

RELATIONSHIP MODEL SATISFACTION, INVOLVEMENT, AND TURNOVER IN THE TOURISM SECTOR

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Abstract:

The aim of this research is to strengthen the findings of relationship model between job involvement (JI), intrinsic job satisfaction (IJS), extrinsic job satisfaction (EJS), and turnover intention (TI). This study uses research setting in the tourism industry in Indonesia, with tour guides as respondents. The study used a survey with primary data obtained from questionnaires completed by 620 tour guides in Indonesia. After testing the validity using factor analysis and reliability of the questionnaire using α , a series of data tests were conducted as a requirement for testing the relationship model using structural equation modeling (SEM) with Smart PLS. The results further strengthen that the four constructs tested in this study are interrelated. However, IJS does not correlate with TI. IJS partially mediates the effect of JI on TI, but EJS does not mediate the effect of JI on TI. JI fully mediates the effect of EJS and IJS on TI.

Keywords: *intrinsic job satisfaction, extrinsic job satisfaction, job involvement, turnover intention*

1. Introduction

Tourism is a labor-intensive business sector that prioritizes employee performance. Having employees who are able to perform is a critical factor for the sustainability of the business. Employee turnover can have impacts on tourism businesses. Although tourist guides are often found on online sites, tourists feel more comfortable if there is a tour guide accompanying them. Therefore, employee retention is a major challenge for organizations operating in the tourism sector (Ramalho Luz et al., 2018). Various factors influence employee decisions to resign. Low job involvement and employee dissatisfaction are two important factors influencing employee intention to leave their jobs voluntarily (De Simone et al., 2018).

Low JS is a result of the role played, a lack of challenge or variety in the work, and inadequate promotions (Zopiatis et al., 2014). Organizations that do not sufficiently involve employees in their work can also contribute to low employee JS (Tran et al., 2025). Neglecting JS and not involving employees is a sign that employees are dissatisfied with the company and may want to resign (Garcia et al., 2019). Many researchers have proven how job dissatisfaction impacts

increasing the desire to resign (Abet et al., 2024; Gazi et al., 2024; Shah et al., 2020), likewise neglecting to provide adequate responsibility also has the same impact (Jung et al., 2021; Kang and Sung, 2019), and JS which correlates with JI (Demir, 2020; Gitierrez et al., 2025; Liu et al., 2023).

As an archipelagic nation rich in beautiful natural attractions and unique historical heritage, this industry contributes significantly to the country's revenue. Therefore, human resources in this labor-intensive sector must be highly qualified. Employees in the tourism sector, particularly hotels, have long working hours, are busier on weekends, and often work during peak seasons, particularly during holidays (Park et al., 2020). Furthermore, work-related problems, including psychological, physical, and emotional stress, can lead to employees often choosing to resign and move on to other jobs. This situation has prompted researchers to conduct more research on employees in the tourism sector, particularly hotels.

Based on the theory of planned behavior (TPB), individual behavioral intentions are driven by attitudes, subjective norms, and perceptions of behavioral control (Ajzen, 1991). Employees' intentions to resign from their jobs are also driven by these factors. Research by Abet et al. (2024), Tran et al. (2025), and Zopiatitis et al. (2014) found that JS and JI in the workplace influence TI. Many other researchers have examined the relationship between these three constructs (Alshammari et al., 2016; Artopo and Wahyuni, 2024; Gutierrez et al., 2025; Zopiatitis et al., 2014). However, the model of the relationship between these three constructs still requires in-depth research.

According to social exchange theory (SET), satisfied employees at work will be actively engaged in their work and have no desire to resign (Berber et al., 2022). Conversely, employees who are passive in the workplace will feel uncomfortable at work and want to leave (De Simone et al., 2018). Likewise, only job dissatisfaction, both intrinsically and extrinsically, will have the desire to move to another, better job (Al Saikhan, 2025). Employees who feel satisfied with their jobs, such as those that receive rewards, recognition, autonomy, self-development, and so on, will be actively involved in their work and thus less likely to resign (Liu et al., 2023).

This study examines the relationship JI, JS, both intrinsic and extrinsic, and employee resignation intentions in the tourism sector. JI is the cognitive, affective, and behavioral state of employees in a job (Agarwal et al., 2022). JI can increase employee JS (Culibrk et al., 2018; Tran et al., 2025; Zopiatitis et al., 2014). However, employee JS can also increase involvement in the workplace (Demir, 2020; Garcia et al., 2019). The intrinsic aspect of JS encompasses satisfaction with job elements such as recognition and personal growth, while the extrinsic aspect encompasses satisfaction with employee rewards. Both JI and JS have been widely demonstrated to influence TI (Al Kurdi et al., 2021; Dewi and Ekowati, 2025; Jogi et al., 2024).

