

# The Effects of Supervisor Support and Trait Competitiveness on Work Engagement: The Case of National Scenic Area's Tour Guide

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**Abstract.** Tour Guide is important human resources in the National Scenic Area, let visitors know the landscape here, while the tour guide service is the tourist satisfaction, and an important foundation for environmental education. This research explores the impact of tour guide's supervisor support and trait competitiveness on the work engagement. This study through a questionnaire survey method, the data collected from National Scenic Area tour guide, 390 questionnaires were issued and recycling 312 questionnaires. By using SEM to validate proposed model, the results demonstrated that trait competitiveness impact three dimensions of work engagement were more significant than did self-efficacy. Form the view of management of tour guide, this study suggested that the competent authorities in the levy election tour guide, the applicant should have Tour guide's work engagement characteristic.

**Key word:** Supervisor Support, Trait Competitiveness, Tour Guide

## 1. Introduction

Tour guides are important human resources for the National Scenic Area, between tourists and landscape. Tour guides is the important role, he can introduce the Aboriginal culture, endemic species ...et. al. at the National Scenic Area. Tour guides at the quality of the services provided, it will directly affect tourists' satisfaction with the National Scenic Area. This study investigated the characteristics of management support and competitive impact on job involvement narrator. Explore the objects are set up thirteen National Scenic Area Tourism tour guides for the main object. In this study, the difference with previous studies is that tour guides are volunteers. Organizations cannot use the salary increase to improve the work engagement of the tour guides.

## 2. Literature Review

### 2.1. The COR Theory

The basic tenet of COR theory [1] [2] is that people have an innate as well as a learned drive to create, foster, conserve, and protect the quality and quantity of their resources. Many things could be conceived as resources, but COR theory relates to those resources that are key to survival and well-being (e.g., shelter, attachment to significant others, self-esteem), or that are linked to the process of creating and maintaining key resources (e.g., money). According to COR theory, stress occurs under three conditions: (1) when individuals' key resources are threatened with loss, (2) when resources are lost, or (3) when individuals fail to gain resources following significant resource investment. Burnout is one such stress outcome and typically follows from a process of slow bleed out of resources without counterbalancing resource gain or replenishment.

The JD-R model proposes that work characteristics can be divided into two general categories such as job resources and job demands, although every employee may have its own specific characteristics associated with the work domain [2.][3]. Job demands refer to "those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs" [4]. Job resources refer to "those physical, psychological, social, or organizational aspects of the job that are

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either/or: functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, and stimulate personal growth, learning, and development” [4].

As a job resource, supervisor support is one of the viable variables of social support, which refers to “an interpersonal transaction that involves emotional concern, instrumental aid, information, or appraisal” [5]. And another resource, Trait competitiveness refers to the “enjoyment of interpersonal competition and the desire to win and be better than others” [6].

## **2.2. Work Engagement**

Work engagement entails “a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption” [7]. Work engagement is an emerging trend towards a “positive psychology” that focuses on human strengths and optimal functioning rather than weakness and malfunctioning [8].

Vigour is characterised by high levels of energy and mental resilience when working, the readiness to invest effort in one’s work and persistence, even in difficult times. Thus, employees who feel great vigour at work are highly motivated by their jobs and are likely to remain persistent when encountering difficulties at work [9]. Dedication is characterised by a strong involvement in one’s work, coupled with experiences of a sense of significance, passion, inspiration and pride in one’s work. The final dimension of work engagement, absorption, is characterised by being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulty detaching oneself from work [7].

Past research indicates supervisor support and work engagement doesn’t has Significant relationship [10]. But, [3] supervisor support and work engagement are positive Significant relationship. And [4] [11] has the same finding.

Past research indicates Trait competitiveness and work engagement has Significant relationship. [12] indicates , person source will be increase engagement in staff. [13] find trait competitiveness and work engagement has positive significant relationship.

H1. Trait competitiveness and Tour guide’ work engagement will be positive.

H2. Supervisor support and Tour guide’ work engagement will be positive.

