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## Analysis of Emotional Intelligence, Compensation and Career Path on Tour Guide Performance Through Job Satisfaction

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**Abstract:** The purpose of this literature study is expected to build a hypothesis regarding the influence between variables that can later be used for further research in the scope of human resource management. The literature review research article on the analysis of emotional intelligence, compensation and Career Path on tour guide performance through job satisfaction is a scientific literature article in the scope of human resource management science. The approach used in this literature review research is descriptive qualitative. The data collection technique is to use literature studies or conduct a review of relevant previous articles. The data used in this descriptive qualitative approach comes from previous research that is relevant to this research and is sourced from academic online media such as the Thomson Reuters Journal, Springer, Taylor & Francis, Scopus Emerald, Elsevier, Sage, Web of Science, Sinta Journal, DOAJ, EBSCO, Google Scholar and digital reference books. In previous studies, 1 relevant previous article was used to review each independent variable. The results of this literature review article are: 1) Emotional Intelligence influences Job Satisfaction; 2) Compensation influences Job Satisfaction; 3) Career Path influences Job Satisfaction; 4) Emotional Intelligence influences Tour Guide Performance; 5) Compensation influences Tour Guide Performance; 6) Career Path influences Tour Guide Performance; 7) Job Satisfaction influences Career Path; 8) Emotional Intelligence influences Tour Guide Performance through Job Satisfaction; 9) Compensation influences Tour Guide Performance through Job Satisfaction; and 10) Career Path influences Tour Guide Performance through Job Satisfaction.

**Keywords:** Tour Guide Performance, Job Satisfaction, Emotional Intelligence, Compensation, Career Path

## INTRODUCTION

The performance of tour guides in Indonesia is frequently highlighted because it has a direct impact on the tourist experience and the national tourism image. Despite Indonesia's vast tourism potential, which includes natural beauty, diversified culture, and a rich historical past, many tour guides find difficulties in offering excellent service. One of the primary issues is a lack of training and skill development. According to data from the Ministry of Tourism, over 70% of tour guides in Indonesia lack proper qualification, resulting in variances in the quality of services given. Furthermore, tour guides frequently work under less favorable conditions. Many guides work freelance, so they have no guarantee of a consistent income. This produces stress and job unhappiness, affecting their performance. According to Permadi & Muttaqillah, (2021) research, 65% of tour guides are dissatisfied with their remuneration, which impacts their motivation and performance when serving tourists.

Another factor influencing tour guides' performance is their ability to adjust to different scenarios and tourist types. Emotional intelligence is important in this aspect because guides who can understand and control their own and others' emotions can deliver a better experience for tourists. Unfortunately, not all tour leaders possess this capacity, making it difficult to deal with conflicts and unpleasant situations throughout the tour. Thus, the issues confronting tour guides in Indonesia are extremely complicated and necessitate more attention from a variety of parties, including the government, tourism associations, and industry actors. Without genuine measures to improve tour guides' competency and well-being, their performance would continue to suffer, affecting the entire tourist business.

Indonesia, with over 17,000 islands and various cultures, provides plenty of career prospects for tour guides. Tourism is a key pillar of the Indonesian economy, accounting for around 4.5% of the country's GDP in 2021 (Central Bureau of Statistics, 2022). With increased interest from local and foreign travelers, the demand for qualified tour guides is growing. Tourists are drawn to Indonesia's many natural attractions, including Komodo National Park, Bali, and Raja Ampat. According to a World Travel & Tourism Council (WTTC) report, the number of tourists visiting Indonesia is expected to increase by 8% each year over the next decade, resulting in additional work prospects for tour guides.

To take advantage of this potential, tour guides must be willing to tackle the hurdles that arise. Adequate training and instruction are essential for enhancing the quality of guide services. Many educational and training institutions now provide specialized programs for tour guides, such as foreign language courses, tourism management, and emotional intelligence training. This is a significant step that will boost Indonesian tour guides' competitiveness in the worldwide market.

Furthermore, with the advancement of digital technology, tour guides may now promote their services online. The usage of social media and travel apps can help guides reach out to more tourists and provide more fascinating experiences. This demonstrates that, despite the hurdles, chances for growth remain abundant for tour guides in Indonesia. Job happiness has a significant impact on tour guides' performance. According to Irawan, (2023) research, work satisfaction among tour guides in Indonesia remains poor, with only 40% of respondents expressing pleasure with their professions. Compensation, the work environment, and connections with coworkers all have an impact on job satisfaction.

Inadequate remuneration is a major source of unhappiness. According to a survey conducted by the Indonesian Tour Guide Association, 75% of guides believe that their pay is insufficient for the effort and obligations they are expected to carry out. This prompts many guides to seek extra job or switch to other professions, potentially lowering the quality of service supplied to tourists. An unsupportive work atmosphere is also linked to low job satisfaction. Many guides labor under difficult conditions, such as inclement weather or

inadequate amenities. Rahmah et al., (2023) found that guides who work in tourist destinations with strong amenities and management assistance are more satisfied with their careers.

