

RESEARCH ARTICLE

Factors Influencing the Job Performance of Tour Guides in Southern Thailand

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ABSTRACT

The study examines the tour guides' job satisfaction and productivity, which can be positively impacted by raising their propensity for job performance. The study aims to create new working policies that would further encourage a better working environment for tour operators and other pertinent agencies. The main objective of the study is to evaluate the variables that may impact tour guides' job performance. This quantitative study explores the relationship between job performance and work-life balance, innovative behavior, social media usage, and work ethics. 11,880 tour guides make up the population of this study, and the sample size was established using the Yamane technique. Based on the computation, 387 is the minimum sample size. A greater sample size is preferable to the minimum, nevertheless. The results reveal that work ethics ($\beta = 0.306, p < 0.05$), social media usage ($\beta = 0.205, p < 0.05$), innovative behavior ($\beta = 0.432, < 0.05$), work-life balance ($\beta = 0.321, p < 0.05$) significantly influenced job performance among tour guides in the South of Thailand. Moreover, although their impacts significantly impacted job performance, social media usage is the primary concern, as this factor demonstrates less impact on job performance.

INTRODUCTION

Guides have a key role as interlocutors to help tourists make sense of the environments they are visiting: to bring them to life and to provide interpretations and constructs for the objects of tangible history and intangible aspects of culture presented to the visitor. From a business perspective, they are key in making the tourist experience both informative and enjoyable, an experience to be enjoyed in the moment and to recollect favorably later. The growth in global tourism demand during recent decades has meant

more people in the role of tourists being brought into contact with other cultures and natural environments than at any time in human history. The advent of this hyper-mobility means that the role of the tour guide has become central to many people's experiences of foreign cultures and places. Several empirical studies have been conducted in an attempt to understand this interaction between tour guides and tourists in various locales around the world. Many researchers investigated the role of the tour guide to understand the reality of the tour guide role, and the results were as follows.

Based on research with the Madrichs people guiding youth groups in Israel, Cohen et al. (2002) found that the Madrichs operated in a fashion that was different from the typical professional tour guide. Notably, they accompany rather than lead the group, acting informally and becoming part of the group whilst maintaining their role as an outsider. This was suggested as appropriate for young people, rather than a more formal guided tour.

Kong HaiYan et al. (2009) describe the tour guide's role based on conditions and the environment in several pieces of research since 1981 and conclude that the role of a tour guide depends on the objectives of the tour group. The tour guide can be, for example, an actor, ambassador, interpreter, organizer, entertainer, group leader, teacher, host/hostess, caretaker, company representative, motivator, environmentalist, linguist, cultural operator, geographer, cultural mediator, publicist and protector on the trip. Aloudat (2009) created a 'role-based knowledge' that focuses on the classification of tour guides' tasks, deconstructed according to four thematic and overlapping roles (ambassadorial, managerial, promotional, and mediating roles).

The tourism industry plays a vital role in Thailand's economic system. Thailand has cultural tourist attractions and has a strong point in terms of the ability to compete in cheaper pricing than others and a good image in providing services. Along with generating jobs and currency circulation, the tourism industry also increases national revenue. Make up to 2 trillion baht a year in tourism earnings from foreign visitors, ranking fourth in the world behind the United States, France, and Spain. 86.27% of international visitors to Thailand are concentrated in ten provinces, namely Bangkok, Phuket, Chonburi, Krabi, Surat Thani, Chiang Mai, Phang Nga, and Songkhla. According to this data, the majority of international visitors frequently visit the southern provinces of Thailand, particularly Ayutthaya and Samut Prakan, as this region is exceptional in terms of the beaches' cultural and economic ties with Malaysia. (UNWTO, 2023).

