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## The influence of historical motivation of local tourism employees on service quality and long-term industry retention intention

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### ABSTRACT

This study analyzes the evolution of motivation among local employees within the Indonesian tourism sector, particularly in Bali, utilizing a temporal narrative qualitative approach. The primary goal is to map how the interplay between historical motivation (past), current work motivation (present), and long-term career aspirations (future) collectively affects Service Quality and Retention Intention within the industry. Data were gathered through in-depth narrative interviews focusing on the experiences of My Past, My Present, and My Future from 14 tourism employees. The thematic analysis revealed that employee motivation is not static but evolves incrementally. It begins with extrinsic factors rooted in family, the desire to make parents proud and reciprocate their sacrifices, and the drive for self-validation serving as an initial anchor of resilience. This external motivation is subsequently internalized in the present phase into Intrinsic Regulation, manifested through Discipline, Consistency, and Self-Improvement. This discipline and consistency are crucial prerequisites for delivering stable service quality (deep acting) on the frontlines. Furthermore, Long-Term Retention Intention is driven by a broader vision: Purpose-Driven Motivation. In this final phase, future aspirations transcend personal financial gain, focusing instead on Social Impact, Job Creation, and Legacy for the Community. This temporal model asserts that employee retention in the tourism industry, which is highly susceptible to high turnover rates, can be significantly enhanced not only through compensation but also by aligning organizational goals with the individual's search for meaning and social contribution.

**Keywords:** historical motivation; temporal motivation; service quality; retention intention; local tourism employees; self-determination; purpose-driven motivation.

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RESEARCH & PUBLISHING



## 1. INTRODUCTION

Background and context of the global and local tourism industry, the tourism sector is globally recognized as a unique economic field, characterized by its labor-intensive nature and profound reliance on human interaction and service delivery (Dechawatanapaisal, 2018; Dogonyaro, 2021). Superior service quality is directly determined by the performance and attitudes of frontline employees. Local workers in tourist destinations bear a dual role: they are not only service providers but also cultural representatives, making them the ultimate arbiters of a destination's appeal. Despite this critical role, the global hospitality and tourism industry consistently grapples with serious structural challenges, particularly high employee turnover rates (Dechawatanapaisal, 2018; Dogonyaro, 2021). High turnover directly compromises service consistency, leads to financial losses, and damages organizational reputation (Dechawatanapaisal, 2018; Dogonyaro, 2021). Consequently, management's ability to understand the underlying motivations and retain employees has become a non-negotiable strategic focus for organizations.

The local context of Indonesia, particularly in destinations such as Bali, introduces an added layer of complexity to the *Krama Bali* local workforce. Although policies prioritize the recruitment of local workers, issues such as unstable outsourcing status, lack of adequate health or employment insurance, and wages that often fall short of the regional minimum wage are common. The combination of long working hours, including weekends, and relatively low compensation creates a detrimental industry reputation, making it difficult for workers to view tourism as a viable long-term career path (Dechawatanapaisal, 2018; Dogonyaro, 2021). This situation underscores the urgent need for motivational factors that transcend materialistic Hygiene Factors to ensure stable Retention Intention.

Deficit in understanding temporal and long-term motivation, previous research on tourism employee motivation often focuses on static factors, such as the work environment, salary, or recognition, typically aligning with Herzberg's Two-Factor Theory (Wedadjati & Helmi, 2022). While these elements are crucial as a foundation, genuine motivation is a dynamic entity that evolves throughout an individual's career lifecycle. Neglecting the temporal or historical aspects of motivation, such as how it starts and how it is sustained, can lead to the failure of implementing truly sustainable retention strategies.

