

How Did Tour Guide Survive during the Covid-19 Pandemic? A Study on The Roles of Self-Efficacy and Organizational Commitment among Tour Guides in Bali

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ABSTRACT Tour guides are a fundamental part of the tourism industry, which has been seriously affected by the COVID-19 pandemic. Tour guides are expected to find alternatives to survive because of fluctuations over 50% decline in tourism. The pre-pandemic and post pandemic times have significantly impacted the employment of tour guides including those in Bali. In this disruption period, how did tour guide manage to survive? This quantitative research aims to understand the survival mechanism of tour guides by examining whether self-efficacy has a relationship with the organizational commitment of active tour guides in a travel agency in Bali, especially when mediated by job satisfaction. This research uses Structural Equation Model Partial Least Square (SEM-PLS) technique to analyze the research problem. The population in this study were active tour guides in a travel agency in Bali. The sampling technique uses a saturated sample. Direct hypothesis analysis found that: (1) Self-efficacy has a significant positive relationship to organizational commitment. (2) Self-efficacy has a significant positive relationship to job satisfaction. (3) Job satisfaction has a significant positive relationship to organizational commitment. Indirect hypothesis analysis found (4) Self-efficacy and organizational commitment have a significant positive relationship mediated by job satisfaction. Age and gender as control variables have no relationship to organizational commitment. It can be concluded that self-efficacy and organizational commitment can help tour guides to survive in challenging period.

KEYWORDS *self-efficacy; job satisfaction; organizational commitment; guide.*

INTRODUCTION

The outbreak of COVID-19 became a different obstacle for most layers of the affected community, especially in the tourism sector in the Province of Bali. The high number of layoffs and unemployment has drastically declined economic activity. The decreased economic activity can be seen from the decline in the Bali room occupancy rate (TPK), with the lowest percentage reaching 13.08% in 2021 (Badan Pusat Statistik, 2021). In the last half year, the recovery of the economy and tourism has gradually begun to

rise. It started with the opening of airports and seaports and the policy of implementing health protocols in the community (Rinaldi et al., 2021). Based on data from the Central Bureau of Statistics for the Province of Bali, foreign tourist arrivals increased by 57.10% of the total at the entrance to the air and sea routes. Foreign tourists' arrival level recorded during May 2022 at the airport increased by around 57.11%.

An increase of approximately 37.93% at the port occurred within one month (BPS Provinsi Bali, 2022). The high level of foreign

tourist arrivals is undoubtedly an opportunity for every travel agent in Bali that is still surviving in the pandemic turmoil; therefore, several tour guides who were “inactive” during the pandemic began to carry out their jobs as they should.

One of the famous Destination Management Company (DMC) in Bali managed to survive after the past pandemic. Much had to be trimmed within the company for almost a year, with layoffs aimed at employees and zero tour guide activities. With the risks tour guides face during this pandemic, they need to form adaptation strategies, some of which are by trying new jobs, managing remaining assets, rearranging the economy, etcetera. HPI, as an association for tour guides in the Central Kalimantan tourist destinations, implements an adaptation strategy by applying for assistance from the central and regional governments. The action spread into distributing tour guide training, exchanging important information, and using the CHSE principle when starting to guide again at the tourist destination (Mintardjo, 2022). After a vacuum in early 2020, this company began to revive in early 2022. One of the interesting things about PT. EXO Travel Indonesia tends to hand opportunities to employees who have joined before from the pre-pandemic period, including their tour guides. Correlating this high opportunity to work again is a pulling factor for tour guides. In reality, there is a discrepancy between the number of guides in the company’s database and the number of active guides in EXO Travel. There are 274 tour guides listed in the company database, but from March – September 2022, there has been a decrease of more than 50% with only 144 total active guides working for the

company; meanwhile, the rest remains inactive (EXO Travel Indonesia, 2022). Based on these data, we can catch fluctuations in the number of active tour guides in PT. EXO Travel Indonesia.

Tour guides rely on self-efficacy in carrying out their profession. The existence of low self-efficacy in tour guides has an impact on job burnout. Consider previous research, which found a significant negative effect between self-efficacy and burnout on tour guides in West Nusa Tenggara. The higher the self-efficacy, the lower the perceived burnout, and vice versa (Idrus, 2014). The self-efficacy of tour guides is formed from direct experience. Previous research found that employee’s awareness of personal knowledge, job procedure, and technology could increase employee performance through human resources development (Hasbi et al., 2020) Guiding tour activities directly also helps them in mastering knowledge or insight to increase their self-confidence, including by learning or imitating other tour guides to expand their creativity and improve the quality of their tour guide activities (Liang, 2019). Previous research stated a positive and significant relationship between self-efficacy and employee organizational commitment (Agustin et al., 2021). This statement is in line with an earlier study that found that self-efficacy and quality of work life affect organizational commitment with the subject of lecturers at a private university (Qurbani & Solihin, 2021).

Employees are committed to their jobs because of remuneration and lack of alternatives. Job satisfaction has a positive relationship with employee commitment.