The southern region is crucial as it has essential tourist attractions and a commercial gateway. Raising the level of careers in tourism-related in the south of the area is therefore necessary and urgently

implemented (NESDC, 2023). Tour guides are one of the crucial professions of tourist service and cultural ambassadors. Serves as a representative of people in the community, province, region, and country in welcoming and creating an impression on Thais and foreigners. Along with generating jobs and currency circulation, the tourism industry also increases national revenue. Make up to 2 trillion baht a year in tourism earnings from foreign visitors, ranking fourth in the world behind the United States, France, and Spain. 86.27% of international visitors to Thailand are concentrated in ten provinces, namely Bangkok, Phuket, Chonburi, Krabi, Surat Thani, Chiang Mai, Phang Nga, and Songkhla. According to this data, the majority of international visitors frequently visit the southern provinces of Thailand, particularly Ayutthaya and Samut Prakan, as this region is exceptional in terms of the beaches' cultural and economic ties with Malaysia. (UNWTO, 2023). They also saw suggestions that a good working environment for tour guides should be created. To make the tour guides have patience in their work and can continue to pursue a career with confidence and potential.

Related research found that factors that influence employee performance include work ethics (Ichsan et al., 2022; Juliati, 2021; Rahman, 2020; Roni et al., 2020 Runtu et al., 2019) social media usage (Lee and Lee, 2020; Marbun et al., 2020; Syaifullah et al., 2021 Tajvidi and Karami, 2021;) innovative behavior (Asbari et al., 2020; Caniëls and Veld, 2019; Rizki et al., 2019) and work-life balance (Campo et al., 2021; Kurnia and Widigdo, 2021; Tamunomiebi and Oyibo, 2020; Wiradendi Wolor et al., 2020) Job performance is a result of employee duties to keep the company survive. Therefore, organizations need high-performing employees to drive the organization to achieve its goals, vision, and mission (Susanto et al., 2022). Furthermore, as work ethics are essential for an individual to utilize as a guide for their work, they also have an impact on job performance. The moral standards and ideals serve as guidance for employee conduct. It establishes the appropriate behavior expected of workers in a professional setting. In any industry, ethical behavior among coworkers, clients, and stakeholders fosters mutual trust and a healthy work atmosphere. Additionally, it prevents breaking

the law (Juliati, 2021; Setiawan et al., 2021). Social media use affects how well employees perform at work because it makes it easier for them to interact with clients or coworkers. It is convenient to share and receive useful information (Jafar et al., 2019).

Additionally, innovative behavior is crucial for job performance. This is because innovative behavior is the process of creating new ideas, products, processes, or services that lead to positive change and improvement, which enable individuals and organizations to adapt, compete, and thrive in a dynamic environment (Amankwaa et al., 2019; Rizki et al., 2019), while work-life balance factors is essential to work performance as it involves effectively managing and prioritizing the demands and responsibilities of one's job or career alongside the needs and duties of one's personal life, family, friends, hobbies, and self-care and striking the right balance between these two aspects. Therefore, it is considered necessary for the well-being and fulfilling life of employees in every organization (Alfatihah et al., 2021). Furthermore, comparatively little research has been done on the variables affecting tour guides' employment performance in southern Thailand. By providing actual data to enhance academic understanding and useful strategies for improving tour guide work performance, this research aims to close this gap. The study's findings are beneficial to relevant organizations because they make it easier to establish strategies and policies that support tour guides' long-term professional development. Enhancing the effectiveness of tour guides' operational proficiency. It presents an opportunity for the tourism sector to boast a more adept representation in promoting South of Thailand's cultural and natural attractions to global tourists.

Objectives

The objectives of the study were:

- To study the influence of work ethics on the job performance of tour guides in southern Thailand.
- To study the influence of social media usage on the job performance of tour guides in southern Thailand.
- To study the influence of innovative behavior on the job performance of tour guides in southern Thailand.

- To study the influence of work-life balance on the job performance of tour guides in southern Thailand.

LITERATURE REVIEW

The number of studies on tour guides has increased in recent years, with many studies related to the principles of tour guiding. For example, Huang and Wang (2007) evaluated how mainland Chinese tourists perceive the performance and importance of the intercultural competence of tour guides in Great Britain. The study indicates that tourists expected tour guides to have high performance in communication skills, problem-solving, and understanding of different cultural perspectives and behavior. However, British tour guides required training to improve their understanding of British culture and traditions and their ability to deal with emergencies.

