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Effect of Managerial Coaching on Tour Guides' Turnover Intention: The Mediating Role of Work Engagement and Employability

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ABSTRACT

The turnover intention is a preliminary stage of actual turnover. Given the significance of the turnover issue and the benefits of using managerial coaching based on Individual Development Theory (IDT) and Social Exchange Theory (SET), the aim of this study is to investigate the effect of managerial coaching on employee turnover intention, the mediating role of work engagement, and tour guides' employability. The study method was classified as descriptive-survey research. In this context, questionnaire forms were sent electronically and randomly to 384 tour guides throughout Iran. The data were analyzed and evaluated using Structural Equation Modelling in IBM SPSS and IBM AMOS programs. This research confirmed the negative and significant effects of managerial coaching on turnover intention, as well as the positive and significant effects of managerial coaching on work engagement and employability. The negative and significant effect of work engagement and employability on turnover intention was also confirmed. However, the mediating effect of work engagement and employability in the relationship between managerial coaching and turnover intention was not confirmed. This study emphasizes that through the management coaching approach, it is possible to increase the work engagement and employability of tour guides and reduce their turnover intention, and by increasing work engagement and employability, turnover intention can be managed favorably.

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Employee turnover is common and sometimes necessary (Donald, 2023), but it can also adversely affect organizations and their workforce (Hassan et al., 2020). In a competitive and

dynamic business environment, employers aiming for progress must attract, develop, and retain employees to stay competitive (Juhdi et al., 2013). Price's (2001) turnover model categorizes the main factors influencing turnover intention into three groups: individual-job factors (personality traits, work engagement, job stress, and work-family conflict), structural-organizational factors (perceived organizational support, leadership styles, organizational justice), and environmental factors (employment opportunities in other fields). Managerial coaching is a significant tool in human resource development (Memon et al., 2020). It can potentially reduce employees' turnover intention by directly and indirectly affecting the factors in Price's turnover model. According to social exchange theory (Blau, 1964), coaching is seen as organizational support (Kim et al., 2014) and management support (Boyatzis et al., 2012). Coaching is an intervention that can empower individuals to proactively make necessary changes, enhancing job satisfaction and commitment, especially with strong organizational support (Minzlaff et al., 2024).

Moreover, developmental initiatives enhance employability (Nelissen et al., 2017). However, employee development can pose risks for employers by increasing employability, potentially leading to higher replacement and turnover costs (Koster et al., 2009). Employers are concerned that employees might leverage their newly acquired skills elsewhere before the return on investment is realized (Benson et al., 2004; De Grip et al., 2004). This tension between the benefits and costs of employee development often creates a managerial paradox (Chen et al., 2022). Empirical evidence indicates that highly skilled employees seek promotions within their current organization but are also likely to leave for better career development opportunities elsewhere (Baranchenko et al., 2020).

Additionally, when employees believe they are supported by human resource development, they are likely to have a high level of engagement and, consequently, a low level of turnover intention (Shuck, 2011; Déprez et al., 2021). Organizations must recognize that enhancing employee engagement through management, individual, and organizational actions leads to better organizational outcomes (Kim, 2017).

Considering the pressing issue of turnover intention and the promising yet underexplored efficacy of coaching approaches on it, this study fills a critical research gap that has persisted despite initial evidence supporting the value of coaching for employee development and retention (Minzlaff et al., 2024). This research uniquely demonstrates how managerial coaching can directly impact employees' internal and external employability, boost work engagement, and reduce turnover intention. Unlike existing studies that often overlook the nuanced impacts of coaching, this study aims to provide comprehensive insights into the effectiveness of managerial coaching, specifically for tour guides.

The tourism industry significantly influences a country's economic, social, and political dimensions. Tourism expansion affects national income, foreign exchange resources, employment, and other macroeconomic indicators. Additionally, the tourism industry plays a crucial role in cultural and social development. Tour guides, as cultural ambassadors of tourist destinations, are vital in shaping tourists' perceptions and satisfaction with the services provided. However, topics related to tour guides are limited in the tourism literature. Various researchers (Algieri et al., 2018; Baum, 2018) highlight their importance in differentiating tourism jobs from competitors, creating customer loyalty, and generating word of mouth.

Despite this, the challenging work environment of tour guides has serious repercussions on their health and family life. Persistent mental and physical fatigue due to long periods away from family is well-documented (An et al., 2020). The inability to balance work with family responsibilities often leads to job stress, contributing to high turnover intention among tour guides (Jung & Yoon, 2014). This study is pivotal as it examines the impact of managerial coaching on tour guides in Iran, using employability and work engagement as intermediaries. Based on the Individual Development Theory in coaching (Harper & Schumacher, 2008), this research seeks to highlight how managerial coaching can enhance employee skills, improve employability, reduce turnover intention, and increase work engagement within a supportive and growth-oriented framework.

By addressing this significant research gap, the study offers groundbreaking insights into how targeted managerial coaching can transform employee outcomes in the tourism sector, thereby advancing both theoretical understanding and practical application in a relatively neglected field.

Literature Review and Hypotheses Development

Managerial Coaching

McLean et al. (2005) defined coaching as an organizational development strategy to foster employee growth through development and learning activities (Woo, 2017). The International Coaching Federation defines coaching as a partnership with clients in a thought-provoking and creative process (International Coaching Federation, 2023). The main goal of coaching is to enhance organizational potential by enhancing the personal growth of employees and teams. Evered and Selman (1989) emphasize that effective managers should incorporate coaching into their daily practices. Coaching not only supports career development and team performance (Isfianadewi & Noordyani, 2020) but also increases organizational productivity (Rhee et al., 2020). Empowering leadership behaviors significantly shape employees' perceptions of career opportunities, engagement, loyalty, and job satisfaction (LaGree et al., 2024).