If employees are satisfied, then they are committed to the organization. This previous research found that job satisfaction positively affects employee commitment (Aziz et al., 2021). Job satisfaction, which is simply a person's estimation of his work situation, by another word, is a measure of how a person feels about various aspects of his work (Nath Gangai & Agrawal, 2015). Hendri's research (2019) found that learning organizations significantly positively affected job satisfaction and organizational commitment but did not significantly affect employee performance. Job satisfaction and organizational commitment have a significant influence on employee performance. Therefore this study aims to explore other variable to support the findings, that is whether self-efficacy has a relationship with the organizational commitment of active tour guides in a travel agency in Bali, when mediated by job satisfaction.

Following Hameli's previous research (2022), this paper focused on self-efficacy as a mediation variable examining the relationship between emotional intelligence, self-efficacy, and organizational commitment. The results state that emotional intelligence has a positive relationship with self-efficacy, and self-efficacy has a positive relationship with organizational commitment. Furthermore, the mediation analysis states that the relationship between emotional intelligence and organizational commitment is mediated by self-efficacy. Another previous research discussing the role of self-efficacy, career satisfaction, and organizational commitment shows that self-efficacy and organizational commitment has a significant positive relationship with career commitment

(Ahmed, 2017). Previous research has found conflicting results between Aziz et al.'s (2021) research with a positive relationship between employee commitment and job satisfaction and Nath Gangai & Agrawal (2015), who found no significant relationship between job satisfaction and organizational commitment. No research has been found regarding the relationship between self-efficacy and organizational commitment with job satisfaction as a mediating variable and specifically discussed tour guide profession organizational commitment, especially in Bali. This research is expected to provide an overview and suggest managerial implication of related companies in increasing the organizational commitment of their tour guides in the future. Companies can work around this by increasing organizational commitment through their tour guides' job satisfaction.

Self Efficacy

Self-efficacy is an individual's measurement of his ability to complete work and measure optimal work capacity for himself (Chunxiao, 2020). Self-efficacy plays a role in changing behaviour, achieving performance, and an individual's well-being (Lippke, 2020). Tour guides as the front liners in tourism industry and the ambassador of the country has a big role in representing tourism image to the world. Noha (2021) stated the promotion of tourist destination is highly subjected based on tourist guides performances that build destination image and revisit intentions. Also from different perspective found that tourist guide as ambassador of culture on their country through their communication skill as their

main weapon (Jahwari & Turk, 2015), therefore self-efficacy of tour guides has an important part on delivering a better service for the tourists, thus serving the country with a good image. Chunxiao (2020) also states self-efficacy as a committed or self-motivated drive for their actions to achieve goals in a particular career field. Individuals with solid self-confidence tend to maximize their efforts to master challenges. An individual chooses what challenges to take, how much effort to expend, and how long they can survive or be loyal to their work while facing these challenges (Bandura, 2012). Reading from Busro (2018) writes that self-efficacy is the belief or perception that a person can complete specific tasks. Following Busro, it is also mentioned that high self-confidence can help individuals cope with stress, control situations and conditions, and more easily adapt to the work environment. An individual and his relation to occupational self-efficacy tend to be high, and they target more significant career goals by using more effort to survive in their jobs (Spurk & Abele, 2014). Previous research has shown conflicting statements regarding self-efficacy. Information from the prior study mentioned that self-efficacy does not depend on the competence or expertise possessed by an individual but on beliefs about what, how to do and how much effort is expended, and how long an individual can survive or show loyalty in carrying out these responsibilities (Dyta, 2020). Another previous study found that self-efficacy significantly positively affects work performance. It was also stated that self-efficacy is related to the habits of an individual based on principles (Hadiyatno & Saraswati, 2016).

In addition, self-efficacy is a tool for guides to overcome pressures and obstacles while guiding tours (Idrus, 2014). Hasbi (2020) stated that personal knowledge, awareness of job procedure and technology formed a quality of human resources, in this study case is tourist guide. Tour guides' self-efficacy is formed from direct experience. Their experience while guiding tour activities directly also helps them in mastering knowledge or insight to increase their self-confidence. The process also includes learning or imitating other tour guides to expand their creativity and improve the quality of their tour guide activities (Liang, 2019). Thus, the link between self-efficacy and tour guides is based on the level of trust/confidence in the guides' self-confidence in guiding activities that originates from experience and self-learning processes. Previous research has also found that self-efficacy and organizational commitment has a significant positive relationship with career commitment (Ahmed, 2017). According to Busro (2018), indicators for measuring self-efficacy are composed of 3 dimensions. Indicators measure the dimension of being able to accept ourselves: being proud of ourselves, taking weaknesses in ourselves, accepting strengths in ourselves, being open to getting along with colleagues, and improving self-quality to become an exemplary person. Indicators measure the dimension of courage to risk: readiness to accept rejection, interest in new things, liking new things that can add insight, daring to be different, and adapting work methods as much as possible to circumstances. Indicators measure the third dimension, the feeling of competence: being able to work

well, being able to use technology, being able to condition activities, being able to turn difficult things into more fun, and being optimistic about completing work as well as possible.