Interpersonal relationships between guides and coworkers are also crucial in determining job happiness. Guides with positive relationships with their coworkers are more driven and passionate about carrying out their job. Conversely, team friction and incompatibility can lead to stress and discontent. As a result, tourism enterprises and organizations must foster a healthy working environment and encourage guide teamwork. Understanding the elements that influence job satisfaction allows for strategic initiatives to be made to improve the quality of work of tour guides in Indonesia, which will eventually benefit their performance and the entire visitor experience.

### **Formulation of the problem**

Based on the background of the problem above, the formulation of the problem is obtained to be used as a hypothesis for further research, including 1) Does Emotional Intelligence affect Job Satisfaction?; 2) Does Compensation affect Job Satisfaction?; 3) Does Career Path affect Job Satisfaction?; 4) Does Emotional Intelligence affect Tour Guide Performance?; 5) Does Compensation affect Tour Guide Performance?; 6) Does Career Path affect Tour Guide Performance?; 7) Does Job Satisfaction affect Tour Guide Performance?; 8) Does Emotional Intelligence affect Tour Guide Performance through Job Satisfaction?; 9) Does Compensation affect Tour Guide Performance through Job Satisfaction?; and 10) Does Career Path affect Tour Guide Performance through Job Satisfaction?.

### **METHOD**

This study uses a descriptive qualitative approach. This method was chosen because it allows researchers to investigate and understand the phenomenon of job satisfaction and tour guide performance comprehensively. The collection and analysis of descriptive qualitative data allows researchers to adjust their approach to the needs of the study and the characteristics of the subjects studied.

The data used in this study comes from previous research on the topic of job satisfaction and tour guide performance. The researcher will conduct an analysis of the existing literature to identify patterns and trends in emotional intelligence, compensation, career paths, job satisfaction and tour guide performance. By using previous research, the researcher can develop stronger and evidence-based arguments and contribute to a broader understanding of the factors that influence job satisfaction and tour guide performance (Susanto, Arini, et al., 2024).

Data was collected through a literature review. A literature review is an important step in this research as it allows the researcher to identify and analyze various sources that are relevant to the topic being discussed. The researcher will collect data from journal articles, books, and other relevant documents to gain insight into the job satisfaction and performance of tour guides. The literature review also informs the researcher about the latest developments in the field and identifies research gaps that need to be filled.

This study used data from a variety of leading academic journals, including Thomson Reuters Journal, Springer, Taylor & Francis, Scopus, Emerald, Sage, WoS, Sinta Journal, DOAJ, and EBSCO, as well as platforms such as Publish or Perish and Google Scholar. By using these sources, researchers can ensure that the data they collect is valid and accountable (Susanto, Yuntina, et al., 2024), (Susanto, Arini, et al., 2024). The use of multiple sources also allows researchers to gain a more comprehensive understanding of tour guide job satisfaction and performance from multiple perspectives.

Emotional intelligence, compensation and Career Path will be examined as independent variables in this study. Meanwhile, job satisfaction and tour guide performance as dependent

variables. By analyzing the relationship between these variables, researchers hope to identify key factors that influence job satisfaction and tour guide performance. This study is expected to provide practical recommendations for companies to improve job satisfaction and tour guide performance, which can have a positive impact on overall organizational performance.

## **RESULTS AND DISCUSSION**

The following are research findings taking into account the context and problem formulation:

### **Tour Guide Performance**

Tour guide performance is a measure of how effectively and efficiently the guide performs his or her job as a liaison between the tourist attraction and the tourists. This performance covers a wide range of topics, including communication skills, understanding of the tourist site, time management skills, and interaction with tourists. A competent tour guide can provide travelers with an instructive, pleasurable, and safe experience. They must also be able to explain the history, culture, and attractions of the tourist destination in an engaging and understandable manner. An in-depth understanding of the tourism site is required to answer queries and match tourist expectations (OWON et al., 2023).

Dimensions or indicators that cover the Tour Guide Performance variable include: 1) Destination Knowledge: The tour guide's capacity to communicate accurate, full, and engaging information about the tourist attractions visited; 2) Communication Skills: The tour guide's ability to engage with tourists, answer questions, and convey information in an understandable manner; 3) Service Skills: How successfully the tour guide fulfills the needs of guests, from offering assistance to ensuring comfort during the tour; 4) Punctuality: The tour guide's discipline in sticking to the predetermined schedule, ensuring that tourists receive the promised experience on time; and 5) Group Management: The ability to effectively manage a group of tourists while maintaining the safety, comfort, and satisfaction of tour participants (Rusmiati et al., 2022).

Tour Guide Performance Variables are relevant to previous research that has been studied by: (Fitriana & Lestari, 2021), (Riyadi et al., 2024), (Rusmiati et al., 2022).