Therefore, this study introduces a historical-temporal approach. This analysis traces the motivational journey of local tourism employees from the drivers in the past (the foundation of initial motivation), how those drivers manifest as performance and discipline in the present, and how the vision of the future (long-term aspirations) functions as an invisible anchor for retention in the present. By adopting this perspective, this study aims to uncover the mechanism of motivation internalization and its role in service quality and long-term retention intention. The primary real-world phenomenon motivating this study is the critical employment paradox currently observed within the Balinese tourism ecosystem, specifically affecting the local *Krama Bali* workforce. While these local employees serve a dual role as essential service providers and cultural representatives who define the destination's unique appeal, they concurrently face intensifying structural vulnerabilities. Recent observable conditions reveal a precarious labor landscape characterized by the prevalence of unstable outsourcing status, a lack of adequate health insurance, and wage structures that frequently fall short relative to the industry's demanding long working hours. This dichotomy creates an urgent tension, while the industry demands authentic deep acting and superior hospitality to sustain its global reputation, these prevailing working conditions trigger high turnover rates that directly compromise service consistency and economic sustainability. Consequently, understanding the specific motivational anchors that enable these employees to remain and perform well amid such tangible pressures is a matter of urgent practical necessity.

Bali as a tourist destination, English also needs to be considered to support the success of communication with foreign tourists, English is an essential aspect of communication. English is a global language. Therefore, English is widely regarded as a global language (Anggayana et al., 2016). It is even known as an international language (Asriyani et al., 2019b). English is an example of a language regarded as a foreign language in Indonesia (Anggayana, 2023a). It is done to minimize errors in grammar or English grammar aspects, such as the use of tenses in sentences (Lindawati et al., 2018b). The skills and components of the language contained in them are still general and less relevant to the needs of student

(Sudipa et al., 2020). Grammar is a set of rules contained in certain languages (Lindawati et al., 2018a). It is possible to develop their communicative competence in four language skills, namely listening, speaking, reading, and writing skills (Asriyani et al., 2019a).

The primary energy source in terms of language sounds is the presence of air through the lungs (Anggayana et al., 2021). Languages studied can contribute to the Language Development and another researcher around the world (Anggayana et al., 2020). Even though Indonesia consists of various dialects, it is not an obstacle (Anggayana et al., 2013). Speaking English has become a conversation that is often done by foreign tourists (Anggayana et al., 2019). In these services, facilities, and service quality spearhead in terms of giving a good impression of service (Anggayana & Sari, 2017). Produces rules relating to the use and use of language on hospitality students. It uses theories and other disciplines related to the use of language is essential (Anggayana, 2022a). In the cultural tourism industry is included (Redianis et al., 2019).

Since Balinese people conduct many cultural and religious activities (Budasi et al., 2021). The tourism sector can provide economic, social and cultural benefits for all stakeholders of tourism stakeholders (Osin, Pibriari, et al., 2019). One of the developments in tourism is to open opportunities for the millennial generations to conduct tourism in tourism village synergizing different parties, namely, the community and the Government (Osin et al., 2021). Observing the growth and development of world tourism which continues to move dynamically and the tendency of tourists to travel in various different patterns is an opportunity as well as a challenge for all destinations (Suarthana et al., 2020). Community-based tourism can be used as one of the solutions in increasing the participation and involvement of local communities in understanding the desires, needs, and listening to the aspirations of the community in the planning and development of community-based tourism is very fundamental because the community is the driving force and the main aspect in tourism (Wiramatika et al., 2024).

It is not surprising that the tourism industry is an important economic sector, where most people work in the tourism industry (Budasi & Anggayana, 2019). The progress of a nation is largely determined by the quality of education of its population (Anggayani & Osin, 2017). The tourism sector continues to be encouraged because this sector is a mainstay in generating public income and foreign exchange for the country (Suryawati & Osin, 2022). The development of tourism industry will affect the increasing income of the community around attractions and the creation of employment opportunities (Osin, Kusuma, et al., 2019). Bali is the center of tourism in Indonesia and one of the world's leading tourist destinations (Yanti & Anggayana, 2023). Many language expressions can be used to greet and offer help to the customers. In using those expressions, choosing the proper expression that suits the situation and the degree of the formality is essential (Anggayana, 2022b).