Job satisfaction

According to the Great Dictionary of Indonesian Language (KBBI), job satisfaction is a psychological condition an individual worker feels happy because his needs are met in his work environment. Employees who work in an organization, from the time of acceptance until the end of the service period, carry out their obligations to meet their needs and desires and hone their abilities. If employees do not accept several factors that support their work, this condition can lead to dissatisfaction with work results. It will gradually impact performance and work results in both quality and quantity (Sunarta, 2019). From the explanation above, the definition of job satisfaction can be simplified, namely, the inner satisfaction felt by employees because their desires are fulfilled in the company. Successfully achieved goals will encourage satisfaction with work results that an individual can enjoy as material for building self-confidence. Previous research also mentions that a teacher as a mediator in channeling knowledge requires some value for their job satisfaction in carrying out their professional duties (Amin et al., 2021). It is essential to have continuous job satisfaction with the company. In a volatile industrial growth and high turnover rate, satisfied employees will become an asset with their loyalty as the face and advocate for the company (Judge et al., 2020). According to Mishra (2013), there are three factors related

to job satisfaction, namely: (1) Personal factors (gender, age, education, working hours); (2) Factors in work (type of work, skills required, job status, responsibilities); (3) Factors controlled by company management (salary, work situation, benefits, security, promotion opportunities).

This research measured job satisfaction using JSS (Job Satisfaction Survey). According to previous research, the measurement uses nine indicators: wages, promotion opportunities, extra benefits, special awards, supervision, associations, work environment, communication, and available procedures (Belias et al., 2022).

Organizational Commitment

The psychological bond that an individual worker has with matters related to the organization or company is called organizational commitment (Klein & Park, 2015). Organizational commitment is directly affected by self-efficacy and increasing employees' performance (Liu & Huang, 2019). Organizational commitment is examined using various approaches, one of which is the multidimensional approach, according to Meyer & Allen in Yusuf & Syarif (2018). In short, the multidimensional approach is a commitment seen from various sources which over time has developed into three components, namely: (1) Affective commitment, namely the emotional feelings of workers, includes the affection and emotional involvement of employees from joining the organization. The indicators underlying this affective commitment are identity relevance, shared values, and personal development. (2) Continuance commitment, namely the awareness formed of dependents while in

the company, can cause them to have the will to remain in the company. The fundamental indicators consist of investment and lack of alternatives. (3) Normative commitment, namely workers' perceptions of their duties and promises to the company. This third component's indicators are internal company norms, psychological contracts, profits, and reciprocity.

Gender differences affect organizational commitment. Men tend to have a higher level of affective commitment and continuance commitment. This sentence shows that men are more willing to clear goals and company meanings that are valuable to them; besides, they have to be committed because of the benefits provided by the company. Meanwhile, women tend to have a higher level of normative commitment (Khalili & Asmawi, 2012). Another research found females tends to have a highly organizational commitment (Nath Gangai & Agrawal, 2015)

This research focuses on active tour guide profession in Bali with EXO Travel Indonesia as research locus. Control variables used in this study are gender and age.

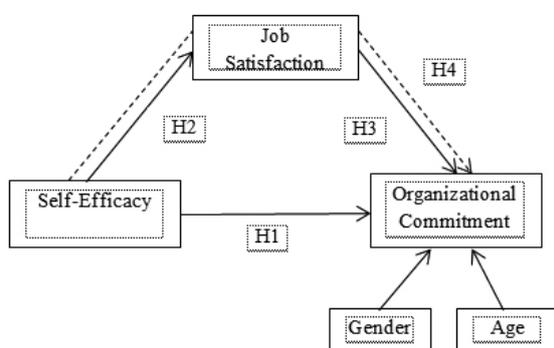


Figure 1. Research Framework

Source: proceed by author

The above figure depicts research framework for this study. From the

presentation of the problems and theoretical studies in this research, a framework chart is formed as above. H1, H2 and H3 shows direct hypothesis, meanwhile H4 shows indirect hypothesis between self-efficacy and organizational commitment when mediated by job satisfaction. Figure above also shows gender and age as variable control on organizational commitment. Following Hameli (2022) previous research regarding the mediating role of self-efficacy in the relationship between emotional intelligence and organizational commitment found a positive and significant relationship between self-efficacy and organizational commitment, as well as the role of self-efficacy mediating the relationship between emotional intelligence and organizational commitment. This Hameli's study mentioned using employees from different organizations in Kosovo as samples. Ahmed's research (2017) showed that self-efficacy and career commitment have a significant positive relationship. Another study states that self-efficacy has a significant positive effect on organizational commitment, and organizational commitment can be an intervening variable between self-efficacy and employee performance (Agustin et al., 2021). The results of these previous studies formed hypothesis 1 in this study.

H1: There is a significant relationship between self-efficacy and organizational commitment of tour guides at PT. EXO Travel Indonesia.

