

## The Factors Affecting Turnover Intentions of the China Tour Guides in the Digital Age<sup>†</sup>

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### Abstract

Since China's reform and opening up in 1978, tourism has developed vigorously and become one of the pillar industries of China's economic development. With the advent of the digital era, Chinese tourism enterprises are facing increasingly fierce competition. China's tourism enterprises were hit hard by the COVID-19 pandemic in 2020, but they will continue to develop steadily as the epidemic improves. In the final analysis, the competition of enterprises is the competition of talents. As the core talents of tourism enterprises, the loss rate is high, which has become a bottleneck restricting the development of tourism. Therefore, the purpose of this paper is to explore the intention of Chinese tour guides to resign, and understand the factors affecting their intention to resign. This study collected 457 valid questionnaires through an online survey. This paper adopts the method of regression analysis to empirically analyze the influencing factors of Chinese tour guides' turnover intention. Taking colleague relationship, working environment, fairness of job reward, value commitment and job satisfaction as independent variables, and Chinese tour guides' turnover intention as dependent variable, a factor model was designed to influence Chinese tour guides' turnover intention. This study proves that 5 independent variables, including colleague relationship, working environment, fairness of job reward, value commitment and job satisfaction, are significantly negatively correlated with the dependent variable of Chinese tour guides' turnover intention.

**Keywords:** Digital era, Tourism enterprises, Tour guides, Staff turnover, Human resource management, Turnover intention, Solutions

### Introduction

In recent years, digital economy has become an important strategic direction for many countries, including China. Countries have focused on digital development and promoted digital transformation. Human society has entered the digital era (You et al., 2022). At present, the new generation of digital technologies represented by mobile Internet, cloud computing, big data, artificial intelligence, Internet of Things, blockchain and so on are subverting the way of human production and life and reshaping everything. Human resources are the main endogenous driving force for enterprise development, and the absence of digital transformation of human resources will undoubtedly cause great resistance to enterprise development strategy planning (Wang, 2021).

As China's economy continues to move towards high-quality development, tourism, as one of the service industries, has developed rapidly in recent years. For China, tourism has gradually become an important driving force for economic growth (Xu et al., 2020). More than 2 years after the outbreak of COVID-19, the impact on tourism has undoubtedly been huge. But under pressure, the government of China's tourism industry in precise support and realized the breakthrough and transformation in the industry itself, showed a strong toughness and the highlight of many features, in the tourist market, the market main body management mode, tourist consumption, supporting policies of tourism, tourism management,

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tourism academic research to realize the new breakthrough. It is foreseeable that China's tourism industry, tempered by the "reshuffle" of the epidemic, is more resilient and resilient to risks. As epidemic prevention and control enters a new normal, the darkest hour of tourism is becoming a thing of the past, and China's tourism industry is about to usher in a new period of opportunities for vigorous development (Cui, 2022).

Under the halo of tourism in full swing, the tour guide group in the front line is facing a very embarrassing situation, and its loss rate is much higher than other professions. In the process of the rapid development of Tourism in China, the loss of tour guides is serious, and the instability of tour guides has become a bottleneck restricting the development of tourism. Frequent and massive loss of tour guides will lead to vicious competition among travel agencies, disrupt the order of the tourism market, and damage the overall image of the tourism industry and the tourist destination. On the other hand, a high turnover rate will also waste a lot of money and time spent on training an excellent tour guide, which indirectly hinders the development of tourism education and tourism industry (Zheng, 2017).

The most common definition of employee turnover in an enterprise is "the process in which a person receiving monetary remuneration from the enterprise discontinues the relationship as a member of the enterprise." The definition shows that, firstly, there is a labor-management relationship between employees and enterprises; Secondly, employees are in various relations of the enterprise organization; Again, this interruption is a process. The earliest research on employee turnover originated from abroad. With the regularization of employee turnover in Chinese enterprises, employee turnover has attracted the attention of Chinese researchers. Outflow is divided into voluntary outflow, natural outflow and forced outflow according to the willingness of employees to leave the enterprise. This paper studies the identification of key factors of voluntary turnover of employees, because forced turnover has certain objectivity and is mainly caused by factors at the macro level. For example, since the financial crisis in 2008, the unemployment rate of all countries has increased sharply, which is caused by the whole economic situation. Considering the attrition rate = (number of employees who voluntarily quit within a year)/ (number of employees at the beginning of the year/ number of employees at the end of the year)/ 2), there is no difference between attrition and turnover in this paper (Zhang & Zhu, 2011).

Turnover research is an important issue in the field of enterprise human resources management, employee turnover intention is the most direct antecedent staff turnover behavior, quit intention affected by many factors, for Chinese tour guide quit intention to explore the influence of factors, analysis, formulate management measures, can reduce the loss of Chinese tour guide to health of China's tourism sustainable development has important reference significance.

## Background

In the 21<sup>st</sup> century, China's rapid economic and social development coincides with the advent of the digital era. Also because of its keen grasp of the pulse of the development of the digital era, China's modernization is becoming a force to change the development trend and pattern of the world (Wang, 2022). With the rapid development of artificial intelligence, business intelligence, contextual intelligence, data intelligence and other technologies, the digital economy with information technology as the core plays an increasingly important role in the global economic growth, arousing the attention of all countries in the world. The digital economy was born after the agricultural economy and industrial economy. In the deep integration with traditional industries, the digital economy has constantly promoted the traditional industries to seek optimal allocation of resources, adjust the industrial structure and realize transformation and upgrading, releasing enormous energy and gradually becoming a powerful driving force to attract innovation and support the development of the real economy. With the prosperity and strength of the country, China's scientific and technological strength has also been unprecedented development, the 19<sup>th</sup> National Congress of the Communist Party of China sounded the call of digital China, the development of China's digital economy has entered the express track. In the final analysis, the game of enterprises is the competition of talents. In this context, many enterprises put the transformation and upgrading of human resource management on the agenda.

China ushered in the spring of tourism in 1978. With a short history of development, tourism has become the top of the 5 happiness industries. It is an important supporting industry that meets the people's

growing needs for a better life and helps China to successfully complete the cause of poverty alleviation. Since 2000, The GDP of China's tourism industry has been constantly increasing, the scale of the industry has been constantly expanding, China's domestic tourism and income has been increasing, China's tourism industry has become one of the most dynamic and potential industries in the service industry. China's tourism industry has been paid attention to and promoted in the operation of national economy and the status of social and economic development. China's tourism industry has played an important role in expanding employment space, driving the development of related industries, promoting cultural exchanges and other aspects. (Chen & Yang, 2016). With the acceleration of economic globalization and information technology, Chinese tourism enterprises are facing increasingly fierce competition.

2020 is the year that will conclude the building of a moderately prosperous society in all respects and the 13<sup>th</sup> 5-year Plan. However, the novel coronavirus has brought great challenges to China in 2020. People's life safety and health are seriously threatened, and economic development is severely tested (Pei & Yang, 2021). China's tourism companies suffered a severe winter due to the COVID-19 pandemic that swept the world in 2020. With the improvement of the epidemic, they will continue to stride forward. In recent years, the Chinese government has issued a series of policies and opinions on promoting the rapid and steady development of tourism. For example, The Opinions on Accelerating the Development of Tourism was issued in December 2009, several Opinions on Promoting the Reform and Development of Tourism was issued in August 2014, and the Tourism Law of the People's Republic of China came into effect on October 1, 2013.

The principal contradiction facing Chinese society has evolved into one between unbalanced and inadequate development and the people's ever-growing needs for better things. How to provide tourists with a better tourism experience and meet the people's yearning for a better tourism is also an urgent issue to be solved for the transformation and upgrading of the tourism industry and the high-quality development.

Tour guide is the soul of tourism enterprises and plays an important role in the tourism service industry. Therefore, the development of tourism industry needs high-quality and stable tour guide talent team as support. In 2016, the tourism commissions (bureaus) of 9 provinces and cities across the country officially launched the pilot work of combining online and offline tour guides to practice freely. Conducting pilot work of online free practice of tour guides in Jiangsu, Zhejiang and Shanghai, that is, conducting pilot work of online booking of tour guides in Jiangsu province. After the implementation of the online free practice policy, tour guides can enter the market independently, and can freely engage in the tour guide profession without the authorization of travel agencies, and carry out the free tour guide service business. In the tourism market and society, tour guides with liberalized career will operate freely as a new professional form. At the same time, it also brings challenges to the majority of guide workers. In addition to rich knowledge and flexible mind, tour guides should also have good professional ethics and excellent service skills, and master knowledge of tourism laws and regulations, operation and management, social culture, economy and politics (Shi & Feng, 2010). The current growth in mass tourism in China from the key to quality efficiency growth period, the tour guide is the main force of the development of tourism enterprises, in the process of rapid development of tourism in China, the tour guide personnel erosion, according to relevant data show that the historical research in other industries, the normal staff turnover should be maintained at 5 ~ 10 %, as a labor-intensive industries, The turnover rate of tourism industry should not exceed 15 %, but the loss rate of tour guides of Chinese tourism enterprises exceeds 20 %, and the instability of tour guides has become a bottleneck restricting the development of tourism.

