



## THE DYNAMIC TRIO: THE RELATIONSHIP BETWEEN PASSION, PERSEVERANCE AND JOB SATISFACTION

Mitja Gorenak<sup>a, b\*</sup> , Nataša Uršič<sup>c</sup>, Igor Rajner<sup>d</sup>

<sup>a</sup> University of Maribor (Maribor, Slovenia), Faculty of Tourism; <https://orcid.org/0000-0002-8786-1959>; e-mail: [mitja.gorenak@um.si](mailto:mitja.gorenak@um.si)

<sup>b</sup> University of Lapland (Rovaniemi, Finland).

<sup>c</sup> Krka d.d. (Novo Mesto, Slovenia); e-mail: [tasab81@gmail.com](mailto:tasab81@gmail.com)

<sup>d</sup> University of Maribor (Maribor, Slovenia), Faculty of Tourism; e-mail: [igor.rajner@guest.um.si](mailto:igor.rajner@guest.um.si)

\* Corresponding author.

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### ABSTRACT

This work aims to enhance the understanding of the dynamic relationship between passion, perseverance and job satisfaction among tour guides, recognizing the interconnected nature of these elements and their impact on tourism experience. A quantitative survey was conducted among a representative sample of tour guides using two pre-existing validated questionnaires, allowing the results to be generalized to the entire population. The findings provide a comprehensive understanding of the complex dynamics within the tourism industry, particularly regarding tour guides. While passion, perseverance and job satisfaction are interrelated, their correlations exhibit specific characteristics; passion does not directly dictate job satisfaction, whereas perseverance is a significant contributor. This research emphasizes the importance of commitment, combining both passion and perseverance, and offers insights that can inform managerial decisions and human resources (HR) policies concerning tour guides in tourist agencies.

### KEYWORDS

tour guide, passion, perseverance, job satisfaction, tourism

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## 1. INTRODUCTION

Passion for work is highly valued by employers across various fields (Jachimowicz & Weisman, 2022). For jobs with challenging conditions such as long hours, physical demands and time away from family (Lunner Kolstrup et al., 2013), it is crucial that employees have both passion and perseverance. Job satisfaction, a key factor affecting employee well-being (Kumari et al., 2014), is a complex, multidimensional construct (Choy & Shih, 2022), closely related to passion and

perseverance, especially in tour guiding. Tour guides shape travellers' experiences at historical sites, cultural destinations and natural wonders through storytelling (Stasiak, 2020) and humour, creating meaningful experiences (Alegro & Turnšek, 2020). This article aims to assess the dynamic trio of passion, perseverance and job satisfaction in tour guiding.

Passion, an intrinsic motivator (Vallerand et al., 2003), drives tour guides to share their enthusiasm for the world's wonders and become adept storytellers, transforming their work into a meaningful endeavour.

Understanding how passion influences tour guides' decisions and actions is crucial for comprehending their commitment, however, perseverance is equally vital, as guides face challenges in the evolving tourism industry. The ability to adapt, remain resilient and pursue excellence (Fiksel, 2015) is essential for navigating uncertainties and maintaining dedication. Satisfaction reflects overall feelings and perceptions towards a job (Aydogdu & Asikgil, 2011), evaluating how fulfilling, rewarding and enjoyable it is.

Exploring the connections between passion, perseverance and job satisfaction among tour guides reveals these elements to be interwoven, influencing the tourism experience. Job satisfaction, from the interplay of passion and perseverance, impacts tour guides' well-being and motivation, leaving a lasting impression on travellers (Trdina & Pušnik, 2023). These customer experiences are directly related to service quality, a key to organizational success (Padlee et al., 2019), and research by Zabukovec Baruca and Čivre (2022) shows that unique experiences reinforce the perception of quality. Delivering excellent service enhances profits and energizes employees to perform to their full potential (Padlee et al., 2019). In tour guiding, the interplay between passion, perseverance and job satisfaction profoundly impacts the well-being and motivation of guides and the quality of service delivered to travellers. Understanding and optimizing these factors is paramount for both individuals and the broader tourism sector.

## 2. WORKING IN TOURISM, WORKING AS A TOUR GUIDE

### 2.1. WORKING IN TOURISM

Tourism, a rapidly growing global activity (Rangus & Brumen, 2016), continues to evolve, offering diverse travel experiences worldwide. As one of the most dynamic industries (Zhang et al., 2009), tourism constantly changes, prompting new strategies, individualized approaches, ecological awareness and digitalization. The World Tourism Organization (UNWTO) and the International Labour Organization (ILO) recognize tourism as a significant social, cultural, and economic phenomenon, impacting economic development and various industries (The World Tourism Organization & International Labour Organization, 2014). The tourism sector contributes around 10% of the world's gross domestic product (GDP) and generated approximately 330 million jobs in 2019 (World Travel & Tourism Council, 2020), highlighting its economic importance globally (Aynalem et al., 2016).

Understanding the evolution of work is essential for modern tourism.

Historically, perspectives on work have evolved: the ancient Greeks saw it as a necessity, primarily for slaves; early Christianity valued contemplation over work, while in modern times employment has become crucial for social involvement, with workforce exclusion impacting other aspects of life. Modern capitalists reshaped work, reducing wages but promoting productivity, thus elevating work's societal importance (Ambrož, 2005).