From research belonging to Dyta (2020), which uses disabled workers at PT. Maspion Unit 1 (first) Sidoarjo. The research shows a significant relationship between self-efficacy and job satisfaction. Reading

Türkoğlu's research (2017) conducted a significant positive relationship between teacher self-efficacy and job satisfaction. It is also mentioned that teacher self-efficacy is a significant predictor of job satisfaction, thus forming hypothesis 2 in this study.

H2: There is a significant relationship between self-efficacy and job satisfaction of tour guides at PT. EXO Travel Indonesia.

Previous research stated that job satisfaction has a positive relationship with employee commitment (Aziz et al., 2021). Ahmed's study (2017) shows that there is no influence between career satisfaction and career commitment. There are similar results from Nath Gangai & Agrawal's (2015) research regarding job satisfaction which has no significant relationship to organizational commitment. Among the three dimensions of organizational commitment, only continuance and normative commitment are significantly related to job satisfaction. A review of previous studies through this research was carried out, and hypothesis 3 was formed.

H3: There is a significant relationship between job satisfaction and the organizational commitment of tour guides at PT. EXO Travel Indonesia

Previous research showed that job satisfaction mediates the influence of teacher motivation, organizational commitment, and work involvement (Manalo et al., 2020). Other studies state that job satisfaction and organizational commitment mediate the influence of psychological capital with efficacy as one of its dimensions on innovative employee behaviour (Tang et al., 2019). Hendri's research (2019) found that organizational learning indirectly affects employee performance mediated by job

satisfaction and organizational commitment. The relationship between ethical leadership and affective commitment in organizational commitment is explained to both directly and indirectly mediated by job satisfaction (Benevene et al., 2018), and job satisfaction positively and partially significantly mediates the relationship between work involvement and organizational commitment (Bahjat Abdallah et al., 2017). From the explanation above, it is assumed that the 4th hypothesis in this study.

H4: There is a significant relationship between self-efficacy and organizational commitment of tour guides at PT. EXO Travel Indonesia mediated by job satisfaction.

DISCUSSION

This study uses a quantitative descriptive method. According to Creswell (2014), quantitative research proves a theory and measures the relationship between variables. The variables in this study can be measured using statistical measurement procedures using specific instruments to obtain data in the form of numbers from the test results. The population in this study is all active tour guides from PT. EXO Travel Indonesia only works on the Bali portion, totaling 144 people. In determining the sample size, several considerations are used in this study. The first is Arikunto's theory, where if the population is less than 100 people they can use the entire population as a sample. However, if the population is more substantial than 100 people then 10-15% or 20-25% of the total population can be used. The second is the theory of saturated sampling, namely using the entire population as a sample. This

method is done if the population is relatively small or less than 30 people (Hermawan, 2019). From these two considerations, this study used a saturated sampling technique by taking the entire population of 144 active tour guides at PT. EXO Travel Indonesia as a sample in the study.

The data collection used in the study was conducted by distributing online questionnaires in a Google form to 144 saturated samples. The scale used in measuring this study is the standard likert scale with a score of 1 to 5. A score of 1

indicates the lowest score and a score of 5 indicates the highest value. SEM-PLS (Structural Equation Model-Partial Least Square) analysis was used in this study.

Frequencies Demography

Respondents in this study were active tour guides at EXO Travel Indonesia until the end of the 2022 period. The distribution of respondents in this study was classified based on the control variables, namely gender and age. The following are the characteristics of the respondents in the study:

Table 1. Respondent characteristics based on gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 35 yo	38	26.4	26.4	26.4
	36 - 45 yo	37	25.7	25.7	52.1
	> 46 yo	49	34	34	86.1
	< 25 yo	20	13.9	13.9	100
	Total	144	100	100	

Source: data proceed 2023

Description of the characteristics of respondents based on gender is divided into two, namely men and women. As seen from the above table, out of 144 respondents, the

answers frequency divided into 116 male respondents with percentage of 80.6% and 28 female respondents with percentage of 19.4%. It can be concluded that men dominated the respondents in this study.

Table 2. Respondent characteristics based on age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Men	116	80.6	80.6	80.6
	Women	28	19.4	19.4	100
	Total	144	100	100	

Source: data proceed 2023

Respondents characteristic based on age can be seen on the table above. As many as 144 respondents have different age ranges. 20 respondents or 13,9% of the respondents are less than 25 years, 38 respondents or 26.4% of the respondents are within the age range of 26 – 35 years, and the last 37 respondents, or 25.7% of the respondents

are in their 36 – 45 age range. Furthermore, the age range of 46 years and above with an answers frequency 49 respondents or 34% of the respondents. From these explanations, it can be concluded that the distribution of respondents was dominated by the age 46 years and over with total of 49 respondents or percentage of 34% out of 144 respondents.

