

HUMAN RESOURCES PERSPECTIVE IN THE SERVICE PERFORMANCE OF THE TOURISM INDUSTRY

ABSTRACT: In recent years, there has been a proliferation of studies on increasing worker output, but studies on how tourism influences service supply have gotten comparatively less attention. This study examines the direct and indirect relationships between customer engagement and service performance in the retail industry, particularly regarding employee engagement and job satisfaction. 360 front-line retail employees in East Java, Indonesia, test the proposed model using partial least square variance-based structural equation modeling (SEM-PLS). The statistics indicate that having visitors increases treatment quality. Moreover, this study’s findings indicate that employees’ excitement and dedication impact the quality of service delivered to clients. The ramifications of these discoveries for advancing management theory and practice are also discussed.

Keywords: Service performance, tourism involvement, work engagement, job satisfaction.

1. Introduction

Human resource management frequently identifies proactive and competent personnel as one of the most sought-after - having durable competitive advantages in highly competitive industries (Amiruddin, 2017; Martinez-Sanchez & Perez-Perez, 2018; Suhartanto et al., 2018b). Specifically, front-line personnel contacting consumers directly must be enthusiastic about their work for the organization (Abbas et al., 2021; Liu-Lastres et al., 2020). Workers that interact directly with consumers represent the company to the public and have a substantial impact on the outcome of each transaction (Scarlett, 2021; Sharma et al., 2021a). The retail industry has unearthed statistics supporting that trained front-line employees are more likely to give excellent customer service, resulting in happier consumers and longer customer connections (González-Torres et al., 2021; Sigala, 2020). Since a company’s performance is directly proportional to the output of its service workers, it is crucial to determine how to keep them motivated and running at top efficiency (Bhaskara & Filimonau, 2021; Kock et al., 2020). There is still a need for additional research and application concerning the development and productivity of service workers (Pattnaik & Sahoo, 2021).

For the future revitalization of entrepreneurship,

Attitude and job happiness are two of the most important aspects in determining how successfully service worker performs their jobs (Cassado-Aranda et al., 2021; Scarlett, 2021). A company’s employees’ enthusiasm and dedication to their work directly influence client satisfaction (Breier et al., 2021; Shafi et al., 2020). Increased productivity has a multiplicative

effect on service quality via employee satisfaction (Mujanah et al., 2022; Sugandini et al., 2018; Surya et al., 2021). This article suggests that consumer engagement is crucial to retail service quality (Donthu & Gustafsson, 2020). The term “involvement in tourism” refers to a knowledgeable and enthusiastic mindset about travel (Indrasari et al., n.d.; Mujanah et al., 2022; Mujanah & Wahyurini, 2019; Sugandini et al., 2018; Suhartanto et al., 2018b). Visits by tourists have been connected to increased life satisfaction, which benefits job productivity (Goh, 2021; Sobaih et al., 2021b). Also, service professionals who are heavily involved in the tourism industry are more likely to share with their customers the joy, entertainment, and fulfillment they have experienced due to their tourism work.

own travels (Pattnaik & Sahoo, 2019; Suhartanto et al., 2018a). Previous studies have shown that front-line service personnel who are highly involved in tourism are more likely to exhibit positive employment outcomes, such as improved service performance.

There have been speculations about a correlation between business travel and worker productivity, but no definitive studies have been conducted to draw any firm conclusions (Suhartanto et al., 2018a). To help address that gap, this study will examine tourist engagement’s direct and indirect impacts on service performance and job satisfaction in the retail industry. This study contributes to human resource management and retail marketing by providing an analytical framework for the proposed model and clarity on its theoretical underpinnings.

This study was conducted in Indonesia because

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of the country's size and rapid retail growth. The rise of this industry is facilitated by several factors, including a rising middle class, more productive employees, and better transportation connections. This has attracted the attention of both domestic and international stores, further increasing the intensity of competition in Indonesia's retail sector. In today's competitive company environment, having knowledgeable and diligent front-line personnel is essential.

