

The Influence Of Psychological Capital On Job Satisfaction And Job Performance Of Tour Guides

Nguyen Thi Tu Trinh¹, Le Thi Ngoc Van²,
Thi Bao Chau Nguyen³, Quoc Nghi Nguyen⁴

¹School of Economics, Can Tho University, Can Tho, Vietnam.

Orcid: <https://orcid.org/0009-0006-5297-0334>

²School of Economics, Can Tho University, Can Tho, Vietnam

Orcid: <https://orcid.org/0009-0009-9258-8019>

³School of Economics, Can Tho University, Can Tho, Vietnam.

Orcid: <https://orcid.org/0009-0001-3763-5558>

⁴School of Economics, Can Tho University, Can Tho, Vietnam.

Orcid: <https://orcid.org/0000-0002-0907-2735>

Abstract

This research aims to demonstrate the influence of psychological capital on job satisfaction and job performance of tour guides. The research data were collected using a convenient sampling method, with a sample size of 260 tour guides at famous destinations in Vietnam. The survey was focused on three famous destinations in Vietnam, including Ho Chi Minh City (108 tour guides), Can Tho City (72 tour guides), and Kien Giang Province (80 tour guides). By applying the structural equation modeling (SEM), the research results show that psychological capital has a positive influence on job satisfaction and job performance of tour guides. Additionally, job satisfaction is positively correlated with the job performance of tour guides. The research results emphasize the importance of positive psychological capital for the job satisfaction and job performance of tour guides. Moreover, the research results contribute to suggesting managerial implications for enhancing the job satisfaction and job performance of tour guides.

Keywords: psychological capital, job satisfaction, job performance, tour guides.

Introduction

All organizational resources can become competitive advantages. Some businesses utilize financial resources, while others focus on developing intellectual resources (Etebarian et al., 2012). Psychological capital is increasingly gaining attention from researchers because it goes beyond economic capital,

human capital, and social capital (Luthans et al., 2004). Psychological capital is seen as an organizational competitive advantage through human resources (Luthans et al., 2007). Psychological capital is a resource that can help employees develop positive psychological states to sustain success (Gong et al., 2019). When managed effectively, psychological capital helps organizations create reasonable conditions for long-term success and competitive advantages (Luthans & Youssef, 2004; Çavuş & Gökçen, 2015). Many studies have demonstrated the significant role of psychological capital in organizational commitment (Malinowski & Lim, 2015; Tang et al., 2019; Ngwenya & Pelser, 2020), job satisfaction improvement (Tang et al., 2019; Alshebami, 2021; Caponnetto et al., 2022), job performance improvement (Luthans et al., 2005; Luthans et al., 2008; Zamahani et al., 2011; Walumbwa et al., 2011; Ngo, 2021), and creativity fostering (Ziyae et al., 2015; Wu & Chen, 2018; Yu et al., 2019). However, most studies on employee psychological capital focus on the banking sector (Li et al., 2015; Kan & Yu, 2016; Khalid et al., 2020), education (Cheung et al., 2011; Kun & Gadanez, 2019; Kurt & Demirbolat, 2019), and healthcare (Wang et al., 2012; Yang et al., 2020; Li & Wu, 2021; He et al., 2023). There are few studies in the tourism field, especially on the psychological capital of tour guides. Moreover, no study focused on demonstrating the relationship between psychological capital, job satisfaction, and job performance of tour guides. Therefore, this research is conducted to demonstrate the influence of psychological capital on job satisfaction and job performance of tour guides.