It is found that employee turnover intention has a certain predictive effect on employee turnover intention, and there are many factors that affect employee turnover intention, such as job satisfaction, salary and welfare, career growth, etc. In view of the factors affecting turnover intention of employees, this study proposes coping strategies to reduce turnover intention of employees (Cheng & Ni, 2021).

As results this article tend to examine factors affecting the turnover intention of tour guides and developing policy guidelines for reducing the loss of tour guides according to the influence of each loss factor on the turnover intention of tour guides.

### **Problem statement**

This study aims to explore the turnover intention of Chinese tour guides in the digital era, identify the factors that affect the turnover intention of Chinese tour guides, and put forward solutions to reduce the loss of Chinese tour guides.

### **Objectives and aims**

The purpose of this study is to explore the turnover intention of Chinese tourist guides and to examine factors affecting the turnover intention of tour guides in China.

The results of this study will expand the research scope of tour guide loss in Chinese tourism enterprises and enrich its theoretical meaning and extension. At the same time, clear the crux of the loss of tour guide, put forward countermeasures to alleviate the tourism enterprise guide management to provide theoretical guidance and practical help, for the prosperity of China's tourism industry to make a small contribution.

### **The theory used in the study**

The theories used in the study include Lewin's environmental theory, Ma Jingui and Zhang Changyuan's push-pull theory, psychological contract theory, career cycle theory, employee needs theory.

## **Literature review**

### **Define related key concepts**

#### ***The digital age***

The process of using computers to transform the information in our life into 0 and 1 refers to the process of the digital technology in the field of information comprehensively advancing to all fields of human life. It has the characteristics of permanence, reproducibility, timeliness, high efficiency, tendency to order, dynamic, infinite separability and so on.

#### ***Turnover intention***

The possibility of an individual changing his or her job over a period of time. It can be simply divided into active turnover and passive turnover. Passive turnover is mainly caused by dismissal, retirement, industrial injury and so on. Generally speaking, the passive turnover of employees is beneficial to the development of enterprises, while the active turnover is often detrimental to the business development of enterprises. Employee voluntary turnover will lead to employee morale low, resulting in the loss of human capital investment, so voluntary turnover often become the focus of governance practitioners and theoretical researchers. In view of the significant impact of turnover on the life, family and career of employees, employees generally choose to leave voluntarily after careful consideration, so employees will more or less reveal their intention to leave before official turnover.

#### ***Tourism enterprises***

Zhao (2016), tourism enterprises are economic units that can independently operate and calculate in the field of tourism consumption services by relying on tourism resources and by means of tangible space equipment, resources and intangible service effectiveness. Tourism enterprises are under great pressure, talent intensive and rapidly updated enterprises. Employees' participation in the service production process is a significant feature of the industry. In the process of service completion, employees must provide face-to-face and intimate contact with customers. Wang (2013). China's tourism market has developed rapidly in recent years, and tourism enterprises, as its main body, have also achieved considerable development. The development of tourism enterprises has very important practical and strategic significance for realizing strategic adjustment and long-term sustainable development of China's industrial structure, promoting the employment of the people and actually solving the problems of people's livelihood. Li (2020), tourism has become one of the important and even pillar industries to promote economic development in many provinces in China. Tourism enterprises are responsible for the healthy and sustainable development of tourism economy. They are the main force of tourism industry and bring many jobs to the society.

### ***The tour guide***

Wang and Fan (2020), the tour guide refers to in accordance with the provisions of the regulations on the administration of the guide's personnel to participate in the tour guide qualification exam results qualified, and conclude a labor contract or in the related travel agency industry organization registration, obtain legally accept appointed travel agencies, to provide tourists guide, explanation and related tourism services. Sun (2020), modern tourism shows the characteristics of quality, differentiation, specialization, wisdom and integration. Modern tourism services have gradually entered the era of customization, and the occupation of tour guide has been transformed into comprehensive tourism butler, tourism service consultant and tourism manager. The professional ability of tour guides consists of 3 modules: Basic quality, knowledge system and skill structure. Duan (2020), tour guides are divided into primary tour guides, intermediate tour guides and advanced tour guides. Wang (2020), in the tourism industry, tour guides play an important role in tourists' tourism experience, especially for national key tourist areas.

### ***Staff turnover***

Lang (2014), reasonable employee turnover is conducive to promoting enterprise development and improving enterprise competitiveness, but too high employee turnover rate is likely to cause some negative effects. Employee turnover refers to the voluntary outflow that the organization does not want but the individual employee does. From the perspective of the relationship between enterprises and employees, employee turnover can be divided into 2 forms: One is that there is no longer employment labor relationship between employees and enterprises, such as employee turnover; The other refers to the employment labor relationship between the employee and the enterprise, but in fact has been lost from the enterprise, no longer undertake the corresponding labor responsibilities and obligations, such as active in-service unemployment. According to the "80/20" principle, core employees account for about 20 % of the enterprise, but they create 80 % of the value of the enterprise. Core employees play a decisive role in the development of an enterprise, affecting the enterprise's management level, scientific and technological innovation, market development and strategic decision-making, and are the foundation for the survival, development and growth of an enterprise. The loss of employees, especially the loss of core employees, not only increases the cost of human resources, but also may cause the loss of experience and technology, and even the disclosure of business secrets. Zhang (2019), for enterprises, employee turnover is inevitable, and the employee turnover rate is within a certain range, which is conducive to the metabolism of the employee team and enhance the vitality of the employee team. But once beyond a certain range, it will do great harm to the development of enterprises. The harm of employee turnover mainly focuses on the following points: First, it brings direct economic loss to the enterprise. These losses include all kinds of costs and expenses of recruiting new employees and training new employees to replace the lost employees, including the loss of job vacancies caused by employee turnover, and the training input for the resigned employees, etc. Second, it will have a negative impact on the stability and work enthusiasm of employees in the enterprise. Seeing that employees who leave the company can get a better salary and better development space, it is natural that there will be waves in their hearts, and it is reasonable that their work enthusiasm will be affected. Thirdly, employee turnover will bring some negative effects on the reputation of the enterprise, which will make the enterprise suffer some negative effects in attracting excellent talents and expanding the market.

### ***Human resource management***

Zhao (2011) study, human resource management, is refers to the use of modern scientific method, with the combination of a certain material resources human reasonable training, organization and allocate, make the manpower and material resources to keep the best proportion, often at the same time on a person's thoughts, psychological and behavior properly induction, control and coordination, give full play to people's subjective initiative, make the person get the right people to achieve organizational goals.

### **Previous relevant research situation**

#### ***A study on the factors of tour guide loss and its solutions in china***

Zheng (2015) believes that the reasons for the loss of tour guides are as follows: 1) insufficient training and low welfare; 2) low social recognition and lack of dignity. In the aspect of tourism management in colleges and universities, we should: 1) strengthen “vocational cognition” education; 2) set up “entrepreneurship course” education; 3) add “career tutors” for undergraduate students; 4) the solution of setting up the correct view of talent.

Li (2019) points out that the loss of tour guides is related to the following factors: 1) the current management of tour guides is not strict; 2) the human quality of existing tour guides is uneven; 3) insufficient investment in human resource management of tour guides. The following suggestions are put forward: 1) to strengthen the management of tour guides and further improve the level of human resource management; 2) ensure welfare benefits to reduce tour guide job-hopping; 3) pay attention to the retraining and exchange of tour guides to improve the overall level of tour guides; 4) appropriately increase the guide human resources investment solutions.

Pan (2019) found that the serious employee turnover of tourism enterprises in Guangxi was related to the following factors: 1) lack of correct human resource management concept and unreasonable management system; 2) lack of strategic human resource management and prevalence of short-term behavior; 3) the structure of human resources is maladjusted and the quality of the staff is not high; 4) lack of perfect management system and high degree of fragmentation of human resource management, proposed: 1) establish the correct concept of modern human resource management; 2) carry out strategic human resource management and make human resource planning; 3) improve the structure of human resources and enhance the quality of the staff; 4) to establish a sound human resource management system solutions.

Wang (2011) believes that the reasons for the brain drain of high-quality tour guides in travel agencies are as follows: 1) the employment mechanism of travel agencies; 2) the salary of tour guides in travel agencies is not high and the salary system is unreasonable; 3) the construction of corporate culture of travel agencies lags behind seriously; 4) the social status of tour guides is not high, and the recognition is not high; 5) tour guides are more prone to job burnout; 6) the public opinion environment in which the tour guide works is unipolar; 7) with the rise of other industries, the following countermeasures and suggestions are put forward to prevent the brain drain of high-quality tour guides in travel agencies: 1) the employment mechanism and selection concept of travel agencies need to be adjusted; 2) tourism enterprises should establish a reasonable salary system and system; 3) tourism enterprises should establish a new concept of humanized management and employee-oriented management; 4) to create a good corporate culture atmosphere; 5) attach importance to enterprise human resource planning and construction; 6) to create a good public opinion environment, and strive to improve the social status of tour guides; 7) actively improve the tourism environment.

Zhu (2020) found that tourism enterprises: 1) lack of perfect enterprise management system; 2) not paying attention to human resource management; 3) the low quality of the staff is the factor causing the loss of tour guides. 2) establish a perfect network for human resource management system; 3) guide the career planning of tourism practitioners; 4) formulate perfect solutions to the reward and punishment system for employees of tourism enterprises.