## **3. Method**

### **3.1. Sample**

In this study, Test trait competitiveness and supervisor support will positive with the work engagement. Hope to find the how tour guide will be work engagement. [13] to the hotel staff for the study findings to the competent support for the work put into effect without significant impact, competitiveness characteristic for the impact of job involvement than self-efficacy, this study will [13] studied architecture modifications applied to volunteer work put into effect in order to understand the competent support Features for volunteers and competitiveness impact of job involvement.

In thirteen National Scenic tour guide as the main object of study, and expected each National Scenic, issuing 30 questionnaires were distributed 390 copies of the questionnaire are expected, net incomplete ones with the blank questionnaire, the number of 312 were recovered, the volume recovery was 80%, the questionnaire distributed by dividing the questionnaire mailed to each National Scenic Area Administration's recreation classes, by using random manner questionnaire .

55% of the respondents were male and the rest were female. 45% of the respondents were aged between 51 and 60 years, 23% between 41 and 50 years. Respondents’ educational attainment was as follows: 32.9% had college degrees, 22.6% two-year college degrees. 40% of the respondents had tenures between one and three years and the 18.4 tenures more than three years. 70% of the respondents were married and the rest were single or divorced.

### **3.2. Measurement**

We used multiple-item scales from different sources in the extant literature to operationalize the study constructs. Consonant with recent empirical research [14] [13], we also tested the survey instrument using a pilot sample of 20 tour guide. Such tour guide were the part-time and Voluntary tour guide of a National

Scenic Area in Taiwan. Our goal in the pilot study was to make sure that our questions were understandable. The results of the pilot study indicated that respondents did not have any difficulty in understanding the items.

Supervisor support was assessed with four items from [15]. Trait competitiveness was operationalized with four items from [16]. The items in supervisor support, trait competitiveness, were rated on five point scales ranging from 5 (strongly agree) to 1 (strongly disagree). Higher scores indicated higher supervisor support and trait competitiveness.

Work engagement was measured using the 17-item Utrecht Work Engagement Scale [7] [17]. Specifically, vigor was measured using six items, dedication was measured with five items, and absorption was measured via six items. Responses to the items in vigor, dedication, and absorption were scored on a seven-point frequency rating scale ranging from 6 (always) to 0 (never). Higher scores indicated higher vigor, dedication, and absorption.

## 4. Result

### 4.1. Test of Research Hypotheses

The relationships in the research model were tested with path analysis by using the correlation matrix as input to LISREL 8.30. The results demonstrated that the model fit the data well ( $X^2=520.46$  ,  $X^2/df=1.8$  ,  $p=0.000$  ,  $GFI=0.89$ ,  $AGFI=0.86$ ,  $RMR=0.029$ ,  $RMSEA=0.05$ ,  $NFI=0.98$ ,  $NNFI=0.99$ ).

Hypotheses 1 and 2 predict that supervisor support and trait competitiveness significantly and positively influence work engagement. The results demonstrate that trait competitiveness depict significant positive relationships with work engagement. Hypotheses1 are therefore supported. Contrary to the study hypotheses, supervisor support does not exert any significant effects on vigor, dedication, and absorption. Hypotheses 2 are therefore not supported.

## 5. Conclusion

In this study, Lisrel8.52 perform confirmatory factor analysis to explore the trait competitiveness and supervisory support for the tour guides at the impact of investment. The National Scenic Area in Taiwan as the main object of study. The results showed that trait competitiveness positive effect with the job involvement than supervisor support had no significant impact on job involvement, since the object of this study tour guides and tour guides own volition, willing excluding remuneration specifically involved in voluntary action, therefore, and [3] and [4] found that supervisor support and job involvement is positively different relationship. Empirical studies of the past objects are for-profit organization, is deemed competent support tool for motivating employees and let remain in their posts, [18] [19].

The object of study for-profit membership organization, with previous research vary. According to results, national scenic tour guides tourists' main task is to provide information and tour guide service, if the narrator is very keen for the work and commitment, this time for the National Scenic Area tourists also improved the overall look and feel Therefore national Scenic Area in the selection of tour guides, the tour guide should apply to determine whether traits can become a guide to the narrator, and the best incentive is to help them achieve self-expectations of the state, to meet the self-achievement feeling.

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