This research is necessary because tour guiding is a profession that is easy to pursue if individuals enjoy it. This work is enjoyable because, in addition to earning money, tour guides gain extraordinary experiences and get to explore the tourist destinations chosen by their guests (Aloudat et al., 2020). Money or income is often a last resort in this profession. Furthermore, they develop a lasting connection with the locales they visit.

Tour guides are generally freelancers recruited by travel agencies for project-based work. This study examines the loyalty of these tour guides to their profession, which is experiencing a high level of activity at a time when most people are enjoying their holidays. This is the reason why tour guides were chosen as respondents in this research on TI. Furthermore, TI is often associated with JS and how these individuals' activeness contributes to their sense of well-being at work. This is expected to reduce their resignation rate.

The tourism sector was chosen as the research setting because the tour guide profession in Indonesia lacks promotion. Tour guides in Indonesia are generally freelancers who can move from one employer to another. Being a tour guide is also often considered a part-time job, so the demands for involvement and care within the company are not given special attention. They focus more on the guests they serve. Due to the highly flexible nature of tour guiding and its part-time role, leaving the job feels less stressful. This intrinsic satisfaction will influence the sustainability of their part-time work.

2. Literature Review

Tour guides are cultural ambassadors who can help achieve tourism excellence in a country (Sumanapala et al., 2025). Their role is complex, particularly in building a positive image of Indonesian tourism. Tour guides bridge the gap between visiting tourists, local communities, the government, and relevant industry players (Sengoz et al., 2025). Furthermore, the quality of tour guide services also reflects the personality of a country or destination (Li et al., 2021). Because of this crucial role, the tour guide profession deserves attention. To become such ambassadors, tour guides need to receive attention in their involvement, achieve sufficient satisfaction, and achieve a sense of well-being.

JS is a positive emotional and attitudinal state, or liking for one's job (Goetz and Wald, 2022). JS has been studied and is believed to have a broad impact on individual behavior at work, such as task performance, commitment to work, and desire to remain with the organization (Kaur and Kang, 2021). JS is also a positive response to what employees receive and feel, thus encompassing both extrinsic and intrinsic aspects (Zopiatis et al., 2014). EJS refers to satisfaction with external factors such as salary or rewards and organizational conditions, while IJS relates to the work itself, such as recognition, autonomy, appropriate skills, and so on (Bedemariam and Ramos, 2021). Based on Herzberg's two-factor theory, IJS is more motivating than EJS (Lee et al., 2022).

This study re-examines how employees will give their best to the organization according to SET. SET explains that the existence of norms of reciprocity between the organization and employees has created satisfaction and underpinned positive employee behavior (Cropanzano and Mitchell, 2013). Individuals feel compelled to contribute based on the extrinsic rewards they receive and the recognition and personal growth they experience. Therefore, JS is positively related to positive variables such as performance, organizational citizenship behavior (OCB), motivation, commitment, attendance, self-development, creativity, cooperation, and the desire to remain with the organization (Gazi et al., 2024). Meanwhile, job dissatisfaction has negative impacts on the organization, such as conflict, low productivity, counterproductive work behavior, and employee intentions to resign from the job and organization (Yean et al., 2022).

JS is both a direct and indirect indicator of employee behavior (Lee et al., 2023). As a direct indicator, JS influences task performance (Katebi et al., 2021), OCB (Na-Nan et al., 2020), workplace commitment (Hasan et al., 2021), workplace attendance (Roelen et al., 2013), absenteeism (Diestel et al., 2014), and even intention to resign (Dodanwala and San Santoso, 2022). Researchers agree that JS negatively impacts TI or leave their jobs (Abd-Ellatif et al., 2021; Alam and Asim, 2019; Chung et al., 2017; Li et al., 2019; Tran et al., 2025).

As an indirect indicator, JS is a crucial factor in employee management systems to improve performance. Good management leads to employee JS, which in turn improves performance (Hasan et al., 2021). An employee's fit with their job, coworkers, and organization, and well-handled issues or conflicts, can lead to higher levels of JS (Tsaur and Yen, 2018). Several researchers have demonstrated that JS mediates the influence of several independent variables that influence TI (Chung et al., 2017; Artopo and Wahyuni, 2024).

