

Psychological Capital, Organizational Commitment, and Tour Guide Retention Intention: An Investigation in the Context of the COVID-19 Pandemic an Empirical Study in Taiwan

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Abstracts: This study explores the relationship between psychological capital, organizational commitment, and job retention intentions among tour leaders in the tourism industry. Drawing upon the framework of organizational behavior, we examine the effects of psychological capital and organizational commitment on tour leaders' job retention intentions, particularly in the context of the COVID-19 pandemic. A sample of 149 tour leaders participated in the study. Structural equation modeling (SEM) incorporating regression and path analysis was utilized to analyze the data. The empirical results support the hypothesis that psychological capital, specifically self-efficacy and hope optimism, positively influence tour leaders' organizational commitment. Furthermore, organizational commitment, consisting of continuance commitment and affective commitment, was found to positively impact tour leaders' job retention intentions. Normative and affective organizational commitments were identified as mediators in the relationship between psychological capital and job retention intentions. The findings contribute to the understanding of the role of psychological capital and organizational commitment in shaping job retention intentions among tour leaders in the tourism industry. This study offers theoretical insights and practical implications for tour leaders, management, and scholars in the field. **CCS**

Keywords: Tour Leader, Retention Willingness, Psychological Capital, Organizational Commitment.

1. INTRODUCTION

Previous literature has primarily focused on investigating the causal relationship between psychological capital and either affective or normative commitment. However, this study aims to extend the existing research by examining the causal relationships among the three sub-dimensions of organizational commitment. Prior studies have indicated a positive influence of organizational commitment on job retention intentions (Ketchand & Strawser, 2001), while psychological capital has also been found to affect job retention intentions. Building on these insights, this research aims to explore whether organizational commitment, when utilized as a mediating variable, exerts positive effects.

Since the emergence of the global COVID-19 pandemic at the end of 2019, it has rapidly spread, posing an unprecedented threat to the health and lives of millions of people worldwide. In response, most countries have implemented lockdowns and enforced mandatory quarantines, severely impacting the global economy and causing the tourism industry to come to a standstill. As a result, the tourism and related sectors have experienced significant contraction, with travel agencies shutting down, suspending operations, or resorting to employee layoffs. This has directly affected tour leaders, leaving them without tour groups to guide and leading to the emergence of job retention intentions. These circumstances are expected to become increasingly critical in the future. Considering that the performance of tour leaders, including their job retention intentions, significantly influences customer loyalty and service reputation, as well as the overall service quality of travel itineraries, the issue of tour leaders' job retention intentions becomes crucial and cannot be disregarded.

The determinants of job retention intentions are multifaceted, and this study primarily focuses on examining the influence of psychological capital and organizational commitment on tour leaders. However, it is acknowledged that there are numerous other significant factors that have not been accounted for, including work stress, organizational

culture, job satisfaction, leadership style, job performance, work attitude, and job burnout. This study aims to complement the existing literature by addressing the gaps in understanding the role of psychological capital and organizational commitment in tour leaders' job retention intentions.

Job retention intentions are considered a critical factor for the success and smooth operation of an organization, particularly in the context of promoting employee retention and tenure within the tourism and hospitality industry (Cheng, Chen, Teng, & Yen, 2016). Another perspective suggests that job retention intentions are a result of employees' personality and attitude (Vipraprastha, Sudja, & Yuesti, 2018). Numerous scholars have explored employee personality, motivation, and organizational attitudes as key determinants of organizational success (Albayrak, 2018; Sari & Dwirandra, 2019). Additionally, some research has highlighted that employee personality can serve as an important predictor of organizational attitudes (Erdogan & Cavli, 2019), and employee personality or motivation may even be superior indicators of organizational success compared to attitudes (Tsaur, Dai, & Liu, 2018). Although there are different perspectives on the relationship between these two variables, the job retention intentions of tour leaders in the tourism industry play a crucial role in determining the success of tourism services. Therefore, it is evident that job retention intentions are not only of significant importance in the study of the tourism industry but also possess substantial implications.

2. LITERATURE REVIEW

2.1. Psychological Capital

Seligman and Csikszentmihalyi (2000) proposed that psychological capital arises from the emergence of positive psychology, which is defined as positive subjective experiences and positive individual traits. It encompasses concepts such as subjective well-being, happiness, optimism, as well as personal characteristics such as creativity, hope, wisdom, future orientation, responsibility, and resilience. Luthans (2002) defined that individuals with a positive mindset continuously learn and utilize their resource advantages and psychological abilities. This trait can be measured, developed, and significantly contribute to effective management and performance improvement. It can also predict employees' job satisfaction when applied to organizational behavior. Luthans et al. (2015) further divided psychological capital into four dimensions:

2.1.1 Self-efficacy: Refers to individuals' belief in their ability to accomplish tasks and exhibit confidence in dealing with situations.