**2. Literature Review
Tourism Involvement**

Due to its pervasive use as a conceptual tool in human resources and marketing, the term “engagement” can apply to diverse activities (Pattnaik & Sahoo, 2019; Suhartanto et al., 2018a; Viète & Erdsiek, 2020). Although there is no universally accepted definition of engagement, it is widely understood to be a self-concept that links a person's values to a certain topic, activity, or problem (Farida et al., 2021; González-Torres et al., 2021). In tourism and recreation, “involvement” refers to the emotional bond between an individual and their chosen sport (Sigala, 2020; Yang et al., 2020). The presence of pleasure value distinguishes this condition, the presence of danger likelihood and consequences, and the presence of sign value. Additionally, studies imply that prior experience in tourism and leisure activities influences one's approach to locating, evaluating, and participating in tourism-related activities (Collins-Kreiner & Ram, 2020; Qiu et al., 2020). When individuals have a vested interest in a topic, whether a product or an activity, their opinions tend to harden. Several studies have examined the various impacts tourism may have. Three primary factors influence a tourist's level of engagement: the priority they place on different aspects of a trip (pleasure), the possibility that they will make a poor decision and have to reschedule, and the potential consequences of that decision going poorly (risk importance).

The research contributes significantly to understanding tourism's effect on work-related outcomes. Notwithstanding these contributions, the study has not sufficiently explored the impact of visitor participation on employee productivity. The relationship between performance and engagement is obvious; an employee's engagement and commitment to their work is directly proportional to that employee's performance. Hence the relationship between the two

is straightforward. Thus, it is crucial to incorporate service performance as a direct result of visitor participation in the investigation that is now being done. In this scenario, three outcomes will be evaluated: the quality of the supplied service, the degree to which workers are engaged, and the level of job satisfaction reported by employees. *Service Performance*

Employees' service performance is evaluated based on how successfully they meet the needs of customers and clients (Suhartanto et al., 2018a; Yang et al., 2020). A worker's performance can be evaluated based on in-role activities, out-of-role consumer interactions, and in-role behaviors toward the firm (Donthu & Gustafsson, 2020; Goh, 2021). When we refer to “in-role component,” we mean the position's essential duties. This area may include various duties, such as stocking shelves with the right products, learning everything there is to know about the service being supplied, and accepting customer orders (Breier et al., 2021; Cassado-Aranda et al., 2021). The term “additional role toward consumers” refers to a worker's efforts outside of their normal job description that indirectly affect the delivery of the product to the client (Joo et al., 2021; Sobaih et al., 2021a). The act of exceeding consumer expectations. “extra-role behavior towards the organization” refers to employees going above and beyond for the organization's benefit (Suhartanto et al., 2018a). In a retail setting, it would be out of character for an employee to take the initiative to improve customer service.

Feeling respected and valued at work motivates employees to go above and beyond for clients. This ensures that our service will be given without any interruptions. The quality of service offered by an organization's personnel is contingent on the service provider, the retail environment, and the service culture (Suhartanto et al., 2018a). Four variables can be used to examine a person's personality: agreeableness, openness to experience, consistency, and emotional stability. Shop managers are responsible for all HR-related responsibilities, including employee training, service education, and acknowledgment of exceptional performance. The word “service environment” refers to an organization's workforce's general attitude and mindset toward service-related matters such as policies, procedures, and standards.

Work Engagement

One definition of personal participation is matching oneself with one's obligations at work (Suhartanto et al., 2018a). An individual asserts that an engaged individual has a propensity to emotionally and physically commit to their part in an organization throughout their duties. This applies to the worker and the employer (Eliyana & Ma, 2019; Farida et al., 2021). On the other hand, a person who is disengaged from their employment detaches themselves from their role within the organization. Employees who are not fully committed to their employment tend to emotionally and physically distance themselves to protect themselves during their work. Alternately, the operational meaning of the engagement idea may be a positive, achieving, job-related state of mind marked by vigor, absorption, and commitment (Suhartanto et al., 2018a). This is an alternative approach to defining the operational meaning of the engagement notion. Engaged persons can be described as dynamic, enthusiastic, and motivated in connection to their work (Suhartanto et al., 2018a; Vu et al., 2022; Yang et al., 2020). On the other hand, workers who are disinterested in their employees tend to be inattentive, indifferent, detached, and distanced from their work (Suhartanto et al., 2018a). According to the findings of several studies, employee engagement at work has a positive effect on various individual and organizational performance-related outcomes.