Despite tourism's positive employment impact, it faces challenges such as low wages, difficult conditions, limited growth opportunities and ambiguous roles (Baum, 2015). Effective people management can improve work quality and business outcomes (Baum, 2015) and human resources are vital in tourism, bringing diverse knowledge, skills and abilities (Tetik, 2016). Understanding the role of work in tourism requires a multidisciplinary approach, examining aspects of the labour market (Ladkin, 2011) with researchers (Baum et al., 2016) classifying tourism labour studies into three levels: macro, meso and micro. The macro level covers societal context, labour market dynamics, policies, trends, and regulations; the meso level focuses on organizational strategies and human resources (HR) practices; while the micro level delves into individual behaviours, attitudes, skills, emotional labour and psychological capital. Despite challenges, Baum (2015) is optimistic about the future, anticipating adaptation and progress.

This article analyses the complexities of work in tourism, exploring the challenges and opportunities in tour guiding. By highlighting the multifaceted nature of tourism work, we aim to provide insights to inform policy decisions, improve HR practices and contribute to the sustainable growth of this crucial industry.

### 2.2. THE ROLE OF TOUR GUIDES IN TOURISM

The effective organization of oneself, work and others is crucial in the tourism industry, especially for tour guides. Those in this profession need knowledge, skills and a drive to excel (Gorenak, 2017). The World Federation of Tourist Guide Associations (WFTGA) defined a tour guide in 2003 as someone who guides visitors in their chosen language, interprets cultural and natural heritage, and has an area-specific qualification (WFTGA, n.d.). Cetin and Yarcin (2017) add that a tour guide must be a professional who efficiently and interestingly informs visitors about the destination.

The tourist guide profession dates back to ancient Greece and Rome, gaining prominence in the late 19th and increasingly in demand in the 20th centuries (Gorenak, 2017). Tourist guides aim to create enjoyable experiences by providing information entertainingly

and educationally, acting as intermediaries between destinations and visitors, ensuring quality experiences and visitor satisfaction, especially during short visits (İrigüler & Güler, 2016). Guides serve as interpreters, educators, ambassadors and facilitators between local culture and tourists (Cetin & Yarkan, 2017). However, tour guiding can be stressful (Akkuş & Arslan, 2023) due to health problems, burnout, turnover, low productivity, poor performance and low service quality (Ayaz & Demir, 2019), with working conditions and hours being significant stressors (Arslan & Akkus, 2023). Seasonality, low earnings, and changing economic conditions also impact the profession (Kruczek et al., 2020).

In 21st century tourism, tour guides need an experience-centered approach to stay relevant and must provide engaging, memorable, interactive and personalized experiences. Adapting to technological and socio-demographic shifts (Alegro et al., 2023), guides must use diverse communication strategies. The future of tour guiding relies on their ability to create collaborative experiences (Weiler & Black, 2015), requiring adapted communication skills to meet client expectations (Weiler & Black, 2021).

Thus, the importance of passion, persistence and job satisfaction for tour guides is increasingly crucial. This 'dynamic trio' needs further examination to understand their interplay and mutual influence.

### 3. COMMITMENT: PASSION AND PERSISTENCE AT WORK

Before delving into the central research concepts of our study, it is pertinent to provide a preliminary definition of human personality and personality traits, as they lay the foundation for the subsequent exploration of our physical, mental and behavioural attributes. The term personality traits refer to individual characteristics that manifest and vary across different situations and contexts (Roberts & Wood, 2006) which enable the description of individuals and facilitate the understanding of differences among them. As posited by Avsec et al. (2017), personality traits also aid in predicting behaviours, both of others and ourselves. Musek (2010) further elaborates within the framework of personality structure, comprising distinct inter-relationships among them. They are regarded as fundamental units of personality, encompassing a range of levels, from specific attributes to more intricate and multifaceted dimensions. Subsequently, the discussion will revolve around passion and persistence in the context of work, which collectively contribute to the commitment exhibited in performing a specific job or profession.

#### 3.1. COMMITMENT AT WORK

Duckworth (2016) defines commitment as the sustained pursuit of a singular goal with passion and perseverance over time, combining determination, patience and enthusiastic endeavour towards long-term ambitions, denoting profound emotional attachment and loyalty. Duckworth and Quinn (2009) assert that commitment predicts success in demanding domains, surpassing innate talent. Highly committed individuals show unwavering dedication, prioritizing persistence over fear of failure, even in risky situations (Lucas et al., 2015). Persistence is more crucial than intensity (Duckworth, 2016) but commitment profiles vary globally (Rangus et al., 2020) influenced by genetic and environmental factors. Traits like commitment and talent are shaped by both genetics and life experiences (Duckworth, 2016) while Adams Miller (2017) defines authentic commitment as the fervent pursuit of challenging goals that inspire personal growth.