2.1.2 Resilience: Refers to individuals' ability to maintain physical and mental energy when facing problems or adversity and to rebound and surpass their original capabilities.

2.2.3 Hope: Refers to individuals' perseverance in achieving goals, a strong desire for success, and a high state of activation formed by the interaction of pathways to success.

2.1.4 Optimism: Refers to individuals' tendency to attribute positive events to permanent, universal, and internal factors in life events. Optimistic individuals tend to interpret positive events as permanent, universal, and within their control, while attributing negative events as temporary, specific, and external factors.

In summary, this study adjusts the original four factors of psychological capital (self-efficacy, hope, optimism, resilience) to self-efficacy, resilience, and hopeful optimism. The study suggests that if employees perceive their own success, it will strengthen the positive establishment and cycle of this psychological capital, and the two factors will mutually reinforce each other.

2.2 Organizational Commitment

Meyer and Allen (1991) developed a three-component model of organizational commitment, which suggests that organizational commitment is a psychological state that influences employees' perceptions of their work organization. The three components are as follows:

2.2.1 Affective commitment: Refers to employees' emotional attachment and identification with their job, indicating a strong emotional commitment to the organization.

2.2.2 Continuance commitment: Refers to employees' perception that leaving the organization would result in personal loss or negative consequences, leading to a sense of obligation to continue their employment.

2.2.3 Normative commitment: Refers to employees' feelings of obligation and responsibility to remain with the organization due to a sense of moral or social norms.

Aranya et al. (1986) found that employees with higher organizational commitment tend to have higher job satisfaction compared to those with lower organizational commitment. In related literature, organizational commitment has been found to be positively correlated with job engagement, job performance, and lower turnover intentions (Agarwal & Sajid, 2017). Organizational commitment can facilitate employees' positive behaviors that are beneficial to the organization.

In this study, the three-component conceptualization of organizational commitment by Meyer and Allen (1991) is adopted to explore the influence of psychological capital on organizational commitment and the impact of organizational commitment on job retention intention. The three components include affective commitment, continuance commitment, and normative commitment. The study posits that employees' psychological capital formation is shaped by their previous relevant work experiences, which will influence the development of organizational commitment in their next organization (Mowday et al., 1982). The study aims to conduct an in-depth investigation into this issue.

2.3 Retention Willingness

Retention willingness refers to the intention of an employee to stay or leave an organization after a certain period of working in that organization. It represents the potential likelihood of an individual to switch jobs within a given timeframe (Xiong & Wen, 2020). In other words, retention willingness is the psychological intention before actual job retention, and the strength of retention willingness determines the rate of job retention (Chen et al., 2021). Retention willingness refers to the deliberate intention of an employee to leave an organization after a certain period of working in that organization (Shareef & Atan, 2019).

In this study, the definition of retention willingness will be adopted from Scott et al. (1999), which refers to the intentional decision of an employee to continue their employment in a specific organization after considering various factors.

2.4 The Purpose Of This Study

To investigate the significance of psychological capital and organizational commitment in relation to retention willingness among leaders. Based on the research background and literature review, the following objectives are outlined:

2.4.1 To comprehend the impact of psychological capital on retention willingness: This study aims to examine how psychological capital influences leaders' willingness to remain in their organization, providing insights into its importance in shaping retention decisions.

2.4.2 To understand the influence of organizational commitment on retention willingness: The study aims to explore the extent to which organizational commitment affects leaders' willingness to stay in their organization, highlighting its significance in shaping retention intentions.

2.4.3 To examine the mediating role of organizational commitment in the relationship between psychological capital and retention willingness: The study will investigate whether organizational commitment acts as a mediator between psychological capital and leaders' retention willingness.

2.4.4 To analyze the causal relationship between demographic variables of leaders and psychological capital, organizational commitment, and retention willingness: The study will analyze how demographic variables such as age, gender, and education level influence the relationship between psychological capital, organizational commitment, and retention willingness among leaders, providing a deeper understanding of the sources of retention intentions.