Tour guides are the core talents of tourism enterprises. Ni (2012) believes that there are 3 reasons for the loss of core talents in enterprises: first, the influential factors of core talents themselves; Second, the influencing factors of the enterprise itself; Thirdly, the factors affecting market competition are put forward. The key measures to prevent the loss of core talents are as follows: 1) recruit the most suitable potential employees; 2) recruitment contract constraints; 3) establish a scientific and reasonable compensation incentive mechanism; 4) establish a smooth and effective performance management system; 5) establish a scientific promotion mechanism and do a good job in the career planning of core talents; 6) rationally set up posts and dynamically allocate talents; 7) establish a training system and pay attention to the personal development of talents; 8) to build excellent corporate culture and enhance the cohesion of the enterprise; 9) conducted exit interviews with core talents and analyzed reasons for leaving; 10) keep contact with the departed talents.

Fan (2021) found that the motivations of turnover are as follows: 1) the low salary cannot meet physiological needs; 2) people lack a sense of security in the working environment; 3) almost “zero social contact”, employees can not normally live with their families, and contact with friends; 4) employees do not feel “respected” at work; 5) limited development space of the company, employees can not realize self-value; 6) reduced production, reduced profits, lack of vision for the company’s development, worrying prospects; 7) fixed salary system and imperfect assessment system; 8) the working environment is no longer attractive to employees; 9) the social market is full of opportunities, and several thoughts are put forward to effectively prevent the loss of employees: 1) the salary standard should be properly raised, especially the increase of post salary and post subsidy; 2) improve the salary system, reasonably adjust the salary structure, to consider the difference of different positions and grades. Increase skill pay and seniority pay items according to employees’ technical ability and working time. 3) to establish a scientific and perfect performance appraisal system, reasonable work objectives and tasks should be set according to the actual production capacity of the company, and reasonable reward and punishment measures should be formulated. It should not be too harsh, and the appraisal mechanism should be rewarded as well as punished, otherwise it is easy to make employees resist, reduce their work enthusiasm, and eventually lead to turnover; 4) establish talent growth echelon; 5) to help employees make suitable career planning; 6) improve the internal and external environment of the company; 7) care for employees and eliminate bad emotions; 8) shaping a good corporate image to strengthen the construction of corporate culture.

Liu and Chen (2016) found that the factors leading to the loss of tour guides are as follows: 1) the job itself is not respected and recognized by the society; 2) tour guides are generally under great pressure; 3) tourism activities have obvious off-peak season, income is not stable; 4) tour guide work safety risks; Factors of travel agencies: 1) the concept of human resources management lags behind; 2) the salary system of tour guides is not perfect; 3) lack of career planning; 4) the guide training system is not perfect, industry factors: 1) excessive competition in the tourism industry; 2) insufficient function of tourism associations and government factors: China’s tourism industry started late and has a short history of development. The construction of tourism legal system cannot keep up with the development speed of tourism, and the administrative management system is still not perfect. The laws and regulations focus on protecting the interests of tourists, but there is little content about protecting the interests of tour guides. In addition, the law enforcement needs to be strengthened, put forward to prevent and cope with the loss of tour guide countermeasures, personal countermeasures: Including 1) to establish a correct professional concept; 2) comprehensively improve the comprehensive quality; 3) communicate with each other and decompress reasonably; 4) flexible work, rational investment, travel agency countermeasures: including 1) strengthen the construction of travel agency corporate culture; 2) establish a reasonable salary and welfare system; 3) improve the performance appraisal system of tour guides; 4) to build a systematic training program; 5) optimize career development planning; Industry countermeasures: 1) improve the image and industry structure of the tourism industry, set up tour guide associations and strengthen guidance; 2) give play to the function of tourism association, and the government’s countermeasures include: 1) strengthen the construction of tourism legal system; 2) strengthen law enforcement by regulatory authorities; 3) Appropriately grant rights to tour guides.

Lv (2016) believes that compared with other industries, tourism enterprises have a high mobility of human resources, which is particularly detrimental to their brand building and development. This is closely related to the lack of effective human resource management and development of tourism enterprises. Specific manifestations are as follows: 1) insufficient efforts are made in talent development; 2) insufficient attention to the effect of staff training; 3) The shortage of human resource management institutions and managerial talents can be improved through the following measures: 1. Basis: Individual development of employees: 1) description of personal vision (personal vision is an important content of the vision system, which has certain influence and effect on the growth and development of individuals, and is the premise of the common vision of the organization. Personal vision is mainly reflected in personal career planning and organizational human resource management activities); 2) the realization of employees’ self-transcendence; 3) improvement of staff’s mental model. 2. Core: Team building: 1) Team leader; 2) shared vision; 3) team learning; 4) system thinking, 3. Guarantee: enterprise functions: 1) to establish an innovative employing

mechanism; 2) improve the staff training system; 3) Improve the performance evaluation and incentive mechanism of tourism enterprises.

Shi (2015) pointed out in his research that the deficiencies of human resource management in Chinese tourism enterprises are as follows: 1) the specific requirements of human resource management in the context of modern enterprises are not fully clarified; 2) there are loopholes in human resource strategic planning; 3) imperfect human resource management system; 4) there is no reasonable career planning combined with the actual situation of employees, which will promote the turnover of tour guides. The following points are put forward: 1) enterprise managers should attach great importance to human resource management and innovate management concepts; 2) improve human resources strategic planning; 3) establish and improve the human resource management system (standardize the human resource recruitment process, build a scientific and reasonable human resource training system, ensure the effectiveness of the performance appraisal system, motivate employees through a fair and reasonable salary management system); 4) provide solutions for the formulation and realization of employees' career planning.

Xia (2019) found the following problems in human resource management of agricultural tourism enterprises: 1) the overall skill level of staff is low and the quality is poor; 2) the staff training system is not perfect and the actual effect is poor; 3) the establishment of a scientific and reasonable incentive system, which will lead to the loss of talent in tourism enterprises, can take the following measures to improve staff stability: 1) constantly improve the talent training system of rural tourism enterprises; 2) establish a comprehensive performance assessment system for agricultural tourism enterprises; 3) to create an agricultural tourism enterprise culture with its own characteristics.

Liu and Liu (2020) argue that, in the enterprise human resources management, the use of psychological contract to staff's management, can effectively reduce the probability of enterprise employee turnover, and help enterprises to solve the problem of brain drain, makes the enterprise centripetal force can be condensed and is conducive to the stable development of the enterprise, promote the human resources management level of ascension, Put forward the following solutions: 1) to build a good corporate culture; 2) optimize the corporate compensation system; 3) provide employees with promotion and development space; 4) do a good job of compensation for employees' psychological contract violation.

Li (2014) found the following shortcomings in human resource management of Chinese tourism enterprises: 1) lack of human resource strategic planning; 2) the human resource management system is not sound, and these factors are easy to lead to employee turnover. The paper puts forward the application of strength management in the identification and management of individual strengths of employees, the application of strength management in the construction of excellent staff team, and the application of strength management in the construction of enterprise system.

Xie (2019) believes that tourism enterprises can adopt the following effective measures to promote employee stability and ensure sustainable development: 1) do a good job in employee motivation; 2) Professional human resource management; 3) Carry out efficient recruitment to ensure the sustainable development of human resources; 4) Carry out efficient training to enable new employee (Chen, 2016). Believes that the following problems exist in human resource management of Chinese tourism enterprises: 1) enterprises do not pay attention to human resource management (1. Since the reform and opening up, most of China's tourism enterprises mostly rely on their own rich tourism resources, rather than rely on their own management level and ability. 2. Unable to coordinate the relationship between corporate interests and employees' personal interests. 3. Tourism enterprises have a wrong understanding of human resource management, with wrong emphasis and too much emphasis on the cost control of administrative expenses. 2) imperfect human resource management system and system (1. Incomplete human resource management system and lack of system construction. 2. The recruitment system and system are not standardized. 3. Not paying attention to training. 4. Improper performance appraisal. 5. Unreasonable salary system design and disregard employee motivation.); 3) The degree level is not balanced, and the gap of compound talents is large; 4) unreasonable human resource planning, the following solutions are proposed: 1) attach importance to human resource management and introduce new management concepts; 2) improve the human resource management system and system; 3) attach importance to corporate culture; 4) attach importance to the role

of human resource planning; 5) career management for employees to grow up quickly.

Qu (2021) found that the reasons for employee turnover in enterprises are as follows: 1) in recent years, China's GDP has continued to grow, the national economic development shows a good trend, it belongs to the talent seller's market, and the employee turnover rate also shows an upward trend; 2) based on the in-depth application of Internet technology, employment and recruitment information is basically shared by all. Transparent employment and recruitment information leads to increasingly fierce competition among enterprises for talent recruitment, and also makes employees change jobs in similar positions more frequently. At present, the social system is more and more perfect, the default cost of employment contract is lower and lower, the 2-way choice of enterprises and employees is more flexible, coupled with the macro adjustment of the market economy and the diversified influence of talent supply and demand requirements of enterprises and institutions, the talent turnover rate has been high, resulting in serious brain drain of enterprises; 3) unreasonable employment and assessment mechanism; 4) unreasonable salary; 5) lack of training and correct guidance; 6) enterprise culture propaganda does not reach the designated position, in order to adapt to the new economic development environment, enterprise should according to their own stage of development and development planning, improve the staff incentives, to strengthen the construction of enterprise culture, optimizing staff training and targeted support plan, make the staff to be able to get the development of practical and reasonable treatment, thereby reducing the brain drain.