Organizations employ two main types of coaching: executive coaching, which focuses on managers, and managerial coaching, where employees receive guidance from their managers (Ellinger et al., 2003). This type of coaching is an ongoing process where both manager and employee engage face-to-face to improve job knowledge, skill development, and working relationships while offering personal and professional growth opportunities (Yoder, 1995). In coaching settings, managers enhance subordinates' performance by setting clear goals and providing necessary resources (Kim et al., 2014). Managerial coaching facilitates learning and empowers employees, making it a valuable tool for improving subordinate performance (Evered & Selman, 1989; Grant & Stober, 2006; Jones et al., 2016).

Employee's Turnover Intention

"Turnover intention" refers to a person's desire to leave their current job position despite being employed (Volk & Lucas, 1991). Mobley et al. (1979) defined it as a process of thinking, planning, and intending to leave the job. Employee turnover is the movement of employees between different organizations and jobs (Ongori, 2007). Turnover can be classified into voluntary and involuntary types. Voluntary turnover occurs when employees leave for better job opportunities in another organization (Rahman & Nas, 2013). Involuntary turnover refers

to the process by which an organization dismisses employees due to performance issues and separation from work. Specifically, unfavorable turnover incurs both direct and indirect costs. High turnover intention is a serious problem for many organizations because it can lead to a loss of talent, increased recruitment and training costs, and lower morale of remaining employees (Setrojoyo et al., 2023; Sunarni et al., 2024). Therefore, managing turnover and retaining employees is a primary organizational priority for enhancing business growth and sustainability (Cherif, 2020).

Work Engagement

The concept of engagement in the workplace was first introduced by Kahn (1990) as personal engagement. However, researchers have not reached an agreement on the definition of engagement (Schaufeli & Bakker, 2004). They have used various terms to conceptualize and study engagement, such as work engagement, personal engagement, engagement to work, and employee engagement. Work engagement is an evolving psychological concept crucial for occupational health psychology and human resource management (Moreira et al., 2020). Employees with high work engagement not only exhibit the behaviors necessary to achieve individual and organizational goals in their performance roles but also engage in voluntary behaviors that directly enhance organizational performance, such as out-of-role performance (Torlak et al., 2021). Work engagement is crucial for enhancing organizational commitment and employee performance, and its mediating role in the relationship between HRM practices and organizational outcomes is significant. Organizations can achieve better overall outcomes by increasing work engagement through appropriate management practices (Kim, 2017; Park et al., 2021; Sharif et al., 2024).

Employability

Employability is defined as the ability to retain or obtain a job (Rothwell & Arnold, 2007). It addresses job insecurity by providing a form of security that allows individuals to find employment elsewhere if they lose their current job. This concept applies to both unemployed individuals seeking work and those looking for a new job or promotion.

Employability is categorized into two dimensions: internal and external. Internal employability refers to job opportunities within the current organization, while external employability pertains to opportunities with other employers (Nelissen et al., 2017). Research has shown that a strong employability culture positively predicts workplace well-being and enhances perceptions of internal employability (PM et al., 2023). Employees who perceive themselves as having high internal employability are less likely to intend to leave their current jobs. In contrast, external employability may not significantly influence turnover intention among post-90s employees (Long, 2024).

External employability provides an alternative to the traditional internal career development path and aligns with the concept of lifelong employability rather than lifelong employment with a single organization (Rawashdeh et al., 2022; Emanuel Froehlich et al., 2014). Investing in workforce performance and organizational capabilities can be risky for employees who are less committed, potentially increasing turnover rates (Nae & Choi, 2022). Employees with high internal employability are more likely to be promoted within their current organization, while those with strong external employability are more inclined to leave for better career

opportunities elsewhere (Baranchenko et al., 2020). Therefore, organizations need to address the “Paradox of Employability” (Nelissen et al., 2017).

Managerial Coaching and Turnover Intention

Managers can enhance their subordinates’ performance in a coaching environment by providing clear goals and necessary resources (Kim et al., 2014). As Ellinger et al. (2003) argue, developing coaching skills in managers is crucial for retaining and maintaining good employees. Managers need to act as coaches to support their workforce effectively (Cohen & Tichy, 1998). The use of managerial coaching skills directly influences employees’ organizational learning and commitment, impacting their commitment through personal learning (Park et al., 2021).

External motivations often overshadow intrinsic motivation when employees consider leaving the workplace. Creating an organizational environment that fosters emotional intelligence development through coaching can help employees build resilience and problem-solving skills, increasing their likelihood of staying with the organization (Aigbogun et al., 2024). This aligns with social exchange theory, which posits that organizations’ investments in employees can enhance their commitment to the organization.