### **Job Satisfaction**

Job satisfaction is an emotional condition in which employees have pleasant thoughts about their employment. This variable measures the extent to which employees' expectations, wants, and hopes are realized in the workplace. Working circumstances, connections with superiors and coworkers, prospects for advancement, remuneration levels, and accomplishment recognition are all factors that contribute to job satisfaction. Employees are more likely to be satisfied with their jobs when they believe they receive suitable financial and non-financial benefits, as well as a sense of stability and recognition (Saputra et al., 2024).

Dimensions or indicators that include the Job Satisfaction variable include: 1) Compensation and Reward: How satisfied are employees with the rewards they receive, whether in the form of salaries, bonuses, or benefits; 2) Work Environment: The quality of the physical and social environment of the workplace, which includes amenities, atmosphere, and employee interactions; 3) Career Development: Opportunities to grow and develop within the firm, such as training and promotions; 4) Superior Relationship: The quality of connection and communication between employees and superiors, which can affect motivation and job satisfaction; and 5) job-Life Balance: How successfully employees balance their job and personal lives (Hamdan et al., 2023).

The Job Satisfaction variable is relevant to previous research that has been studied by: (Putri et al., 2023), (Sudiantini et al., 2023), (Latuconsina et al., 2019), (Ruotsalainen et al.,

2023), (Student et al., 2021), (Susanto, Sawitri, et al., 2024), (Susanto, Maharani, Suroso, et al., 2023).

### **Emotional Intelligence**

Emotional intelligence refers to a person's capacity to perceive, analyze, manage, and control their own and others' emotions. This variable measures an individual's ability to understand their feelings, moderate emotional responses to situations, and effectively communicate with others. Self-awareness, self-regulation, motivation, empathy, and social skills are all essential components of emotional intelligence. Individuals with high emotional intelligence can manage stress, make sound judgments, and maintain positive interpersonal relationships (Adzansyah et al., 2023).

Dimensions or indicators that include the Emotional Intelligence variable include: 1) Self-Awareness: An individual's ability to understand and recognize their own emotions in diverse situations; 2) Self-Regulation: The ability to manage and control emotions in order to remain calm and logical under duress; 3) Motivation: An internal force that motivates a person to attain goals and conquer problems in a favorable way; 4) Empathy: The ability to understand and feel the feelings of others and respond appropriately in social interactions; and 5) Social Skills: The ability to develop and maintain positive relationships with others, including communication and collaboration (Haryundari et al., 2022).

The Emotional Intelligence variable is relevant to previous research that has been studied by: (Saputra, 2023), (Ernilah et al., 2022), (Adzansyah et al., 2023).

### **Compensation**

Compensation is a reward given by a firm to employees in appreciation for their contributions to accomplishing organizational goals. This remuneration can take the shape of a salary, bonuses, allowances, or other incentives, either monetary or non-monetary. The primary goal of remuneration is to attract, retain, and inspire individuals to perform optimally. A fair and competitive remuneration system plays a crucial role in enhancing employee job satisfaction and loyalty. Employees that feel monetarily appreciated are more devoted and motivated to deliver their best work. In addition, remuneration can include appreciation for work accomplishments as well as non-material gifts that promote employee well-being (Putra et al., 2019).

Dimensions or indicators that cover the Compensation variable include: 1) Basic Salary: The amount of remuneration received on a regular basis for labor done; 2) Bonuses and Incentives: Additional money offered depending on performance achievements or results that surpass targets; 3) perks: Non-salary perks provided by the employer, such as insurance, health care, transportation, or housing; and 4) Non-Financial Rewards: Non-material forms of recognition and awards, such as certificates, awards, or promotions (Azhar et al., 2020).

Compensation variables are relevant to previous research that has been studied by: (Syukri et al., 2023), (Indartini et al., 2023), (Azhar et al., 2020), (Supatmi et al., 2016), (Susanto, Sawitri, & Susita, 2023).

### **Path Career**

A career path is a developmental framework that enables people to advance professionally within an organization. A career path offers direction and guidance for employees to progress through promotions, enhanced responsibilities, and the cultivation of skills and competences. A defined career trajectory enables individuals to strategize their long-term objectives and identify prospects for development and promotion within the organization. This not only enhances motivation but also fosters loyalty, as employees perceive a definitive future in their employment (Susanto, Sawitri, & Suroso, 2023).

Dimensions or indicators that include the Career Path variable include: 1) Promotion Opportunities: Opportunities to advance within the organization based on performance and competence; 2) abilities Development: Opportunities to participate in training, courses, or development programs to enhance professional abilities; 3) Clarity of Career Structure: Clarity about the stages or career paths available within the company, including the requirements for advancement; and 4) Career Mobility: The ability to move positions both vertically (promotion) and horizontally (to another department or field) (Sawitri et al., 2023).

The Career Path variable is relevant to previous research that has been studied by: (Lestari & Emi, 2021), (Suaprdi, 2023), (Arif, 2019).