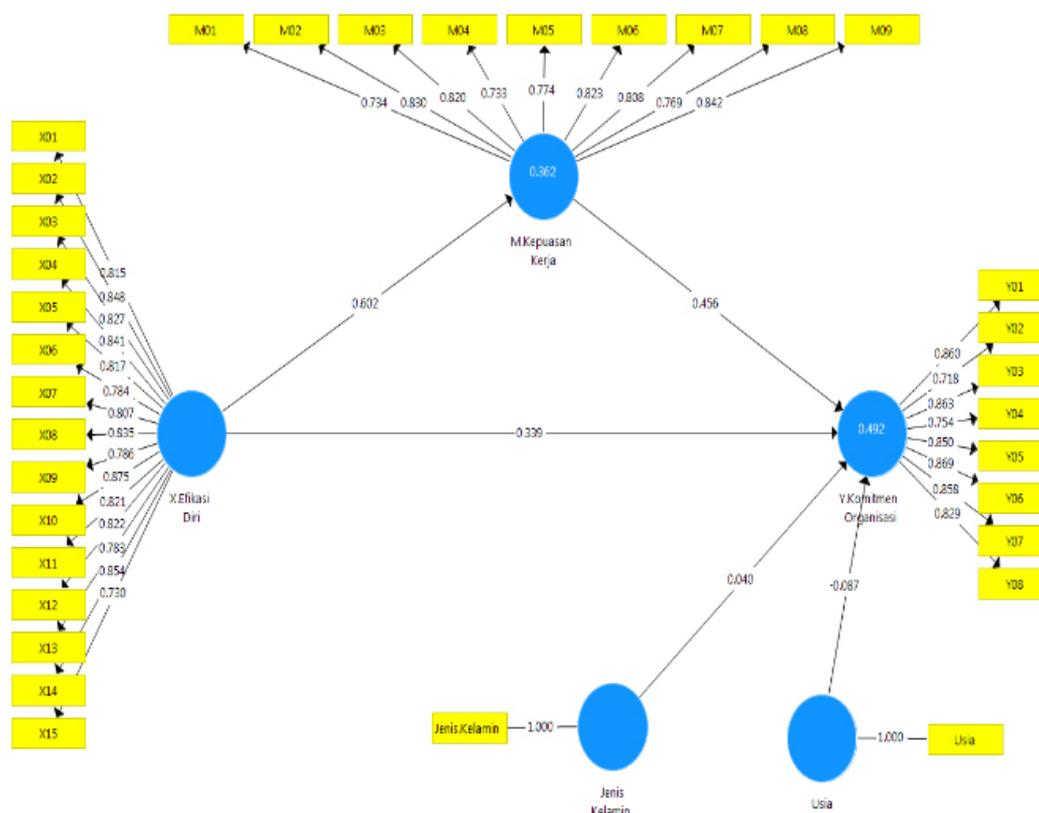


Figure 2. Outer Model

Source: data proceed 2023

According to Hair et al. (2019), an outer model is used to test the feasibility of variables. The outer model contains two types of tests: three steps of validity and a reliability test. The first validity test is convergent validity. In Figure 2, it can be seen that the value goes from blue to yellow or simply from variables to each indicator. This value indicates outer loading. The outer loading is valid if it is above 0.7. Convergent validity test was carried out to ensure the validity of each indicator or question item on the questionnaire.

As shown in figure 2, the outer loading of gender control variable intersecting with the gender control variable column has an outer loading value of 1, which means it meets the requirements. Then on each indicator,

the mediating variable intersects with the mediation variable and as a whole has an outer loading value above 0.7. This indicates that the value meets the requirements. The age control variable intersects with the age control variable, which has an outer loading value of 1 that it meets the requirements. Then each variable indicator x intersects with the self-efficacy with an overall value above 0.7, indicating that the outer loading value meets the requirements. Lastly, each indicator variable y intersects with organizational commitment, with an outer loading value above 0.7. From this statement, it can be concluded that the outer loading value on convergent validity is fulfilled and each item on indicator are valid and can be used.

Table 3. Construct Validity

	Average Variance Extracted (AVE)
Gender	1
Job satisfaction	0.63
Age	1
Self-efficacy	0.667
Organizational commitment	0.683

Source: data proceed 2023

Construct validity is carried out to ensure the validity of the variables when combined or constructed. The validity of this construct is declared passed if the AVE (Average Variance Extracted) value is above 0.5. According to table 3, gender and age as control variables each have a value of 1.

Furthermore, the mediating variable of job satisfaction has an AVE value of 0.63, the self-efficacy variable has an AVE value of 0.667, and the organizational commitment variable has an AVE value of 0.683. Each AVE value on the variable is above 0.5. From this description, it can be concluded that the AVE value on construct validity is fulfilled and each variable are valid when they are constructed.

Discriminant Validity

The discriminant validity test is carried out to ensure the robustness of the variable. This test goes through two stages, starting from fornell and cross-loading.

Table 4. Fornell-Larcker Criterion

	Gender	Job satisfaction	Age	Self-efficacy	Organizational commitment
Gender	1.000				
Job satisfaction	0.080	0.793			
Age	0.371	0.169	1.000		
Self-efficacy	0.065	0.602	0.259	0.817	
Organizational commitment	0.067	0.649	0.093	0.594	0.827

Source: data proceed 2023

The fornell stage is carried out to test the resistance of the variable. The resilience of a variable is counted as strong if the variable is correlated with the variable itself. The value must be above 0.7 and more substantial than when correlated with another variable.