Managerial coaching has been found to have a negative relationship with employee turnover intention (Kim et al., 2014). Management coaching positively affects job performance and reduces the intention to leave (Ali et al., 2018). Based on this literature, we can suggest:

H1: *Managerial coaching has a negative and significant effect on turnover intention.*

Managerial Coaching and Work Engagement

Employees’ work engagement can be enhanced through effective management and actions at both individual and organizational levels, ultimately leading to better organizational outcomes (Kim, 2017). According to the Job Demands-Resources (JD-R) theory, employees are more likely to be engaged when they receive the necessary job resources within an organization. Engaged employees typically exhibit higher energy levels (Hakanen & Roodt, 2010). Several studies have demonstrated that positive leadership approaches positively impact employees’ work engagement. However, research on the practical and hands-on approach of managerial coaching to work engagement is limited. For instance, studies by Tanskanen et al. (2019) and Viitala et al. (2023) have shown a positive connection between managerial coaching and work engagement. Additionally, Lee et al. (2019) concluded that managerial coaching and performance feedback can enhance work engagement. Therefore, it can be suggested that:

H2: *Managerial coaching has a positive and significant effect on work engagement.*

Work engagement, Turnover intention, and Mediating Role of Work Engagement

Affiliated employees exhibit behaviors that help achieve both individual and organizational goals. They also engage in voluntary actions that enhance organizational performance, such as out-of-role performance (Torlak et al., 2021). Low levels of employee engagement are linked to higher turnover rates, as disengaged workers may feel uninterested, bored, or dissatisfied with their organization (Mohammad et al., 2023). Kim’s (2017) research indicates that

employees' work engagement has a direct positive impact on job performance and a direct negative impact on turnover intention. Additionally, higher job identity, job satisfaction, and work engagement contribute to reducing employees' turnover intention (Zhang et al., 2018). Therefore, it can be suggested that:

H3: *Employee work engagement negatively and significantly affects turnover intention.*

Lee et al. (2019) evaluated the Job Demands-Resources model by Bakker and Demerouti (2017), showing that supervisory coaching and performance feedback, as job resources, are negatively related to turnover intention through their positive relationship with work engagement. Managerial support serves as a motivational job resource, increasing work engagement and facilitating job crafting. Additionally, these job resources enhance employees' motivation to continue working and help maintain their competencies to sustain their current jobs and remain in the labor market (Irfan et al., 2023). Employees perceive supportive behaviors from managers and leaders as a sign of organizational support. According to Rich et al. (2010), perceived organizational support is less likely to lead to turnover. Managerial coaching can act independently and foster engagement through perceived organizational support, similar to effective leadership in organizational theory. From a social exchange perspective, employees continuously collaborate with managers to reciprocate this support, which can reduce their intention to leave. Based on the theory of organizational support, the mediating effects of job engagement are significant not only in the relationship between job resources and job performance but also in the relationship between job resources and turnover intention (Kim, 2017). Given the above literature, it can be suggested that:

H4: *Employee work engagement mediates the relationship between managerial coaching and turnover intention.*

Managerial Coaching and Employability

Coaching is a process that helps employees develop and focus on activities that promote their growth and learning (Woo, 2017). Managerial coaching, also known as the manager paradigm, is a strategic approach to human resource management (Lin et al., 2022). Perceived investments in human resource practices enhance employees' sense of employability (Akkermans et al., 2019). Factors such as training and development, performance appraisal and promotion, relocation, and transfer impact employee employability (Nelissen et al., 2017). According to the Job Demands-Resources (JD-R) theory, managerial support acts as a job resource that initiates a motivational process through job crafting, leading to sustainable employability as an outcome (Irfan et al., 2023). Therefore, it can be suggested:

H5: *Managerial coaching has a positive and significant effect on employability.*

Employability and Turnover Intention and Mediating Role of Employability

Research indicates that employability is positively related to turnover intention within organizations, particularly when there is a perceived career possibility (Chan & Dar, 2014; Lu et al., 2016). Findings from a qualitative study (Xing et al., 2023) reveal that employability, encompassing five dimensions of professional skills, communication ability, workplace adaptability, informatization capability, and problem-solving skills, is one of the three factors

with the greatest impact on the turnover intention of higher vocational graduates. Additionally, employability is linked to increased turnover intentions in various work contexts (Hossain et al., 2023; Chan & Dar, 2014). Therefore, it can be suggested that:

H6: *Employability has a positive and significant effect on the employee's turnover intention.*