Qiu (2015) pointed out that tourism enterprises have problems in human resources, such as imperfect enterprise management system, weak concept of human resources, lack of talent management and staff training. Through the implementation of tourism enterprise staff career planning method, the establishment of human resource information management system to promote the improvement of tourism enterprise human resource management, so as to reduce the loss of tour guides.

Jiang (2019) believes that the reasons for employee turnover in enterprises are as follows: 1) the employment mechanism of enterprises is not reasonable; 2) the effectiveness of incentive mechanism is insufficient; 3) lack of training mechanism and staff career management; 4) the construction of corporate culture lags behind or pays insufficient attention to it. From the perspective of human resources, the countermeasures of employee turnover are proposed: 1) enhance the awareness of human resources management and innovate human capital investment; 2) build a cohesive corporate culture and improve the cohesion of employees; 3) take the individual needs of employees as the orientation, and seek the fit between personal development and the enterprise; 4) build enterprise learning organization and innovate employee training forms; 5) build a cohesive corporate culture and improve the cohesion of employees.

Li (2017) analyzed the reasons for the loss of tour guides in Chongqing travel agencies based on Maslow's demand theory, and found that: 1) the low salary level and unreasonable structure make physiological needs unable to be fully met; 2) the safety needs of tour guides cannot be met; 3) the social needs of tour guides cannot be met; 4) The respect needs of tour guides cannot be met; 5) the self-realization needs of tour guides can not be met, and the countermeasures for the loss of tour guides in Chongqing travel agencies are put forward as follows: 1) to improve the salary structure and meet the physiological needs of employees; 2) perfect legislation to meet the needs of employee safety; 3) care for the tour guide and create opportunities to meet the social needs of the staff; 4) improve the image of tour guides to meet the needs of staff respect; 5) the establishment of tour guide career planning to meet the needs of self-realization.

Mu (2018) believes that the reasons for the low overall quality of tour guide services are as follows: 1) the salary system of tour guides is not perfect; 2) Guide supervision and management is not in place; 3) the professional training of tour guides is not in place; 4) the tour guide team is unstable, and the following solutions are put forward: 1) to improve the quality of tour guide practitioners; 2) establish a reasonable salary system for tour guides; 3) strengthen the management of travel agencies; 4) to establish a sound guide management system; 5) strengthen the training of tour guide practitioners; 6) improve relevant laws and regulations.

Tie (2017) found that the incentive mechanism of human resource management in tourism enterprises exists: 1) the mode is backward; 2) tourism enterprises do not pay enough attention to the problem of staff incentive, proposed: 1) to encourage the object of innovation; 2) suggestions on innovation of incentive methods.

Li (2018) believes that tourism enterprises have some problems in their own human resource performance management at the present stage: 1) leaders of tourism enterprises do not have a comprehensive cognition of human resource performance; 2) there are imperfect human resource mechanisms in tourism enterprises; 3) tourism enterprises do not pay enough attention to performance appraisal results and propose solutions: 1) improve the enterprise human resource performance management system; 2) set up a scientific and reasonable assessment system.

Zhang (2017) proposed the following countermeasures for innovation in tourism human resource management: 1) give full play to the advantages of tourism human resource management; 2) establish network human resource management system; 3) career planning guidance for tourism practitioners; 4) formulate reward and punishment systems for employees of tourism enterprises.

Kong (2010), in "Jilin City International Travel Agency Tour Guide Salary Scheme Design", mainly studied the salary incentive design scheme of inbound tour guides, which is also the main object of this paper, and alleviated the problem of tour guide loss by establishing a new salary distribution.

Li (2011), in her research on the Improvement of the Performance Appraisal of Tour guides of Guangzhou Sunshine International Travel Service, hopes to improve the performance appraisal system and directly link the appraisal results with salary, so as to motivate the work enthusiasm of tour guides and improve the service quality of travel agencies.

Huang (2014) points out in "Research on Dynamic Incentive Mechanism for Tour Guides based on Service Quality" that the implementation of the new tourism law is to overturn some unfair treatment and accusations of tour guides in the past, and the incentive mechanism is a comprehensive new guide for tour guides in the future.

Liu (2008) research on the Investigation and Analysis Method of Employee Satisfaction of Enterprises did not directly study the problem of tour guide loss, but it also showed the problem of tour guide's job satisfaction from the side. Through the preliminary questionnaire survey, it was found that travel agencies did not care about the job satisfaction of tour guide. A series of problems such as the lack of humanistic care have emerged.

Li (2010) summarized the causes of the constant loss of tour guides in recent years and proposed solutions in "Analysis of the Causes and Countermeasures of the Loss of Tour guides in Travel Agencies."

Yin (2005), in "A Preliminary Study on the Optimization of Knowledge Structure of Contemporary Tour guides", also mentioned the problem of tour guide loss, and proposed that the personnel structure quality should be continuously improved starting from the foundation of how to become a tour guide.

Xia (2011) studied the phenomenon of tour guide loss in Travel Agencies based on incomplete contract Theory by using incomplete contract theory widely used in economics, and proposed solutions based on this theory.

Yuan (2010), in the analysis of Regional Differences in The income of Tour guides in China, pointed out that the causes of the income problem of tour guides in China are the malicious competition among travel agencies, the failure of travel agencies to systematically manage and supervise tour guides, the lack of linkage between the classification and promotion of tour guides and the salary system, and the lax supervision of the tourism market. The unreasonable income distribution and the lack of systematic management mechanism are one of the reasons for the loss of tour guides.

### ***A study on the harm caused by the loss of tour guides***

Wang (2019) believes that the development of enterprises cannot be separated from loyal excellent employees. However, SMEs in China are faced with the problem of outflow of excellent employees, which has brought great negative impacts to enterprises: 1) increasing the cost of human resource management; 2) reduce employee performance; 3) have a negative impact on the morale of the whole enterprise; 4) damage to the external image of the enterprise.

Fan (2008) found in his research that the abnormal frequent flow of talents will have adverse effects on enterprises: 1) the brain drain increases the operating cost of enterprises; 2) reduced service quality; 3) Human resource risk cost; 4) reduce customer satisfaction; 5) reduce the reputation of the enterprise; 6) affect the cohesion of enterprises.

### ***Research on the current living conditions of tour guides in Chinese tourism enterprises***

Tu (2020) in the study, points out that the sudden outbreak of the new coronavirus, not only affect the development of tourism, but also to guide professional caused great blow, guide's personnel to a living, career and some start WeChat business and drops the driver of the car, and with this not out of time to read the professional books, or online learning, In order to improve their professional knowledge level, for the future of the recovery of tourism to lay a good professional foundation.

Chen (2019) believes that the current situation of China's tour guide salary system is worrying: 1) the salary system lacks stability; 2) the state has improved the relevant contents of the tourism law, especially in regulating and restricting the behavior of tour guides, with stricter restrictions.

Xia and Feng (2020) pointed out that COVID-19 broke out around the Spring Festival in 2020 and spread rapidly across the country, causing serious impacts on China's economic and social development and people's lives. In the face of the sudden outbreak, the whole country has made concerted efforts to fight the epidemic, and initial results have been achieved. The impact of major emergencies on tourism is an old problem in the field of tourism research. The impact of the epidemic on tourism includes not only the real direct losses of many tourism enterprises and related employees, but also the indirect losses of related industries. Tourism, which is characterized by human spatial movement, is highly sensitive to major emergencies, and the losses and impacts suffered are immediately apparent. However, tourism lags behind other industries in the recovery process. The timing of the end of the epidemic directly determines the extent to which tourism is affected.

Deng (2021) believes that cultural and tourism integration refers to the integration of culture and tourism. Cultural and tourism integration deepens tourism from sightseeing to cultural tourism, and tour guide work becomes more complex. Tour guides should not only have the ability to guide the tour, but also have the ability to spread culture, as well as the necessary cultural education ability, so that tourists can get a better cultural experience and sense of cultural acquisition. In accordance with the requirements of cultural and tourism integration and the needs of cultural tourism, the professional tour guide in higher vocational colleges should strengthen the integrated education of "culture + tourism", innovate teaching methods and teaching modes, constantly improve the quality of teaching, and cultivate high-quality and high-level professional tour guide talents who truly meet the needs of the society.

### ***Research on theoretical model of employee turnover intention***

Fan and Xin (2012) pointed out that employee turnover models are mainly represented by 3 mainstream turnover theoretical models: Mobley (1979,1982) model, Steers and Mowday (1981) model and price-mueller (2000) model.