Table 4 shows the bold number placed on each column of variables. Gender has a value

of 1, job satisfaction has a value of 0,793, age has a value of 1, self-efficacy has a value of 0,817, and organizational commitment has a value of 0,827. Each variable indicates values above 0,7 and is more substantial than when correlated with different variables. Through this data proceed can conclude that each variable is resistant.

Table 5. Cross Loadings

	Gender	Job satisfaction	Age	Self-efficacy	Organizational commitment
Gender	1.000	0.080	0.371	0.065	0.067
M01	0.028	0.734	0.208	0.426	0.439
M02	0.069	0.830	0.141	0.605	0.548
M03	0.061	0.820	0.155	0.535	0.604
M04	-0.022	0.733	0.014	0.360	0.424
M05	0.057	0.774	0.138	0.449	0.529
M06	0.114	0.823	0.156	0.488	0.542

	Gender	Job satisfaction	Age	Self-efficacy	Organizational commitment
M07	0.082	0.808	0.089	0.447	0.508
M08	0.112	0.769	0.200	0.431	0.517
M09	0.050	0.842	0.091	0.508	0.489
Age	0.371	0.169	1.000	0.259	0.093
X01	0.067	0.419	0.206	0.815	0.462
X02	0.026	0.562	0.172	0.848	0.546
X03	-0.062	0.501	0.145	0.827	0.451
X04	0.083	0.461	0.238	0.841	0.595
X05	0.035	0.501	0.211	0.817	0.451
X06	0.147	0.496	0.236	0.784	0.488
X07	0.082	0.523	0.257	0.807	0.475
X08	0.024	0.471	0.264	0.835	0.543
X09	0.114	0.490	0.179	0.786	0.341
X10	0.073	0.503	0.273	0.875	0.557
X11	0.025	0.457	0.169	0.821	0.407
X12	0.003	0.506	0.203	0.822	0.520
X13	0.056	0.470	0.188	0.783	0.442
X14	0.049	0.506	0.212	0.854	0.574
X15	0.090	0.503	0.205	0.730	0.350
Y01	0.042	0.536	0.096	0.522	0.860
Y02	0.011	0.419	-0.109	0.377	0.718
Y03	0.021	0.632	0.060	0.543	0.863
Y04	0.112	0.494	0.063	0.460	0.754
Y05	0.033	0.466	0.042	0.475	0.850
Y06	0.064	0.617	0.091	0.459	0.869
Y07	0.069	0.556	0.185	0.563	0.858
Y08	0.087	0.533	0.145	0.505	0.829

Source: data proceed 2023

The Cross loading factor is carried out to test the resistance of the indicators. This stage is said to pass if the indicator's value to the variable must be more than 0.7 and higher than the indicator's correlation to other variables. Simple description, this discriminant test is performed to ensure the indicators are not misplaced.

As shown by table 5, the bold number shows the cross-loading value of each indicator on variables. Gender and age as control variables have a value of 1, which is above 0,7. Each job satisfaction variable is also above 0,7 and similarly goes with

self-efficacy above 0,7 and organizational commitment indicators is also above 0,7 on each of their variables. These findings concluded that indicators of each variable of this research are resistance and fulfilled the requirement.

Table 6. Construct Reliability

	Cronbach's Alpha	Composite Reliability
Gender	1	1
Job satisfaction	0.926	0.938
Age	1	1
Self-efficacy	0.964	0.968
Organizational commitment	0.933	0.945

Source: data proceed 2023

A reliability test in the outer model or construct reliability is carried out to ensure that the variables studied can be accounted for and used in further research. The construct is declared reliable if the cronbach's alpha and composite reliability values exceed 0.7.

Based on table 6, gender and age as the control variable, job satisfaction, self-

efficacy, and organizational commitment each have values above 0,7 on cronbrach's alpha and composite reliability. This result means that each variable in this research is reliable. The above validity and reliability test on each variables and indicators on this research concluded that the outer model is fulfilled.