Furthermore, JI, which is an employee's psychological state at work, identifies with their work, perceives the importance of their work as a source of self-worth, and makes work a part of their life (Griffin et al., 2009). JI is an activity and consistent involvement in the workplace, not only psychological aspects but also cognitive, physical, and emotional aspects (Lo et al., 2024). Research on JI is limited, as this construct has evolved into job engagement. According to Arulsenthikumar et al. (2023), JI is an individual's cognitive assessment and self-identification at work, while JI encompasses emotional and behavioral assessments and the deep connection to their job. Highly involved employees integrate themselves into their job and organization (Matagi et al., 2022). They have high levels of JS, particularly those related to intrinsic factors (Silva and Rodrigues, 2024; Matagi et al., 2022).

Researchers have found that JI is an antecedent of JS (Dewi and Ekowati, 2025; Zopiatis et al., 2014). However, several other researchers have also found that employees who are satisfied with various factors related to their work will feel engaged at work (Liu et al., 2023; Wen et al., 2019). JI is important for individual employee development because it can improve employee well-being (Jena et al., 2018), JS (Zopiatis et al., 2014), performance (Suhartanto et al., 2018), and reduce employee absenteeism (Wegge et al., 2007). Researchers also agree that JI is a crucial variable in reducing employee TI (Chenevert et al., 2016; Kang and Sung, 2019; Shah et al., 2020; Zopiatis et al., 2014).

TI or employee intention to resign and leave their current job within a certain period of time (Chao et al., 2015). This intention is believed to be an employee's behavior to leave their job, therefore, this TI variable is the one studied as an employee behavior (Gu et al., 2020). This has been demonstrated in research by Thin et al. (2022) and Van der Heijden et al. (2018), which found that within a certain period of time, employees who want to resign will actually leave their jobs after they find a new job.

Based on research, TI is influenced by several work-related factors, such as JS, workplace stress, workplace disruption, work fatigue, employee commitment, conflict, and so on (Lu et al., 2017). According to Ramalho Luz et al. (2018), job dissatisfaction variables, including both intrinsic and extrinsic dimensions, both influence employee TI. This finding is supported by De Simone et al. (2018) and Li et al. (2020), and Li et al. (2019), who also found that employees who feel dissatisfied at work are more likely to have a desire to resign. Meanwhile,

Dodanwala and San Santoso (2022) found that the influence of JS on the TI is also mediated by work stress. This suggests that JS can have both a direct and indirect effect on TI.

3. Research objectives

This study aims to test the relationship model of JS, JI, and TI among tour guides in Indonesia. Based on conservation of resource theory (CORT), individuals who desire to be actively involved and integrate themselves into organizational activities will be satisfied and intent to stay in the organization (Hobfoll, 1989). Meanwhile, SET states that positive exchanges between individuals and organizations also increase engagement and decrease negative behaviors (Blau, 1964). Social identity theory (SIT) supports how individuals who identify with an organization will engage physically, cognitively, psychologically, and emotionally in the organization and remain in the organization (Bernabe et al., 2016). Based on the theoretical review and previous research results, the following hypotheses are proposed:

- H1: JI is positively correlated with EJS.
- H2: JI is positively correlated with IJS.
- H3: JI is negatively correlated with TI.
- H4: EJS is negatively correlated with TI.
- H5: IJS is negatively correlated with TI.
- H6: IJS and EJS mediate the effect of JI on TI.
- H7: JI mediates the effect of IJS and EJS on TI.
- H8: EJS mediates the effect of JI on TI.
- H9: IJS mediates the effect JI on TI

3.1 Methodology of research

This study was conducted in Indonesia using a survey method to collect primary data. Data were collected using a Google Form from January to June 2025. Respondents who completed the questionnaire were 620 tour guides from tourism businesses in Indonesia. The questionnaire was adapted from research by Zopiatis et al. (2014) using four constructs: JI, IJS, EJS, and TI. After the questionnaires were collected, a series of tests were conducted, including questionnaire testing, data testing, and relationship model testing. The questionnaire was validated using factor analysis with a minimum loading factor of 0.5, or what is considered practically significant, with a Kaiser-Meyer-Olkin (KMO) value of ≤ 0.50 and a significance level of ≤ 0.05 (Hair et al., 2019). Reliability testing was conducted to assess the questionnaire's reliability, with α above 0.60 (Zikmund et al., 2010). Next, discriminant validity, data collinearity, and a series of relationship model tests were conducted using SEM with Smart PLS (Hair et al., 2017). This research examines the importance of IJS and EJS as mediating effects of JI to reduce IT. Apart from that, this research also tests which of the two JS is the mediating variable for the influence of JI on IT.