Duckworth and Quinn (2009) present commitment as a hierarchical trait, with persistence representing resilience, and passion signifying sustained dedication. Commitment can be achieved through challenging or easy paths, requiring either perseverance or acceptance. Exposure to committed individuals can enhance commitment level and committed individuals believe in their ability to succeed, displaying a positive attitude that influences their well-being. They perceive challenges differently from those with lower commitment levels (Jin & Kim, 2017).

Duckworth (2016) identifies four characteristics of commitment: interest, practice, purpose and hope. Interest arises from genuine enjoyment of pursuits, while practice involves daily discipline for personal development. Purpose involves fulfilling a life mission, emphasizing creative, experiential and attitudinal values (Musek, 2010) and hope is the expectation of achieving solutions, involving cognitively oriented thinking and action, with goals deemed attainable and paths feasible.

The cultivation of commitment remains a subject of inquiry. Duckworth (2016) suggests it can be nurtured through internal interests and external conditions as it is contagious, like habits and behaviours (e.g. smoking, weight gain and happiness). According to Duckworth's global research, commitment encompasses two equally important factors contributing to exceptional success.

#### 3.2. THE POWER OF PASSION IN WORK

Passion for specific actions emerges when individuals exhibit enduring, devoted and consistent interest in a particular goal over the long term. It functions as a guiding compass that requires deliberate shaping through effort and dedication, leading individuals towards their true desires on their often-convoluted journeys.

Irrespective of life pursuits, individuals eventually recognize that sustained commitment to their work or actions hinges on approaching them with fervent passion (Duckworth, 2016). Within the framework of the psychology of life, Musek (2010) describes passion as a distinctive facet of human personality and its potency in work is derived from a personal fascination with a specific field, direction or activity. Crucially, it necessitates self-awareness of the purpose behind work and the belief that such endeavours hold intrinsic meaning and value for others (Lee & Duckworth, 2018). Duckworth (2016) asserts that passion for work develops through a moment of revelation or discovery, subsequently evolving over the long term and deepening throughout a lifetime. Various factors influence the amount of time individuals invest in their work; some seek additional financial rewards, while others may be driven by work addiction or a desire to impress employers, thus increasing their chances of advancement. However, there are also individuals who invest substantial effort solely due to their genuine love for what they do, exemplifying the development of passion for their work. Although passion is distinct from work motivation, these two concepts are interrelated (Houliort et al., 2014).

Passion can manifest itself in two forms: harmonious and obsessive. Harmonious passion arises from an autonomous internalization process, wherein individuals freely choose and pursue their activities. On the other hand, obsessive passion emerges from internally controlled passionate engagement, involving a process of controlled internalization (Houliort et al., 2014).

### 3.3. THE POWER OF PERSEVERANCE IN WORK

Perseverance constitutes the second essential facet of dedication. Initially, many activities in life may appear uninteresting and superficial to individuals. However, as they engage in these endeavours, they gradually recognize the multidimensional nature of each action, with previously unnoticed aspects and unresolved complexities emerging. When faced with such challenges, individuals must exercise perseverance, persistently engaging with the task until its completion (Duckworth, 2016). Khan and Khan (2017) underscore the significance of perseverance on par with intelligence, highlighting that individual differences often lie in temperament rather than intellect. Focusing on perseverance fosters dedication by bolstering sustained efforts, while an emphasis on pleasure can impede dedication by diverting enduring interests over time (Von Culin et al., 2014).

However, it is crucial to recognize that perseverance emerges from a profound internal interest. Merely liking something does not guarantee exceptional performance (Duckworth, 2016). Self-confidence plays a significant role in fostering perseverance, as individuals' beliefs in their capabilities stem from their interactions with

others in their lives (Duckworth, 2016). Lucas et al. (2015) discovered that highly dedicated individuals are unwilling to abandon their unfinished goals, even when offered monetary rewards to do so and exhibit a preference for persevering until they achieve their objectives, even if it entails the risk of failure.

### 3.4. COMMITMENT OF TOUR GUIDES

Having established that commitment to work entails both passion and perseverance, it is clear that tourist guides need both to show true commitment. The profession offers advantages like flexible scheduling, dynamic job nature, continuous learning and opportunities to travel and meet people. However, it also has downsides such as intense work demands, seasonal employment, low pay, frequent interactions with people, rapid changes and poor working conditions. It is hypothesized that committed tourist guides are driven by a profound passion for working with people and traveling, and they demonstrate perseverance despite these negatives. Commitment can manifest positively or negatively, and negative commitment occurs when dedication to something fails to bring joy or satisfaction, aligning with others' goals at the expense of personal happiness (Adams Miller, 2017).

The interplay of passion and perseverance significantly influences the professional stability of tourist guides. Passion motivates them to invest time and effort, leading to noteworthy achievements, while perseverance helps them pursue goals, overcoming challenges and maintaining commitment despite negative factors that might tempt them to quit. This among other factors affects job market fluctuations for tourist guides.

The pursuit of meaning and engagement in a profession is linked to challenges and the development of personal skills and virtues that require long-term perseverance. In contrast, the pursuit of mere satisfaction is less likely to maintain interest and striving for long-term goals (Von Culin et al., 2014). Our research focuses on dedicated tourist guides seeking long-term meaning rather than mere pleasure. Those who prioritize pleasure may show lower dedication and might switch careers, thus we posit that truly committed individuals find meaning in their job, driving professional success through personal satisfaction and happiness.