Theoretical framework and research hypotheses

Theoretical framework

Psychological Capital

Psychological capital is the essence of a person and is a positive psychological state in personal development (Avey et al., 2009). Psychological capital is considered a second-order concept, composed of four components: self-efficacy, optimism, hope, and resilience (Luthans et al., 2007). Self-efficacy is related to individuals' pursuit of higher goals, being willing to overcome challenges to enhance their abilities, and always being energetic and self-motivated (Stajkovic & Luthans, 1998; Luthans et al., 2007). Hope generates motivation and determination to overcome challenges and achieve specific goals (Snyder, 2000; Luthans & Youssef, 2004), driving individuals to reach goals that are entirely different from wishful thinking (Luthans et al., 2007). Optimism is the most influential component of psychological

capital (Luthans et al., 2007), as optimistic individuals believe in their abilities, maintain a positive outlook on life, and free themselves from negative thoughts (Luthans & Youssef, 2004). Resilience is demonstrated through individuals' ability to persist through adversity and quickly recover to their initial state of mind or even reach a higher level to achieve expected results (Luthans, 2002; Luthans et al., 2007).

Job Satisfaction

Job satisfaction is how employees express their attitude towards their work and various aspects of it, reflecting their liking or disliking of their work (Spector, 1997). Job satisfaction is seen as an emotional and affective response to various aspects of the job (Kreitner et al., 2002). Job satisfaction is one of the specific attitudes of employees towards their work and is considered a positive work attitude (Larson & Luthans, 2006; Avey et al., 2011). Job satisfaction can be explained as an emotional response or individual expectations regarding outcomes and job-related aspects such as salary, promotion, physical facilities, job nature, colleagues, etc. (Luthans, 1998).

Job Performance

Employee job performance is one of the most important indicators in assessing organizational outcomes (Wall et al., 2004). According to Judge et al. (2001), job performance is measured through evaluations by superiors, peer assessments, and objective self-assessments. Job performance is measured by the completion of tasks (meeting sales targets on time, completing challenging tasks, exceeding expectations), customer relations (relations with current customers and the ability to acquire new ones), peer feedback, and feedback from superiors (Kuvaas, 2006; Karunanithy & Ponnampalam, 2013). According to Pradhan et al. (2018), job performance is measured by the extent of an individual's contribution to meeting organizational goals.

Research hypotheses

The relationship between psychological capital and job satisfaction

When employees are assigned tasks that align with their personal goals and successfully achieve them, they will be satisfied with their jobs (Ha & Trung, 2020). Optimism helps them believe in themselves, be courageous in overcoming challenges, and find satisfaction and success in all their work (Icekson et al., 2020). Hope makes individuals more optimistic in life and more satisfied with their work (Law & Guo, 2016). Researchers have argued and demonstrated that positive psychological capital

strongly influences employee job satisfaction (Abbas et al., 2014; Badran & Morgan, 2015; Kwok et al., 2015; Law & Guo, 2016; Zaman & Tjahjaningsih, 2017; Çetin & Aşkun, 2018; Tang et al., 2019; Alshebami, 2021; Caponnetto et al., 2022). Therefore, the research hypothesis H1 is proposed: Psychological capital has a positive influence on the job satisfaction of tour guides.

The relationship between psychological capital and job performance

According to Stajkovic & Luthans (1998), employees' self-efficacy positively influences job performance. Optimism is one of the crucial factors affecting employee work performance (Larson & Luthans, 2006). Hope helps employees become more optimistic in their work, leading to high work effectiveness (Karatepe, 2014). Adaptability enables employees to increase their flexibility and responsiveness to cope with any situation for effective job performance (Luthans et al., 2014). Psychological capital and its components have a positive impact on employee job performance (Luthans et al., 2005; Luthans & Youssef, 2007). Some researchers have argued and demonstrated the positive influence of psychological capital on job performance (Luthans et al., 2005; Luthans et al., 2008; Avey et al., 2010; Zamahani et al., 2011; Walumbwa et al., 2011; Ngo, 2021; Phuong et al., 2021). Therefore, the study suggests hypothesis H2: Psychological capital has a positive effect on the job performance of tour guides.