Employee proficiency in carrying out their responsibilities to advance the organization's objectives is known as job performance. Susanto et al. (2022) define performance as an individual's productivity in relation to their peers. It is the degree of efficacy and efficiency with which every worker carries out their duties inside the company, encompassing both the volume and caliber of work produced (Rizki et al., 2019). Additionally, performance refers to the caliber and volume of work that staff members are able to complete in accordance with the duties that the organization assigns them. Performance in the workplace is defined by the rules that govern work standards, such as objectives or preset standards; hence, it goes beyond simply completing tasks. It is also about the quality of the work produced (Haryono and Sulisty, 2020). If employees have good performance results, it will positively affect the organization in reaching the business determination and the employees themselves, giving them opportunities such as promotion to a higher position and receiving more compensation (Into and Gempes, 2018; Niati et al., 2021). This research classifies job performance measurement into two components: quality and quantity.

It is imperative that employees utilize work ethics as a framework for professional behavior. In any industry,

a healthy work atmosphere and trust are fostered by ethical behavior when interacting with stakeholders, consumers, and coworkers. A person's work ethic also encompasses their knowledge of the need to work hard to accomplish the goals that organizations value most. Consequently, one factor that can increase a company's work efficiency in reaching its objectives is the work ethic of its workforce. The definition of work ethics is basic honesty and person-centeredness. Furthermore, morality is shaped by one's personality or upbringing. Consequently, it is clear that a work ethic is a collection of virtues that are grounded on convictions, a positive outlook, and a dedication to one's profession (Roni et al., 2020; Setiawan et al., 2021). More than that, Ichsan et al. (2022) studied employees' work ethics in service businesses in Indonesia and found that work ethics influence job performance in business organizations. Rahman (2020) also studied work ethics and indicated that work ethics influences the job performance of employees in the business sector. This research then classified work ethics into two components: attitude and honesty.

Social media is a set of online platforms and tools that enable individuals, businesses, and organizations to create, share, and exchange content, ideas, and interactions with a global audience. These platforms have ushered humanity into the age of digital communication and transformed the ways in which individuals communicate, express themselves, and use information. Given its ease of use, social media is undoubtedly appropriate for all users, be it for everyday purposes or professional endeavors (Hanafizadeh et al., 2021; Jafar et al., 2019). Targeting based on demographic categories was nonexistent in the past; companies mainly utilized pricey print or television advertising. By promoting the company product online and focusing on customers who are interested in or likely to make a purchase, social media usage can lower this expense. It also includes social media usage as a channel for customer service, public relations, or promotion of various activities to target customers (Chatterjee and Kar, 2020; Foltean et al., 2019). Lee and Lee (2020) studied the influence of social media usage on job performance in business organizations in South Korea and found that social media usage influences job performance. Moreover,

Tajvidi and Karami (2021), who studied social media usage among business employees in England, indicated that social media usage influences job performance. This research then categorized social media usage into convenience and cost reduction.

Innovative is the idea, action, and activity that promotes and drives innovation within individuals, groups, organizations, or even society. It is essential in today's world, which is changing quickly. It helps people and organizations adapt, compete, and grow in a dynamic environment. (Amankwaa et al., 2019; Javed et al., 2021; Rizki et al., 2019). One aspect of innovative behavior is creativity, which is a multifaceted and intricate mental process. It entails coming up with original and worthwhile concepts, answers, or expressions. In today's difficult economic times, individuals who exhibit innovative behavior will have an impact on both the survival of firms and the employees themselves. Employers need to push staff members to consistently innovate on all issues pertaining to the company. In terms of using creativity, it can also involve getting support from the organization or relevant agencies (Caniëls and Veld, 2019; Malik et al., 2021; Slåtten et al., 2020; Yan et al., 2020). Studying creative behavior in Indonesia, Asbari et al. (2020) and Rizki et al. (2019) found that innovative behavior affects job performance. Additionally, this study classified creative behavior, encouragement, and application.