In summary, this study aims to gain a comprehensive understanding of the impact and interrelationships between psychological capital, organizational commitment, and retention willingness among leaders. It seeks to shed light on how psychological capital and organizational commitment influence retention intentions and whether they act as enhancers or facilitators. Additionally, the study aims to explore the causal relationships between demographic variables of leaders and psychological capital, organizational commitment, and retention willingness, contributing to a better understanding of the sources of retention intentions for leaders.

3. METHODOLOGY

3.1. Research Model

In accordance with the research objectives, the relationship between psychological capital (self-efficacy, resilience, hope, optimism), organizational commitment, and retention willingness will be examined. Additionally, the study aims to investigate the influence of psychological capital on organizational commitment and the impact of organizational commitment on retention willingness. The research framework is depicted in Figure 1. Furthermore, the study intends to explore whether organizational commitment can act as a mediator. The independent variables consist of the three sub-constructs of psychological capital, while retention willingness serves as the dependent variable, with organizational commitment playing a mediating role.

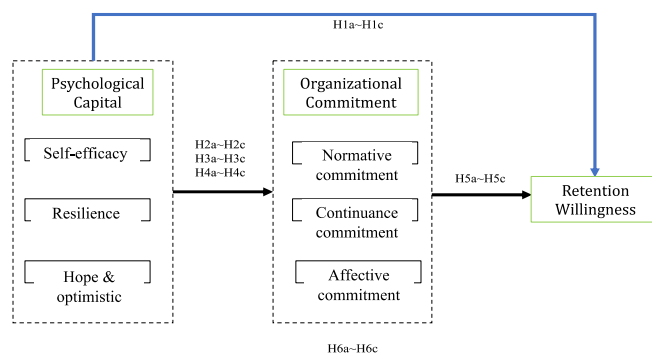


Figure 1: Research Conception

3.2. Research Participants

This study involved the participation of leaders in the travel industry. A self-administered questionnaire titled "Psychological Capital, Organizational Commitment, and Retention Willingness of Leaders Questionnaire" was developed and used for data collection. The questionnaire consisted of 36 items and was distributed online. The survey was conducted between December 1, 2019, and June 30, 2020.

A total of 200 responses were collected during the survey period. After removing incomplete responses, the final sample included 149 valid questionnaires, resulting in a response rate of 95%. The participants were recruited from two sources: directly contacting tour leaders and obtaining responses from members of a tour leader association.

Among the participants, 60.5% were male. In terms of tour-leading experience, 37.5% of the leaders had led fewer than 5 tours to different countries per year. The age distribution showed that 46.0% of respondents were aged 50 and above. It is worth noting that the majority of leaders (84.2%) did not graduate from a tourism-related

discipline. Additionally, 28.9% of participants reported leading more than 5 tours to different countries per year, while 46.1% had over 15 years of tour-leading experience.

The findings from the sample analysis indicate that the sample consisted of older leaders with extensive tour-leading experience, particularly those leading more than 5 tours to different countries per year (see Table 1).

In summary, the research sample included leaders in the travel industry who exhibited various characteristics in terms of gender, tour-leading experience, and educational background.

Table 1 Descriptive Statistics for Sample Size and Variables (n = 149)

Variable	Frequency	%	Variable	Frequency	%
Gender			Did you graduate from a department related to tourism?		
Male	89	60.5%	Yes	24	15.8%
Female	60	39.5%	No	125	84.2%
Age			Number of different countries		
Below 25 years old	4	2.6%	Single	39	26.3%
26-35 years old	8	5.3%	2~4	67	44.7%
36-45 years old	39	26.3%	Above 5	43	28.9%
46-55 years old	67	44.7%	Number of years as team leader		
Above 56 years old	31	21.1%	Below 1 year	36	24.3%
Cumulative number of groups			1-5 years	4	2.6%
Below 5 groups	56	37.3%	6-10 years	32	21.7%
5-10 groups	50	33.6%	11-15 years	8	5.3%
11-15 groups	8	5.3%	Above 15 years	69	46.1%
Above 15 groups	35	23.7%			

3.3 Measurement Instruments

3.3.1 Psychological Capital

For the variable of psychological capital, the measurement tool used in this study will be based on the "Psychological Capital Questionnaire" developed by Luthans, F., Luthans, K.W., & Luthans, B.C. (2004). This questionnaire incorporates concepts from positive psychology and positive organizational behavior, and it consists of four dimensions: self-efficacy, optimism, hope, and resilience (Luthans et al., 2007).

The questionnaire items for this study will be adapted and modified from the aforementioned researchers' concepts, practical operations, and previous studies. The measurement of psychological capital will include the assessment of three dimensions: self-efficacy, resilience, and hope-optimism.