## 4. JOB SATISFACTION

Job satisfaction is a dynamic and multifaceted psychological state encompassing emotions, motivations, perceptions and contextual factors within work. It reflects overall contentment, pleasure and fulfilment derived from work experiences and conditions. Researchers like

Duckworth (2016) emphasize the importance of personal interests and alignment with passions in fostering job satisfaction as when work resonates with intrinsic desires and values, it enhances engagement and accomplishment, leading to dedication and happiness (Duckworth, 2016).

Job satisfaction also depends on perceptions of various aspects of the work environment (Ahmad et al., 2018) while Yakın and Erdil (2012) describe job satisfaction as affection towards the overall scope of work or specific elements within it. This perception shapes engagement and effectiveness (Tetik, 2016). Psychological factors like perceived significance, competences, self-affirmation and influence also contribute significantly to job satisfaction (Tetik, 2016).

The intrinsic motivation theory of Maier and Brunstein (2001) links job satisfaction to how work inspires personal and professional goals. Mihalič (2008) reinforces this by highlighting the relationship between job satisfaction and commitment as content employees tend to develop strong organizational allegiance, underscoring the connection between satisfaction and loyalty. İrigüler and Güler (2016) explore the impact of emotional labour on job satisfaction among tourist guides, emphasizing the cyclical relationship between positive emotional states, satisfaction and organizational orientation.

For tourist guides, Tetik (2016) finds that perceived role significance greatly influences job satisfaction and Gorenak (2011) identifies factors affecting Slovenian tourist guides' job satisfaction, including working conditions, relationships, rewards and organizational culture.

In essence, job satisfaction is influenced by multiple factors. The alignment of personal passions, the significance attributed to work, and the interplay of emotions and perceptions collectively shape job satisfaction. Understanding job satisfaction reveals the intricate web of influences dictating an individual's contentment in their professional journey.

## 5. METHODOLOGY

For the purposes of this article, we are using data that was gathered in a wider survey. The data in this section, as well as in *Research analysis* and the sub-section named *Formatting merged variables*, is presented for explanatory purposes so that readers are able to understand fully the wider survey.

### 5.1. RESEARCH QUESTION AND HYPOTHESES

The aim was to answer the research question: how do passion, perseverance and job satisfaction interact with each other in the case of tour guides?

H<sub>1</sub>: Personally satisfied tour guides report a greater passion for their work compared to less personally satisfied tour guides.

H<sub>2</sub>: Personally satisfied tour guides, despite obstacles, report a higher level of perseverance in performing their work compared to less personally satisfied tour guides.

H<sub>3</sub>: Tour guides with higher expressed levels of passion also express higher levels of perseverance.

### 5.2. INSTRUMENT

The questionnaire consists of three parts. The first relates to measuring the level of dedication of tourist guides to their work and was prepared based on a publicly available dedication scale (Duckworth, 2016) which the author developed for her own research and has been used in various studies. This section includes ten statements associated with passion and perseverance. Responses to the statements are rated on a 5-point scale, ranging from *not at all like me*, to *very much like me*. The second, fourth, sixth, eighth, and tenth statements are reverse-scored compared to the others. All marked points on the questionnaire are added and divided by ten and the results can be compared with the Duckworth (2016) dedication scale. The second part measures the individual overall level of satisfaction. As a measurement instrument for assessing the satisfaction of tour guides, a questionnaire for measuring employee satisfaction was used (Mihalič, 2008). This choice was partially made due to the fact that it is geographically specific since the author of the survey is from the same country as the respondents. The questionnaire contains 25 items and a 5-point rating scale, ranging from *I am very dissatisfied*, to *I am very satisfied*. The final third part of the questionnaire consists of demographic questions concerning gender, age, education, employment status and monthly income.

### 5.3. SAMPLE AND VALIDITY

As noted before, the survey was undertaken amongst tour guides from Slovenia, where a total of 987 officially licensed tour guides worked at the time of the survey (Škerbinc, 2022). Out of this total, 775 are listed on the register of Turistično gostinska zbornica Slovenije (n.d.) and are accessible publicly, a database where the e-mails of those who have consented exists. We sent an email to each of them, asking them to fill out an online survey. A 30-day period was allowed for completing it and a total of 190 responses were acquired representing 24.5% of the tour guides whose e-mails are listed on the database.

Out of a total of 987 who have a tour guide license in Slovenia, 551 are men and 436 are women with an average age is 45.3 (Škerbinc, 2022). The representativeness of the sample was examined in two ways,

namely by comparing the obtained data on tour guides from the report by Škerbinc (2022), with *t*-test analysis and the calculation of means and chi-square tests. To assess validity, we selected two variables from the demographic section (gender and age).