Work-life balance is a concept that refers to the balance between an individual's work and personal life (Setyowati and Hakim, 2022; Wiradendi Wolor et al., 2020). Work-life balance is the extent to which individuals can balance and be equally satisfied with their time, tiredness, and effort in life and work. Psychological engagement with work and personal roles (spouse, parents, family, friends, and community members) (Dewi et al., 2020; Jam et al., 2016). A work-life balance policy is a critical factor for an organization's success. Any organization that wants its employees to be able to work towards the organization's goals needs to prioritize the work and personal lives of employees, including the psychological, economic, and mental effects of a good environment. The office is no longer the only place where work is done thanks to technology improvements. This results in an increase in the

workload that employees must complete due to the organization's and the employee's desire to deliver exceptional and timely service. The personal and professional spheres frequently cross. In this situation, businesses and staff members must preserve a healthy work-life balance. Workers should lead a life that is as balanced as possible (Tamunomiebi and Oyibo, 2020). During the COVID-19 epidemic, Campo et al. (2021) investigated work-life balance in Cambodia. Their findings showed that work-life balance affects job performance. Additionally, Kurnia and Widigdo (2021) investigated

the relationship between work-life balance and job performance, and their findings support this theory. Thus, this study classified work-life balance into time and tiredness.

H1: Work ethics influence job performance of Tour guides in Southern Thailand.

H2: Social media usage influences job performance of tour guides in southern Thailand.

H3: Innovative behavior influences job performance of tour guides in southern Thailand.

H4: Work-life balance influences job performance of tour guides in southern Thailand.

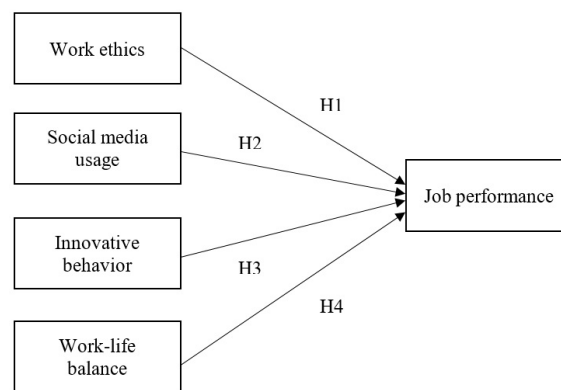


Figure 1: Conceptual framework

RESEARCH METHODOLOGY

Population

The population in this study is tour guides working for tour operators in southern Thailand, numbering 11,880 people.

Sample

Determining the sample size by using the Yamane method under the assumption that the data has a normal distribution at a confidence level of 95 percent with a standard deviation that can be accepted not more than 5 percent (Yamane, 1973), then the minimum sample size was 387, but specifying a sample size larger than the minimum sample size that must be collected will result in a stable analysis. The researcher, therefore, determined the sample to be 400 samples and used stratified sampling according to the proportion of the area groups in the southern region, which were divided into 3 area groups, including Andaman coast, Gulf of Thailand and border areas.

Data collection

This study employed quantitative data collection methods. Four hundred tour guide participants working at tour operators in the south of Thailand were asked to fill in the survey, which was offered as a Google survey form.

Data analysis

The data obtained from the questionnaire were analyzed with statistical packages. Descriptive statistics like frequencies and percentages were likely employed to summarize the responses in the data. Descriptive statistical analysis was used to find the mean and standard deviation for job performance, work ethics, social media usage, innovative behavior, and work-life balance factors. Then, hypotheses 1-4 were tested using the Multiple Regression Analysis technique.

Analysis software

The data gathered through survey questionnaires underwent analysis utilizing the Software Package for Social Sciences (SPSS).

Table 1: Components of the questionnaire

Variable		Items	Source	Adapt/Adopt
Job Performance	Quality	5	Guterresa et al. (2020) Haryono and Sulisty (2020) Lee and Lee (2020) and Riyanto et al. (2021)	Adapt
Work Ethics	Quantity	3	Runtu et al. (2019) Rahman (2020) Juliati (2021) Setiawan et al. (2021) and Ichsan et al. (2022)	Adapt
	Honesty	4		
Social Media Usage	Attitude	5	Chatterjee and Kar (2020) and Syaifullah et al. (2021)	Adapt
	Convenience	6		
Innovative Behavior	Cost Reduction	3	Rizki et al. (2019) Amankwaa et al. (2019) Yan et al. (2020) Slåtten et al. (2020) and Javed et al. (2021)	Adapt
	Creativity	4		
Work-Life Balance	Receiving Support	6	Kurnia and Widigdo (2021) and Irawanto et al. (2021)	Adapt
	Applying	3		
	Time	3		
	Tiredness	3		