3.3.2 Organizational Commitment

For the variable of organizational commitment, the three dimensions of normative commitment, continuance commitment, and affective commitment will be assessed. The measurement tool is based on the scale developed by Porter, Steers, Mowday, and Boulian (1974), adapted to align with the professional requirements and ethical characteristics of tour guides as defined by the Tourism Bureau and Tour Guide Association in our country.

The definitions of the three dimensions are as follows:

Normative commitment: Refers to the self-imposed demands that tour guides place on themselves regarding the overall service process.

Continuance commitment: Represents the level of identification that tour guides have with the organization.

Affective commitment: Measures the degree of emotional connection that tour guides have with the tourists.

The questionnaire items are adapted from Meyer and Allen's (1991) work.

3.3.3 Retention Willingness

For the variable of retention willingness, the measurement tool used in this study will be based on the concept of organizational commitment as explored by Porter et al. (1974), combined with the concept of retention willingness. Steers (1974) defined outcome or criterion variables as including retention willingness, attendance rates, job performance, length of employee tenure, absenteeism, turnover rates, and work avoidance. In this study, the focus will be on the retention willingness of leaders, considering both internal and external factors that may influence their intention to stay in their current positions. The questionnaire items will assess the degree of agreement (score) regarding retention willingness, with higher scores indicating a higher level of retention willingness. The content of the questionnaire items will be adapted from Scott et al. (1999).

3.4 Data Processing and Analysis

Upon questionnaire collection, invalid responses will be excluded, and the valid questionnaires will be coded. The Partial Least Squares (PLS) method will be employed for data analysis, utilizing the SmartPLS 2.0 software developed by Ringle, Wende, & Will (2005). The following statistical methods will be applied:

3.4.1 Descriptive Statistics

Descriptive statistics, including mean and standard deviation, will be used to summarize scale scores and assess data distribution.

3.4.2. Reliability And Convergent Validity Analysis

Following the criteria proposed by Hair, Black, Babin & Anderson (2010), reliability of individual measurement items, composite reliability (CR), Cronbach's alpha, and average variance extracted (AVE) will be examined. To establish convergent validity, an AVE value greater than 0.5, as suggested by Fornell and Larcker (1981), will be considered. Discriminant validity will be evaluated using the correlation matrix, ensuring that the square root of AVE is higher than the correlation coefficients between different variables.

3.5 Structural Model Analysis

The SmartPLS 2.0 software was employed to analyze and assess the causal relationships among latent variables in the structural model. The explanatory power of the research model was evaluated using the coefficient of determination (R^2) (Pavlou & Fygenson, 2006). To overcome limitations in sample size, non-parametric statistical inference based on bootstrap resampling, as proposed by Efron (1979), was utilized to augment the available sample and achieve a representative population estimation. The analysis and estimation process in PLS consisted of two stages. In the first stage, reliability and convergent validity analyses were conducted on the measurement model. In the second stage, path coefficients were examined to test the relationships between the research variables and estimate the model's predictive capability. This estimation approach ensured the examination of both the measurement variables' reliability and validity, confirming their suitability for explaining the research variables. Additionally, it facilitated the evaluation of the relationships among the research variables, thereby testing the hypotheses formulated within the research framework (Hulland, 1999).

3.5.1 Mediation Analysis

The mediation effect between organizational commitment and retention intention, mediated by psychological capital, was examined using the PROCESS Model 4 SPSS macro developed by Hayes (2013). Path coefficients, T-statistics, and p-values were utilized to assess the significance of the mediating effect within the mediation model.

3.5.2 One-Way Analysis of Variance (ANOVA)

A one-way analysis of variance (ANOVA) was conducted to investigate the impact of demographic variables on psychological capital, organizational commitment, and retention intention among leaders. Post-hoc Scheffe tests were performed to examine pairwise differences between groups.

4 RESULTS

4.1 Estimation of the Measurement Model Parameters

Following the recommendation of Hair, Ringle, and Sarstedt (2011), the composite reliability (CR) values and Cronbach's alpha coefficients should exceed 0.7. In this study, the latent variables of self-efficacy (CR = 0.97, AVE = 0.86), resilience (CR = 0.98, AVE = 0.91), and hope optimism (CR = 0.96, AVE = 0.77) demonstrated high internal consistency. Within the attitudinal dimension, the three factors of normative organizational commitment (CR = 0.95, AVE = 0.81), continuance organizational commitment (CR = 0.96, AVE = 0.89), and affective organizational commitment (CR = 0.97, AVE = 0.88) also exhibited strong reliability. The factor of leaders' retention intention within the behavioral dimension displayed satisfactory reliability (CR = 0.97, AVE = 0.88). These results indicate that the latent variables in this study possess good internal consistency. Average Variance Extracted (AVE), which represents the percentage of variance in the measurement variable accounted for by the latent construct, was used to assess both reliability and discriminant validity. According to Fornell and Larcker (1981), an AVE value greater than 0.5 indicates convergent validity. The AVE values for the latent variables in this study ranged from 0.77 to 0.91, all exceeding 0.5, demonstrating good convergent validity (see Table 2).