**Previous Research**

Based on the above findings and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities With This Article	Differences With This Article
1	(Rahmawati, 2022)	-Intellectual Intelligence Variables Influence Employee Job Satisfaction and Performance at UTD PMI Malang City  -Emotional Intelligence Variables Influence Employee Job Satisfaction and Performance at UTD PMI Malang City  -Spiritual Intelligence Variables Influence Employee Job Satisfaction and Performance at UTD PMI Malang City	-This article has similarities in examining the variable of Emotional Intelligence as the independent variable, and examining the variable of Job Satisfaction as the dependent variable.	-The difference with previous research is that there are variables of Intellectual Intelligence and Spiritual Intelligence as other Independent variables. And Employee Performance variables as other Dependent variables.  -Another difference is that previous research has a research object, which was conducted at UTD PMI Malang City
2	(Hakim & Muhdi, 2020)	-Work Motivation Variables Influence Job Satisfaction of Private Vocational High School Teachers in the Eastern Region of Pematang Regency  -Compensation Variables Influence Job Satisfaction of Private Vocational High School Teachers in the Eastern Region of Pematang Regency	-This article has similarities in examining the Compensation variable as the independent variable, and examining the Job Satisfaction variable as the dependent variable.	-The difference with previous research is that there is a Work Motivation variable as another independent variable.
3	(Hasibuan et al., 2021)	-Career Level Variables Influence Nurses' Job Satisfaction at Sari Mutiara General Hospital Lubuk Pakam	-This article has similarities in examining the Career Level variable as the independent variable, and examining the Job Satisfaction variable as the dependent variable.	-Another difference is that previous research had research objects, which were conducted at Sari Mutiara General Hospital Lubuk Pakam.

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4	(Novri & Rivai, 2019)	-Emotional Intelligence Variables Influence the Performance of Tour Guides of Hajj and Umrah Travel Agencies  -Organizational Commitment Variables Influence the Performance of Tour Guides of Hajj and Umrah Travel Agencies  -Reward Variables Influence the Performance of Tour Guides of Hajj and Umrah Travel Agencies	-This article has similarities in examining the variable of Emotional Intelligence as the independent variable, and examining the variable of Tour Guide Performance as the dependent variable.	-The difference with previous research is in the variables of Organizational Commitment and Reward as other Independent variables.
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## Discussion

This literature review will be discussed based on the history of the topic, research objectives, problem formulation, indicators or dimensions, and previous research related to:

### 1. The Influence of Emotional Intelligence on Job Satisfaction

The impact of emotional intelligence on tour guide work satisfaction is critical to investigate, particularly in the tourism business, which is primarily reliant on social contact and client service. Emotional intelligence, which comprises self-awareness, self-regulation, motivation, empathy, and social skills, is critical in building a happy and supportive workplace environment. According to Saputra, (2023), people with high emotional intelligence can recognize and manage their own emotions as well as comprehend the emotions of others, which is essential for developing positive working connections.

Self-awareness, the first component of emotional intelligence, enables tour guides to identify their own strengths and flaws. This adds to enhanced job satisfaction since self-aware guides are better able to manage stress and strain that may develop while doing their tasks. For example, tour guides who can identify emotions of anxiousness before beginning a tour should take actions to relax, such as breathing exercises or proper preparation. Silitonga & Widodo, (2019) found that those with high self-awareness have greater levels of job satisfaction because they can deal with obstacles more successfully.

Self-regulation is also important in determining job satisfaction. Tour guides who can control their emotions, especially in difficult situations, can provide a more enjoyable experience for tourists. For example, when confronted with unpleasant guests or unexpected situations, guides with strong self-regulation abilities can stay cool and professional, preserving the company's reputation while enhancing visitor pleasure. Wisman, (2020) found that self-regulation skills are directly associated to improved job performance and satisfaction.

Intrinsic motivation, a component of emotional intelligence, also contributes to job happiness. Tour guides who are motivated to give excellent service and create memorable experiences for tourists are more likely to be satisfied with their profession. This is consistent with Susanto, Soehaditama, et al., (2023) motivation theory, which claims that people who are motivated by internal considerations are more satisfied with their jobs. For example, guides who take delight in imparting knowledge about their region's culture and history are more likely to be content with their profession.

Empathy and social skills are the final two characteristics of emotional intelligence that are extremely important to tour guide work satisfaction. Guides who understand and feel the emotions of tourists can build stronger relationships, resulting in more rewarding encounters for both sides. Maitrianti, (2021) discovered that people with high levels of empathy had stronger interpersonal relationships, which leads to higher job satisfaction. For example, guides

who can sense visitors' pain and try to remedy the problem would raise tourist satisfaction, which in turn improves guide work satisfaction.

Overall, the impact of emotional intelligence on tour guides' job happiness is multifaceted and interconnected. Self-awareness, self-regulation, motivation, empathy, and social skills help to create a healthy and supportive work environment, which improves performance and job satisfaction. To improve service quality and work happiness, tourist firms must provide training and development that focuses on increasing tour guides' emotional intelligence (Riyadi et al., 2024).