In the first step, we used a one-sample *t*-test to check the mean value of 45.3 years obtained from TGZS data, against the calculated mean value of our sample at 44.6 years. The one-sample *t*-test yielded a value of  $-0.859$  and a significance *p*-value of 0.391. Considering a significance level of  $\alpha = 0.05$ , we can conclude that the sample is comparable to the population, as the significance value is greater than the significance level. Based on the measurement for the age variable, we can infer that the surveyed sample is representative of the entire population. In the second step the chi-square goodness of fit test for the age variable in relation to gender was calculated, the mean value for males was 45.4 years, and for females, it was 43.9 years, with a *p*-value of 0.907. The differences between the obtained TGZS data and the calculated values were negligible. Considering a significance level of  $\alpha = 0.05$ , we can conclude with 95% confidence that the sample we surveyed is representative of the entire population for both age and gender variables. With this set we have proceeded to conduct the analysis. Basic demographics are represented in Table 1.

Table 1. Analysis of demographic data

Variable		Number	Valid percent
Gender	Male	80	42.6
	Female	108	57.4
Age by groups	From 18 to 30	19	10.1
	From 31 to 50	115	61.2
	Above 51	54	28.7
Average age		45.3 (obtained data)	44.6 (calculated value)
Level of education	High school diploma	26	13.8
	Vocational college diploma	27	14.4
	Applied sciences degree	25	13.3
	University degree	82	43.6
	Masters' or PhD	28	14.9

Source: authors.

From Table 1, we can initially observe that among the respondents who answered the gender question, there were 80 males, accounting for 42.6% of all received

responses, and 108 females, representing 57.4% of the responses. The same table also provides the average age of the respondents, which is 44.59 years: the majority fall within the age group of 31 to 50 years (61.2%), followed by above 51 (28.7%), and finally between 18 and 30 (10.1%). Additionally, we can see the information about the current level of attained education among the respondents. The highest proportion hold a university degree (43.6%), almost equally followed by those with a completed master's or doctorate degree (14.9%) and those with a vocational college diploma (14.4%), while the smallest proportions have a high school diploma (13.8%) or an applied sciences degree (13.3%).

## 6. RESEARCH ANALYSIS

First, we tested the validity of the questionnaire using Cronbach's alpha test, calculating the coefficients for each set of variables. We have performed this test on variables which pertain to the passion and perseverance of tourist guides to their work; the value was 0.713, indicating an acceptable and sufficiently high value reliability of measurement. Secondly, we performed this test on variables that measured job satisfaction; the value was 0.943, thus indicating a great reliability of measurement. According to Cronbach's (1951) research, values indicate an acceptable to great reliability of measurement. Regarding the composition and characteristics of the sample, it is representative.

### 6.1. FORMATTING MERGED VARIABLES

The structure of the questionnaire used in the survey demanded some variables to be merged and not used individually. The values of some variables that were formed intentionally in negatively form statements were transformed before creating composite variables but were not changed into a positive form.

Before conducting the factor analysis of variables related to passion and perseverance, we performed the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, and Bartlett's test of sphericity. The results show a KMO value of 0.788 and a significance of 0.000 for Bartlett's test of sphericity, thus proving that the sample is appropriate for factor analysis to be conducted. After this initial step, factor analysis was conducted on the first set of 10 variables that measured passion and perseverance. Out of 10 variables all of them positioned themselves into two different factors with suitable weights. Results are shown in Tables 2 and 3.

We have identified the factors determined in Tables 2 and 3 with the first representing passion and the second perseverance.

Table 2. Characteristics of variables that measured passion and perseverance

Variables		Mean value	Standard deviation
Factor 1: Perseverance (24.04% explained variance)	I am diligent. I never give up	4.10	0.87
	I have overcome setbacks to conquer an important challenge	4.28	0.70
	I finish whatever I begin	4.06	0.81
	I am a hard worker	4.26	0.83
	Setbacks don't discourage me. I don't give up easily	4.10	1.10
Factor 2: Passion (9.90% explained variance)	I have been obsessed with a certain idea or project for a short time but later lost interest	3.53	1.07
	I often set a goal but later choose to pursue a different one	3.51	1.02
	My interests change from year to year	3.13	1.20
	I have difficulty maintaining my focus on projects that take more than a few months to complete	3.75	1.10
	New ideas and projects sometimes distract me from previous ones	3.44	1.14

Source: authors.

Table 3. Factor analysis of variables that measured passion and perseverance

Variables	Factor 1	Factor 2
I am diligent. I never give up	0.780	–
I have overcome setbacks to conquer an important challenge	0.709	–
I finish whatever I begin	0.551	–
I am a hard worker	0.480	–
Setbacks don't discourage me. I don't give up easily	0.459	–
I have been obsessed with a certain idea or project for a short time but later lost interest	–	0.738
I often set a goal but later choose to pursue a different one	–	0.531
My interests change from year to year	–	0.509
I have difficulty maintaining my focus on projects that take more than a few months to complete	–	0.459
New ideas and projects sometimes distract me from previous ones	–	0.375

Source: authors.

Since job satisfaction as a whole is important for our study, we have decided not to subdivide it further, a decision partially due to the very high reliability value of Cronbach's alpha seen before.

Thus, we have merged all the variables into a single one. The characteristics of individual variables that comprise the newly merged "job satisfaction" variable are shown in Table 4.