Table 2 Measurement Mode Parameter Estimation Table

Construct	Type	Index	Factor Loading	Cronbach's a	CR Value	AVE Value
Self-efficacy		SE_1	.79	.97	.97	.86
		SE_2	.85			
		SE_3	.96			
Resilience		RS_1	.87	.98	.98	.91
		RS_2	.75			
		RS_3	.85			
Hope & optimistic		HO_1	.84	.95	.96	.77
		HO_2	.77			
		HO_3	.99			
		HO_4	.89			
		HO_5	.87			
Normative commitment	Reflective	NO_1	.91	.92	.95	.81
		NO_2	.59			
		NO_3	.67			
Continuance commitment		CO_1	.73	.94	.96	.89
		CO_2	.93			
		CO_3	.79			
Affective commitment		EO_1	.83	.96	.97	.88
		EO_2	.73			
		EO_3	.91			
Retention willingness		RT_1	.81	.96	.97	.88
		RT_2	.72			
		RT_3	.70			

Regarding discriminant validity, a measurement model exhibits discriminant validity when the relationships between latent variables are weaker than the relationships within each latent variable. To assess discriminant validity, the correlation matrix between variables is examined. As recommended by Hair et al. (2011), the square root of the Average Variance Extracted (AVE) for each latent variable should be greater than the correlation coefficients with other distinct variables. In this study, the square root of the AVE values for each variable ranged from 0.77 to 0.91, all of which exceeded the correlation coefficients with other latent variables. These results indicate that the latent variables in this study are clearly distinct from each other and demonstrate good discriminant validity (see Table 3).

Table 3 Discriminant Validity Checklist

Variable	(1)	(2)	(3)	(4)	(5)	(6)	(7)
AVE	.86	.91	.77	.81	.89	.88	.88
Self-efficacy (1)	.93						
Resilience (2)	.94	.97					
Hope & optimistic (3)	.87	.87	.95				
Normative commitment (4)	.97	.95	.88	.902			
Continuance commitment (5)	.95	.91	.92	.92	.94		
Affective commitment (6)	.91	.93	.98	.93	.94	.94	
Retention willingness (7)	.96	.98	.85	.94	.93	.91	.96

Note: The diagonal line is the square root value of AVE, and the off-diagonal line is the correlation coefficient between variables. If the square root value is greater than the value of the vertical column The value of the correlation coefficient indicates that it has the degree of area variation.

4.2. Mediating Paths and Coefficients of Organizational Commitment on Psychological Capital and Intention to Stay

The structural model analysis was conducted using SmartPLS 2.0 software to examine the causal relationships between latent variables. The explanatory power of the research model was assessed using the R2 value, indicating the percentage of variance explained by exogenous variables on endogenous variables, thus representing the predictive ability of the research model. The R2 value ranges from 0 to 1, with higher values indicating better explanatory power.

The results of this study revealed that organizational commitment significantly and positively influenced psychological capital and intention to stay. The explanatory power of normative organizational commitment on self-efficacy, resilience, and hopefulness was 94.9%. The explanatory power of continuance organizational commitment on self-efficacy, resilience, and hopefulness was 93.9%. Moreover, the explanatory power of affective organizational commitment on self-efficacy, resilience, and hopefulness was 98.8%. Finally, normative, continuance, and affective organizational commitment significantly and positively influenced intention to stay, with an explanatory power of 97.3%. (Refer to Table 4).