This study used primary data from respondent's completed questionnaires that was adapted from Zopiatis et al. (2014). The results of validity and reliability testing found that from 8 JI question items there were 4 valid question items with loading factors of 0.660 to 0.853 and KMO = 0.829, significance of 0.000 and reliable with $\alpha = 0.852$, 6 EJS question items were all valid with loading factors of 0.769 to 0.909 and KMO = 0.832, significance of 0.000 and reliable with $\alpha = 0.920$,

from 8 IJS question items there were 5 valid question items with loading factors of 0.750 to 0.827, significance of 0.000 and reliable with $\alpha = 0.876$, and from 3 TI question items there were 2 valid question items with loading factors of both question items 0.970, KMO 0.500, significance of 0.000 and reliable with $\alpha = 0.938$. The results of the descriptive statistical tests of the research constructs are presented in Table 1.

Table 1. Mean, Standard Deviation, and Correlations

Construct	μ	Std. Dev.	JI	EJS	IJS	TI
Job Involvement	3.390	0.145	1.000			
Extrinsic Job Satisfaction	3.433	0.173	0.271**	1.000		
Intrinsic Job Satisfaction	3.956	0.114	0.319**	0.175**	1.000	
Turnover Intention	3.024	0.045	-0.188**	-0.090**	-0.004	1.000

Source: The Author

Table 1 presents that the average scores for all constructs in this study were in the moderate to high category. The tour guides' EJS and IJS averaged moderate, while their JI was high. This indicates that the tour guides experienced autonomy, self-development, and creativity, and perceived comfort in their work. Their rewards and recognition, as well as their physical, psychological, and emotional involvement, were moderate. Meanwhile, their TI was also moderate, indicating that the tour guides had no intention of leaving their jobs. The correlation test results also showed that JI was positively correlated with EJS and IJS (H1 and H2 were supported). Meanwhile, JI and EJS were negatively correlated with TI (H3 and H4 were supported), while IJS was not correlated with TI (H5 was not supported). TI is not correlated with IJS, but is negatively correlated with JI and EJS.

3.2 Research question

This study attempts to reexamine the two-factor theory of TPB, CORT, SET, and SIT using four related variables. The fundamental question in this study is what is the relationship model between EJS, IJS, JI, and TI? Some questions that can be answered with these two research models are:

- i. Is TI directly influenced by IJS, EJS, and JO?
- ii. Do EJS and IJS mediate the effect of JI on TI?
- iii. Does JI mediate the effect of EJS and IJS on TI?

4. Results and discussion

This study was to examine the relationship model between the constructs studied using Smart PLS. The first model examined IJS and EJS as mediators of the influence of JI on TI. The second model examined the influence of IJS and EJS on TI, as mediated by JI.

Measurement Model and Testing Results

Before testing the model, Smart PLS also tested its validity and reliability. Validity was tested using outer loadings > 0.70 , while reliability was tested using $\alpha > 0.90$, composite reliability ($CR \geq 0.70$), and hierarchical omega ($\rho_A > 0.70$) (Hair et al., 2017). Smart PLS also tested convergent validity using average

variance extraction (AVE) ≥ 0.50 (Hair et al., 2017). Table 2 displays the outer loadings, α , rho_A, CR, and AVE.

Table 2. Items listing, Outer Loading, CR, AVE

Construct	Indicators	Weights (β)	α	rho_A	CR	AVE
JI	JI2	0.773	0.830	0.863	0.886	0.661
	JI3	0.796				
	JI4	0.838				
	JI5	0.843				
	EJS1	0.788				
EJS	EJS2	0.834	0.904	0.921	0.925	0.673
	EJS3	0.776				
	EJS4	0.886				
	EJS5	0.795				
	EJS6	0.838				
	IJS1	0.821				
IJS	IJS4	0.819	0.869	0.878	0.905	0.656
	IJS5	0.752				
	IJS6	0.862				
	IJS7	0.790				
	TI1	0.960				
TI	TI2	0.979	0.938	0.988	0.969	0.940

Source: The Author

Table 2 shows that the AVE values for all constructs are above 0.50, indicating convergent validity. This indicates that the questions for each construct measure the construct. Cronbach's Alpha is above 0.85, indicating that all constructs are in the very good reliability category (Zikmund et al., 2010). CR and rho A are above 0.70, indicating that the reliability criteria for both measures are met (Hair et al., 2021). Furthermore, Table 3 presents the discriminant validity with the heterotrait-monotrait ratio (HTMT) criterion of less than 1 (Hair et al., 2021).