Table 4. Characteristics of variables that measure job satisfaction

Variable → My motivation is determined by ...	Mean value	Standard deviation
... the type of tasks or assignments I receive	4.29	0.60
... my close colleagues with whom I work	4.11	0.70
... the educational opportunities available to me	3.52	0.97
... the leadership style practiced by my supervisor	3.67	0.84
... the assigned working hours	3.81	0.85

Table 4 (cont.)

Variable → My motivation is determined by ...	Mean value	Standard deviation
... the quantity of tasks or assignments I receive	3.88	0.76
... the payment for my work	3.42	0.88
... the level of job security and reliability	2.54	1.17
... the possibilities for career advancement I have	3.04	0.98
... the demonstrated efforts for my professional development	3.31	0.96
... the effectiveness of health protection at work	3.02	1.06
... the intensity of rewards I receive	3.01	1.06
... the working space I have	3.91	0.88
... the opportunities for creative work I have	4.10	0.80
... the feedback I receive	3.91	0.84
... the professionalism in the organization	3.86	0.89
... the physical conditions and work environment I have	3.60	0.89
... the implementation of discipline, rules in the organization	3.60	0.83
... the possibilities for developing competencies I have	3.79	0.89
... the care for my well-being that I receive	3.41	0.93
... the challenges I face at work	4.05	0.75
... the methods of motivation I receive	3.55	0.97
... the opportunities for me too participation in decision-making	3.58	0.94
... the interpersonal relationships prevailing in the organization	3.81	0.88

Source: authors.

## 6.2. PEARSON'S CORRELATION ANALYSIS

The first analysis we did was Pearsons' correlation analysis, so we could see which of the merged variables correlate among each other, and the results are shown in Table 5.

Table 5. Correlation between individual merged variables

Variable	Passion	Perseverance	Job satisfaction
Passion	1	–	–
Perseverance	–0.282**	1	–
Job satisfaction	0.030	0.182*	1

Note: \* correlation is significant at the 0.05 level (2-tailed); \*\* correlation is significant at the 0.01 level (2-tailed).

Source: authors.

The results presented in Table 5 show the correlation between the merged variables of perseverance, passion and job satisfaction.

There is a statistically significant negative correlation between passion and perseverance ( $r = -0.282$ ,  $p < 0.01$ ). This indicates that individuals who display higher

levels of passion are likely to report lower levels of perseverance, and vice versa. In other words, those who are highly passionate about their work may tend to exhibit lower levels of perseverance when encountering obstacles or setbacks. Conversely, those who persist and show consistent effort in the face of challenges may be less likely to demonstrate intense passion for their work.

There is a weak, non-significant positive correlation between passion and job satisfaction ( $r = 0.030$ ,  $p > 0.05$ ). This implies that there is no significant linear relationship between these two variables. It suggests that having a high level of passion for one's work does not necessarily guarantee higher levels of job satisfaction and other factors may play a more critical role in determining job satisfaction beyond individual passion for the work.

There is a statistically significant positive correlation between perseverance and job satisfaction ( $r = 0.182$ ,  $p < 0.05$ ). This suggests that individuals who demonstrate higher levels of perseverance are more likely to experience greater job satisfaction. The ability to persist and maintain efforts despite difficulties may contribute to a sense of accomplishment and contentment in the workplace, leading to higher job satisfaction.



### 6.3. ANALYSIS OF RELATIONSHIPS BETWEEN MERGED VARIABLES AND DEMOGRAPHICS

Furthermore, we have decided to conduct an analysis of relationships between merged variables and demographics. The results are shown in Tables 6 to 9.

As we can see in Table 6, based on the statistical analysis, there are no significant differences between male and female concerning their scores on passion, perseverance and job satisfaction. The *p*-values for all three variables are greater than the usual significance level of 0.05, indicating that any observed differences between gender are likely due to chance and not meaningful in this context.

Table 6. Statistically significant differences between individual merged variables and gender

Variable	<i>t</i> -value	<i>p</i> -value	Mean value	
			Male	Female
Passion	-1.676	0.759	2.65	2.47
Perseverance	-1.796	0.983	4.08	4.23
Job satisfaction	0.558	0.574	3.66	3.61

Source: authors.

As we can see in Table 7, based on the statistical analysis, there are no significant correlations between age and the individual merged variables of passion, perseverance and job satisfaction, however there is an indication that age and passion have a negative correlation, same is true for age and job satisfaction, however age and perseverance have positive correlation. It is important to note, that correlations are not statistically significant.

Table 7. Correlation between individual merged variables and age

Variable	Passion	Perseverance	Job satisfaction
Age	-0.056	0.043	-0.014

Source: authors.

Also in Table 8, based on the analysis, there are no statistically significant differences in passion, perseverance and job satisfaction scores among individuals in different age groups. This implies that individuals across different age ranges experience similar levels of passion, perseverance and job satisfaction in their work.

Table 8. Statistically significant differences between individual merged variables and age groups

Variable	<i>F</i> -value	<i>p</i> -value	Average	Mean value	
				Category	Value
Passion	0.228	0.798	2.53	From 18 to 30	2.60
				From 31 to 50	2.53
				Above 51	2.49
Perseverance	0.945	0.390	4.16	From 18 to 30	4.12
				From 31 to 50	4.12
				Above 51	4.25
Job satisfaction	1.969	0.143	3.63	From 18 to 30	3.80
				From 31 to 50	3.56
				Above 51	3.70

Source: authors.