According to the findings of research that examined the effects of economic recovery on employee engagement, the rebound had a positive effect. (González-Torres et al., 2021) Empirical research in the hospitality industry suggests that participation in tourism has a positive influence on the level of job engagement among front-line hotel staff. Recent research has examined the relationship between employee performance and tourism-related activities (Pattnaik & Sahoo, 2019). Work redesign and tourism-related activities can ameliorate the negative effects of value incongruence on employee engagement and job performance, according to the findings of this study (Eliyana & Ma, 2019). Little research has been conducted on employee engagement in tourism (Suhartanto et al., 2018a); however, research on employee engagement in retail has been conducted well. According to the findings of an earlier study that examined the causes and effects of employee engagement, offering supervisory feedback inspires employees to participate in the organization. However, providing supervisory support

does not (Fianto & Candraningrat, 2018; Nestic & Maselli, 2019). According to several studies conducted in retail contexts, work engagement positively affects

Job satisfaction

Employee happiness may also be defined as a positive emotional condition toward one's job as a direct result of meeting or assisting in meeting one's employer's requirements (Suhartanto et al., 2018a). According to this perspective, feeling joy at work is not a final objective but a constant state of being and a succession of present-tense behaviors (Sharma et al., 2021b; Zadeh Bazargani & Kilic, 2021). It is not conceivable to gain a more optimistic outlook on one's work shortly. When employees are pleased with their efforts' results, they experience “work satisfaction” (Suhartanto et al., 2018a). This way of thinking and feeling produces a nice feeling of fulfillment. When employees go above and beyond their job duties, supervisors are prepared to recognize and commend them.

It has come to be accepted that “job satisfaction” refers to the degree to which a person derives emotional fulfillment from their employment (Suhartanto et al., 2018a). It is often believed that when employees are satisfied with their jobs, their employers get financial benefits (Ahi & Searcy, 2015; McCabe & Qiao, 2020). There is a correlation between active engagement in one's daily work and active participation in the firm's daily activities, and this association has the potential to increase job satisfaction substantially. Personnel who exert the most effort are likelier to be the proudest of their results. Employees who are content with their workplace are more likely to give their all for the firm (Suhartanto et al., 2018a). Providing a secure working environment and enough rewards for workers' contributions may assist employers in boosting employee morale. Workers who are already satisfied with their positions are more likely to demonstrate that they enjoy their work due to these advantages, as they make doing so easier.

Hypotheses Development

This study investigates the characteristics that contribute to an exceptional customer service experience. The role of employee dedication and job happiness is also investigated as mediators between client participation and ultimate product quality. Based on this literature evaluation, Figure 1 depicts a theoretical model of the interaction of the major components.

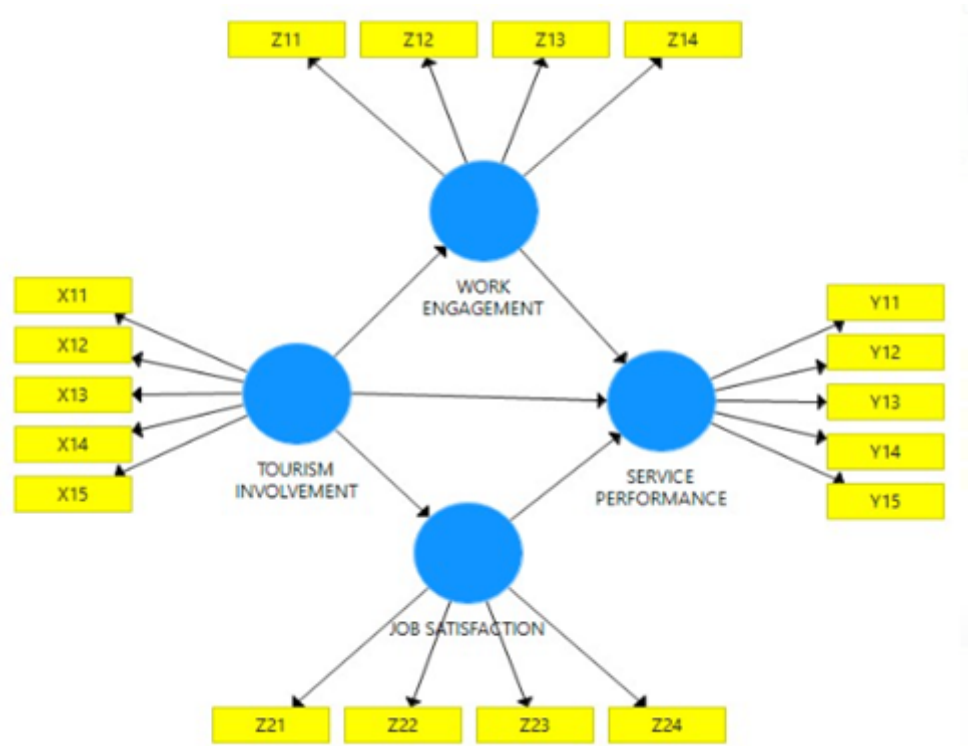


Figure 1. Tourism involvement and service performance model.