Table 3. Discriminant Validity (HTMT Ratio)

Latent Construct	JI	EJS	IJS	TI
Job Involvement				
Extrinsic Job Satisfaction	0.359			
Intrinsic Job Satisfaction	0.355	0.179		
Turnover Intention	0.212	0.104	0.130	

Source: Primary Data, processed

The results of the discriminant validity test using the HTMT ratio showed that all values were 0.90, indicating the discriminant validity criteria were met. All constructs were distinct from one another. Furthermore, the discriminant validity test was conducted using the Fornell-Larcker (1981) criterion by observing the square root of the AVE value, which must be higher than the correlation between constructs (Sekaran and Bougie, 2016).

Table 4. Fornell-Larcker

Latent Construct	JI	EJS	IJS	TI
Job Involvement	0.813			
Extrinsic Job Satisfaction	0.323	0.820		
Intrinsic Job Satisfaction	0.321	0.173	0.819	
Turnover Intention	-0.195	-0.088	0.055	0.970

Source: Primary Data, processed

Table 4 describes that the square root of the AVE value is higher than the correlation between constructs. The HTMT ratio indicates that discriminant validity is met. All questionnaire items measured the constructs they were intended to measure and were distinct from other constructs (Hair et al., 2021).

Hypothesis Testing Results

This study tested two relationship models. The first model examined the effect of JI on TI mediated by EJS and IJS, while the second model examined JI mediating the effect of IJS and EJS on TI. To test these relationship models, direct effect and mediation tests were conducted.

Model 1: JS Mediates the Effect of JI on TI

Before testing the first model, data collinearity was tested using the variance inflation factor (VIF) criterion. The collinearity test is used to ensure that there is no strong correlation between independent variables so that the accuracy of the model is guaranteed (Hair et al., 2017). The results are presented in Table 5.

Table 5. Collinearity Statistic

Latent Construct	Inner VIF Values
JI → EJS	1.000
JI → IJS	1.000
JI → TI	1.214
IJS → TI	1.121
EJS → TI	1.123

Source: Primary Data, processed

Table 5 shows that the VIF values for all constructs are less than 5. This indicates that there is no multicollinearity between the independent variables. In other words, the results of testing the influence of independent variables on the dependent variable will be undisturbed, accurate, and unbiased. The results of direct effect independent on dependent are presented in Table 6.

Table 6. Structural Model

Variable Relationship	β	t-values	R ²	p-values	Results
JI → EJS	0.323	7.590	0.103	0.000	Significant
JI → IJS	0.321	9.074	0.101	0.000	Significant
JI → TI	-0.226	4.347	0.050	0.000	Significant
IJS → TI	-0.134	2.435		0.015	Significant
EJS → TI	-0.038	0.693		0.488	Not significant

Source: The Author

The results of the structural equation test indicate that JI has a direct positive and significant effect on EJS ($\beta = 0.323$, $t = 7.590$, $p\text{-values} = 0.000$) and IJS ($\beta = 0.321$, $t = 9.074$, $p\text{-values} = 0.000$). However, JI has a direct negative and significant effect on TI ($\beta = -0.195$, $t = 4.109$, $p\text{-values} = 0.000$). This indicates that JI can increase IJS and EJS and then reduce employee TI. Furthermore, IJS can reduce TI ($\beta = -0.134$, $t = 2.435$, $p\text{-values} = 0.015$), but EJS does not significantly affect TI ($\beta = -0.038$, $t = 0.693$, $p\text{-values} = 0.488$).

Mediation Model Test Results

Model 1: JS Mediates the Effect of JI on TI

Because EJS did not significantly influence TI, the researchers considered it necessary to test the mediation model. Based on Herzberg's two-factor theory, employees who perceive unfairness in rewards will resign from their workplace (Koninga and Dorasamy, 2025). Research by Hou and Hanapiyah (2024) found that both IJS and EJS significantly decreased TI. Meanwhile, the effect of JI on JS remains to be thoroughly tested because the results are mixed. According to SET, individuals who are highly involved will feel satisfied and comfortable in the organization. However, research results found that JI has no effect on JS (Fernandez-Salinerio et al., 2020). Some researchers found that JI can increase JS (Garcia et al., 2018; Gopinath and Kalpana, 2020), while others found that JS will increase JI (Al-Refaei et al., 2023; Culibrk et al., 2018). Research results (Bayraktar et al., 2017) found that the relationship between JI and JS was mediated by other variables. Therefore, this study proposes a mediation model. The mediation test of IJS and EJS on the influence of JI and TI is presented in Figure 1 and Table 7.