The contemporary tourism ecosystem is undergoing a fundamental structural transformation driven by non-traditional actors, technological integration, and evolving value systems. At the destination level, economic revitalization is increasingly led by young in-migrant entrepreneurs who utilize counter-urbanization strategies to drive rural post-productivism (You et al., 2025), while immigrant flows in island regions are actively reshaping local production models toward unique, non-mass tourism typologies (Mendoza et al., 2025). To sustain these developments, organizational management must now adopt sophisticated frameworks, such as integrating artificial neural networks with game theory to optimize supply chain profitability and sustainability (Torkabadi et al., 2025), while simultaneously addressing the rise of wokeness and social justice perceptions as critical attributes of the modern hospitality workplace (Dhir et al., 2025). Furthermore, the consumer experience has evolved beyond leisure; it is now recognized as a vital informal mental health intervention (Heidari et al., 2025), a process that is increasingly facilitated by Smart Green Tourism Technologies (SGTT) which guide tourist intentions toward authentic and environmentally responsible behaviors in natural settings (Inmor et al., 2025).

The interests of tourism began to explore the potential of the region and as much as possible to package it into alternative tourism products (Suryawati et al., 2021). The existence of the tourism industry today has increased significantly both in quantity and quality, which is able to make an economic contribution to the country's foreign exchange (Osin et al., 2020). Everyday hospitality students on campus attend lectures and practice according to their respective majors. There are still many found that errors in writing. This is very important to study, considering that hospitality students will often communicate with

foreign guests, using English (Anggayana & Wartana, 2022). Technology in this era is increasingly growing, advanced and modern. This requires the existence of quality human resources. Qualified humans are expected to be able to participate in the development of a country (Sengkey et al., 2022). English also needs to be considered to support the success of communication with foreign tourists, English is an essential aspect of communication (Antara et al., 2023).

Indonesia is better known internationally, as evidenced by the presence of tourist visits from various countries (Putra & Anggayana, 2023). The tourism sector is a dynamic and multicultural industry that heavily relies on effective communication to cater to diverse audiences (Anggayana, 2023b). Strong English skills allow professionals to confidently interact with senior management, participate in important meetings, and articulate their ideas and concerns (Asriyani & Anggayana, 2023). The rapid development of information and communication technology in this digital era has brought significant changes in various aspects of life, including in the field of education (Anggayana, 2024a). In today's era of globalization, it is important for hospitality students who come from Balinese culture to gain a deep understanding of English as an important cross-cultural language in the hospitality industry (Anggayana, et al., 2024). Education at the vocational level tends to receive English material that is identical to Academic Education in general, so that students who take Vocational Education receive material that is not in accordance with the Study Program when taking Higher Education (Anggayana, 2024b).

While extensive research exists on tourism employee motivation, the majority of prior studies have predominantly relied on static frameworks, such as Herzberg's Two-Factor Theory, which capture motivation as a fixed state rather than a dynamic process. This creates a significant theoretical and methodological gap, as current literature largely neglects the temporal dimension of motivation specifically failing to explain how an employee's motivational drivers evolve from initial recruitment to long-term tenure. Addressing this deficit, this paper contributes a novel historical temporal motivational model that shifts the analytical lens from static factors to dynamic evolution. Unlike previous cross-sectional studies, this research identifies a specific mechanism of internalization, demonstrating how initial extrinsic drivers (such as family obligation) do not remain static but transform into self-regulation (discipline) and ultimately evolve into a purpose-driven vision that serves as the primary psychological anchor for long-term retention. This study further provides a contextual contribution by mapping this mechanism specifically within the Krama Bali local workforce, offering new insights into how cultural resilience interacts with industry retention strategies.

A core element of the hospitality industry, demands proficiency in English for communication and ensuring that service standards are met (Anggayana, Asriyani, et al., 2024). Effective communication is a cornerstone of successful language learning, particularly in English as a Foreign Language (EFL) contexts (Lindawati et al., 2024). Bali as a tourist destination, English also needs to be considered to support the success of communication with foreign tourists, English is an essential aspect of communication (Anggayana, Osin, Sumardani, et al., 2024). English also needs to be considered to support successful communication with foreign tourists, English is an important aspect in communication (Anggayana, Asriyani, et al., 2025). Tourism has been proven to be able to bring economic benefits, create business opportunities, employment and the sustainability of tourism is very dependent on the sustainability of tourism resources (Wiramatika et al., 2025). Bali as one of Indonesia's top tourist destinations, is renowned not only for its cultural heritage but also for its unique natural landscapes (Anggayana, Osin, et al., 2025).