Table 4 Variable variance explanatory power analysis table

Variable	Normative commitment	Continuance commitment	Affective commitment
Variable variance explanatory power			
Self-efficacy			
Resilience	94.9%	93.9%	98.8%
Hope & optimistic			
Retention willingness		97.3%	

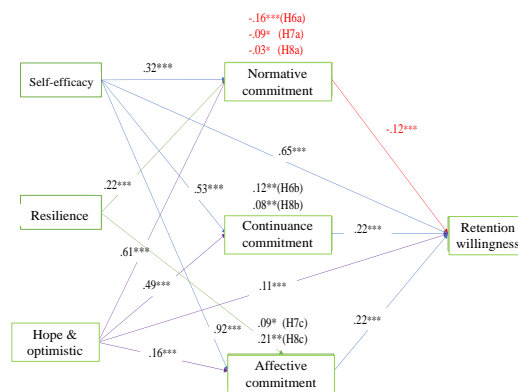


Figure 2 Path Analysis of Team Leaders' Psychological Capital, Organizational Commitment, and Willingness to Stay

Based on the proposed framework consisting of eight hypotheses and the overall model relationship paths presented in Figure 2, the results of the path analysis indicate that except for H6c, which suggests that the affective organizational commitment of leaders does not have a mediating effect on self-efficacy and intention to stay, and H7b, which suggests that continuance organizational commitment of leaders does not have a mediating effect on resilience and intention to stay, the remaining seven path relationships were found to be significant at a level below 0.05. The summarized results of the hypothesis testing are presented in Tables 5 and 6.

Table 5 Summary table of standardized path coefficients and hypothesis verification of research models

Hypothesis	Relationship between facets	Path coefficient	T-Value	P-Value	Test result
H1a	Self-efficacy→Retention willingness	.65***	10.75	< .001	Significance
H1b	Resilience→Retention willingness	-.02	-1.05	.292	Non-significance
H1c	Hope & optimistic→Retention willingness	.11***	3.43	< .001	Significance
H2a	Self-efficacy→Normative commitment	.32***	5.62	< .001	
H2b	Self-efficacy→Continuance commitment	.53***	9.21	< .001	Significance
H2c	Self-efficacy→Affective commitment	.92***	30.14	< .001	
H3a	Resilience→Normative commitment	.22***	3.77	< .001	Significance
H3b	Resilience→Continuance commitment	-.01	-.16	.872	Non-significance
H3c	Resilience→Affective commitment	.00	-.08	.936	
H4a	Hope & optimistic→Normative commitment	.61***	10.49	< .001	
H4b	Hope & optimistic→Continuance commitment	.49***	8.49	< .001	Significance
H4c	Hope & optimistic→Affective commitment	.16***	5.16	< .001	
H5a	Normative commitment→Retention willingness	-.12***	-3.88	< .001	Significance (Reverse relationship)
H5b	Continuance commitment→Retention willingness	.22***	7.03	< .001	Significance
H5c	Affective commitment→Retention willingness 願	.22***	3.75	< .001	

註:*p < 0.05; **p < 0.01; ***p < 0.001

4.3. Analysis of One-Way ANOVA for the Effects of Leader Demographic Variables on Psychological Capital, Organizational Commitment, and Intention to Stay

4.3.1 The age of leaders has a significant impact on psychological capital, organizational commitment, and intention to stay

Using Scheffe's post hoc test, it was found that the age of leaders has the greatest difference in psychological capital, organizational commitment, and intention to stay among those aged 56 and above. Among different age groups, leaders below the age of 25 exhibit lower differences in psychological capital and intention to stay, while leaders aged 26-35 show lower differences in organizational commitment.

4.3.2 The language of leaders has a significant impact on psychological capital, organizational commitment, and intention to stay.

Using Scheffe's post hoc test, it was found that different language groups of leaders exhibit the greatest differences in psychological capital, organizational commitment, and intention to stay. Japanese-speaking leaders show higher differences in psychological capital and organizational commitment compared to leaders from other language groups. On the other hand, Mandarin-speaking leaders demonstrate differences in intention to stay compared to leaders from other language groups.

4.3.3 The tenure of leaders has a significant impact on psychological capital, organizational commitment, and intention to stay

Using Scheffe's post hoc test, it was found that leaders with different tenures exhibit the greatest differences in psychological capital, organizational commitment, and intention to stay. Leaders with a tenure of one year to less than five years show higher differences compared to leaders with other tenures. On the other hand, leaders with a tenure of ten years to less than fifteen years demonstrate the lowest differences.

4.3.4 The number of tours led by leaders has a significant impact on psychological capital, organizational commitment, and intention to stay

Using Scheffe's post hoc test, it was found that leaders with different numbers of tours exhibit significant differences in psychological capital and organizational commitment. The highest differences were observed among leaders who have led fewer than five tours and those who have led ten or more tours but less than fifteen tours. On the other hand, leaders who have led fifteen or more tours show lower differences.

4.3.5 The number of different countries or regions visited by leaders has a significant impact on psychological capital, organizational commitment, and intention to stay.