Tourism Involvement and Service Performance

Since that tourism is considered a form of recreation, the concept of leisure experience may provide light on the relationship between visitors' participation and the work of quality-of-service providers (Suhartanto et al., 2018a). This notion examines the relationship between leisure time, personal development, and life pleasure. According to the concept of leisure, when people engage in activities that they enjoy, it may help them satisfy fundamental psychological needs, which in turn improves their health (mentally and physically), boosts their happiness, and encourages their personal development (Cronjé & du Plessis, 2020; Janowski et al., 2021; Sharma et al., 2021b). People will be healthier and happier if their basic needs are met, raising their self-awareness and motivating them to strive for personal and professional development. Staff members who invest in their development have a greater personal stake in performing well, increasing their productivity (Suhartanto et al., 2018a).

Many studies have revealed evidence for the features and relationships associated with the concept of leisure experience (Pappas & Glyptou, 2020; Sobaih et al., 2021a; Zheng et al., 2021). Engaging in a thoroughly liked activity can reduce stress, slow the passage

of time, enable one to forget about oneself, and completely immerse them in the action taking place. To have a fulfilling leisure experience, one must possess relaxation, intimacy, enjoyment, an appreciation for the arts, and companionship. This will result in a satisfying experience (Suhartanto et al., 2018a). Workers that participate in tourism-related activities report reduced stress, increased life satisfaction, and improved life quality (Eliyana & Ma, 2019; Farida et al., 2021). These elements are crucial for outstanding customer service, and employees participating in tourist-oriented events report experiencing them. The vast majority of people travel for enjoyment. Thus it could be helpful for a company to hire personnel who enjoy visiting new places.

H1. Tourism involvement positively affects service performance.

The Mediation Function of Work Participation

The broaden-and-build theory suggests that experiencing positive emotions such as happiness, concentration, and contentment promotes character strengths and working memory development. Hence, positive emotions motivate us to broaden our perspectives and be more sensitive to new information. Research conducted during downtime

on the influence of rehabilitation on job engagement reveals that rehabilitation positively benefits the workplace. According to empirical studies, tourism positively influences the employment motivation of front-line hotel personnel.

It is much more likely that employees will be productive, satisfied, and loyal to their employer if they are interested in their work. In addition to enterprises that generate a profit, organizations that do not generate a profit can learn a great deal about their future output by examining the enthusiasm and dedication of their employees. This is a possibility for organizations that generate a profit as well. This is an option that should be examined. Involvement in one's profession, according to academic academics that study tourism and management, mediates the relationships that exist between a diverse array of determinants and results. These researchers are all of the same opinions. Participating in tourism-related activities may increase a person's interest in their employment, and as a result, they may give their customers a higher level of service.

H2. Work engagement mediates the relationship between tourism involvement and service performance.

Mediation Role of Job Satisfaction

As the term "spillover effects" implies, a person's happiness may be altered by the extent to which he enjoys one aspect of his life (Suhartanto et al., 2018a). It has been suggested that finding happiness in one aspect of life may have a rippling effect on how one views the world as a whole (Pattnaik & Sahoo, 2019; Sigala, 2020; Yang et al., 2020). A person's degree of happiness may be affected by things such as how much they enjoy their job (Suhartanto et al., 2018a). Tourism provides the opportunity to experience the pleasure and fulfillment of various interests in a setting distinct from one's usual. An individual's travel experiences are fundamental to life and job satisfaction.

A successful business has been related to having contented employees. When employees have opportunities for professional growth and a sense of safety at work, they are more likely to be content with their jobs and positively contribute to the organization (Eliyana & Ma, 2019; Suhartanto et al., 2018a; Viète & Erdsiek, 2020; Vu et al., 2022). Employees who are satisfied with their jobs are more willing to go the extra mile for clients. Employees who are satisfied with their jobs are more willing to go above and above for their employers. Happy employees are more likely to respect consumers and give superior service (Farida

et al., 2021; Pattnaik & Sahoo, 2019). According to this line of thought, it is more probable that a person will provide outstanding service to visitors if they enjoy their employment.

H3. Job satisfaction mediates the relationship between tourism involvement and service performance.

3. Methodology

East Java Province is home to one of the main tourist centers in Indonesia; as a result, our research heavily relied on information gathered from company employees in the region. Since retail firms provide the best examples of service excellence, all the data came from front-line staff. Information was collected from 100 selected firms based on their staff size dispersion. Respondents from the stores under consideration were chosen at random.