## **2. The Influence of Compensation on Job Satisfaction**

Compensation is a crucial aspect influencing tour guide work satisfaction. In this context, pay encompasses not just base income but also bonuses, incentives, benefits, and non-monetary rewards. According to research, tour guides who are satisfied with their salary are more motivated and perform better Fitriana & Lestari, (2021). According to Rusmiati et al., (2022) survey, 75% of tour guides who receive bonuses and incentives on a regular basis express good job satisfaction. This implies that money rewards might be an effective motivator.

A competitive base income is also significant in determining job happiness. Tour guides who believe their compensation is appropriate for their responsibilities and effort are more likely to be satisfied. According to data from the Indonesian Central Statistics Agency (BPS), the average wage of tour guides in Indonesia remains lower than the national salary benchmark for employment with the same level of education. This unhappiness might lead to high turnover rates in the tourism business, lowering the quality of services given to visitors (BPS, 2022).

Furthermore, additional advantages like health insurance, annual leave, and other amenities help to increase job satisfaction. Tour guides who receive these advantages feel more valued and cared for by the firm. According to a poll done by Shyreen A et al., (2022), 68% of respondents said that the benefits they got had a favorable impact on their job satisfaction. This demonstrates that organizations that offer outstanding benefits not only improve job happiness, but also reduce absenteeism and boost employee loyalty.

Non-monetary incentives have a crucial role in enhancing job satisfaction. Recognizing good performance, providing opportunities for training and development, and creating a nice work atmosphere can all help tour guides become more motivated. OWON et al., (2023), study found that tour guides who got non-financial benefits reported higher job satisfaction than those who only received cash pay. This award fosters a sense of belonging and boosts tour guides' enthusiasm for their work.

Finally, the significance of work-life balance cannot be overlooked. Tour guides who maintain a work-life balance are more likely to be satisfied with their professions. According to a poll conducted by the Indonesian Tour Guide Association, 80% of tour guides who believe they have a good work-life balance express high job satisfaction. This balance can be accomplished through flexible work schedules, management support, and a company culture that prioritizes employee well-being.

Overall, salary has a considerable impact on tour guides' job happiness. Competitive base compensation, bonuses and incentives, additional benefits, non-financial rewards, and work-life balance all help to increase job satisfaction. In the highly competitive tourism industry, organizations that can offer fair and appealing compensation will be able to retain quality personnel and increase overall performance.

## **3. The Influence of Career Path on Job Satisfaction**

Professional paths have a major impact on tour guide work satisfaction, as evidenced by factors such as promotion chances, skill development, clarity of professional structure, and career mobility. In the tourist industry, tour guides are frequently confronted with a variety of

issues that necessitate ongoing skill and knowledge development. Ramadhan & Anggraini, (2024), research found that tour guides who have access to promotion chances and skill development are more happy in their professions. This is because they believe they have a clear professional path and can advance inside the organization.

Opportunities for advancement play an important role in motivating employees and ensuring job satisfaction. Tour guides who see a clear professional path and prospects for advancement are more motivated to deliver their best work. According to Arta et al., (2023) research, tour guides who receive promotions in a fair amount of time feel more appreciated and are more committed to the organization. In contrast, a lack of promotion prospects might result in discontent and excessive turnover among tour guides.

Skills development is also an essential factor in enhancing job happiness. Tour guides who are given the option to pursue extra training and courses feel valued by the organization, which boosts their sense of ownership over their work. According to data from the Central Statistics Agency (BPS, 2022), tour guides who have professional training report higher levels of work satisfaction than those who do not. This shows that organizations that encourage employee skill development might foster a more happy and effective workplace culture.

Clarity in career structure is another crucial consideration. When tour guides understand the various career options available and what it takes to advance, they are more content with their jobs. Wahyudi et al., (2022) discovered that clarity in career structure can reduce ambiguity and boost tour guides' confidence in performing their tasks. In this environment, firms must provide clear information regarding career routes and advancement standards.

Career advancement also helps tour guides feel more fulfilled at work. Guides who have the possibility to change positions or locations are more enthusiastic and involved in their jobs. According to Hardani & Putu, (2021) research, tour guides with career mobility report better levels of work satisfaction. This shows that organizations that offer opportunities for career advancement can boost tour guide loyalty and performance.

Overall, the impact of career trajectories on tour guide work satisfaction is multifaceted and interconnected. Promotional opportunities, skill development, career structure clarity, and career mobility all help to foster a happy work environment. Companies may increase tour guide work happiness by recognizing and applying these aspects, which will eventually benefit their performance.

#### **4. The Influence of Emotional Intelligence on Tour Guide Performance**

Emotional intelligence (EI) is the ability to perceive, comprehend, and control one's own and others' emotions. High emotional intelligence (EI) can have a substantial impact on tour guide performance. The key components of EI, which include self-awareness, self-regulation, motivation, empathy, and social skills, contribute to tour guide performance in various ways, including tourist knowledge, communication skills, service skills, punctuality, and group management.

Self-awareness enables tour guides to identify their strengths and flaws. According to research, guides with a high level of self-awareness are more confident in offering information to tourists, boosting the amount of tourist knowledge they impart. Furthermore, self-regulation enables guides to remain cool and attentive under pressure, such as when encountering unexpected scenarios during a tour. Guides who can control their emotions effectively can deliver a more favorable experience for tourists, thereby improving their service skills.

