHOLOGICAL OUTCOMES]

1. Due to your job as a Tour Leader, How much have you decreased or increased the following?

	Decreased Significantly	Decreased Some	Stayed the Same	Increased Some	Increased Significantly
Anxiety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Suppressed emotions (e.g., smiling when you don't want to)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental fatigue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boredom	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frustration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fears (e.g., scared of accidents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-esteem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Depression	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

=====

SCREEN 10
The Effects of Job on Tour Leaders

[BEHAVIORAL & SOCIAL OUTCOMES]

1. Due to your job as a Tour Leader, How much have you decreased or increased the following?

	Decreased Significantly	Decreased Some	Stayed the Same	Increased Some	Increased Significantly
Alcohol consumption	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of recreational drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthy diet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exercise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sleeping issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of medicine	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gambling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caffeine intake	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of tobacco	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of social life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of romantic life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of family life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

=====

SCREEN 11
Job Satisfaction

1. Overall, how satisfied are you with being a tour leader?

- ☐ Very unsatisfied ☐ Unsatisfied ☐ Neutral ☐ Satisfied ☐ Very satisfied

=====

Screen 12
About You

1. Please indicate:

1a. Age: _____ years old

1b. Gender: ☐ Female ☐ Male

2. Country of origin: _____

3. What is your highest level of education?

- ☐ High school
☐ Technical degree (e.g., Institute)
☐ University undergraduate degree
☐ Graduate degree (e.g., MBA, master's)

4. What best describes your current relationship status?

- ☐ Single and not in a stable relationship
☐ Single in a stable relationship
☐ Married or living with a partner
☐ Divorced or separated
☐ Widowed

4. How many children under 18 live with you? (Type 0 if none)

_____ children

=====

Screen 13

About Your Economic Status

1. How many persons in your family are you economically responsible for? (Type 0 if none)
_____ dependents

2. Your average monthly income as a Tour Leader after discounts (e.g., AFP). *Include tips and commissions if applicable.*

- ☐ S/. 1,500 soles or less
- ☐ S/. 1,501 - 3,000 soles
- ☐ S/. 3,001 - 4,500 soles
- ☐ S/. 4,501 - 6,000 soles
- ☐ S/. 6,001 soles or more

3. What best describes your economic situation?

- ☐ I am barely getting by
- ☐ I earn enough to cover my basic needs
- ☐ I live with some comfort, but I cannot save money
- ☐ I live with comfort and I am able to save some money
- ☐ Income is not a problem for me

Appendix B

SUMMARY OF QUALITATIVE DATA - EMERGING REWARDS AND STRESSORS

Table B1. Emerging job rewards & explanation of ‘constant learning’.

Rewards (n = 58)	Number
<i>Financial Rewards</i>	
Discounts on personal trips	6
Perks from merchants (e.g., meals, activities)	2
Salary bonus	2
Being paid to travel	2
Earning flight miles	1
<i>Non-Financial Rewards</i>	
Enhance personal network	18
Promote my country/region	4
Autonomy to manage my schedule	4
Improve foreign language skills	4
Cultural exchange	3
Mind opening	3
Represent tour operator	2
Gain life experience	2
Be invited to other countries	1
Personal growth	1
Increase professional network	1
Not having a boss	1
Doing social work	1
Try diverse food	1
<i>Constant Learning Detailed</i>	
Learn about other cultures (tourists, locals)	16
Learn about the tourism industry	3
Learn about human nature	2
Learn about new places	2
Learn about yourself	1
Learn how to deal with people	1
Learn how to deal with situations	1

Table B2. Emerging job stressors.

Stressors (<i>n</i> = 31)	Number
<i>Tour Operator Related</i>	
Inadequate support from tour operator	5
Pre-post trip reports	2
Deficient equipment	1
Deficient transportation	1
Sharing rooms with other TLs	1
Company pressure to obtain good feedback	1
<i>Tourists' attitudes and behaviors</i>	
Tourists negative attitudes (e.g., constant complaining)	4
Disagreements among group members	3
Tourists' wrong expectations	2
Tourists' feedback	1
Losing a tourist	1
Tourists' that come unprepared	1
Solving problems for tourists outside of our group	1
<i>Nature of the Job</i>	
Being away from family/friends	3
Variable schedule	1
Missing personal events	1
<i>External Factors</i>	
Dealing with crowds	1