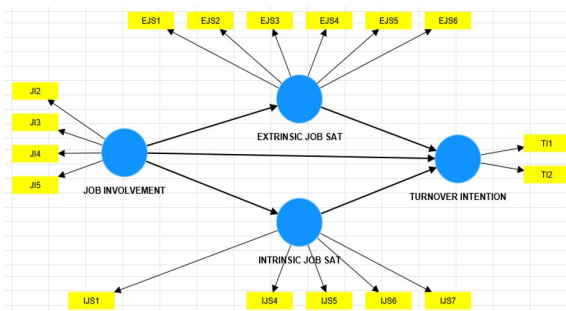


Figure 1. Mediating Model

Tabel 7. Mediation Effects

Variable Effects	Coefficient	t-values	p-values	Results	Remarks
Direct Effect (JI → TI)	-0.226	4.347	0.000	Significant	Not Mediation
H6: Indirect Effects (JI → EJS → TI)	-0.012	0.688	0.491	Not significant	
Direct Effect (JI → TI)	-0.226	4.347	0.000	Significant	Partially Mediation
H7: Indirect Effects (JI → IJS → TI)	0.043	2.242	0.025	Significant	

Source: The Author

Table 7 shows that EJS does not mediate the effect of JI on TI. This is indicated by the test results where the direct effect of JI on TI is significant ($\beta = -0.226$, $t = 4.347$, $p\text{-values} = 0.000$) and the indirect effect of JI on TI through EJS is not significant ($\beta = -0.012$, $t = 0.688$, $p = 0.491$ or above the significance limit $p > 0.05$). Although JI can increase EJS, EJS does not mediate the effect of JI on TI (H6 is not supported). Meanwhile, IJS mediates the effect of JI on TI partially. H7 is partially supported. This is seen from the direct effect of JI on TI is significant ($\beta = -0.226$, $t = 4.347$, $p\text{-values} = 0.000$) and the indirect effect JI on TI through IJS was also significant ($\beta = 0.043$, $t = 2.242$, $p = 0.025$) or below the significance threshold of $p < 0.05$). JI can enhance EJS, which in turn can influence TI. The results of the first mediation model test indicate that IJS partially mediates the effect of JI on TI, but EJS does not mediate the effect of JI on TI.

Model 2: JI Mediates the Effect of JS on TI

Researchers have not yet agreed on which is the antecedent and which is the consequence of JS and JI. Some researchers found that JI influences JS, both IJS and EJS (Afriyie et al., 2024; Kuruuzum et al., 2009). Meanwhile, other researchers found that both IJS and EJS influence JI (Culibrk et al., 2018; Garcia et al., 2019). Because of these two findings, this study tested these two different relationship models. Before testing the second model, a data collinearity test was conducted using the VIF criterion. The results are presented in Table 8.

Tabel 8. Collinearity Statistic

Latent Construct	Inner VIF Values
EJS $\rightarrow$ JI	1.031
IJS $\rightarrow$ JI	1.031
JI $\rightarrow$ TI	1.214
IJS $\rightarrow$ TI	1.121
EJS $\rightarrow$ TI	1.123

Source: Primary Data, processed

Table 8 shows that the VIF values for all constructs are less than 5. This indicates that there is no multicollinearity between the independent variables. The results of direct effect independent variables on dependent variables are presented in Table 9.

Tabel 9. Structural Model

Variable Relationship	β	t-values	R ²	p-values	Results
EJS $\rightarrow$ JI	0.275	6.145	0.173	0.000	Significant
IJS $\rightarrow$ JI	0.272	7.515		0.000	Significant
JI $\rightarrow$ TI	-0.226	4.356	0.050	0.000	Significant
EJS $\rightarrow$ TI	-0.038	0.689		0.491	Not significant
IJS $\rightarrow$ TI	-0.134	2.433		0.000	Significant

Source: The Author

The results of the structural equation test indicate that EJS has a direct positive and significant effect on TI ($\beta = 0.275$, $t = 6.145$), and IJS also has a direct positive and significant effect on JI ($\beta = 0.272$, $t = 7.515$). However, JI has a direct negative and significant effect on TI ($\beta = -0.226$, $t = 4.356$). This indicates that EJS

and IJS can increase JI. Meanwhile, IJS can decrease TI ($\beta = -0.134$, $t = 2.433$), but EJS does not have a significant effect on TI ($\beta = -0.038$, $t = 0.693$).