Using Scheffe's post hoc test, it was found that leaders with different numbers of countries or regions visited during their tours exhibit significant differences in psychological capital, organizational commitment, and intention to stay. The highest differences were observed among leaders who have led tours to five or more different countries or regions.

CONCLUSION

Based on the results of hypothesis testing, the following conclusions can be drawn:

Self-efficacy was found to have a significant positive impact on intention to stay (path coefficient = .65, $t = 10.75$, $p < .001$). This indicates that higher levels of self-efficacy are associated with a greater intention to stay, thus supporting the hypothesis. Hope optimism was found to have a significant positive impact on intention to stay (path coefficient = 0.11, $t = 3.43$, $p < 0.001$). This suggests that higher levels of hope optimism are related to a greater intention to stay, supporting the hypothesis. The impact of resilience on intention to stay was not statistically significant (path coefficient = -.02, $t = -1.05$, $p > .05$). This finding does not support the hypothesis. However, it is important to note that in the travel industry, where freelance tour leaders are common, the concept of intention to stay may not be applicable. Therefore, the relationship between resilience and intention to stay may vary depending on the employment arrangement.

Normative organizational commitment was found to have a significant negative impact on intention to stay (path coefficient = 0.12, $t = -3.88$, $p < 0.001$). This indicates that higher levels of normative organizational commitment are associated with a lower intention to stay, contrary to the initial hypothesis. Further exploration revealed that in the travel industry, where freelance tour leaders are common, the company cannot enforce strict adherence to organizational policies and regulations. This may explain the unexpected result. Continuous organizational commitment was found to have a significant positive impact on intention to stay (path coefficient = 0.22, $t = 7.03$, $p < 0.001$). This suggests that higher levels of continuous organizational commitment are associated with a greater intention to stay. This finding aligns with the initial hypothesis, indicating that when tour leaders have a strong sense of ongoing commitment to the organization, their intention to stay increases. Affective organizational commitment was found to have a significant positive impact on intention to stay (path coefficient = 0.2, $t = 3.75$, $p < 0.001$). This indicates that higher levels of affective organizational commitment are associated with a greater intention to stay. This finding supports the initial hypothesis, suggesting that when tour leaders have a strong emotional attachment to the organization, their intention to stay is enhanced.

Self-efficacy has a significant positive influence on normative, continuous, and affective organizational

commitment. Higher levels of self-efficacy are associated with higher levels of organizational commitment across all three types. Resilience has a positive influence only on normative organizational commitment. It does not significantly impact continuous or affective organizational commitment. Optimism has a positive influence on normative, continuous, and affective organizational commitment. Higher levels of optimism are associated with higher levels of organizational commitment across all three types. Intention to stay among tour leaders is influenced by self-efficacy, resilience, and optimism. Higher levels of self-efficacy and resilience are associated with a stronger intention to stay. However, only self-efficacy and resilience have a significant impact on intention to stay. Normative organizational commitment has a negative influence on intention to stay, while continuous and affective organizational commitment have positive influences on intention to stay. Higher levels of continuous and affective organizational commitment are associated with a greater intention to stay among tour leaders. Normative, continuous, and affective organizational commitment mediate the relationship between self-efficacy and intention to stay. Among these, only continuous organizational commitment acts as a mediator, indicating a positive indirect effect.

Based on the results of the study, it was found that factors contributing to a high level of intention to stay include: high self-efficacy, high optimism, low normative organizational commitment, high continuous organizational commitment, high affective organizational commitment, and high continuous organizational commitment leading to increased psychological capital. Therefore, if this research is applied in practical settings, managers in travel agencies should focus on addressing these six factors to enhance tour leaders' intention to stay (Redondo, Sparrow, & Hernández-Lechuga, 2019). While this study examined psychological capital, it is important to note that the three types of psychological capital have distinct influences on organizational commitment and intention to stay. Consequently, future research should consider investigating these three types of psychological capital separately to increase the potential for meaningful findings.

LIMITATIONS

Like all studies, this research has certain limitations. Firstly, the questionnaire items were designed and developed by the authors. The sample consisted of tour leaders located in Taiwan, and therefore, the generalizability of the findings to tour leaders in different countries, where travel-related laws and guidelines differ significantly, may be limited. Additionally, when conducting business in mainland China or Chinese-speaking regions, tour leaders may be influenced by the "relationship" factor, which is characteristic of Chinese thinking (Bui, Zeng, & Higgs, 2017). Furthermore, the COVID-19 pandemic has had a significant impact on the international tour operations of tour leaders, leading to reduced or canceled business opportunities. This has affected their livelihood and economic conditions. Consequently, their perspectives and opinions may have been influenced by the current circumstances when responding to the questionnaire (Fasbender & Drury, 2021). It is important to recognize these limitations and interpret the results in light of the specific sample and conditions. Future research should aim to include broader samples from diverse contexts to further explore the factors influencing the attitudes and behaviors of tour leaders.