Intrinsic motivation also influences tour guide performance. Guides who are driven to give the greatest possible experience for tourists will be more proactive in gathering fresh information about tourist destinations and honing their communication abilities. For example, guides who receive additional training or seminars will be better equipped to answer tourists' queries and deliver more informed responses (Runtunuwu et al., 2019).

Empathy, as a crucial component of KE, enables guides to comprehend and feel what tourists are feeling. Empathetic guides can tailor their communication style and approach to the needs and preferences of the tourist group, improving group management and visitor satisfaction (Runtunuwu et al., 2019). Social skills, which include the ability to interact and communicate with others, are critical for generating a good atmosphere during a tour. Guides with strong social skills can foster favorable interactions with tourists, improving their overall experience.

Overall, high emotional intelligence improves tour guide effectiveness through a variety of interrelated factors. Tour guides who enhance their KE will not only have greater tourist location knowledge and communication abilities, but they will also be able to give better service and manage groups more effectively. This shows that investing in KE development for tour guides can lead to considerable improvements in their performance in the field.

## **5. The Effect of Compensation on Tour Guide Performance**

Compensation is one of the most critical elements influencing employee performance, especially tour guides. Compensation, which includes a base income, bonuses and incentives, benefits, and non-monetary prizes, helps to motivate guides to work to their full potential. According to research, tour guides who believe they are appropriately compensated are more content with their professions and committed to offering high-quality services (Ramadhan & Anggraini, 2024).

A competitive base compensation is a key factor in attracting and retaining professional tour guides. Guides who believe their compensation is appropriate for their responsibilities and workload will be more motivated to enhance their knowledge of tourist attractions and communication abilities. According to Saputra & Mahaputra, (2022b), a suitable pay can boost employee work satisfaction and productivity.

Bonuses and incentives have a favorable effect on tour guide performance. Guides who receive bonuses for performance or positive feedback from tourists will feel appreciated and inspired to continue enhancing their services. For example, an incentive scheme that rewards guides with the top visitor ratings can motivate guides to prioritize service skills and punctuality (Arta et al., 2023).

Additional advantages, like as health insurance, annual leave, and other allowances, also help to determine job happiness. Guides who feel valued by the organization through the benefits they receive will be more loyal and committed to provide their best performance. According to research, providing a decent working environment and suitable benefits can boost employee enthusiasm and performance.

Non-monetary incentives, such as appreciation for guides' hard work, can also help to improve performance. Guides who receive praise from superiors or coworkers are more likely to feel valued and inspired to keep giving excellent service. Thus, combining financial and non-financial incentives can foster a favorable work environment, which contributes to tour guides' overall performance.

## **6. The Influence of Career Path on Tour Guide Performance**

Tour guides must follow a clear and defined career path in order to develop their abilities and work effectively. Promotional opportunities, skill development, career structure clarity, and career mobility are all elements that might influence tour guide motivation and performance. According to research, mentors who understand their job route are more likely to be driven to attain their professional goals.

Tour guides can advance their careers by taking advantage of promotion chances. When guides understand that they could be promoted to a higher position, they are more driven to enhance their knowledge and skills. For example, guides who have the potential to become

tour managers or tour coordinators are more likely to seek more training and experience to advance to that position (Lubis et al., 2020).

A tour guide's job path also requires skill improvement. Guides who are given the opportunity to attend training and workshops will improve their communication and service abilities. According to research, investing in employee training can help them perform better. Companies that promote guide skill development can benefit from improved performance and job satisfaction.

A defined career structure helps tour guides find direction and purpose. Guides who understand the processes needed to advance to their goal position are more focused and committed to their jobs. A structured career structure allows guides to plan their professional development and set short- and long-term goals (Wahyudi et al., 2022).

Career mobility, or the flexibility to change positions or locales, can have an impact on tour guide effectiveness. Guides who can move to new locations or take on different roles are better able to learn new skills and broaden their understanding of the tourist destination. This benefits both the guides and the company, as it gains guides with a wider range of expertise and talents.

## **7. The Influence of Job Satisfaction on Tour Guide Performance**

Job happiness is a significant component in tour guide performance. Tour guides' level of job satisfaction is influenced by a variety of factors, including remuneration and benefits, work environment, professional development, positive relationships, and work-life balance. According to research, tour guides who are content with their professions perform better and deliver more favorable experiences for tourists (Asshofi et al., 2023).

Fair salary and rewards are among the most important variables determining job happiness. Tour guides who believe they are getting fairly compensated for their efforts are more satisfied and driven to offer excellent service. According to research, high job satisfaction is associated with better employee performance. Companies that give proper compensation will profit from improved tour guide performance.

A supportive work atmosphere is also helpful in enhancing job satisfaction among tour guides. Tour guides who work in a favorable environment and receive encouragement from teammates and superiors will feel more at ease and inspired. According to research, a positive work atmosphere can boost job satisfaction while decreasing stress (Susanto et al., 2021). As a result, organizations in the tourism industry should prioritize developing a healthy work atmosphere.