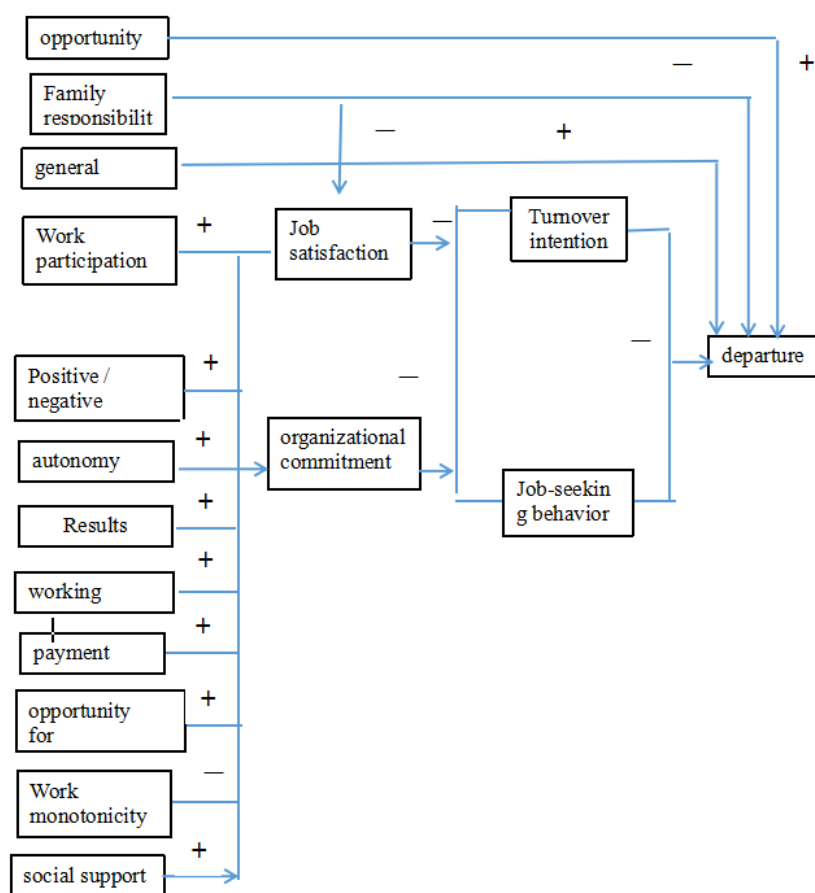
Fan and Xin (2012) pointed out that Mobley (1977) focused on analyzing the mediating process of job satisfaction affecting employees' voluntary turnover. One of his basic assumptions is that employee job satisfaction indirectly rather than directly affects employee turnover through other intermediary links. Mobley and his colleagues constructed a relatively complex and comprehensive employee turnover process model in 1979 - the extended Mowbray intermediary chain model, which combined March and Simon model, Price model and Mobley intermediary chain model. To capture as many of the complex factors that affect employee turnover as possible. According to this model, employees' intention to resign and then leave the organization is mainly determined by 4 factors: 1) job satisfaction; 2) the expected benefits of changing job roles in the enterprise; 3) the expectation of the benefits of changing job roles outside the company; 4) non-work values and accidental factors. The significance of this model lies in the use of graphics to describe the behavioral process of employee turnover comprehensively and intuitively, and to determine the academic status of turnover intention in the study of employee turnover. According to the model, turnover intention is the direct antecedent variable of turnover behavior, and job seeking behavior is the direct antecedent variable of turnover intention. However, the model is very complex, and it is impossible for any specific research results to be fully demonstrated and supported.

Fan and Xin (2012) pointed out that Steers and Mowday's (1981) model includes multiple subjective attitude variables towards work and organization, including job satisfaction, job participation and organizational commitment. They believe that the direct antecedent variable of employee turnover is the

interaction between turnover intention and other job opportunities. Organizational characteristics and organizational experience, as part of the interaction with job expectation, job value and performance, affect job satisfaction; the changing order of variables leads to employees leaving/ staying in the organization: Job expectation and job value affect employees' subjective attitude towards work; Subjective attitudes affect the intention to leave or stay, and a series of non-work factors such as spouse's work and time for family should be considered. The intention to leave the organization leads to the actual act of leaving.

Fan and Xin (2012) pointed out that Price-Mueller (2000) model is mainly built on a holistic turnover theory, the core of which is composed of a series of assumptions. First, assume that employees come into the organization with certain expectations. If these expectations are met, employees will feel satisfied and strongly attached to the organization, so they will remain members of the organization. Secondly, it is assumed that there is an exchange of benefits between the employee and the organization, and the various returns of the organization to the employee (structured variables in the model can be regarded as returns) are used to exchange the employee's services. Third, assume that employees seek to maximize net benefits. If multiple benefits and costs exist, employees will weigh costs and benefits to maximize the net benefit. The model points out that employee turnover is mainly determined by environmental variables, individual variables, structural variables and intermediary variables. In this model, the expected working conditions of employees are called "structural variables", and the expected external environmental conditions of employees are called "environment variables".

Now the mainstream, research reference is the Price-Mueller turnover model (**Figure 1**).



**Figure 1** Price-Mueller (2000) turnover model (Adjusted according to price JL, 2001e).

***Research on the relationship between colleague relationship, work environment, job equitable rewards, value commitment, job satisfaction, these 5 factors and turnover intention***

Tang et al. (2022), found that employees' sincerity caused suspicion, reduced trust, reduced interpersonal help, and increased interpersonal rejection in the context of shorter work time. In the case of working together for a long time, employee sincerity can help dispel suspicion, increase trust, increase interpersonal help and reduce interpersonal rejection.

Yang et al. (2019) Research finds that: Employee colleague relationship in service-oriented enterprises exists in friend partnership relationship, career development relationship and job support relationship, and partner and friend relationship between colleagues is positively correlated with job satisfaction, corporate identity, perceived performance, and job engagement; The relationship of career development among colleagues is positively correlated with job satisfaction, corporate identity, perceived performance and job engagement. The job support relationship among colleagues is positively correlated with job satisfaction, corporate identity, perceived performance and job engagement.

Cai (2003) believes that colleague relationship is the most widely existing interpersonal relationship in the occupational group. In order to improve the enterprise and enhance the cohesion of the enterprise, it is necessary to deal with the relationship with colleagues, otherwise not only do not work well, but also affect personal emotional and physical health, and even affect the harmony of the family.

Li (2021) found in the study that the colleague relationship within an enterprise based on meaning usually affects employees' choice of active and creative execution of given decisions, and the sustainable performance of high-quality development of the enterprise will be better. The favorable colleague relationship within the enterprise usually affects the passive adaptive execution of the given decisions of the employees, and the business performance of the high-quality development of the enterprise is better. Moreover, the more perfect the informal system is, the more likely it is to create employees who are dedicated to work or realize moral face through interpersonal promotion, and the more likely it is to form the colleague relationship based on righteousness within the enterprise.

Kashif (2021) research results show that the majority of workers are male and work in the top management. Pearson correlation results represent the best positive correlation between workplace and employee performance. Pearson's relevant research results show that all independent variables have a great impact on employee performance, especially working conditions, which represent the most positive and important relationship. In contrast, the results of regression analysis indicate that workers' success depends mainly on social support, working conditions and communication practices. The findings further suggest that if companies want to get good performance from their employees, they should develop comprehensive strategies to create a comfortable working environment. Overall, the study suggests that improved working conditions can increase employee productivity.

Zhan (2016) research findings: The turnover situation of the new generation of migrant workers varies with individual characteristics; salary factors and environmental factors are significantly related to the turnover of the new generation of migrant workers.

Zhao (2015) the research indicates that: 1) giving employees more superior support in the work environment can effectively reduce their turnover tendency; 2) the enhancement of colleague support in the work environment can effectively reduce employee turnover intention; 3) except for information support, job involvement plays a mediating role in the relationship between all dimensions of superior support and employee turnover intention, and between co-worker support and employee turnover intention; 4) The influence of superior support on turnover intention is higher than that of colleague support.

Zhou (2013) research shows that there is a significant correlation between job satisfaction, organizational identity and turnover intention of enterprise employees. Among them, there is a significant negative correlation between job satisfaction, organizational identity and turnover intention. There is a significant positive correlation between employee's job satisfaction and organizational identity.

Zeng (2010) Research indicates that the higher the job satisfaction, the lower the turnover tendency of employees. The 4 dimensions of job satisfaction have significant negative correlation with turnover intention, respectively.

Gao (2008) the research results show that, on the whole, employees' job satisfaction is at a relatively satisfactory level, but there is a big difference in various dimensions. The satisfaction degree of working environment and safety is the highest, and the satisfaction degree of working remuneration and welfare is the lowest. The satisfaction degree of employee development and training has the most significant correlation with overall satisfaction. There was a significant positive correlation between job satisfaction and job performance, organizational commitment and job engagement. In the dimension of job satisfaction, there is a significant negative correlation between work environment and safety, turnover intention and work-family conflict.

### ***Foreign research on the influencing factors of employee turnover intention and tour guide turnover intention***

Kerdpitak and Jermstittiparsert (2020) turnover intention is an individual's thinking on the probability of switching the job within a certain stretch of time. In this study, the researchers attempt to investigate the influence of workplace stress and work life balance on turnover intention of the employees in pharmaceutical industry of Thailand. Workplace stress is one of the major contributors of how the employees perform for their job. Work-life balance deals with the techniques for balancing the professional life and private life that an individual request for the home and work. Findings showed that, work life balance and workplace stress significantly influence the turnover intention of the organization.