This study uses variance-based structural equation modeling (PLS) to explore the proposed model for various reasons. While examining multivariate data, it is immediately apparent that they are not regularly distributed. Due to this, the proposed model performed poorly on structural equation modeling tests (SEM). Second, variance-based structural equation modeling (PLS) may be effective for examining inter-construct interactions and assessing the predictive power of exogenous variables (Shiau et al., 2019). As the research objective was to test hypotheses and the data did not follow a normal distribution, it was determined that variance-based structural equation modeling (PLS) would be the most suitable method to evaluate the proposed model.

Typically, sample sizes for SEM-PLS analyses should include at least 10 responses for each item in the analysis; however, this number can vary considerably based on the specifics of the inquiry (Hair & Sarstedt, 2021). With this as a minimum requirement, the sample size for this study would be close to 200, which may be deemed enough but may lack statistical power. Larger sample sizes may result in more accurate SEM-PLS calculations (Hair et al., 2018). Due to the abovementioned factors, the suggested model was evaluated utilizing all 360 valid replies. The validity and dependability of self-reported measures of work-related outcomes, such as engagement, job satisfaction, and performance, have been demonstrated by scholars. This research followed this recommendation by applying self-report measures to assess the various retail employee types. The questionnaire utilized in this study was produced in Indonesian using

previous research. A revised version of five pleasure-interest, risk-likelihood, and risk-importance factors was applied to analyze visitor engagement. Following (Suhartanto et al., 2018b), our study defines workplace engagement as a positive and helpful attitude toward one's employment. We devised a four-factor formula based on previous research (Suhartanto et al., 2018b) to measure this abstract concept. As in earlier studies, a 4-item measure modified from (Mujanah et al., 2022) was used to survey workers' levels of job satisfaction. The performance of employees was evaluated using a 5-point scale derived from earlier research. Each indicator was rated using a 5-point Likert scale (1 strongly disagree to 5 strongly agree).

The following step involved preliminary questionnaire testing to ensure the questions were logical and

the survey was well-designed. Twenty randomly selected participants (front-line store employees) were surveyed as part of a pilot project. Throughout completing the survey, respondents were asked about the clarity of the questions and instructions. The findings influenced several modifications to the questionnaire and related processes.

4. Result
Description of the Respondents

This study involves questionnaires distributed to as many as 360 respondents to collect primary data. The questionnaires were gathered, analyzed, and then tabulated. The processing results include two primary components: data on the characteristics of respondents and reply to questionnaire statements. Table 1 presents the results of the questionnaire in tabular format.

Table 1. Respondents' Demographic Characteristics

Variables	Description	Frequencies	%
Gender	Male	167	46%
	Female	193	54%
age	Less than 25 Years	89	25%
	25 up to 35 Years	131	36%
	36 up to 45 Years	107	30%
	More than 45 Years	33	9%
Education	Less than High School Degree	27	8%
	High School Degree	162	45%
	More than High School Degree	171	48%
Working Experience	Less than 3 Years	95	26%
	3 up to 5 Years	122	34%
	6 up to 10 Years	115	32%
	More than 10 Years	28	8%

This study's measurement model begins with a test of the instrument's validity and reliability (N=30). The results indicate that all variables have indicators with high Corrected Item-Total Correlation values, as they all exceed the critical threshold of 0.3. In other words, the instrument used in this study meets the criteria for adequate validity. Similarly, it appears that the Cronbach alpha of each variable exceeds the 0.6 thresholds. In other words, each variable included in this study has met the criteria for high reliability.

Convergent validity is also applied to the measuring model's validity with reflexive indicators. This test indicates that all variables have loading factors greater than the suggested value of 0.5. The smallest number, 0.745, belongs to the X12 indicator, while the

biggest value, 0.884, belongs to the Y11 indication. This demonstrates that all indicators included in this study are valid or meet convergent validity criteria.

Cross-loading between the indicators and their respective constructs reveals discriminant validity indicators. Suppose the correlation between constructs and their indicators is greater than the correlation between indicators and other constructs. This implies that latent constructs predict indicators in their block more accurately than in other blocks. An indication is deemed valid if its loading factor for the targeted build is greater than all other loading factors. The preceding table demonstrates that the loading factor for the Tourist Participation construct (X11 to X15) has a value that is greater than the loading factor for the other constructs.