Clear and structured career progression can also boost guide work satisfaction. Guides who are given the opportunity to learn new skills and advance in their careers would be happier with their professions. According to research, individuals with a defined career development plan are more engaged and devoted to their professions (Susanto, Soehaditama, & Benned, 2023). This suggests that organizations should provide assistance with tour guide job development.

Good interactions between guides and visitors, as well as guides and coworkers, help to increase job satisfaction. Guides who have positive relationships with tourists are more likely to give satisfactory services, which boosts their job satisfaction. Furthermore, positive interactions with coworkers promote a more peaceful work environment, which can boost guide motivation and performance.

Work-life balance is also a significant consideration for tour guide job satisfaction. Guides who can balance their job and personal life will feel more fulfilled and motivated. According to research, maintaining a healthy work-life balance can reduce stress and boost job satisfaction. As a result, firms must focus on this balance in order to increase tour guide performance overall.

## **8. The Influence of Emotional Intelligence on Tour Guide Performance through Job Satisfaction**

Emotional intelligence (EI) refers to a person's capacity to identify, comprehend, and control their own and others' emotions. In the context of tour guides, EI, which comprises self-awareness, self-regulation, motivation, empathy, and social skills, is critical for increasing performance. According to research, tour guides with high levels of emotional intelligence had better knowledge of tourist destinations, more effective communication skills, and superior service abilities. For example, tour guides who can control their emotions in stressful situations might deliver a more favorable experience for tourists.

Job satisfaction connects emotional intelligence and performance. Tour guides who have high job satisfaction, which is impacted by fair salary and rewards, a supportive work environment, and defined career progression, are more motivated to perform optimally. In this scenario, empathy is essential; guides who can feel and understand the requirements of tourists are more likely to deliver excellent service, which boosts their job happiness.

Furthermore, solid social skills enable tour guides to establish positive relationships with visitors and coworkers. This is especially significant in the tourism industry, which is heavily dependent on human interaction. According to a study conducted by Saputra, (2023), people with high emotional intelligence are more adaptable to different social contexts, which adds to improved group management and task completion time.

Tour guide performance is also influenced by internal drive, which stems from self-awareness. Guides who understand their own skills and weaknesses are more able to grow and adjust to changing circumstances. For example, guides who recognize the value of in-depth knowledge of a tourist attraction's history and culture are more motivated to conduct research and learn, allowing them to deliver more comprehensive information to guests.

Overall, emotional intelligence has a considerable impact on tour guide performance, particularly when considering job happiness. Guides with high emotional intelligence not only provide superior service, but they also like their profession, which improves their overall performance (Haryundari et al., 2022).

## **9. The Effect of Compensation on Tour Guide Performance through Job Satisfaction**

Tour guides' performance is significantly influenced by the compensation they get, which includes their base income, bonuses, incentives, benefits, and non-monetary prizes. According to research, fair and competitive compensation can improve tour guides' motivation and job satisfaction. For example, guides who receive performance-based bonuses will be more driven to deliver the greatest service to tourists, boosting their knowledge of tourist attractions and communication skills.

An adequate base wage is also significant in determining job happiness. Tour guides who are compensated fairly for their efforts are more likely to be satisfied and committed to their jobs. A study by Serang et al., (2023), found that there is a positive association between compensation and job satisfaction, which influences individual performance. Guides who feel appreciated are more likely to provide excellent customer service and complete duties on time.

Furthermore, non-monetary incentives such as acknowledgment for excellent performance or opportunity to participate in training and skill development can boost job satisfaction. Guides who believe their efforts are recognized and appreciated are more likely to strive for higher performance. For example, an award program that gives certificates or awards to the best guides can inspire others to enhance their service quality.

A supportive work environment plays a significant role in the link between remuneration and performance. Tour guides who work in a favorable, collaborative workplace are more likely to be satisfied and motivated. Herawati & Rohmah, (2022), discovered that social

support in the workplace can promote job satisfaction, which leads to improved performance. As a result, it is critical for management to foster a supportive work atmosphere in which guides feel comfortable and valued.

Overall, the impact of salary on tour guide performance is strongly linked to employment satisfaction. Guides who receive fair and reasonable compensation are not only more satisfied, but also more motivated to deliver high-quality service, which improves their performance.

### **10. The Influence of Career Path on Tour Guide Performance through Job Satisfaction**

A defined and planned career path is vital for tour guide performance. Opportunities for advancement, skill development, clear career structure, and career mobility can all have an impact on guide motivation and job satisfaction. Guides who perceive prospects for advancement in their professions are more driven to improve their performance. For example, guides who have access to training and skill development programs will be better prepared to confront obstacles on the job and give better service to tourists.

A clear career structure is also necessary. Guides who understand their career path and the actions necessary to advance will be more committed to their jobs. Susanto, Sawitri, et al., (2023), found that those who are clear about their career path are more fulfilled and perform better. Thus, management must give tour guides with precise information regarding career routes and prospects for advancement.