As mentioned in Table 1, a survey instrument in this study contained five main variables; each variable's items were initially adapted from previous studies. Eight job performance items were adapted from Guterresa et al. (2020), Haryono and Sulisty (2020), Lee and Lee (2020), and Riyanto et al. (2021). Then, nine work ethics items were adapted from Ichsan et al. (2022), Juliati (2021), Rahman (2020), Runtu et al. (2019) and Setiawan et al. (2021). Nine social media usage items were adapted from Chatterjee and Kar (2020) and Syaifullah et al. (2021). 13 Innovative behavior items were adapted from Amankwaa et al. (2019), Javed et al. (2021), Rizki et al. (2019), Slåtten

et al. (2020) and Yan et al. (2020) and lastly, six work-life balance items were adapted from Irawanto et al. (2021) and Kurnia and Widigdo (2021).

Moreover, each component was rated using a five-point Likert scale technique, ranging from 1 (strongly disagree) to 5 (strongly agree) (Babakus and Mangold, 1992).

RESULTS

This study uses multiple linear regression to evaluate four hypotheses about the relationships between job performance, work ethics, social media usage, innovative behavior, and work-life balance.

Table 2: Respondents 'profile

Demographic Characteristics		Frequency (N = 400)	Percentage
Gender	Male	171	42.8
	Female	229	57.2
Age	< 30	141	35.3
	30-40	133	33.2
	41-50	55	13.8
	>50	71	17.7
Education	Primary - High school	84	21
	Diploma	129	32.3
	Bachelor's degree	139	34.7
	Postgraduate	48	12
Position	Tour guides who work with tour operators	233	58.3
	Tour guides who work with tour operators and freelance	167	41.7
Experience	< 1 year	152	38
	1-3 years	157	39.2
	4-5 years	65	16.3
	> 5 years	26	6.5

Before interpreting the multiple regression results, the data were examined to ensure that they adhered to the assumptions of normality and collinearity in regression analysis.

Table 2 shows that male responses outnumber females, 42.8% to 57.2%. Most of the respondents fall under the age of 30, 35.3%, and the 30-40 age range, 33.2%, followed by the 41-50 age range, with 13.8% and more than 50-year-old respondents have a total of 17.7%. Bachelor's degrees gave the majority of

responses, 34.7%, among diplomas (32.3%), primary-high school (21%), and postgraduate (12%). Most respondents are tour guides who work with tour operators (58.3%), and the rest work with tour operators and freelancers (41.7%). Moreover, most of the respondents in this study have experience working as a tour guide for 1-3 years (39.2%), followed by lower than one year (38%), 4-5 years (16.3%) and more than five years (6.5%)

Table 3: Mean, standard deviation, and reliability

Variables		No. of Items	Mean (n = 400)	S.D.	Cronbach's Alpha
Job Performance	Quality	5	4.10	0.72	0.921
	Quantity	3	3.95	0.62	0.853
Work Ethics	Honesty	4	4.00	0.67	0.824
	Attitude	5	3.79	0.60	0.813
Social Media Usage	Convenient	6	3.89	0.71	0.786
	Cost Reduction	3	3.79	0.69	0.858
Innovative Behavior	Creativity	4	4.20	0.71	0.884
	Receiving Support	6	4.07	0.67	0.824
	Applying	3	4.20	0.65	0.795
Work-Life Balance	Time	3	3.56	0.63	0.864
	Tiredness	3	3.58	0.60	0.789

Mean, standard deviation and reliability are shown in Table 3, which presents each component of the five variables' mean and standard deviation. Moreover,

Cronbach's alpha is greater than 0.7, finding content reliability (Mosavi et al., 2018).

Table 4: Model summary

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Durbin-Watson
1	0.585	0.342	0.339	0.26887	1.875

Table 4 shows the model summary. Consider the Durbin-Watson statistic. If the Durbin—Watson value is close to 2 or in the range of 1.5 - 2.5, it can be concluded that the tolerances are independent. In

this research, the Durbin—Watson value was equal to 1.875, which is between 1.5 and 2.5. Therefore, it can be accomplished that the independent variables used in this study are unrelated.