Table 9. Statistically significant differences between individual merged variables and level of education

Variable	<i>F</i> -value	<i>p</i> -value	Average	Mean value	
				Category	Value
Passion	0.203	0.937	3.45	High school diploma	3.56
				Vocational college diploma	3.43
				Applied sciences degree	3.43
				University degree	3.42
				Masters' or PhD	3.48

Table 9 (cont.)

Variable	F-value	p-value	Average	Mean value	
				Category	Value
Perseverance	0.978	0.421	4.16	High school diploma	4.15
				Vocational college diploma	4.16
				Applied sciences degree	4.28
				University degree	4.08
				Masters' or PhD	4.30
Job satisfaction	1.318	0.266	3.63	High school diploma	3.82
				Vocational college diploma	3.55
				Applied sciences degree	3.66
				University degree	3.63
				Masters' or PhD	3.47

Source: authors.

Finally in Table 9, based on the statistical analysis, there are no statistically significant differences in passion, perseverance and job satisfaction scores among individuals with different levels of education which implies that individuals with varying educational backgrounds experience similar levels in their work.

## 7. FINDINGS AND PRACTICAL IMPLICATIONS

The notion of commitment, entailing the fusion of passion and perseverance, holds a pivotal role in shaping the experiences of professionals across various fields, including the niche domain of tourist guiding. As expounded by Duckworth (2016), commitment encapsulates the sustained pursuit of goals driven by the amalgamation of passion and perseverance. This chapter intricately navigates the interplay of commitment, passion, perseverance and job satisfaction within the realm of tourist guides, shedding illuminating insights on how these dimensions collectively sculpt their professional journey.

The analysis employing Pearson's correlation examines the complex tapestry of relationships binding passion, perseverance and job satisfaction. A thought-provoking revelation emerges from the negative correlation between passion and perseverance ( $r = -0.282, p < 0.01$ ), explicitly confirming that an intense emotional investment in work might impede an individual's capacity to endure challenges. In contrast, individuals exhibiting unwavering determination may surmount obstacles without being hindered by the heightened emotional intensity associated with passion. This underlines the intricate equilibrium to be

maintained between enthusiasm and resilience in the occupational sphere. This equilibrium, as evidenced, is vital for nurturing enduring commitment among tourist guides.

Conversely, a weak and statistically non-significant positive correlation between passion and job satisfaction ( $r = 0.030, p > 0.05$ ) brings forth an intriguing revelation—having an ardent passion for one's work doesn't necessarily translate into elevated levels of job satisfaction. The intricate nature of job satisfaction suggests that it is shaped by an array of factors extending beyond individual passion. Work conditions, rewards and relationships play pivotal roles in shaping job satisfaction (Tetik, 2016). This explicit rejection of the hypothesis underscores the multifaceted nature of job satisfaction and amplifies the necessity for a comprehensive exploration of the myriad factors contributing to contentment within the workspace, extending beyond the boundaries of individual passion.

In contrast, the statistically significant positive correlation between perseverance and job satisfaction ( $r = 0.182, p < 0.05$ ) robustly spotlights the transformative role of perseverance in nurturing a sense of accomplishment and contentment within the professional domain. Individuals exhibiting higher levels of perseverance are inclined to experience enhanced job satisfaction, thus affirming the hypothesis. This reiterates the centrality of resilience and persistence in navigating challenges and setbacks, culminating in elevated satisfaction stemming from achievements. In the case of tourist guides, the capability to doggedly surmount obstacles emerges as a propellant behind their professional contentment, thereby accentuating the importance of tenacity in augmenting job satisfaction.

A more profound scrutiny of the relationships between amalgamated variables and demographics reveals insights. Gender, age and educational attainment do not exert significant influence on the levels of passion, perseverance and job satisfaction among tourist guides, further corroborating the universality of commitment within the profession. Irrespective of gender, age or educational background, both males and females demonstrate levels of commitment, passion and job satisfaction. This universal commitment attests to the profound devotion characteristic of the tourist guide profession.

The conceptual framework underpinning this study imparts invaluable understanding to engagement within the tourism industry, particularly as manifested in the role of tour guides. The concept of commitment, encompassing passion and perseverance, emerges as a cornerstone in the pursuit of job satisfaction. This framework accentuates the interwoven nature of passion and perseverance, underscoring their momentousness in nurturing dedication and personal evolution. The dynamic interplay between commitment and job satisfaction gains special salience for tourist guides, fashioning their career progression and holistic well-being.

In summation, the findings gleaned from Pearson's correlation analysis, juxtaposed with the exploration of relationships with demographic parameters, and buttressed by theoretical commitment and job satisfaction, culminate in an all-encompassing comprehension of the intricate dynamics within the tourism industry, with specific emphasis on tourist guides. The symbiosis between passion, perseverance and job satisfaction, coupled with the absence of substantive demographic disparities, echoes the universality of commitment within this profession. This comprehensive inquiry furnishes insights that can underpin policies, practices, and strategies designed to elevate the experiences of individuals laboring within the tourism sector, thus ultimately catalyzing sustainable industry growth. The fostering of commitment, in passion and perseverance, emerges as a catalytic force for the enrichment of the professional journey of tourist guides, consequently propelling the vitality of the tourism industry at large.