Rakthin et al. (2019) successful organization, in any size or type, must have engaged employees who have high potential, positive attitude, and devotion to do their job well. The results indicate that employee? 1) self-leadership, 2) interpersonal leadership, 3) adaptability, and 4) satisfaction on existing remuneration have positive impacts on employee engagement. In addition, our results demonstrate that job satisfaction partially mediates relationships between 1) interpersonal leadership and 2) remuneration satisfaction and the SMEs? employee engagement. The research study demonstrates the value of employees? leadership, adaptability and satisfaction in increasing employee engagement, particularly in SMEs context. The research result can pave a path for better HR management in Thai SMEs, e.g., leadership training, compensation package design, and etc.

Panich et al. (2021) in this research, the results presented that 1) the overall level of Employee retention was neutral, when considering of independent variables from high to low, the results revealed that deeply high level of organizational commitment were highest; then followed by the job satisfaction; and the job satisfaction in the work was the least, 2) the results from the hypothesis testing of the Influence Factors that impact affect to employee retention, a case study in one of the top electricity organization. The most influencing factor was organizational commitment, followed by job satisfaction and organizational culture respectively at significant level of 0.05.

Tirastittam et al. (2020) the employee at the workplace is not fully dedicated or engaged in their work due to 2 crucial reasons less commitment toward the organization and lack of motivation. Job satisfaction is simply a transactional or superficial situation for staff, employee engagement, on the other hand, demonstrate staff's intensive relation with the employer which inclined to achieve employer's objective. This study aims to investigate some of the influential factors that affect employee to engage at work. More specifically, the effects of work related support and human resources practice on employee engagement in the Thailand pharmaceutical industry. The results showed that work related support such as supervisor support, organisational support, co-worker support, and social support significant related to employee engagement. These findings corroborated those of previous studies.

Arshad et al. (2017) high number of turnover rate among employees signals a major weakness towards organizations achievement. This is due to the fact that employees are the key player to determine organizational performance and survival. The findings from the study revealed that only 2 factors namely available job alternatives; and work-life balance have significant impact on employee turnover.

Sultana et al. (2020) COVID-19, a variant of novel corona virus, spread all over the world in 8 - 9 months. Almost all business sector of the world is affected by this global pandemic. Tourism industry is not a single industry, but it is connected with many other industries directly or indirectly. For example, the transportation systems airlines, bus, train, cruise ships and accommodation facilities like hotel, motel, home

stay and other tourism service provider like travel agency or tour operator all of these are connected with this industry. Thousands of flights are cancelled, luxurious hotels are empty, no business for tour operator and travel agencies, people involved with tourism industry are losing jobs or not getting salaries fully. The COVID-19 situation has paused all of these sectors' businesses. The purpose of this study is to show the impact of COVID-19 in the most popular tourist destinations in the world and provide some recommendations to overcome the crisis.

Siajaroen and Chungviwatanant (2016) the collected data was analyzed by statistical program and correlation was applied to determine whether there was a relationship between push factors, pull factors, tour guide performance and tourists' satisfaction. The findings indicated that push factors, pull factors and tour guide performance have a statistically significant positive relationship with tourists' satisfaction.

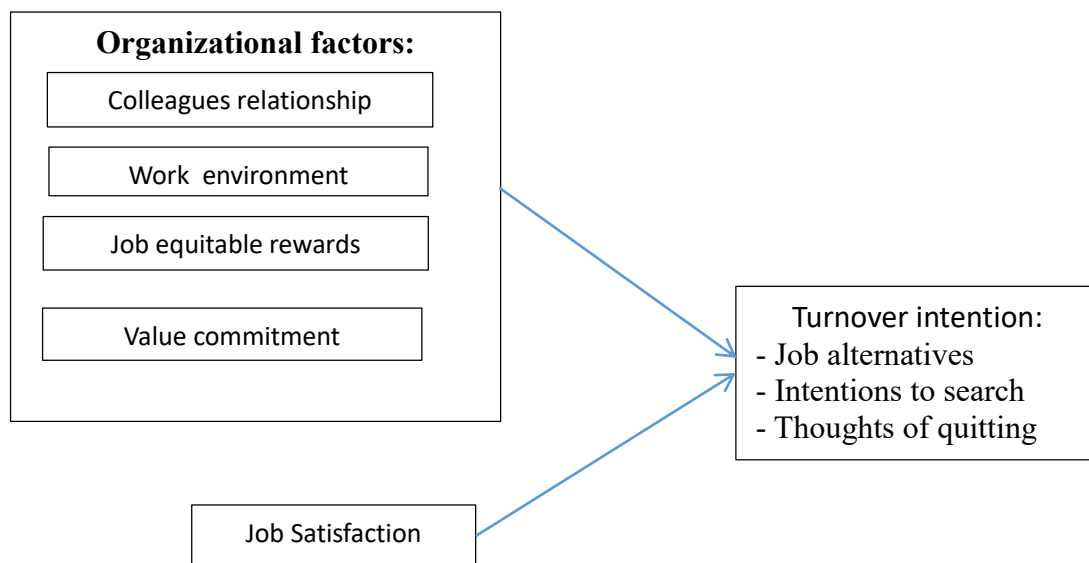
Sang (2020) The results showed that the performance of tour guide plays an important role in the satisfaction and WOM of Chinese tourists. The study determined factors of tour guide performance such as appearance, empathy, work attitude, communication skill, organizational skill, problem solving skill, professional competence. Moreover, this study also provides many suggestions for local tour guides and tour managers.

Laowirojanakul (1999) this study is aimed to find out the degrees of job satisfaction of tour guides in Bangkok, Thailand and key factors affecting their job satisfaction, and to compare the job satisfaction with sociological factors in term of gender, age, education, and work experience. The procedure of this study used questionnaires as an instrument and the Statistical Package for the Social Sciences (SPSS) as an analysis. The survey was conducted in June 1999, administrated to tour guides, currently working in Bangkok, Thailand and finally analyzed by SPSS. According to the results of this study, tour guides are very satisfied in their jobs. Some psychological and sociological factors have significantly positive relationship with the extent of job satisfaction of tour guides such as needs, self-esteem, locus of control, and mental health. Tour guides working for 10 years or more are the most satisfied in job. The variables that can affect and predict changes of tour guide's job satisfaction are work experience, social, and inanimate objects.

Alazaizeh et al. (2019) tour guide performance was found to have a significant direct and indirect effects in enhancing visitor sustainable behavior. Moreover, the findings showed that visitor experience and satisfaction significantly mediates the relationship between tour guide performance and visitor sustainable behavior. This research contributes to our understanding of the tour guide role in maximizing visitors' appreciation and enjoyment, and minimizing their negative impacts on heritage sites.

### **Research framework**

According to the common main factors that affect the turnover intention of Chinese tour guides and the Price-Mueller (2000) turnover model, the variable structure that affects the turnover behavior of Chinese tour guides can be summarized. Five main influencing factors are summarized as independent variables, which are as follows: Colleague relationship, work environment, job equitable rewards, value commitment, job satisfaction; a dependent variable: Chinese tour guide turnover intention.



**Figure 2** Research framework.

### Research hypothesis

According to a large number of references, the dismissal intention of Chinese tour guides is influenced by a variety of factors, and different factors have different influences on the dismissal intention of Chinese tour guides. This paper classifies the various factors that affect the turnover intention of Chinese tour guides and lists the following major categories, which can be divided into: Colleague relationship, work environment, job equitable rewards, value commitment, job satisfaction. Therefore, the following assumptions are made:

Colleague relationship refers to the organizational connection between people who work together in the same organization.

H1: Colleague relationship is negatively related to the turnover intention of Chinese tour guides. Working environment: Broadly refers to the physical environment and social environment related to work. In a narrow sense, it refers to the physical environment around people's work place, such as office, factory, workshop, workshop, etc. The working environment can be analyzed from 3 levels of individual, interpersonal and organizational.

H2: Work environment is negatively related to the turnover intention of Chinese tour guides. Job Equitable rewards refers to: Fair and timely work reward.

H3: Job equitable rewards is negatively related to the turnover intention of Chinese tour guides. Value commitment refers to: Feeling good about work and worth sticking to and promoting.

H4: Value commitment is negatively related to the turnover intention of Chinese tour guides. Personal job satisfaction refers to the mental state in which a person feels the work itself and its related aspects (including working environment, working state, working style, working pressure, challenges, interpersonal relationship at work, etc.) in the process of working in the organization.

H5: Personal job satisfaction is negatively related to the turnover intention of Chinese tour guides.

## Methodology

### Research design

This paper studies the turnover intention of Chinese tour guides by taking the Chinese tour guides who provide the data as the research object, and explores the influencing factors of the turnover intention of Chinese tour guides in depth. Through searching and reading a large number of documents on tour guides' intention to resign, this paper analyzes the factors affecting tour guides' intention to resign by using the methods of correlation analysis and regression analysis. This paper found the shortcomings of previous

studies, and determined the research perspective and entry point based on the Price-Mueller (2000) demission model.