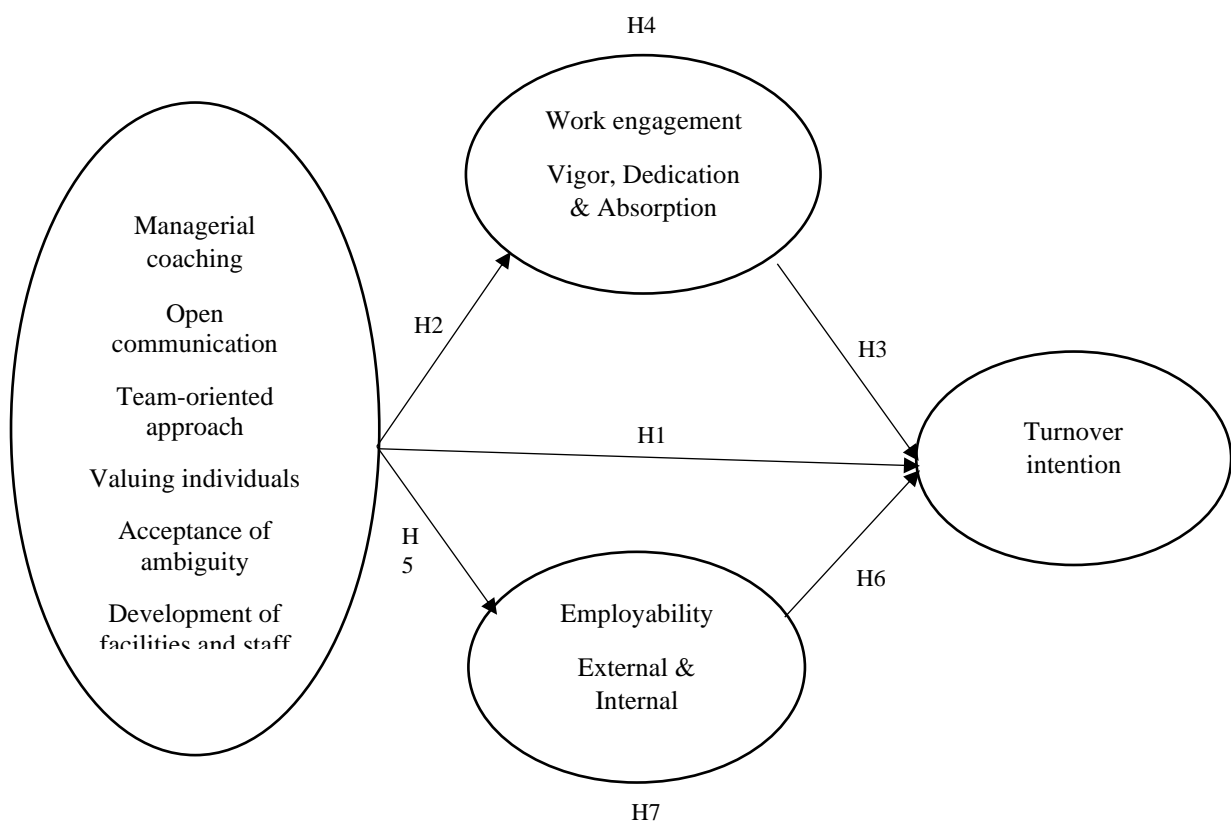
Employee development leads to increased employability (Nelissen et al., 2017). Empirical evidence shows that employees with high internal employability are likely to be promoted within their current organization, while those with high external employability are more likely to leave for better career opportunities elsewhere (Baranchenko et al., 2020). From a social exchange perspective, employees are likely to perceive these employability investments as a sign of their employer's value and commitment (Blau, 1964; Eisenberger et al., 1986). This perception may enhance employees' commitment to the organization (Akkermans et al., 2019). Interestingly, while greater external employability is associated with higher turnover intention, increased investment in employee development by the employer does not increase external employability but, counterintuitively, reduces it. Consequently, perceiving organizational support for development indirectly reduces turnover intention by decreasing the perception of external employability (Martini et al., 2023). Therefore, managerial coaching, as a developmental strategy and form of organizational support, can effectively influence turnover intention by enhancing employability. Thus, it can be suggested that:

H7: *Employability mediates between managerial coaching and turnover intention.*

Based on the explanations, the research model is as follows in Figure 1.

Figure 1

Conceptual Model of Research



Method

Sample

The target population for this study includes tour guides across Iran. Data was collected electronically and through random sampling. Given the unlimited nature of the statistical population, the sample size was determined using a formula suitable for unknown populations, as suggested by Mugenda and Mugenda (2019), as follows:

$$n = z^2(p)(q)/d^2$$

Where:

n: The sample size to be selected.

Z: The z-value at the required confidence level (e.g., at 0.05, $z = + 1.96$)

P: The fraction within the target population that is approximated to possess the qualities under observation. This was estimated at $p = .05$.

q=: $1-p$

d: statistical significance (in this case 0.05).

Thus, the sample selected was calculated below:

$$n = 1.96^2(0.5)(1 - 0.5)/0.05^2$$

$$n = 384$$

Therefore, the sample size was 384 people, but only 326 of them answered the questionnaire completely. According to the number of answered questionnaires, the response rate is estimated at 85%.

Instruments

The survey form used for data collection is divided into five sections. The first section includes demographic variables such as gender, education level, and age. The second section features the Managerial Coaching Scale developed by Park et al. (2008), which is a five-dimensional scale with six items rated on a 5-point Likert scale. The third section contains the Work Engagement Scale developed by Rothwell and Arnold (2007), a three-dimensional scale with five items also rated on a 5-point Likert scale. The fourth section includes the Employability Scale developed by Schaufeli and Bakker (2004), a two-dimensional scale with six items rated on a 5-point Likert scale. The fifth section features the Turnover Intention Scale developed by Kim (2017), a one-dimensional scale with six items rated on a 5-point Likert scale.

The survey, consisting of 22 questions, was administered digitally via Google Forms. Questions 1 to 6 measure managerial coaching components, with a total score of 30; higher scores indicate more effective coaching skills. Questions 7 to 11 measure work engagement, with a total score of 25; lower scores suggest the job is less important to the individual. Questions 12 to 17 measure employability, with a total score of 30; higher scores indicate greater suitability for the desired job. Questions 18 to 22 measure turnover intention, with lower scores indicating greater job interest, as this item is scored reversely. Standard questionnaire items were used, and validity was checked through expert opinions and Amos software.

Structural equation modeling was used for data analysis, with results interpreted using IBM AMOS software.

Findings

In this part of the statistical analysis, the distribution of the statistical sample was investigated in terms of variables such as age, gender, and level of education, shown in [Table 1](#).