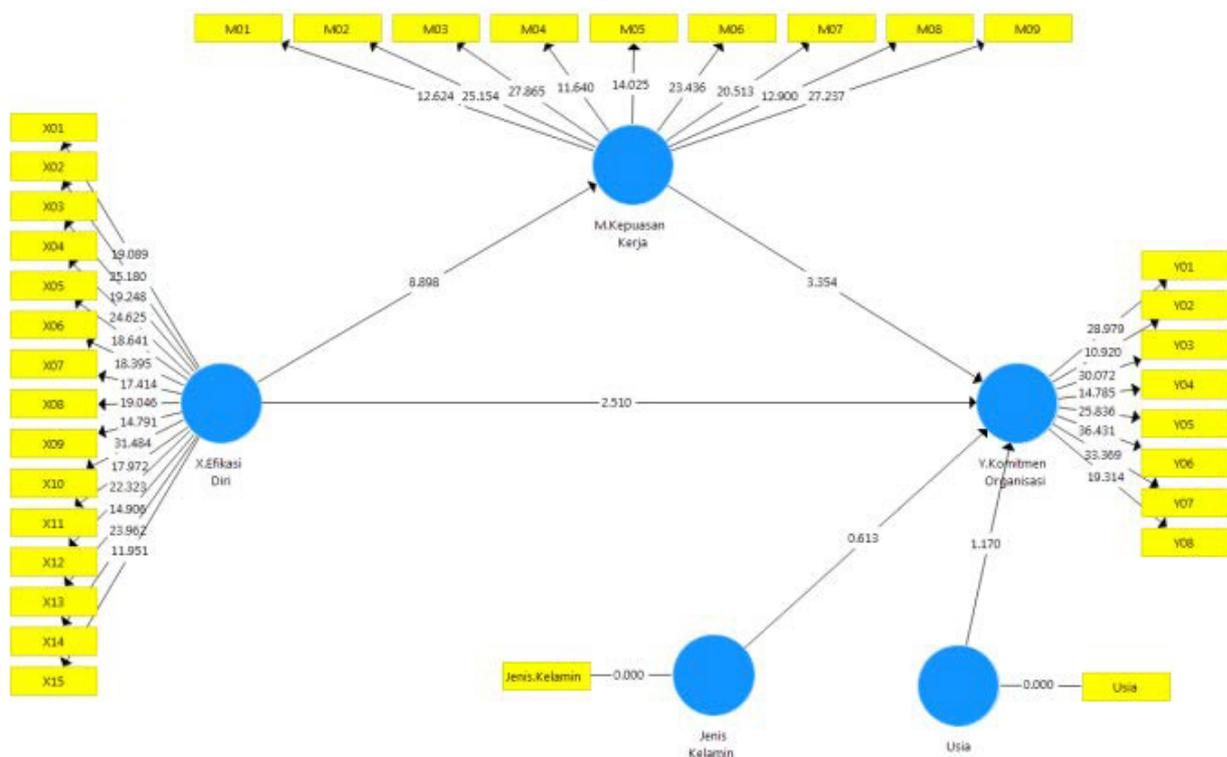


Figure 3. Inner Model

Source: data proceed 2023

The inner model is carried out to test the hypothesis and determine the analysis results. In Figure 3, the inner structure of the model to be considered is the arrow line from blue to blue or variable to variable. The value on this arrow line is called the statistical t value. This statistic's t value is used to determine the significance of the variables relationship. It is counted as significant if the t-statistic value is more than 1.96 with an error rate of 5% (Hair et al., 2019).

Table 7. R Square

	R Square
Job satisfaction	0.362
Organizational commitment	0.492

Source: data proceed 2023

Table 7 shows the r square table value. The r square table describes how much the x variable influences the y variable. R square is only owned by the arrow variable. As shown in figure 3, from the image of the arrowed variables, there are m variable and y variable,

which are arrowed by the x variable. The value of the arching variable influences the magnitude of the effect of the relationship.

According to table 7, the r square value on the mediation variable of job satisfaction is 0.362 or a percentage of 36.2%. If defined, the variable job satisfaction is influenced by 36.2% of self-efficacy. There are still opportunities for other variables of around 64% that affect job satisfaction as mentioned on previous research such as job involvement (2017); organizational learning (2019); optimism, resilience, and psychological hope (2019), that is not mentioned on this study, besides self-efficacy. On the other hand, r square value on organizational commitment variable is 0,492 or a percentage of 49,2%. It is defined that organizational commitment is influenced by 49,2% by self-efficacy, job satisfaction, gender, and age. There are still opportunities for other variables of around 51% that affect organizational commitment as mentioned from previous literature such as motivation (2017); ethical leadership (2018); and job involvement (2017), that is also not mentioned on this study, besides self-efficacy, job satisfaction, gender, and age.

Table 8. FIT Model

	Saturated Model	Estimated Model
SRMR	0.058	0.058
d_ULS	2.021	2.031
d_G	1.45	1.45
Chi-Square	1004.552	1004.818
NFI	0.777	0.777

Source: data proceed 2023

A model fit test was conducted to ensure the feasibility of the research model. The research model is declared feasible if the SRMR value is less than 0.1 and NFI is declared fit if the value is more than 0.8. Between these

two criteria if one meets, then the research model is declared feasible.

Based on table 8 found that SRMR is 0,058 and NFI 0,777. It is shown that SRMR fulfills the requirement; meanwhile, the requirement for NFI is not fulfilled. One of the criteria from this FIT model test fulfilled, hence it can conclude that the model used in this research is feasible.

Table 9. Path Coefficient

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Gender -> Organizational commitment	0.04	0.613	0.54
Job satisfaction-> Organizational commitment	0.456	3.354	0.001
Age -> Organizational commitment	-0.087	1.17	0.242
Self-efficacy -> Job satisfaction	0.602	8.898	0
Self-efficacy -> Organizational commitment	0.339	2.51	0.012
Self-efficacy -> Job satisfaction -> Organizational commitment	0.274	3.034	0.003

Sumber: data diolah 2023

Hypothesis testing here is carried out with the path coefficient, describing the direction of the relationship or influence in the research analysis. Original sample show direction of relationship on each hypothesis, whether positive or negative. T statistics section, which states significance provided the value is above 1.96. The p-value also states significance provided the value is less than 0.05.