Table 5: Impact of specific predictors of job performance

Predictors	Unstandardized B	Coefficients Std.Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
Constant	0.534	0.171		2.234	0.011*		
Work Ethics	0.305	0.048	0.306	7.447	0.000*	0.605	3.411
Social Media Usage	0.202	0.071	0.205	2.012	0.035*	0.712	3.246
Innovative Behavior	0.427	0.067	0.432	2.322	0.021*	0.503	2.021
Work-Life Balance	0.315	0.185	0.321	2.235	0.015*	0.636	2.003

Note: * shows $p < 0.05$

Table 5 shows that the tolerance and VIF scores in this study are in the range of requirements as tolerance scores must be above 0.10, and VIF scores must be less than 10 (Ringim et al., 2012). An effect of the model's four independent variables (work ethics, social media usage, innovative behavior, and work-life balance) was then analyzed. A positive relationship between work ethics and job performance ($\beta = 0.306$, $t = 7.447$, $p = 0.000$), which supports hypothesis 1. Next, social media usage significantly affected job performance ($\beta = 0.205$, $t = 2.012$, $p = 0.035$), which supported hypothesis 2. After that, innovative behavior significantly affected job performance ($\beta = 0.432$, $t = 2.322$, $p = 0.021$), which supported hypothesis 3. Moreover, work-life balance significantly affected job performance ($\beta = 0.321$, $t = 2.235$, $p = 0.015$), which supported hypothesis 4.

DISCUSSION

Work ethics

The presumptions state that tour guides in southern Thailand's performance on the job is influenced by their work ethics. Additionally, it aligns with the job performance hypothesis (Schmitt and Borman, 1993; Tett and Burnett, 2003), which holds that a person's ethics or attitude toward their work entails being able to discriminate between right and bad behaviors. In the professional setting, ethical conduct is akin to truthfulness, civility toward others, and adherence to legal and organizational guidelines. Building trust with stakeholders, consumers, and coworkers is crucial to preserving a healthy work environment in a variety of businesses. This can be achieved by acting ethically. It is also coherent with the results of studies by Juliati (2021), Masykuri et al. (2020), Rahman (2020) and Roni et al. (2020), who found a similar relationship that works ethics influencing job performance in business organizations. The finding in this study means that work ethics that influence the job performance of tour guides in southern Thailand consists of two aspects: 1) honesty, as tour guides need to lead the tour to all tourist attractions according to the complete travel program in all respects. 2) Attitude towards work as tour guides love providing tour services and solving tourist problems. In addition, the study of Jovanović et al. (2022), who studied work ethics, found that work

ethics contributes to promoting good job performance in the tourism industry in Serbia.

Social media usage

In southern Thailand, tour guides' performance is impacted by their use of social media. Additionally, it is in line with the job performance idea, which states that utilizing mechanical systems or instruments can help shorten the time needed to complete a task. Using social media is handy and cost-effective for corporate organizations and their staff. Furthermore, this result is consistent with research by Lee and Lee (2020) and Marbun et al. (2020), which discovered a comparable link between social media use and job performance in corporate settings.

According to the study's findings, social media use has two main effects on how well tour guides in southern Thailand perform on the job: 1) trip guides interact with visitors during the trip by using social media to gather information about their wants and behavior. 2) Cost-cutting: By using social media to promote a new tour program, tour guides help the business cut back on advertising. Furthermore, data from a variety of professions were gathered for a study by Yen et al. (2020), which discovered that social media use affects job performance.

Innovative behavior

Innovative behavior influences tour guide performance in southern Thailand. It is also coherent with job performance theory as creative behavior is the starting point of the process of finding ways to improve products or services, including efforts to figure out work processes, product development, or other forms of service because creating ideas is an essential element, consistently with the study of Rizki et al. (2019) who found a similar relationship that innovative behavior influencing job performance in business sectors. According to the study's findings, tour guides in southern Thailand exhibit three types of innovative behavior: 1) Originality, the process by which tour guides share and acquire fresh information about travel services from a variety of sources, and the generation of originality for their profession. 2) As part of their support package, the employee received assistance from the business in bringing innovations to their work and modifying their work methods to make them more contemporary and situationally appropriate. 3) Applying: To enhance

and develop the work process more effectively, tour guides use newly acquired knowledge. The necessity for the organization to establish a policy requiring staff members to train colleagues on innovations and provide expertise to share with colleagues so they can adapt such innovations to work; Asbari et al. (2020) also studied innovative behavior and job performance of employees in service businesses in Indonesia and found that innovative behavior influences work performance.