Table 1

Demographic Variables

	Abundance	Frequency	Cumulative frequency percentage
Gender			
Female	171	47.5	52.5
Man	155	52.5	100
Age			
Under 20	13	4	4
21-25	12	3.7	7.7
26-30	60	18.4	26.1
31-35	68	20.9	46.9
Above 36	173	53.1	100
Education			
Diploma and sub-diploma	11	3.4	3.4
Associate Degree	16	4.9	8.3
Bachelor	135	41.4	49.7
Masters	140	42.9	92.6
PhD	24	7.4	100

The data showed a normal distribution. Considering the Skewness and Kurtosis values, it was found that the values fall between +1.96 and -1.96. The information regarding the normality distribution is presented in [Table 2](#) (Hair et al., 2014).

Table 2

Normality Distribution

	N	M	SD	Skewness	Kurtosis
coaching	326	1.81	.684	1.17	1.76
engagement	326	1.35	.57	0.89	1.42
employability	326	1.86	.65	0.89	0.96
turnover	326	4.07	.81	-0.96	0.56

Other essential criteria for analysis include addressing multicollinearity and assessing the validity and reliability of the scales. Correlation analysis is performed to identify any multicollinearity issues, and if the values exceed .90, multicollinearity is considered a problem. For validity and reliability, Cronbach's Alpha is the most commonly used method, and it should be above .70 (Hair et al., 2014).

As shown in [Table 3](#), Cronbach's Alpha values are as follows: .91 for the managerial coaching scale, .849 for the work engagement scale, .88 for the employability scale, and .84 for the turnover intention scale. Since there are no correlation values greater than .90 between the variables, it is concluded that there is no multicollinearity problem.

Table 3
Correlation, Validity, and Reliability

items	1	2	3	4
coaching	1 (.91)			
Work engagement	.59**	1 (.849)		
employability	.73**	.57**	1 (.88)	
Turnover intention	-.55**	-.39**	-.52**	1 (.84)

** . Correlation is significant at the 0.01 level (2-tailed).

The findings determined up to this part of the study include determining the minimum required features through the SPSS program. However, these analyses are insufficient for Structural Equation Modeling, and it is necessary to perform confirmatory factor analysis and calculate validity and reliability based on the factor load values obtained.

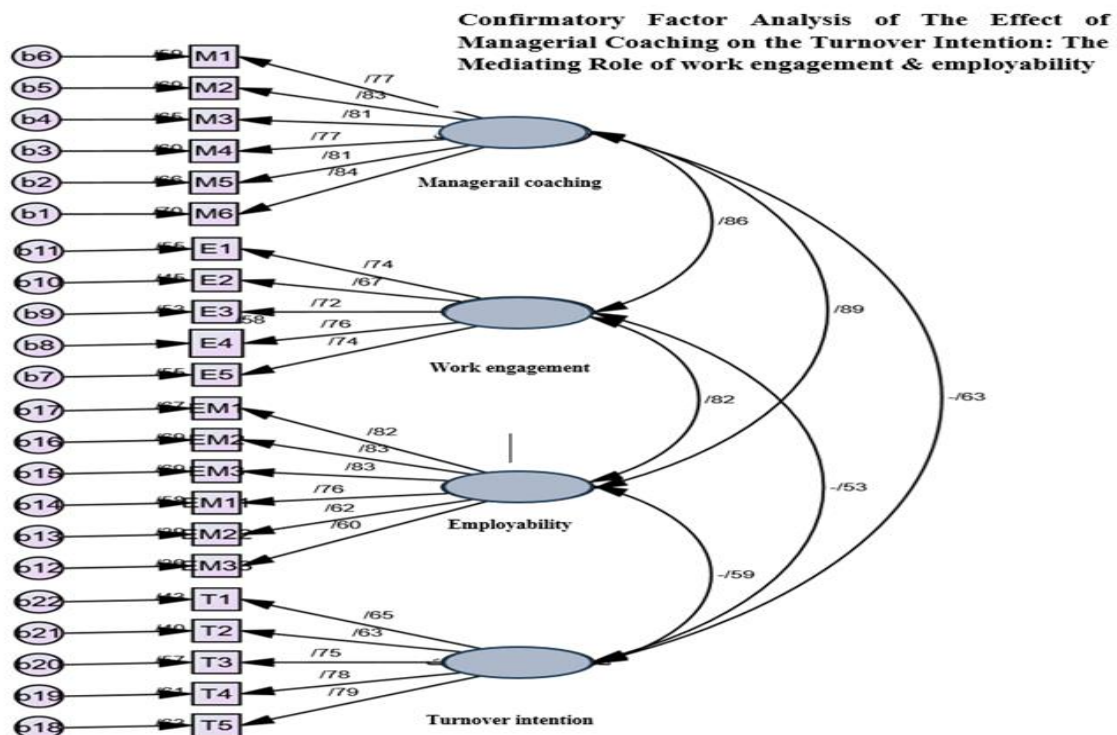
The mean Average Variance Extracted (AVE) was used to measure the validity of structures (hidden variables), and the Composite Reliability index (CR) or structural reliability was introduced by Werts et al. (1974) to measure the reliability of calculated structures. The AVE index is called convergent validity. Researchers have set a value of .50 or higher for the suitability of this index (Fornell & Lacker, 1981). A CR value above .70 is an acceptable value for composite reliability. Calculation of AVE and CR (In this regard, Landa load is the standardized factor for each item, and Sigma variance is the error of each item)

$$CR = \frac{(\sum \lambda)^2}{(\sum \lambda)^2 + \sum \sigma^2} AVE = (\sum \lambda^2) / n \quad (1)$$

Figure 2 and Table 4 presents the factor load values, reliability, and validity values of the scales. In order to perform confirmatory factor analysis, the factor load values and reliability and validity values of the data collection tools must be within the reference range and at a sufficient level. According to Figure 2, all items have a factor load above .40 and are significant.