This study indicates the need for future research to examine the interactive effects of diverse motivational and attitudinal factors on tour leaders' intention to stay. Furthermore, it is recommended to employ questionnaire surveys that focus on practical applications in the domains of psychological capital and organizational commitment, aiming to explore the comprehensive process of intention to stay and the significance of mediating effects. Moreover, attention should be given to potential ethical dilemmas that tour leaders may encounter, along with providing comprehensive information regarding moral behavior and its consequences, to facilitate utility maximization in moral decision-making (Kusev & Schaik, 2016). By highlighting the diversity of mediating effects on tour leaders' intention to stay, this study contributes to a comprehensive understanding of the topic. Additionally, our findings suggest that nurturing personality traits and attitudes relevant to tour leaders' experiences, as well as promoting organizational behavior control, can effectively enhance behaviors associated with intention to stay.

Despite the aforementioned limitations, this study has made significant contributions to the tourism literature by elucidating the relationships among psychological capital, organizational commitment, and intention to stay.

Particularly, it highlights the tour leaders' role in enhancing the process of delivering personalized services (evidenced by the cultivation of affective organizational commitment towards guests) and underscores the importance of tour leaders' adherence to industry regulations (reflected in normative organizational commitment). Furthermore, it emphasizes the effective utilization of internal organizational and management resources, while emphasizing the significance of business expansion for travel agencies (reflected in enhanced continuous organizational commitment). These two aspects warrant further exploration regarding their impact on intention to stay (Harrison-Hill, 2016)

MANAGERIAL IMPLICATIONS

By discussing the intention to stay among tour leaders in the context of the reciprocal influence between psychological capital and organizational commitment, we draw upon the concepts of relevant scholars' research/models and apply them to our own topic/study, expanding on the arguments of our hypotheses/findings as follows:

5.2.1 Self-efficacy and hope optimism, within the realm of psychological capital, are seen as positive influences on the stage of organizational commitment among tour leaders.

5.2.2 Resilience within psychological capital does not have a positive impact on the intention to stay among tour leaders.

5.2.3 Within organizational commitment, normative and continuous organizational commitment are regarded as exerting positive influences on tour leaders' intention to stay.

5.2.4 In the relationship between organizational commitment and intention to stay among tour leaders, only normative and affective organizational commitment do not mediate the effect, whereas continuous organizational commitment partially mediates the relationship.

These findings provide an explanation for the phenomenon under the COVID-19 pandemic, particularly concerning tour leaders, and offer insights for tourists, local travel agencies, and original travel agencies.

Finally, our findings provide further evidence that understanding the characteristics associated with tour leaders' psychological capital and organizational commitment can facilitate behaviors related to organizational commitment and intention to stay. Given the multidimensional motivation of tour leaders, which is driven by a customer-oriented focus and the perception of leading tours abroad as challenging work, the aforementioned psychological capital and organizational commitment can ignite tour leaders' empowerment plans and serve as a catalyst for generating innovative tourism products or service concepts within the organization. This enables the fulfillment of consumer travel needs and enhances the travel agency's responsiveness. Moreover, fostering a culture characterized by trust, a people-centered approach, and an encouraging work environment represents a supportive cultural context. Nurturing such a culture can foster collaboration across the entire organization, leveraging the collective experiences and abilities of all members, including ticketing personnel, group itinerary coordinators, and tour leaders. It facilitates the active involvement of tour leaders in decision-making processes, promotes information gathering, and steers the direction of travel and competition by harnessing their expertise.

Our study results indicate that addressing the issue of tour leaders' intention to stay requires the establishment and development of viable internal resources, as well as acquiring external resources for the travel agency. This can be accomplished through the cultivation of tour leaders' psychological capital and the fostering of organizational commitment within the agency. Moreover, implementing a people-centric approach that incorporates innovative management schemes and supportive resources is crucial. By doing so, the agency can effectively mitigate tour leaders' turnover intentions resulting from encountered obstacles during their job execution. These findings underscore the importance of adopting human-centered practices, which not only contribute to the reputation of the travel agency but also facilitate the implementation of sustainable profitability strategies.

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