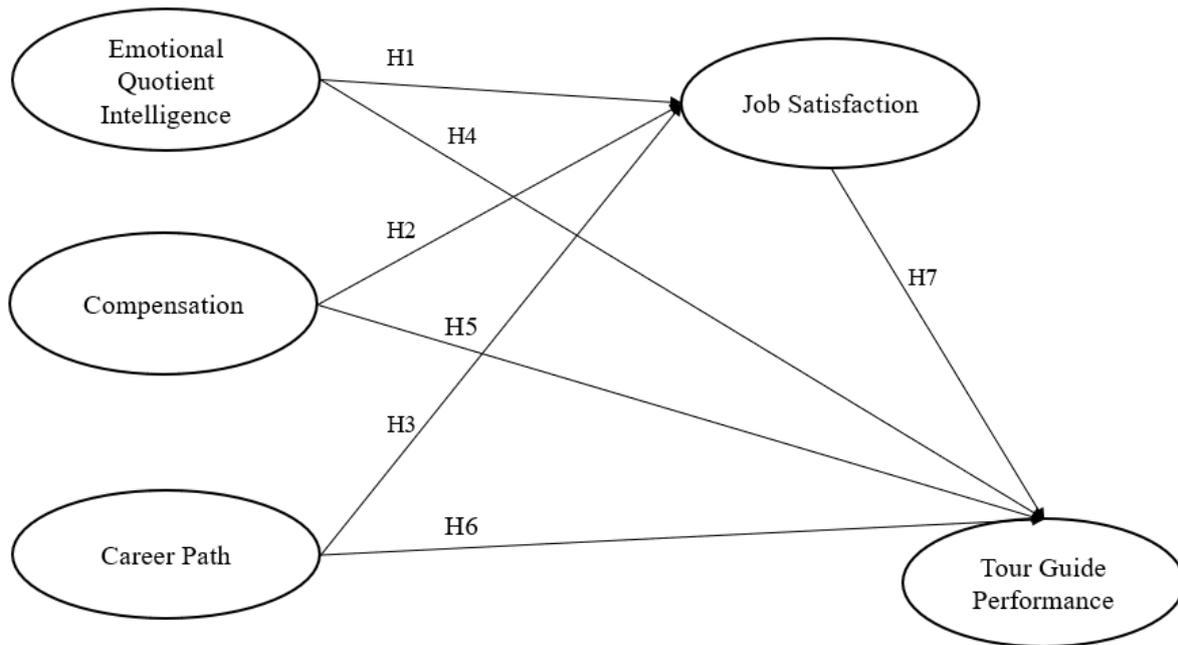
Fair and open advancement chances can also boost employee satisfaction. Guides who believe they have an equal opportunity to be promoted are more satisfied with their positions. This can motivate them to do better and contribute positively to the team. For example, organizations that use a performance-based promotion system will increase tour guide motivation.

Continuous skill development is also vital for enhancing performance. Guides who have the opportunity to learn and acquire new abilities will be better able to provide high-quality services. Susanto, Soehaditama, et al., (2023), found that training and skill improvement can greatly improve individual performance. As a result, organizations must ensure that tour guides have access to necessary training.

Overall, the impact of career trajectories on tour guide performance is strongly linked to employment happiness. Guides with a defined career path and possibilities for development are more satisfied and motivated, which improves their performance.

### **Conceptual Framework**

The conceptual framework is determined based on the formulation of the problem, research objectives and previous research that is relevant to the discussion of this literature research:



**Figure 1. Conceptual Framework**

Based on Figure 1 above, Emotional Intelligence, Compensation and Career Path affect Tour Guide Performance through Job Satisfaction. However, in addition to the variables of Emotional Intelligence, Compensation and Career Path that affect Tour Guide Job Satisfaction and Performance, there are other variables that affect, including:

- 1) Work Environment: (Saputra & Mahaputra, 2022a), (Saputra et al., 2023), (Susanto, Simarmata, et al., 2024).
- 2) Communication Skills: (Susanto et al., 2021), (Saputra, 2021), (Haitao, 2021).
- 3) Work Motivation: (Susanto, Syailendra, & Suryawan, 2023), (Jumawan et al., 2023), (Susanto, Setiawan, et al., 2024).

## CONCLUSION

Based on the formulation of the problem, the results and discussion above, the conclusion of this study is that:

1. Emotional Intelligence affects Job Satisfaction;
2. Compensation affects Job Satisfaction;
3. Career Path affects Job Satisfaction;
4. Emotional Intelligence affects Tour Guide Performance;
5. Compensation affects Tour Guide Performance;
6. Career Path affects Tour Guide Performance;
7. Job Satisfaction affects Career Path;
8. Emotional Intelligence affects Tour Guide Performance through Job Satisfaction;
9. Compensation affects Tour Guide Performance through Job Satisfaction; and
10. Career Path affects Tour Guide Performance through Job Satisfaction.

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