Figure 2

Confirmatory Factor Analysis



According to [Table 4](#), the value of all four variables in terms of AVE is above .50, so all convergent validity is confirmed. The CR index value is also above .70 for all variables; as a result, the composite reliability of the variables is confirmed.

Table 4

Results of Validity And Reliability of Structures

Variable	AVE	CR
coaching	.64	.91
Work engagement	.53	.85
employability	.56	.88
Turnover intention	.52	.84

The fit of the model has been evaluated using several indicators: Chi-Square statistic (χ^2), Relative or Normed Chi-Square (CMIN/DF), Root Mean Square Error of Approximation (RMSEA), Comparative Fit Index (CFI), Bolen's Incremental Fit Index (IFI), and Akaike Information Criterion (AIC). If the chi-square is not statistically significant, it indicates an appropriate fit of the model. However, this index is often significant in large samples and is therefore not considered a suitable indicator for the model's fit. Additionally, most researchers accept normal or relative chi-square values between 2 and 3. A value greater than .90 for the adaptive fit indices and the increased Bolen fit indicates an acceptable fit. Furthermore, a root mean square error of approximation less than .50 indicates an appropriate fit, while values greater than .80 indicate the standard approximation error in the population. As presented in [Table 5](#), CMIN / DF = 1.72 < 3, CFI = .96 > .90, and IFI = .99 > .90, the model can be confirmed in terms of fit indices.

Table 5

Indicators of Confirmatory Factor Analysis Fit

Indicators of confirmatory factor analysis fit	CMIN/DF	RMSEA	CFI	IFI	AIC
	1.72	0.47	0.96	0.96	494.43

Upon determining that all values were appropriate for hypothesis testing, analyses regarding Structural Equation Modeling were performed. The proposed model consists of 4 variables. The managerial coaching variable is considered an independent variable, work engagement and employability as a mediator, and the tour guides' turnover intention as a dependent variable. Before examining the structural coefficients, the fit of the original model was examined. The result is shown in [Figure 3](#) and [4](#) and [Table 6](#), [7](#), [8](#), and [9](#).

Figure 3
Straight Paths

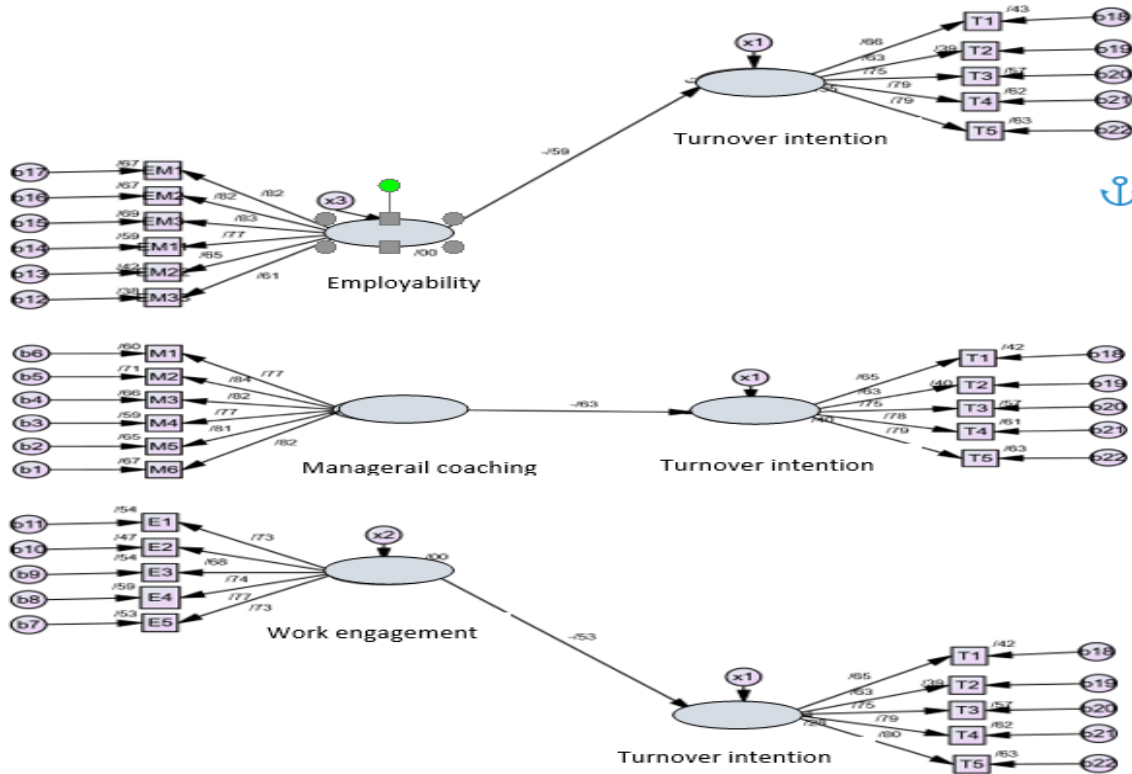
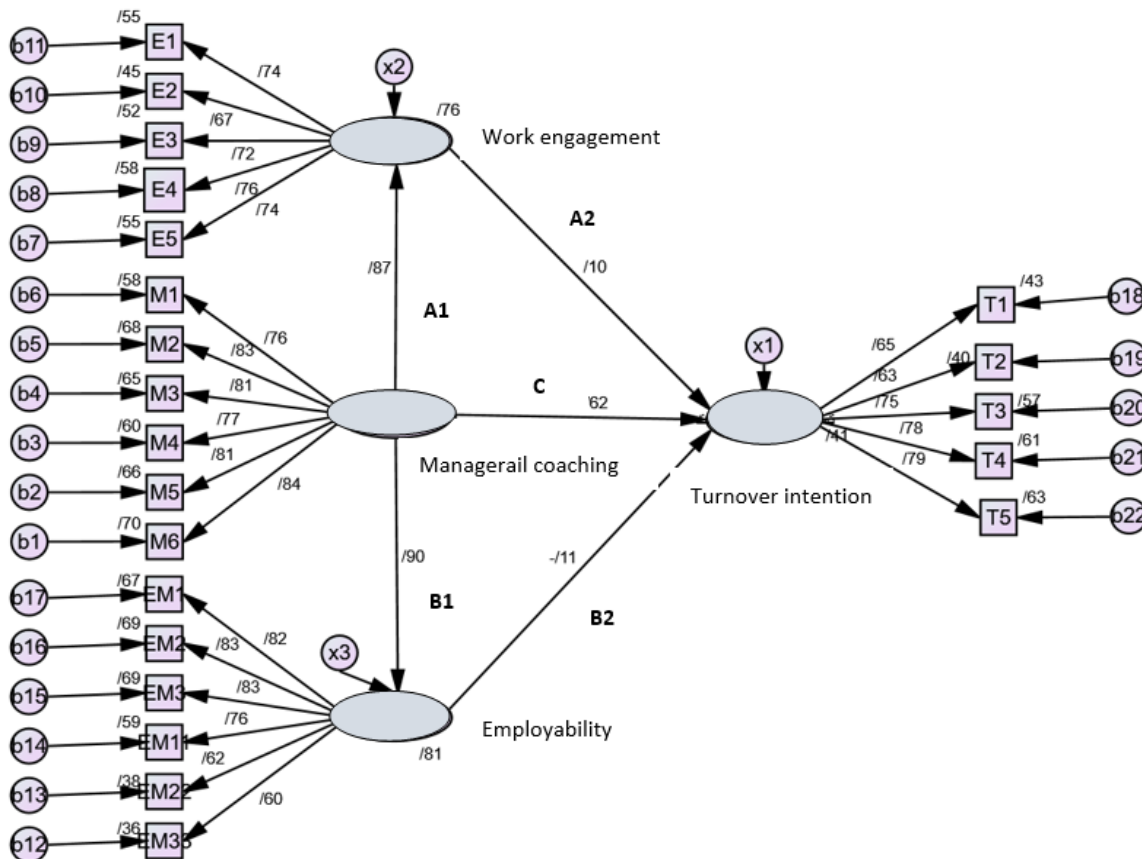