The same holds for the indicators comprising the subsequent structure, where each indication displays the highest value on the relevant variable. Thus, the latent construct predicts indicators in each block whose value exceeds those in other blocks. Another approach to determining discriminant validity is to examine the square root value of the extracted average variance (AVE). The suggested value is more than 0.5. In this investigation, the AVE value is as follows:

Table 2. Average Variance Extracted (AVE)

	AVE	Squared-root AVE
Tour_Invl	0.596	0.772
Work_enggm	0.753	0.868
Job_Satis	0.644	0.803
Serv_Perf	0.758	0.871

The preceding table demonstrates that all constructions have an AVE value greater than 0.5; similarly, the square root value of AVE has a value greater than 0.5, which satisfies good validity test standards for each researched variable.

Reliability Measurements

Examining the composite reliability value of the indicator block that gauges the construct constitutes the reliability test. If the Composite Results reliability exceeds 0.70, it will be deemed acceptable. Output table of composite reliability values:

Table 3. Composite reliability

	Composite Reliability
Tour_Invl	0.881
Work_Enggm	0.924
Job_Satis	0.879
Serv_Perf	0.940

Table 6 demonstrates that the composite reliability value for all components exceeds 0.70, indicating that all constructs in the calculated model satisfy the discriminant validity criterion. The lowest score of composite

Table 6. Total Influence between Variables

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Tou_Involv->Serv_Perf	0.211	0.212	0.049	4,314	0.000
Tou_Involv->Work_Eng	0.328	0.331	0.047	6,970	0.000
Tou_Involv->Job_Satis	0.336	0.340	0.045	7,458	0.000
Work_Eng->Serv_Perf	0.339	0.339	0.041	8,246	0.000
Job_Satis->Serv_Perf	0.301	0.302	0.039	7,734	0.000

Using the Smart-PLS program, the findings of the computation of the total influence between the variables

dependability for the Work Satisfaction component is 0.879. Cronbach's alpha, whose measurement result is depicted in Table 7, can also improve the reliability test.

Table 4. Cronbach's alpha

	Cronbach's Alpha
Tour_Invl	0.830
Work_enggm	0.891
Job_Satis	0.816
Serv_Perf	0.920

The recommended value is greater than 0.6; as shown in the table above, Cronbach's Alpha value for all constructs is greater than 0.6. The lowest score for the Work Satisfaction construct is 0.816.

Structural Model Testing (Inner Model)

Outer Model criteria, then testing the structural model (Inner model) is carried out as shown in Table 8.

Table 5. R-Square

	R Square
Job_Satis	0.113
Work_Eng	0.108
Serv_Perf	0.382

The Service Performance construct has an R2 value of 0.382, which indicates that Tourist Participation, Work Engagement, and Job Satisfaction can explain 38.2% of the variance in the Service Performance variable. The Work Engagement construct has an R 2 of 0.108, indicating that Tourist Involvement can adequately explain variations in the 10.8% Work Engagement value. The Job Satisfaction construct receives an R 2 of 0.113, indicating that Tourist Participation can explain variations in the 11.3% Job Satisfaction value.

Testing the Total Influence between Variables

The total influence between the research variables is calculated using the SmartPLS program, and the results are as follows:

of this study, which appear in the table above, have also been visually described as follows:

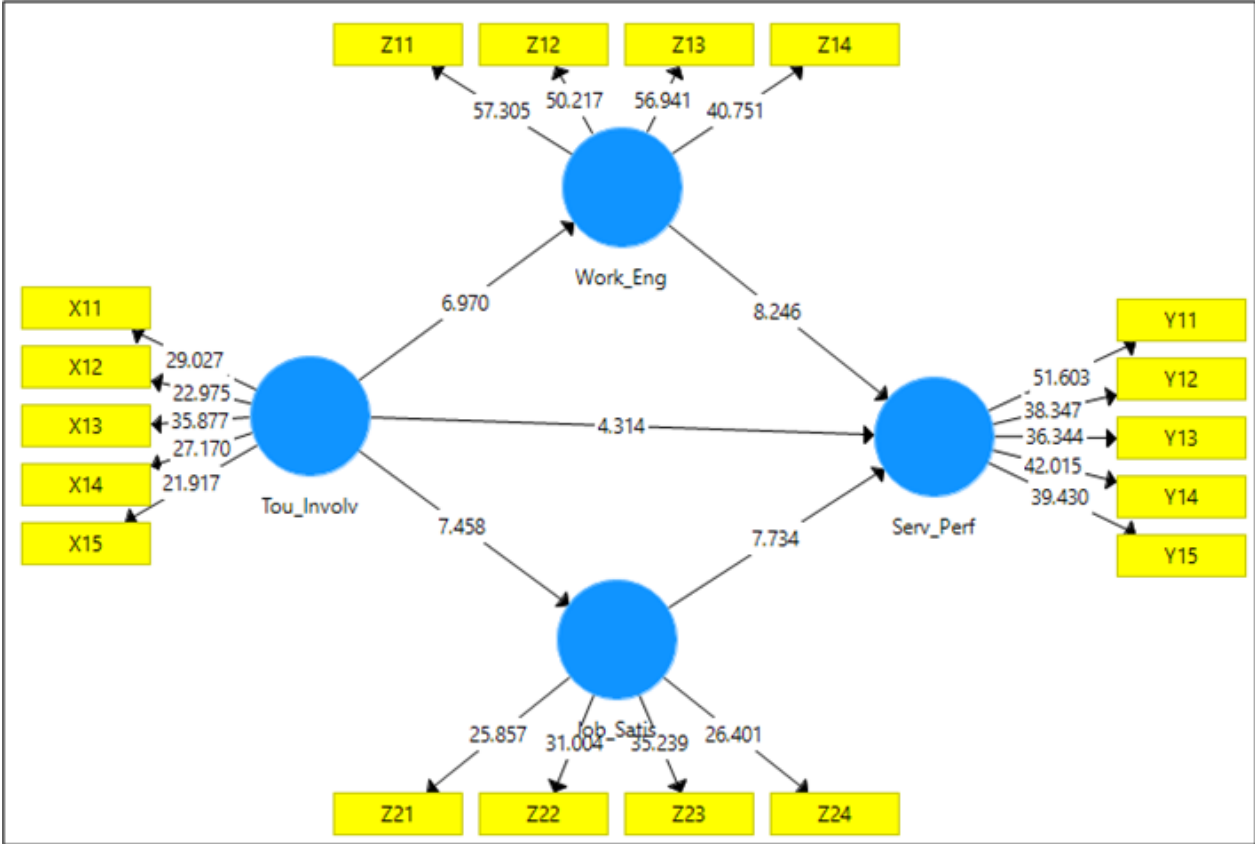


Figure 2. Calculation Results from Significant Effect Between Variables

Based on the figures and tables of the findings of the data analysis calculations displayed in the table above, the total effect between the variables of this study may be interpreted as follows:

1. Influence of Tourism Involvement on Service Performance

Tourist Participation has a 0.211 effect on Service Performance, supported by a p-value of 0.000 ($p < 0.05$). This effect is statistically significant. This result indicates that H1 is supported, as an increase in Tourist Participation will substantially increase Service Performance.

2. Influence of Tourism Involvement on Work Engagement

This impact is backed by a p-value of 0.000 ($p < 0.05$), indicating that it is statistically significant. This finding suggests that an increase in Tourist Participation will result in a substantial increase in Work Participation.

3. The Effect of Tourism Involvement on Job Satisfaction

This impact is backed by a p-value of 0.000 ($p <$

0.05), which indicates that it is statistically significant. This conclusion suggests that a rise in Tourist Participation will result in a substantial rise in Work Satisfaction.

4. Effect of Work Engagement on Service Performance

Work Engagement has a 0.339 effect on Service Performance, confirmed by a 0.000 p-value ($p < 0.05$). This conclusion suggests that a rise in Work Engagement will result in a substantial improvement in Service Performance.

5. Effect of Job Satisfaction on Service Performance

The effect of Job Satisfaction on Service Performance is 0.301, confirmed by a p-value of 0.000 ($p < 0.05$). This conclusion suggests that a rise in Work Satisfaction will result in a substantial improvement in Service Performance.

Mediation Effect Testing

In addition to showing the direct and indirect effects, the SmartPLS program also analyzes the indirect effects between variables. The results of these calculations are shown in Table 10.

Table 7. Total Influence between Variables

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/ STDEV)	P Values
Tou_Involv→Work_Eng→Serv_Perf	0.111	0.112	0.020	5,694	0.000
Tou_Involv→Job_Satis→Serv_Perf	0.101	0.103	0.019	5,375	0.000

Based on the results of the analysis of the mediation effect presented in the table above, the mediation effect of the Work Engagement and Job Satisfaction variables can be interpreted as follows:

Through Work Engagement, Tourist Participation has an influence of 0.111 on Service Performance. The significance of this effect is verified by a p-value of 0.000 ($p < 0.05$). These results imply that Hypothesis 2 is supported, indicating that Work Engagement mediates the effect of Tourist Participation on Service Performance.

2. Tourist Participation has a 0.101 effect on Service Performance via Work Satisfaction. The significance of this effect is verified by a p-value of 0.000 ($p < 0.05$). These results imply that Hypothesis 3 is supported, indicating that Work Satisfaction mediates the influence of Tourist Participation on Service Performance.