This study adopts quantitative research method to collect basic data in the form of questionnaire survey. The research objects are Chinese tour guides who voluntarily fill in the questionnaire through mobile phones or computers. In the description at the beginning of the questionnaire, it is pointed out that only tour guides are invited to fill in the questionnaire, which is used to indicate that the questionnaire is only filled by specific groups. Via the Internet and WeChat questionnaires, circle of friends to forward the link to the travel agency, the travel company, department of tourism, tourist scenic spots, university BBS, tour guide, BBS, calling for friends to help fill in or engaged in the work of a line guide forwarding, collected more than 400 guide data, the larger the sample size, the higher the reliability of the project. SPSSAU was used to perform regression analysis on the questionnaire data to verify the hypothesis.

In the process of research, the author downloaded and read a large number of literature and related materials through CNKI and relevant official websites. (Bi, 2011) the questionnaire used in this study was designed and improved based on a large number of domestic and foreign mature scales. Subsequently, the questionnaire was reviewed repeatedly by experts in tour guide research, and modified for the measurement scale, and the questionnaire design was finally completed.

According to the above principles and procedures, the questionnaire is divided into 4 parts (see the appendix at the end of the paper for details of the questionnaire), with a total of 35 questions. The first part consists of 8 questions, which investigate the personal information characteristics of tour guides. It mainly includes the basic information of the research object, such as age, sex, education background, monthly income, working years, nature of work and current working term, so as to conduct simple descriptive statistical analysis. The second part consists of 17 questions, investigating the tour guide's organizational factors such as colleague relationship, working environment, Job Equitable rewards, value commitment. The third part consists of 5 questions, understanding the tour guide's job satisfaction degree. The 4 part has 5 questions to investigate the intensity of the tour guide's intention to quit. Item options were measured by Likert 5-point scale, where 1 means "completely disagree" and 5 means "completely agree". The greater the number, the greater the degree of consistency.

The variables involved in this study mainly include 5 independent variables: Colleague relationship, work environment, Job Equitable rewards, value commitment, personal job satisfaction as independent variables, and a dependent variable: Turnover intention. According to the definition of variables in this study, it is obtained by referring to the relatively mature scale. Each of these 5 independent variables will pick a number of questions. The variables and corresponding measurement problems are shown in **Table 1** below.

**Table 1** Cronbach Alpha (n = 457).

Variable	Number of items	Corrected item-total correlation(CITC)	Cronbach $\alpha$
Colleague relation	5	0.913	0.719
Work environment	4	0.907	
Job equitable rewards	4	0.904	
Value commitment	4	0.908	
Job satisfaction	5	0.921	
Turnover intention	5	-0.941	

As can be seen from the above table, the reliability coefficient value is 0.719, greater than 0.7, indicating that the reliability quality of the research data is good, which indicates that the data reliability is of high quality and can be used for further analysis.

### Scale design

Validity analysis is to measure the extent to which the study scale achieves its intended purpose. It was used to test the validity of the scale. Scale validity usually includes content validity and structure validity. As the scale used in this study is mature, it has high content validity. In order to determine the content validity of the research scale, on the 1 hand, industry experts should be invited to confirm the questionnaire; on the other hand, the number of samples and data standards collected is sufficient. Therefore, this questionnaire has high content validity.

If only KMO and Bartlett tests are used for validity, that is, the corresponding relationship between dimensions and analysis items and variance explanation rate are ignored. The tests are shown in **Table 2** below.

**Table 2** KMO and Bartlett's test.

KMO	0.953
Bartlett's test of sphericity	Chi-square
	4,241.244
	<i>df</i>
	15
	<i>p</i>
	0.000

KMO and Bartlett tests were used for validity verification. It can be seen from the above table that the KMO value is 0.953 and the KMO value is greater than 0.8. The research data is very suitable for extracting information (good validity reflected from the side).

### Data analysis

#### Collection of sample data

The survey subjects of this study are Chinese tour guides. On the basis of referring to the maturity scale and consulting with questionnaire experts, a formal questionnaire was formed. In the formal survey phase, questionnaires will be distributed and collected from December 1, 2021 to January 31, 2022. The questionnaires were distributed through the website of Wenxianxing and forwarded through WeChat moments. Finally, a total of 457 questionnaires were collected. The final number of valid questionnaires was 457, and the qualified rate of samples was 100 %.

#### Frequency analysis and descriptive statistics of variables

SPSSAU was used to conduct frequency analysis on the age, sex, education background, overall monthly income, working years, job nature, position and current working term of the samples, as shown in **Table 3**.

**Table 3** Demographic data.

Demographic variable (n = 457)	Categories	Frequency	Percent (%)
Age	Less than 20 years old	73	15.97
	20 - 30 years old	150	32.82
	More than 30 - 40 years old	139	30.42
	More than 40 - 50 years old	95	20.79
Gender	Male	240	52.52
	Female	217	47.48
Educational background	High school diploma	31	6.78
	Technical secondary school degree	58	12.69
	College degree	116	25.38
	Bachelor's degree	199	43.54
	Master degree or above	53	11.60
Overall monthly income	Less than 5,000 yuan	143	31.29
	5,000 - 8,000 yuan	139	30.42
	More than 8,000 - 11,000 yuan	88	19.26
	More than 11,000 - 15,000 yuan	62	13.57
	More than 15,000 yuan	25	5.47
Working fixed number of year	Less than 3 years	26	5.69
	3 - 5 years	47	10.28
	More than 5 - 10 years	154	33.70
	More than 10 - 20 years	119	26.04
	More than 20 years	111	24.29
Nature of work	A part-time tour guide	98	21.44
	Full-time tour guide	359	78.56
	The primary guide	73	15.97
Position	Intermediate guide	281	61.49
	Senior tour guide	103	22.54
	Less than 2 years	50	10.94
Current term of office	2 - 5 years	164	35.89
	More than 5 - 10 years	113	24.73
	More than 10 - 15 years	81	17.72
	More than 15 years	49	10.72

As can be seen from the above table:

1) In terms of age, more than 30 % of the samples are “over 30 ~ 40 years old”. In addition, the proportion of samples over 40 ~ 50 years old was 30.42 %.

2) From the perspective of gender, there are more males in the samples, accounting for 52.52 %. The proportion of women was 47.48 %.

3) From the distribution of educational background, most of the samples are “bachelor degree”, accounting for 43.54 %.

4) In terms of the overall monthly income, “less than 5,000 yuan” is relatively large in the sample, accounting for 31.29 %. In addition, the proportion of samples between 5,000 and 8,000 yuan is 30.42 %.

5) From the perspective of working years, 33.70 % of the samples chose “more than 5 - 10 years”.

6) From the distribution of job nature, most of the samples are “full-time tour guides”, with a total of 359.0, accounting for 78.56 %.

7) In terms of positions, there are more intermediate tour guides in the sample, accounting for 61.49 %.

8) From the term distribution of the current job, most of the samples are “2 - 5 years”, accounting for 35.89 %.

**Table 4** Mean and standard deviation of colleague relationship (n = 457).

Variable	Mean	Std. deviation	Instructions
Colleague relation	3.913	1.010	high levels
Coworkers are friendly.	3.860	1.206	high levels
Coworkers will support me at work.	3.947	1.176	high levels
I have my supervisors' support in work.	3.908	1.174	high levels
I have good interactions with my coworkers.	3.947	1.189	high levels
I'm comfortable with my boss's leadership style.	3.902	1.176	high levels

**Table 5** Mean and standard deviation of work environment (n = 457).

Variable	Mean	Std. deviation	Instructions
Work environment	3.909	1.012	high levels
I can handle tasks at work with my own judgment.	3.871	1.162	high levels
At work, I have the necessary equipment and tools to facilitate my job.	3.893	1.196	high levels
At work, my company provides me with suitable clothing to facilitate my performance.	3.941	1.167	high levels
At work, my company provides an independent and healthy work environment.	3.932	1.184	high levels

**Table 6** Mean value and standard deviation of job equitable rewards (n = 457).

Variable	Mean	Std. deviation	Instructions
Job equitable rewards	3.907	1.020	high levels
I am very satisfied with my salary.	3.930	1.181	high levels
My employee's benefits are very good.	3.923	1.170	high levels
I receive an additional bonus if I do additional.	3.917	1.202	high levels
I have good growth opportunities at my current organization.	3.858	1.192	high levels

**Table 7** Mean and standard deviation of value commitment (n = 457).

Variable	Mean	Std. deviation	Instructions
Value commitment	3.896	0.991	high levels
I often tell my friends that the company I work for is a very good one.	3.932	1.167	high levels
I am fortunate to work in this company.	3.917	1.146	high levels
I feel proud when others mention the company I work for.	3.818	1.134	high levels
I am willing to accept any work assigned by my supervisors to continue working in this company.	3.917	1.191	high levels

**Table 8** Mean value and standard deviation of job satisfaction (n = 457).

Variable	Mean	Std. deviation	Instructions
Job satisfaction	3.907	0.988	high levels
In general, I like my job.	3.897	1.170	high levels
In general, I like working here.	3.875	1.175	high levels
In general, I am satisfied with my job.	3.947	1.152	high levels
I'm satisfied with my current working environment.	3.899	1.143	high levels
I'm satisfied with the management of human resources in my current company (such as the option to work from home, travel opportunities, flexible working hours, purchase of social security and housing funds, transportation phone subsidies, holidays, etc.)	3.915	1.158	high levels

**Table 9** Mean value and standard deviation of turnover intention (n = 457).

Variable	Mean	Std. deviation	Instructions
Turnover intention	2.170	0.985	Low levels
I often seriously consider leaving my current job.	2.147	1.148	Low levels
I intend to quit my current job.	2.197	1.183	Low levels
I have started to look for other jobs.	2.162	1.157	Low levels
I always thinking about leaving my current job.	2.151	1.182	Low levels
I'll leave my present job immediately if I found a better one.	2.193	1.144	Low levels

### Correlation analysis

Correlation analysis is a common statistical analysis method to measure the proximity of different variables. Pearson correlation coefficient is used in this study to measure the correlation between variables. The greater the absolute value of the correlation coefficient, the stronger the correlation. The smaller the absolute value, the weaker the correlation. If the correlation coefficient is positive, the change is in the same direction. If the correlation coefficient is negative, the change is in the opposite direction. This study used SPSSAU to analyze the correlation between variables.