Mediation Model Test Results

The mediation test of IJS and EJS on the influence of JI and TI is presented in Figure 2 and Table 10.

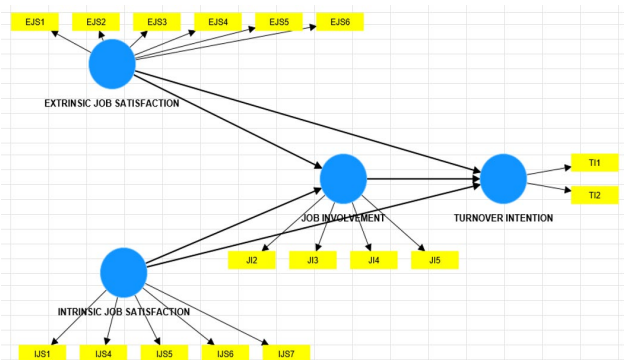


Figure 1. Mediating Model

Tabel 10. Mediation Effects

Variable Effects	Coefficient	t-values	p-values	Results	Remarks
Direct Effect (EJS → TI)	-0.038	0.689	0.491	Not Significant	Fully Mediation
H8: Indirect Effects (EJS → JI → TI)	-0.062	3.624	0.000	Significant	
Direct Effect (IJS → TI)	0.134	2.433	0.015	Significant	Partially Mediation
H9: Indirect Effects (IJS → JI → TI)	-0.062	3.640	0.000	Significant	

Source: The Author

Table 10 shows that JI fully mediates the effect of EJS on TI. This is indicated by the test results where the direct effect of EJS on TI is not significant ($\beta = -0.038$, $t = 0.689$, $p = 0.491$) and the indirect effect of EJS on TI through JI is significant ($\beta = -0.062$, $t = 3.624$, $p = 0.000$). H8 is supported. Meanwhile, JI partially mediates the effect of IJS on TI. This is indicated by the direct effect of IJS on TI ($\beta = 0.134$, $t = 2.433$, $p = 0.015$) and the indirect effect of IJS on TI through JI ($\beta = -0.062$, $t = 3.640$, $p = 0.000$). H9 is partially supported.

This study investigated the relationship model between JI, IJS, EJS, and TI of tour guides in Indonesia. Tour guides do not have holidays. Instead, they have numerous tasks and duties during their days off. Holidays in Indonesia are during weekends, school holidays, and holidays to commemorate religious holidays. On weekdays, tour guides have relatively little work to do. Therefore, they have other jobs besides being tour guides. Therefore, this profession is interesting to study in relation to their intention to resign from their jobs.

This study found that JI was positively related to both IJS and EJS and negatively correlated with TI. Furthermore, EJS was negatively correlated with TI,

but IJS was not related to TI. This is consistent with previous researchers who found that JI correlates with TI (Alshammari et al., 2016; Jung et al., 2021; Kang and Sung, 2019; Tran et al., 2025), and EJS also correlates with TI (Al Saikhan, 2025; Berber et al., 2022; Kim et al., 2024; Ramalho Luz et al., 2018). Meanwhile, researchers also agree that JI is positively correlated with JS (Garcia et al., 2019; Liu et al., 2023; Suhartanto et al., 2018). The physical and psychological engagement of tour guides does not mean leaving their jobs; they must be physically and psychologically engaged in their work. Furthermore, the extrinsic satisfaction of tour guides is also related to their desire to stay in their jobs due to the positive rewards they receive.

Besides their passion for their profession and the comfort they enjoy in their profession, appreciation and recognition are crucial factors for tour guides. This profession requires in-depth knowledge of tourist destinations, which must be conveyed to tourists. Furthermore, the language barrier faced by tourists also demands appropriate appreciation and recognition. Tour guides are required to be fluent in both national and international languages and to demonstrate patience in providing services to tourists. Therefore, JS is an important factor in making the decision to stay or leave the profession as a tour guide.