Table 9 shows the t-statistic value of 0.613 and p-value of 0.54 on the relationship of gender to organizational commitment.

This indicates that gender has no relationship to organizational commitment. This results refute previous research regarding gender differences that affect organizational commitment that mentioned men tend to have a higher level of affective commitment and continuance commitment. Meanwhile, women tend to have a higher level of normative commitment (Khalili & Asmawi, 2012) and females tends to have a highly organizational commitment (Nath Gangai & Agrawal, 2015). In the relationship between job satisfaction and organizational commitment, the t-statistic is 3.354 and the p-value is 0.001. This indicates that job satisfaction has a significant relationship to organizational commitment with a positive relationship to the original sample value. H3 answered by this results in line with research from Aziz (2021) but also refute previous study that mentioned there is no significant relationship between job satisfaction and career commitment (Ahmed, 2017) or organizational commitment (Nath Gangai & Agrawal, 2015). Age and its relationship to organizational commitment shows t statistic of 1.17 and a p-value of 0.242. This indicates that age has no relationship to organizational commitment. Then the variable self-efficacy on job satisfaction found a t-statistic value of 8.898 and a p-value of 0, which indicated that self-efficacy had a significant relationship to job satisfaction with a positive relationship to the original sample value. H2 answered through this results is in line with previous research from Dyta (2020) and Türkoğlu (2017). Next, self-efficacy on organizational commitment found a t-statistic value of 2.51

and a p-value of 0.012, which indicated that self-efficacy had a significant relationship to organizational commitment in the direction of a positive relationship to the value of the original sample. H1 cleared from this statement and also in line with previous research from Hameli (2022), Agustin (2021), and Ahmed (2017) that mentioned significant relationship between self-efficacy and career commitment.

The following hypothesis is the indirect hypothesis and answered H4. The relationship between self-efficacy and organizational commitment mediated by job satisfaction found a t-statistic value of 3.034 and a p-value of 0.003. This indicates that job satisfaction significantly mediates the relationship between self-efficacy and organizational commitment, with a positive relationship to the value of the original sample. This results proves that job satisfaction is capable to mediate the relationship between self-efficacy and tour guide's organizational commitment indirectly, which is in line with Manalo (2020) that mediating motivation to organizational commitment, Tang (2019) on their research mediating employee innovative behavior, and Hendri (2019) which mentioned mediation effect on organizational learning effect of employee performance. Through above results, a company should be able to provide a proper amount of satisfaction factor such as salary, benefit outside money, reward, ideal supervision and job procedure (Mishra, 2013) & (Belias et al., 2022), for tourist guide in order to maintain their organizational commitment.

CONCLUSION

The past covid-19 pandemic has become a challenge for most levels of society, especially for tour guides as a fundamental part of the tourism industry. During the rise of the tourism industry, opportunities are shared amongst tour guides who have served from the pre-pandemic era. High job opportunities with lagging economic conditions should ideally be a pull factor for tour guides especially at EXO Travel Indonesia to rejoin. In reality, less than 50% chose to rejoin the company. This study is conducted, to examine active guides in Bali using EXO Travel Indonesia as locus of this study with a total population of active guides as a saturated sample.

Research analysis found that self-efficacy affects job satisfaction by 36.2%. There is a 64% chance that other variables can affect job satisfaction that is not mentioned on this study. Then self-efficacy, job satisfaction, and control variables of gender and age affect organizational commitment by 49.2%. The remaining 51% for other variables that can affect organizational commitment that is also not mentioned on this study. The results of direct hypothesis analysis found that self-efficacy has a significant positive relationship to organizational commitment. This result answered H1 which mentioned self-efficacy impacted tour guide organizational commitment. Next, the self-efficacy variable has a significant positive relationship to job satisfaction. This one also answered H2, the higher level of self-efficacy a tour guide had could affect their satisfaction on their job. Another result, job satisfaction has a significant positive

relationship to organizational commitment. Through this result, a company should be able to provide a proper amount of satisfaction factor such as salary, benefit outside money, reward, ideal supervision and job procedure for tourist guide in order to maintain their organizational commitment. Indirect hypothesis analysis found that self-efficacy and organizational commitment have a significant positive relationship mediated by job satisfaction. This result shows that job satisfaction is adequate to mediate self-efficacy and their relationship to organizational commitment. This research is expected to provide an overview of related companies and managerial implication in increasing the organizational commitment of their tour guides in the future. Companies can work around this by increasing organizational commitment through their tour guides' job satisfaction. Future research can use a more enormous scope of guides from other tourism destinations in Indonesia; it can also take advantage of other variable opportunities that is not included in this study to compare their influence on organizational commitment.

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