**Table 10** Pearson correlation (n = 457).

	Mean	Std. deviation	turnover intention	Colleague relation	Work environment	Job equitable rewards	Value commitment	Job satisfaction
Turnover intention	2.170	0.985	1					
Colleague relation	3.913	1.010	-0.905**	1				
Work environment	3.909	1.012	-0.891**	0.888**	1			
Job equitable rewards	3.907	1.020	-0.889**	0.884**	0.874**	1		
Value commitment	3.896	0.991	-0.891**	0.884**	0.881**	0.872**	1	
Job satisfaction	3.907	0.988	-0.907**	0.902**	0.886**	0.892**	0.895**	1

\* $p < 0.05$  \*\* $p < 0.01$

As can be seen from the above table, correlation analysis was used to study turnover intention and colleague relation, work environment, job equitable rewards, value commitment, the correlation among 5 items of job satisfaction was expressed by Pearson correlation coefficient. Specific analysis shows that: turnover intention and colleague relation, work environment, job equitable rewards, value commitment, all the 5 items of job satisfaction showed significant correlation, and the correlation values were -0.905, -0.891, -0.889, -0.891, -0.907, respectively, and the correlation values were all less than 0. Meaning turnover intention and colleague relation, work environment, job equitable rewards, value commitment. There is a negative correlation between 5 items of job satisfaction.

### Regression analysis

Colleague relation, work environment, job equitable rewards, value commitment and job satisfaction are regarded as independent variables. Linear regression analysis was carried out using turnover intention as a dependent variable. As can be seen from the table above, the model formula is: Turnover intention =  $5.953 - 0.239^* \text{Colleague relation} - 0.169^* \text{Work environment} - 0.159^* \text{Job equitable rewards} - 0.169^* \text{Value Commitment} - 0.233^* \text{Job satisfaction}$ , R squared value of model 0.886, Colleague relation, Work environment, Job equitable rewards, Value commitment, Job satisfaction can explain turnover 88.6 percent of the reasons for change. The model passed the F-test ( $F = 699.941$ ,  $P = 0.000 < 0.05$ ), in other words, at least one of colleague relation, work environment, job equitable rewards, value commitment and job satisfaction would express their turnover.

**Table 11** Linear regression analysis.

	Mean $\pm$ Std. deviation	Unstandardized coefficients		Standardized coefficients	t	p	VIF	R <sup>2</sup>	Adj R <sup>2</sup>	F
		B	Std. error	Beta						
Constant		5.953	0.066	-	90.241	0.000**	-			
Colleague relation	3.913 $\pm$ 1.010	-0.239	0.043	-0.245	-5.608	0.000**	7.553			
Work environment	3.909 $\pm$ 1.012	-0.169	0.040	-0.173	-4.215	0.000**	6.673			
Job equitable rewards	3.907 $\pm$ 1.020	-0.159	0.039	-0.164	-4.045	0.000**	6.511	0.886	0.885	$F(5,451) = 699.941$ , $p = 0.000$
Value commitment	3.896 $\pm$ 0.991	-0.169	0.041	-0.170	-4.105	0.000**	6.760			
Job satisfaction	3.907 $\pm$ 0.988	-0.233	0.045	-0.234	-5.132	0.000**	8.209			

Dependent variable: Turnover intention

D - W value: 1.926

\*  $p < 0.05$  \*\*  $p < 0.0$ **Table 12** ANOVA.

	Sum of squares	df	Mean square	F	p-value
Regression	391.918	5	78.384	699.941	0.000
Residual	50.506	451	0.112		
Total	442.423	456			

The final concrete analysis shows that:

1) The regression coefficient of colleague relation was  $-0.239$  ( $t = -5.608$ ,  $p = 0.000 < 0.01$ ), suggesting that colleague relation had a significant negative influence on turnover intention.

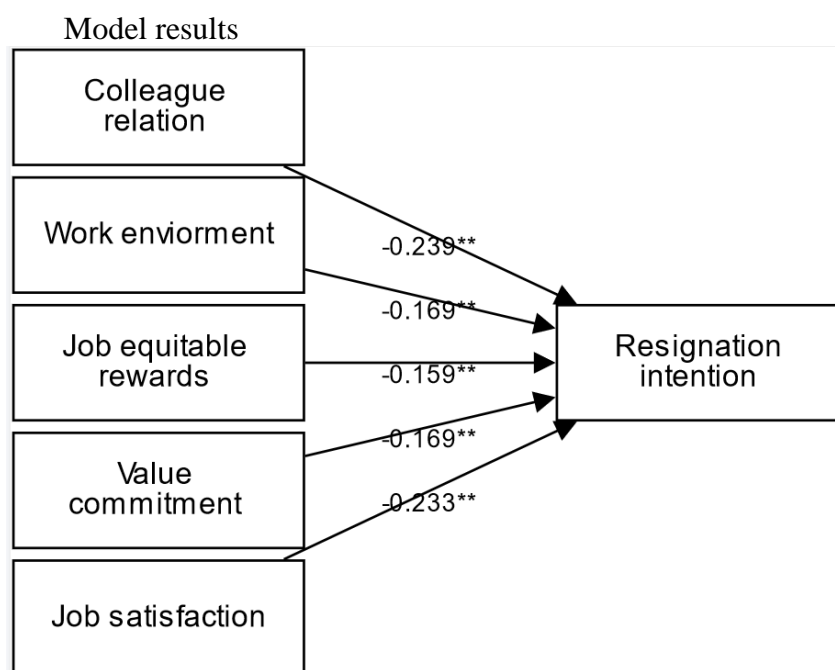
2) The regression coefficient of work environment was  $-0.169$  ( $t = -4.215$ ,  $p = 0.000 < 0.01$ ), indicating that work environment had a significant negative impact on turnover intention.

3) The regression coefficient of job equitable rewards was  $-0.159$  ( $t = -4.045$ ,  $p = 0.000 < 0.01$ ), indicating that job equitable rewards had a significant negative impact on turnover intention.

4) The regression coefficient of value commitment was  $-0.169$  ( $t = -4.105$ ,  $p = 0.000 < 0.01$ ), meaning that value commitment had a significant negative impact on turnover intention.

5) The regression coefficient of job satisfaction was  $-0.233$  ( $t = -5.132$ ,  $p = 0.000 < 0.01$ ), indicating that job satisfaction had a significant negative impact on turnover intention.

Summary analysis shows that: Colleague relation, work environment, job equitable rewards, value commitment, all job satisfaction had a significant negative impact on turnover intention.



**Figure 3** Model results.

## Results and discussion

Summary analysis shows that: Colleague relation, work environment, job equitable rewards, value commitment, all job satisfaction had a significant negative impact on turnover intention. The summary of hypothesis test results is shown in **Table 13**

**Table 13** Summary of hypotheses test.

No.	Hypothetical content	Results
H1	H1: Colleague relationship is negatively related to the turnover intention of Chinese tour guides.	Hypothesis test passed
H2	H2: Work environment is negatively related to the turnover intention of Chinese tour guides.	Hypothesis test passed
H3	H3: Job Equitable rewards is negatively related to the turnover intention of Chinese tour guides.	Hypothesis test passed
H4	H4: Value commitment is negatively related to the turnover intention of Chinese tour guides.	Hypothesis test passed
H5	H5: Personal job satisfaction is negatively related to the turnover intention of Chinese tour guides	Hypothesis test passed

## Conclusions

Regression analysis shows that: Colleague relation, work environment, job equitable rewards, value commitment, job satisfaction had a significant negative impact on turnover intention.

H1: Colleague relationship is negatively related to the turnover intention of Chinese tour guides.

H2: Work environment is negatively related to the turnover intention of Chinese tour guides.

H3: Job Equitable rewards is negatively related to the turnover intention of Chinese tour guides.

H4: Value commitment is negatively related to the turnover intention of Chinese tour guides.

H5: Personal job satisfaction is negatively related to the turnover intention of Chinese tour guides.

All the above 5 hypotheses are valid.

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