The relationship model test found that JI is able to increase IJS and EJS. This supports previous research (Artopo and Wahyuni, 2024; Gutierrez et al., 2025; Zopiatis et al., 2014). However, in the second model, both EJS and IJS had a positive effect on JI. This is consistent with previous research (Culibrk et al., 2018; Demir, 2020; Liu et al., 2023). Involvement does indeed indicate how satisfied an individual is with their work and the rewards they receive. Likewise, involvement also leads individuals to enjoy their work and feel comfortable with it. Furthermore, the results of both models consistently showed that JI had a negative effect on TI. This supports previous research (Dewi and Ekowatri, 2025; Jung et al., 2021; Kang and Sung, 2019). By being involved, individuals will not think about leaving the job, in fact they will be engrossed in their work or activities. Furthermore, in both models, IJS consistently had a negative effect on IT, while EJS had no significant effect on IT. This contradicts the research findings of Zopiatis et al. (2014), which found that both IJS and EJS can reduce IT. Meanwhile, other researchers did not separate IJS and EJS, but instead combined both dimensions of JS. These research findings confirm that JS can reduce IT in various types of organizations (Abd-Ellatif et al., 2021; Dodanwala and San Santoro, 2022; Gazi et al., 2024; Kim et al., 2023).

The results of the mediation model test indicate that EJS does not mediate the effect of JI on TI, but IJS fully mediates the effect of JI on TI. This supports previous research that the influence of JI on TI is mediated by other constructs (De Simone et al., 2018; Artopo and Wahyuni, 2024; Zopiatis et al., 2014). Meanwhile, JI fully mediated the influence of EJS on TI, but partially mediated the influence of IJS on TI. Not many studies have used JI as a mediating variable in the influence of JS on IT. In general, researchers use JS as a mediator. However, research by Al-Refaei et al. (2023), Chou et al. (2022), and Culibrk et al. (2018) have used JI as a mediator.

The results of this study indicate that the greater involvement of tour guides, both physically and psychologically, in their work will increase their JS. Ultimately, these tour guides will remain in their jobs. Conversely, IJS and EJS of tour guides will drive their involvement, which will ultimately lead to their retention.

Organizations and tourists should pay attention to optimal assignments and give proper attention, recognition and appreciation to tour guides. Tour guides choose their profession not for money or recognition, but rather for comfort and enjoyable experiences. Recognition doesn't necessarily make them resign or leave their jobs. They will leave if they feel uncomfortable, the work doesn't provide an engaging experience, or they don't feel emotionally rewarded. However, tour guides will feel satisfied if they are involved in various company decisions, and are not simply freelance employees.

This research is necessary to test the relationship model JI, JS, and TI due to the varying results of similar studies from previous researchers. The results do indicate that EJS has no effect on TI. Tour guides will resign from their jobs or refuse to accept jobs as tour guides for tourists not because of EJS (which includes income, career advancement, recognition from their supervisor or agency), but rather because of IJS (which includes the opportunity to use work methods and various other competencies, the trust placed in them, the opportunity to convey many things to others, and so on).

The results of this study indicate that JI is also important for tour guides, although some pursue this profession as a side job, especially during their free time. However, they often make it their primary job, requiring them to leave their families to work during vacations. This research reinforces SET, which underlies the need for norms of reciprocity between work and employees. This research also strengthens CoR theory and two-factor theory, which emphasize that IJS is more important as a resource that must be realized in completing work. Furthermore, the results of this study also support SIT, which found that JI is an employee's identity that drives them to remain with a company or their job. Without engagement, employees will want to leave.

5. Conclusions

This study further corroborates previous research on JI, JS, and TI. These three variables are correlated, contributing to individual retention. Organizations should not allow their employees to be overloaded with their work or duties. Keeping employees busy will allow them to spend their days pleasantly, even if their full workdays coincide with their vacations. Individuals must also experience psychological job satisfaction with their work or physical rewards for retention. Research on JI, JS, and TI still requires further research to further strengthen the underlying theories, including SET, two-factor theory, CoR theory, and SIT. Similar research is also needed because both JI and JS can be both antecedents and mediators.

This study uses cross-sectional data, which is certainly not strong enough to measure the mediation model. Furthermore, the number of tour guides who successfully completed the questionnaire was not large, so future research will require more data. Being a tour guide isn't always their primary occupation. They use their free time during their holidays to guide, while sometimes they have other work during the week. Therefore, future research should target tour guides who make this their primary occupation. However, for the purpose of testing the underlying theory, other professions or jobs also need to be tested regarding the JI, JS, and TI of employees.

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Please visit the link for [data availability sample](#) statements.

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