This study set out to investigate into the interplay between passion, perseverance and job satisfaction in the context of tour guides within the tourism industry. The research question aimed at comprehending the dynamics between these variables, with hypotheses providing precise expectations about their inter-relationships.

Hypothesis 1 ( $H_1$ ) posited that tour guides content with their work would display heightened passion compared to their less content counterparts. We have rejected this hypothesis. Although a slight positive

correlation existed between passion and job satisfaction was found, it was not statistically significant ( $r = 0.030$ ,  $p > 0.05$ ). This infers that overall job contentment might not be exclusively steered by passion for the work.

Hypothesis 2 ( $H_2$ ) conjectured that content tour guides, despite adversities, would manifest greater perseverance in their tasks compared to those less content. This hypothesis was confirmed, given the statistically significant positive correlation between perseverance and job satisfaction ( $r = 0.182$ ,  $p < 0.05$ ). This indicates that heightened perseverance substantially contributes to heightened job satisfaction.

Hypothesis 3 ( $H_3$ ) advanced the notion that tour guides with greater passion would likewise exhibit higher levels of perseverance. This hypothesis was rejected, as the outcomes showed a statistically significant negative correlation between passion and perseverance ( $r = -0.282$ ,  $p < 0.01$ ). This implies that heightened passion might, in fact, correspond with diminished perseverance, thus implying an equilibrium between emotional involvement and resilience.

The results emerging from Pearson's correlation analysis cast light on the intricate relationships among passion, perseverance and job satisfaction. They underscore the interplay of these facets and their cumulative impact on tour guides. Furthermore, the scrutiny of connections with demographic factors accentuate that neither gender, age nor education show substantial influence over the levels of passion, perseverance and job satisfaction in tour guides. This emphasizes the universal commitment across the profession, transcending these demographic differentiations.

In synthesis, this research advances a holistic comprehension of the dynamics intrinsic to the tourism industry, particularly concerning tour guides. While passion, perseverance and job satisfaction interrelate, their correlations carry nuanced characteristics. Passion may not linearly dictate job satisfaction, yet perseverance emerges as a significant contributor. The ramifications of these findings echo through the tourism sector, shaping policies and strategies aimed at elevating the experiences of tour guides and steering sustainable growth. Ultimately, the study accentuates the role of commitment, rooted in the union of passion and perseverance, as an indispensable catalyst for enriching the professional journey of tour guides and driving the vitality of the wider tourism sector.

## 8. CONCLUSION

In conclusion, this study investigate the intricate relationships among passion, perseverance and job satisfaction within the unique context of tourist guides

in the tourism industry. The findings shed light on the complex interplay of these dimensions and their collective impact on the professional journeys of these guides. The symbiotic nature of commitment, encapsulating both passion and perseverance, emerged as a cornerstone in shaping job satisfaction and personal growth among tourist guides.

Contrary to hypothesis 1, the study revealed that while there was a slight positive correlation between passion and job satisfaction, it was not statistically significant. This suggests that job contentment is influenced by factors beyond individual passion, highlighting the multifaceted nature of job satisfaction. On the other hand, hypothesis 2 was confirmed, as the statistically significant positive correlation between perseverance and job satisfaction indicated that unwavering determination significantly contributes to heightened satisfaction in professional life.

Hypothesis 3, however, was rejected, with the discovery of a statistically significant negative correlation between passion and perseverance. This implies that an intense emotional investment in work might compromise an individual's ability to endure challenges. The delicate balance between passion-driven enthusiasm and resilience thus becomes crucial for sustained commitment among tourist guides.

The investigation into demographic factors demonstrated that gender, age and education did not exert substantial influence on the levels of passion, perseverance and job satisfaction among tourist guides. This universality of commitment within the profession underscores the deep devotion shared by individuals regardless of their personal characteristics.

In summary, this research provides a comprehensive understanding of the dynamics within the tourism industry, particularly focusing on the role of tourist guides. While passion, perseverance and job satisfaction interact in complex ways, their correlations are not straightforward. The study's implications extend to the formulation of policies and strategies aimed at enhancing the experiences of tourist guides and fostering sustainable growth in the tourism sector. Ultimately, the study highlights commitment, formed by the fusion of passion and perseverance, as a catalyst in enriching the professional journeys of tourist guides and driving the overall vitality of the broader tourism industry.

Further research could explore additional dimensions that influence job satisfaction among tourist guides, such as specific work conditions, rewards and relationships. Comparative studies across diverse cultures and regions could provide insights into the impact of cultural contexts on commitment and job satisfaction. Longitudinal studies tracking the evolution of commitment and job satisfaction over time could also offer valuable information about the dynamic nature of these

variables. Additionally, qualitative research methods could uncover in-depth perspectives on how passion and perseverance influence decision-making and coping strategies among tourist guides when facing challenges.

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