Work-life balance

Work-life balance influences tour guide performance in southern Thailand. According to the job performance theory, work-life balance is the extent to which an individual can create balance and be equally satisfied with the time and toil of life and work. Because if employees are happy in their personal life, it will also positively affect work performance. This is also consistent with the study of Tamunomiebi and Oyibo (2020), who found that work-life balance affected job performance. This finding means that work-life balance for tour guides in southern Thailand consists of 2 aspects: 1) Time, where the tour guides manage their working hour with personal time appropriately, able to complete assigned tasks on time. 2) Tiredness, even though tour guides are tired from work. They can still complete every task successfully and live happily in their private life and feel that the compensation and rewards are always worth the effort. Consistent with Thamrin and Riyanto (2020), who studied the work-life balance of employees who work at Jakarta Airport, Indonesia, studies have shown that work-life balance influences job performance.

Practical and theoretical implications

The findings specify that planning tours more concretely in terms of quality and quantity will enable tour guides to organize and complete their task in every received tour schedule. Furthermore, organizations that are significant should train tour guides on how to adjust their honesty and attitude while working, including serving, thinking positively of the visitors, and accepting and understanding the differing viewpoints of superiors and coworkers. In order to lower costs, tour guides should converse with visitors via social media before, during, and after the trip rather than via phone or message. In order to get

visitors to return and rebook the tour, these strategies also aid in fostering positive relationships with them. Moreover, tour guides seek additional knowledge, exchange, learn, and create innovation to apply the techniques or new methods of conducting tours to be appropriate to the behavior and needs of each group of tourists. The results of the study show that tour guides' ability to manage and balance their life—that is, to complete their work without bringing papers home—can also have a significant impact on how well they manage their time and level of fatigue.

The study highlights the significance of job performance as well as the particular difficulties faced by tour guides. It adds to the body of knowledge regarding the ways in which innovative behavior, work-life balance, social media use, and a strong work ethic might improve job performance. The focus on these elements is a noteworthy theoretical development that aligns with the shifting objectives of organizations looking to enhance their operations in southern Thailand's tourism industry.

CONCLUSION

This is a study of factors influencing the job performance of tour guides in southern Thailand. The research objectives are to study the influence of work ethics, social media usage, innovative behavior, and work-life balance on the job performance of tour guides in southern Thailand. It collected general information on tour guides, including gender, age, educational level, respondent's position, and work experience. The vast majority of those surveyed were women. The majority of them hold bachelor's degrees and are under 30 years old. Regarding the occupations of the respondents, it was discovered that the majority of them held the job of tour guides with only 1-3 years of experience, and they only worked with tour operators. Four additional criteria were studied: work ethics, social media usage, innovative behavior, and work-life balance. These aspects are known to impact tour guides' job performance in the southern region of Thailand. This study employs quantitative methods. Employ surveys as a method for your research, and utilize SPSS to examine the empirical data. A representative group of four hundred tour guides from southern Thailand made up the sample.

The results demonstrated that all of the hypotheses

were significant. To sum up, work ethics, social media usage, innovative behavior, and work-life balance were the main predictors of job performance among tour guides in south Thailand. Although their impacts significantly impacted job performance, social media usage is the primary concern, as this factor demonstrates the lowest effect on job performance.

Limitations and future directions

This study only has a view of the operation from the tour guides but still lacks perspective from the owner or executive of the tour operators, other agencies, or tourists. Therefore, in the following study, factors that might affect tour guides' job performance from the perspective of entrepreneurs, business executives, or tourists should be studied. Additionally, this study is quantitative. To gather data relevant to the sample group's local conditions, in-depth research could be required in each local setting using both quantitative and qualitative methods. The findings of this study should be taken into account for research in other areas where additional problems or influences can be found and applied to enhance tour guides' job performance even more.

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