5. Discussion and Conclusion

Prior research has studied how the leisure time of tourists affects their career and personal interactions while in town. Yet, the literature has paid scant attention to the influence of workers' tourism engagement on service production. This study reinforces previous findings that store employees' enthusiasm for the tourism business might positively affect customers' experiences.

As planned, consumer participation greatly enhanced staff service outcomes. This discovery enhances our understanding of how tourism impacts labor market outcomes by giving empirical evidence for a notion that has not been previously tested. This study also supports the notion that the leisure experience theory could be useful for analyzing strategies to improve retail staff's customer service. There appears to be a positive association between attendance at tourism-related events and service quality, suggesting that front-line retail employees may be better able to serve consumers if they also attend such events. Traveling employees return to the workplace more calm, creative, and less time-conscious. Productivity increases as a retail worker's mind, body, and general contentment improve. The current study went one step further by

finding that the association between visitor engagement and service performance is at least partially influenced by employees' work engagement and job satisfaction. This study illustrates that the quantity of tourists in a region influences the productivity of retail staff owing to numerous variables, including employee engagement and job happiness. These findings imply that tourism exposure directly affects service performance by improving staff engagement and workplace enjoyment. These results are consistent with earlier research demonstrating that job satisfaction and engagement influence the associations between attitude and behavior at work. This study's findings support the hypothesis that employees whose professions or everyday lives involve tourism may find stress alleviation through tourism-related activities and hobbies. Thus, they may put their money where their mouth is, exhibit loyalty to the firm, discover job satisfaction and eventually provide superior service to their clients. Tourism-interested employees are more likely to feel purpose in their work and job happiness, which transfers into greater customer care. Given that there is no empirical research on a connection between these two concepts in the literature on tourism, this discovery is interesting.

These findings provide theoretical support for three fundamental hypotheses underlying our investigation. The findings of this study give empirical support for the idea of leisure experience and a solid basis for future research into the relationship between visitor participation and service quality. The outcomes of this study indicate that persons who work in the tourism industry are more likely to report being satisfied with their lives, in excellent health, and positive about their employment prospects. The outcomes of this study corroborate the expansion and development hypothesis of pleasure in the retail industry. This notion is supported by research demonstrating that business trips increase employee satisfaction. When employees in the tourism industry feel a sense of purpose, they are happier and more productive. Thirdly, the association between vacation time and employee satisfaction supports the spillover theory. This notion is substantiated by statistics demonstrating a positive correlation between staff participation in tourism-related extracurricular activities and job satisfaction.

This study has significant managerial significance since it reveals how tourism may enhance employee engagement, productivity, and satisfaction. The study's conclusions have major implications for retail management. This study's findings indicate that individuals invested in the tourism industry provide superior service. Thus, companies should prioritize attracting vacationers genuinely interested in customer service jobs. Managers of retail establishments should prioritize hiring individuals with tourism knowledge or an interest in the industry. Second, business owners could push their current front-line employees to do more by encouraging them to participate in tourist-friendly leisure activities. Managers in the retail industry would do well to remind their staff of the necessity of having a healthy work-life balance and to do all possible to promote this concept. Thirdly, store managers should encourage employees to participate in a tourism-related program by incorporating it into business policy and educating them on the importance of such participation. Via meetings and the organization's printed and electronic communication channels, the positive results of these efforts may be conveyed. The store manager could finally organize routine activities for all tourism-related service staff.

6. Limitations and Future Research

The research is restricted by its single-administration cross-sectional design and data collection technique. Since the researchers were unable to capture dynamic links between attitudinal dimensions (work engagement and job satisfaction) and behavioral features, the methodology of this study makes it challenging to interpret the findings if there is a time-variable component (service performance). Future research could consider this qualification by employing a longitudinal design and comparing outcomes to comparable changes. The second issue with the research is that it draws generalizations from a small sample (retail salespeople in East Java Province). Suppose service workers in other countries have a different history or perspective than those who participated in the current study. In that case, it is feasible that the findings may not apply to the broader service industry. Future research may examine the hypothesized associations using samples from other types of employees, other industries, and/or different nationalities to gain a deeper understanding of the influence of visitor participation on employee service performance. In addition, it is suggested that other employment-related criteria, such as workers' civic

behavior and their level of loyalty to the organization, be included. Self-report was employed as a proxy for actual service quality in this study, which is the last limitation. Future research could increase the construct's legitimacy by including more data points concerning service performance from other stakeholders, such as managers and end users.

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