Figure 4
General Structural Model of the Research with Standard Coefficients



The direct model results reveal a significant negative relationship between managerial coaching and turnover intention. According to Table 6, the p-value for this relationship is marked by *** (less than .05), and the estimated effect is -.62. This confirms a strong inverse relationship, indicating that increased managerial coaching is associated with a reduction in employees' turnover intention.

Table 6

Relationships in the Direct Model

Existing relationships	Path	p-value	Comparison	Estimate	Result
Coaching => Turnover intention	Path C	***	Less than 0.05	-0.623	Confirmed

Table 7 presents the results of the mediation model:

Managerial Coaching and Work Engagement: This relationship is significant, with a p-value of *** (less than .05) and an estimated effect of .87, confirming a positive impact. This indicates that managerial coaching enhances employees' work engagement.

Work Engagement and Turnover Intention: The relationship between work engagement and turnover intention has a p-value of .50 (greater than .05) and an estimated effect of .95, which is not statistically significant. Although managerial coaching positively influences work engagement, work engagement does not significantly impact turnover intention. Therefore, work engagement cannot effectively mediate the relationship between managerial coaching and turnover intention.

Managerial Coaching and Employability: This relationship is significant with a p-value of *** (less than .05) and an estimated effect of .89, indicating that managerial coaching positively influences employability.

Employability and Turnover Intention: The p-value for this relationship is .50 (greater than .05), and the estimated effect is -.10, indicating no significant effect of employability on turnover intention. Thus, while managerial coaching positively impacts employability, employability does not have a significant independent effect on turnover intention. Therefore, employability cannot effectively mediate the relationship between managerial coaching and turnover intention.

Table 7

Relationships in the Mediation Model

Existing relationships	routes	p-value	Comparison	Estimate	Result
Coaching => Work engagement	Path A1	***	Less than .05	.87	Confirmed
Coaching => Employability	Path B1	***	Less than .05	.89	Confirmed
Employability => Turnover intention	Path B2	.50	Above .05	-.10	Non-confirmed
Work engagement => Turnover intention	Path A2	.50	Above .05	.95	Non-confirmed
Coaching => Turnover intention	Path C	***	Less than .05	-.62	Confirmed

Table 8 shows the results for direct paths:

Managerial Coaching and Turnover Intention: With a p-value of *** (less than .05) and an estimated effect of -.63, this demonstrates a significant negative effect of managerial coaching on reducing turnover intention.

Work Engagement and Turnover Intention: The p-value is *** (less than .05), and the estimated effect is -.52, indicating a significant negative effect of work engagement on reducing turnover intention.