The relationship between job satisfaction and job performance

According to Sheridan & Slocum (1975), job satisfaction has a close relationship with job performance. When employees feel more satisfied with their jobs, they are more likely to be proactive in their work, thereby improving job performance. Employees who are satisfied with their jobs tend to have a sense of comfort and a positive work attitude (Vuong et al., 2022). Research by Wright & Cropanzano (2000) has shown that happiness and job satisfaction are mutually supportive and impact job effectiveness. The positive relationship between job satisfaction and job performance has been confirmed in several previous studies (Durrah et al., 2016; Baluyos et al., 2019; Eliyana & Ma'arif, 2019; Ngwenya & Pelser, 2020; Ngo, 2021; Hajiali et al., 2022). Therefore, the research hypothesis H3 is proposed: Job satisfaction positively influences the job performance of tour guides.

Based on the literature review and the research hypotheses established, the research model of the influence of psychological

capital on job satisfaction and job performance of tour guides is set up below:

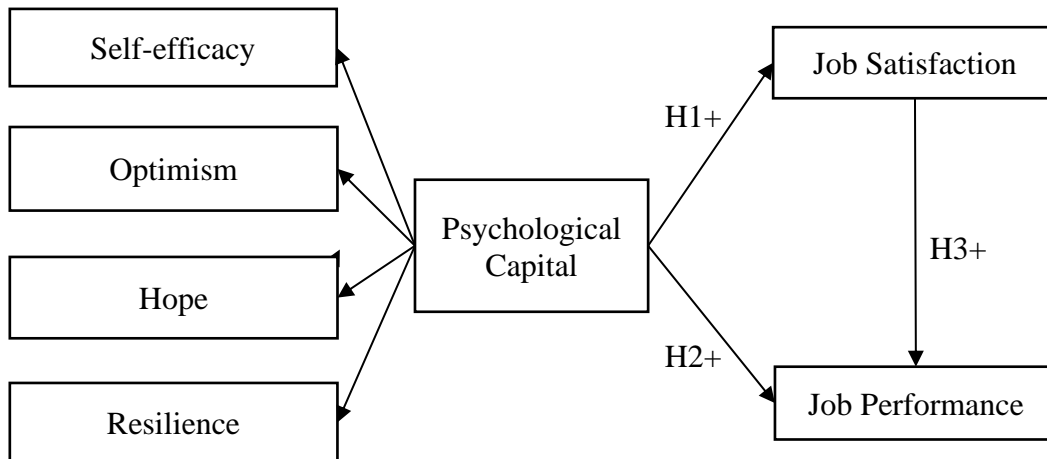


Figure 1: Proposed research model

Source: Results of analysis by the authors

Research methodology

Research scale

The measurement scales for the concepts in the study were adapted from related research and adjusted to fit the context of this study. The measurement scale for psychological capital (self-efficacy, optimism, hope, resilience) was referenced from the research of Luthans et al. (2007) and Avey et al. (2010). The measurement scale for job satisfaction was referenced from Spector (1997) and Küskü (2003). The measurement scale for job performance was referenced studies of Yousef (2000) and Mathis & Jackson (2006). All measurement scales in the research model were assessed using a 5-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5).

Table 1: Research scales

No.	Factor	Number of observed variables	Scale	Reference resources
1	Self-efficacy	3	Likert 1-5	Luthans et al. (2007), Avey et al. (2010)
2	Optimism	3	Likert 1-5	Luthans et al. (2007), Avey et al. (2010)
3	Hope	3	Likert 1-5	Luthans et al. (2007), Avey et al. (2010)
4	Resilience	3	Likert 1-5	Luthans et al. (2007), Avey et al. (2010)
5	Job satisfaction	4	Likert 1-5	Spector (1997), Küskü (2003)
6	Job performance	4	Likert 1-5	Yousef (2000), Mathis & Jackson (2006)

Analytical method

Quantitative analysis methods were used in 4 steps as follows: Step 1: Test internal consistency reliability using Cronbach's alpha; Step 2: Exploratory factor analysis (EFA) to evaluate the convergent and discriminant validity of the scales; Step 3: Confirmatory factor analysis (CFA) to evaluate the relevance of the data to the market; Step 4: Structural equation modeling (SEM) to test the research hypotheses.

Data collection method

To ensure reliability in testing the suitability of the SEM model, the sample size limitation should be 200 observations (Hoelter, 1983; Hoyle, 1995). This study used a convenient sampling to collect data. The survey was conducted from April 2023 to May 2023. The survey participants were selected from tour guides, including domestic and international tour guides. The data were collected using a combination of direct interviews and mail interviews. The survey was focused on three famous destinations in Vietnam, including Ho Chi Minh City (108 tour guides), Can Tho City (72 tour guides), and Kien Giang Province (80 tour guides). The total number of survey questionnaires collected was 260, and all questionnaires met the requirements for data reliability, making them suitable for testing the research hypotheses.

Research results and discussion

Scale reliability test

The study conducted an assessment of the internal consistency reliability of the scales using Cronbach's alpha coefficient. Based on the results in Table 1, all 06 scales have Cronbach's alpha values greater than 0.7. Therefore, it indicates that the research measurement scales ensure internal reliability (Nunnally, 1978; Peterson, 1994; Slater, 1995). The study then proceeded with an Exploratory Factor Analysis (EFA) to assess the convergent validity and discriminant validity of the scales. The results of Bartlett's test with a KMO value of $0.810 > 0.5$ and $\text{Sig.} = 0.000 < 0.05$ (Hair et al., 1998). The factor loadings of the observed variables are all greater than 0.5 (Hair et al., 1998). The results of the factor rotation matrix analysis formed 06 factors with 24 observed variables, and there was no disturbance between observed variables. Thus, the names of the factors remained unchanged.

Table 2: Test reliability of scales

Variable name	Mean	Standard Deviation	Factor Loading	Cronbach's alpha
Self-efficacy (SE)				0.797
SE1	3.85	0.543	0.621	
SE2	3.96	0.544	0.823	
SE3	3.97	0.548	0.785	
Optimism (OP)				0.789
OP1	3.57	0.814	0.715	
OP2	3.57	0.819	0.798	
OP3	3.74	0.772	0.705	
Hope (HO)				0.790
HO1	3.72	0.752	0.794	
HO2	3.72	0.753	0.779	
HO3	3.67	0.735	0.697	
Resilience (RE)				0.863
RE1	3.35	0.789	0.679	
RE2	3.38	0.890	0.893	
RE3	3.41	0.854	0.869	
Job Satisfaction (JS)				0.814
JS1	3.88	0.664	0.872	
JS2	3.86	0.774	0.705	
JS3	3.82	0.701	0.711	
JS4	3.85	0.649	0.559	
Job Performance (JP)				0.829
JP1	3.92	0.641	0.783	
JP2	4.00	0.589	0.785	
JP3	3.88	0.634	0.802	
JP4	3.77	0.699	0.571	

Confirmatory Factor Analysis (CFA) was used to assess the appropriateness of the data with the market. The results of the CFA analysis indicate that the following conditions are met: Chi-square/df = 1.807 < 2 with P = 0.000 ≤ 0.05; TLI and CFI indices have values of 0.930 and 0.944, both > 0.9; RMSEA = 0.056 < 0.08. This demonstrates that the model is a good fit for the market data. Based on Table 2, the values of Composite Reliability (CR) and Average Variance Extracted (AVE) both meet the criteria, with CR values (minimum is 0.790) and AVE values (minimum is 0.536) meeting the requirements (Fornell & Larcker, 1981).

Furthermore, the test results show that the correlations between the conceptual structures achieve discriminant validity (Fornell & Larcker, 1981).

Table 3: Correlation matrix between conceptual constructs

	CR	AVE	SE	OP	HO	RE	JS	JP
SE	0.801	0.573	0.757					
OP	0.790	0.558	0.453	0.747				
HO	0.792	0.563	0.251	0.183	0.750			
RE	0.867	0.685	0.302	0.399	0.249	0.828		
JS	0.821	0.536	0.303	0.303	0.361	0.294	0.732	
JP	0.839	0.567	0.417	0.298	0.221	0.360	0.567	0.753

The internal consistency reliability test, EFA analysis, and CFA analysis show that research data is consistent with market data, achieving convergent validity, unidirectionality, discriminant validity, and reliability.