Employability and Turnover Intention: The p-value is *** (less than .05), and the estimated effect is -.59, showing a significant negative effect of employability on reducing turnover intention.

Table 8

P-value Direct Paths

Two-variable relations (relation)	p-value	The relationship is confirmed if	Estimate	Result
Managerial coaching and turnover intention	***	less than .05	-.63	Confirmed effect
Work engagement and turnover intention	***	less than .05	-.52	Confirmed effect
Employability and turnover intention	***	less than .05	-.59	Confirmed effect

Table 9 summarizes the results of the indirect model:

Managerial Coaching and Work Engagement: The p-value is *** (less than .05) and the estimated effect is .87, confirming a positive and significant effect of managerial coaching on increasing work engagement.

Managerial Coaching and Employability: The p-value is *** (less than .05) and the estimated effect is .89, indicating a positive and significant effect of managerial coaching on employability.

Employability and Turnover Intention: The p-value is *** (less than .05) and the estimated effect is -.46, showing a negative and significant effect of employability on reducing turnover intention.

Work Engagement and Turnover Intention: The p-value is .83 (greater than .05) and the estimated effect is .18, indicating no significant effect of work engagement on turnover intention.

Table 9

Relationships in the Indirect Model

Existing relationships	Path	P-Value	Comparison	Estimate	Result
Coaching => work engagement	Path A1	***	Less than .05	.87	Confirmed
Coaching => Employability	Path B1	***	Less than .05	.89	Confirmed
Employability => Turnover intention	Path B2	***	Less than .05	-.46	Confirmed
Work engagement => Turnover intention	Path A2	.83	Above .05	.18	Non-confirmed

Discussion

This study adds to the literature on managerial coaching and its effects on employee work engagement, employability, and turnover intention, particularly on tour guides. The findings underscore the critical role of managerial coaching in enhancing work engagement among employees. Managerial coaching is a crucial contextual factor that invigorates subordinates' work engagement, prompting them to take charge (Ngo et al., 2024). As an empowering leadership behavior, managerial coaching shapes employees' perceptions of career advancement opportunities, engagement, loyalty, and job satisfaction (LaGree et al., 2024). The results are consistent with existing research indicating that employees who experience supportive leadership and coaching are more likely to feel engaged in their work, exhibit higher job satisfaction, and demonstrate lower turnover intentions (Bakker et al., 2011; Mohammad et al., 2023). Managerial coaching fosters a work environment where employees are motivated to utilize their full potential, contributing to both individual and organizational success.

However, the study also reveals a nuanced understanding of the relationship between work engagement and turnover intention. While work engagement is generally associated with lower

turnover intention, the mediating role of work engagement in the relationship between managerial coaching and turnover intention was not confirmed. This finding suggests that while managerial coaching positively influences work engagement, its direct impact on turnover intention may be more complex, potentially moderated by factors such as organizational culture, employee expectations, and individual differences.

Regarding employability, the study shows that managerial coaching significantly increases both internal and external employability among tour guides. This finding aligns with previous research indicating that perceived investments in human resource practices, including managerial coaching, are viewed by employees as a sign of the organization's commitment to their professional development and growth (Akkermans et al., 2019; Eisenberger et al., 1986). While managerial coaching helps enhance both types of employability, its effect on internal employability is more pronounced, potentially leading to greater organizational commitment and loyalty.

Interestingly, while increases in both internal and external employability were found to reduce turnover intention among tour guides, this finding is consistent with some studies (Akkermans et al., 2019) but contradicts others (Baranchenko et al., 2020; Long, 2024). The mediating effect of employability in the relationship between managerial coaching and turnover intention was not confirmed, suggesting the presence of other mediating factors that could influence this relationship.

Conclusion

This study advances the understanding of the complex interactions between managerial coaching, work engagement, employability, and turnover intention. The findings highlight the importance of a nuanced approach rather than a one-size-fits-all strategy when applying managerial coaching as a tool for human resource management. While managerial coaching is shown to enhance work engagement and employability, its impact on turnover intention appears to be more complex and influenced by multiple factors. Future research could investigate additional variables such as organizational culture or individual characteristics to further elucidate how managerial coaching affects turnover intention. This study underscores the need for organizations to consider these complexities when designing coaching interventions aimed at improving employee retention and satisfaction.

Practical Implications

Organizations, particularly in the tourism industry, can draw several practical implications from these findings:

Strengthening Internal Employability: Organizations should focus on coaching practices that enhance internal employability to support career development, foster employee loyalty, and reduce turnover. Clear career paths and growth opportunities can mitigate the risk of employees seeking external opportunities.

Balancing Internal and External Employability: While enhancing employability is generally beneficial, organizations should be aware of the potential turnover among employees with high external employability. Emphasizing internal growth opportunities, employee recognition, and career development support can help manage this risk.

Enhancing Work Engagement: Managerial coaching should be used to boost employee engagement, which is linked to better performance and lower turnover intentions. Managers should be trained to adopt coaching behaviors that inspire and motivate employees, creating a positive work environment.

Addressing the Paradox of Employability Investments: Investments in employability should be communicated as part of the organization's commitment to employees' long-term success, which can reduce turnover even when external employability is high. Building strong, trust-based relationships with employees reinforces commitment and loyalty.

Organizations, especially in the tourism sector, should adopt a nuanced approach to managerial coaching that considers both internal and external employability to enhance employee engagement, reduce turnover, and achieve sustainable growth.

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