Testing research hypotheses

Structural Equation Modeling (SEM) was used to test the research hypotheses. Based on the test results in Table 3, hypotheses H1, H2, and H3 are all accepted with 99% confidence. It shows that psychological capital (PC) positively affects the job satisfaction and job performance of tour guides, and there is a positive relationship between job satisfaction and the job performance of tour guides.

Table 4: Estimating relationships in the SEM model

Hypothesis	Relationship	Estimate	P-value	Result
H1	PC → JS	0.530	0.000	accepted
H2	PC → JP	0.388	0.000	accepted
H3	JS → JP	0.375	0.000	accepted

Discussion

Hypothesis H1: Psychological capital positively influences the job satisfaction of tour guides. According to the estimation results in Table 4, psychological capital and job satisfaction have a positive correlation, with a standardized estimated value of 0.530. This indicates that positive psychological capital contributes to the enhancement of job satisfaction

among tour guides. The research results have affirmed that psychological capital plays a crucial role in employee attitudes (Luthans et al., 2007; Bandura, 2008). Therefore, human resource managers in the tourism industry should pay attention to fostering positive psychological capital among tour guides to improve their job satisfaction. The research findings align with several studies proposed by Abbas et al. (2014), Badran & Morgan (2015), Kwok et al. (2015), Law & Guo (2016), Zaman & Tjahjaningsih (2017), Çetin & Aşkun (2019), Tang et al. (2019), Alshebami (2021), Caponnetto et al. (2022).

Hypothesis H2: Psychological capital positively influences the job performance of tour guides. This hypothesis is accepted with a statistical significance of $p = 0.000$ and a standardized estimated value of 0.388. This demonstrates a positive relationship between psychological capital and the job performance of tour guides. Developing positive psychological capital for each employee will encourage them to make maximum efforts to achieve good results, and an optimistic mindset will help employees persevere in pursuing their goals to achieve high performance (Luthans et al., 2007). The research results are consistent with several studies proposed by Luthans et al. (2005), Luthans et al. (2008), Zamahani et al. (2011), Walumbwa et al. (2011), Ngo (2021), Phuong et al. (2021). Therefore, it is evident that human resource managers in the tourism industry should consider the role of positive psychological capital in the job performance of tour guides.

Hypothesis H3: Job satisfaction positively influences the job performance of tour guides. Table 4 shows that job satisfaction is positively correlated with the job performance of tour guides, with a standardized estimated value of 0.375 and a statistical significance $p = 0.000$. When tour guides perceive job satisfaction, it motivates them to actively engage in their work, thereby enhancing job performance. Indeed, the perception of happiness and job satisfaction motivates employees, contributing to improved job performance (Wright & Cropanzano, 2000). The research results have confirmed a positive relationship between job satisfaction and the job performance of employees (Durrah et al., 2016; Baluyos et al., 2019; Eliyana & Ma'arif, 2019; Ngwenya & Pelsner, 2020; Ngo, 2021; Hajiali et al., 2022).

Conclusion

Psychological capital plays an essential role in the attitudes and behaviors of employees within an organization. Psychological capital is vital not only in reducing the physical and mental

fatigue of employees but also in enhancing the competitiveness of the organization. The study has demonstrated the positive impact of psychological capital on job satisfaction and job performance of tour guides. Additionally, the job satisfaction of tour guides can improve their job performance. Based on the research results, human resource managers in the tourism industry should prioritize the role of positive psychological capital and consider it an effective tool in shaping the positive attitudes and behaviors of tour guides, as well as the overall tourism workforce. Although this research has achieved its set objectives, there are some limitations. Firstly, it has not examined the impact of each component of psychological capital on job satisfaction and job performance of tour guides. Secondly, it has not investigated the role of moderating variables influencing the relationship between psychological capital, job satisfaction, and job performance of tour guides. Future studies should delve deeper into the components of psychological capital and explore the role of moderating variables in the relationship between psychological capital, job satisfaction, and job performance.

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