Most English is used on signboards, flyers, and texts on electronic media, followed by Indonesian (Anggayana, Wiramatika, et al., 2025). Motivation mediates the influence of leadership style on employee performance (Agustiani et al., 2025). In the current globalized environment, English has become a universal language for communication, especially in international business, academia, and the hospitality industry (Asriyani et al., 2025). In the era of globalization and increasingly rapid advances in information technology, it has brought major changes in various sectors (Aseng et al., 2025).

Research objectives, the specific objectives of this research are (a) to analyze the core themes of historical, current, and future motivations of local tourism employees, classifying them based on their intrinsic and extrinsic nature. (b) to explain how the shift in motivation from extrinsic to intrinsic (internalization) produces self-regulation (discipline and consistency) that supports superior service quality.

(c) to identify and analyze the role of purpose-driven motivation as a key variable strengthening the employees' intent to remain in the tourism industry long-term.

## **2. LITERATURE REVIEW**

### **2.1. Service Quality and Frontline Employee Performance**

Service quality is defined as the qualitative and quantitative result of work achieved by an employee in executing their duties according to their responsibilities (Mangkunegara, 2009). In the tourism industry, this quality is assessed by the consistency of service, empathy, and reliability of the interactions provided by frontline staff (Mangkunegara, 2009). It is consistently shown that improvement in human resource quality, skills, and employee performance positively correlate with the performance of tourism economic activities (Dechawatanapaisal, 2018; Dogonyaro, 2021).

#### **2.1.1. Emotional Labor and Service Consistency**

Frontline performance requires emotional labor, which is the effort to display emotions that comply with organizational rules. Emotional labor is categorized into surface acting and deep acting (Harris & Ogbonna, 2006). Deep acting the effort to align internal emotional experience with external display results in the expression of sincere emotions (Harris & Ogbonna, 2006). This behavior positively correlates with performance outcomes, especially customer satisfaction, and is strongly supported by intrinsic motivation (Esmailikia & Groth, 2022; Harris & Ogbonna, 2006).

Employees engaged in deep acting are driven by internal satisfaction, making their service behavior consistent and stable. Conversely, surface acting tends to lead to emotional dissonance and exhaustion, which can eventually trigger service sabotage or quality decline (Harris & Ogbonna, 2006). Thus, the internal motivation of employees is the primary determinant of continuous and superior service consistency.

### **2.2. Long-Term Retention Intention**

Retention intention is a proactive indicator used to forecast future workforce stability. High turnover remains a critical challenge in the hospitality sector (Dechawatanapaisal, 2018; Dogonyaro, 2021). Research consistently demonstrates that job satisfaction is the main predictor of retention intent (Dechawatanapaisal, 2018; Dogonyaro, 2021).

#### **2.2.1. Key Retention Factors**

Factors influencing retention intent go beyond competitive wages. Fulfillment of basic needs such as job security, opportunities for career advancement, and recognition for achievements are necessary. Organizational commitment also plays a significant role in the local context (Hakim, 2024). Furthermore, the psychological factors of Quality of Work Life and employees' intrinsic motivation are highlighted as critical buffers against turnover intention (Dechawatanapaisal, 2018; Dogonyaro, 2021). Management is advised to empower and motivate employees to view the hospitality industry as a long-term career choice (Dechawatanapaisal, 2018; Dogonyaro, 2021).

### **2.3. Temporal Motivational Framework**

#### **2.3.1. Herzberg's Two-Factor Theory**

This theory distinguishes factors that merely prevent dissatisfaction (Hygiene Factors pay, working conditions) from factors that actively drive satisfaction and performance (Motivator Factors achievement, responsibility) (Wedadjati & Helmi, 2022). In the tourism industry, fulfilling Hygiene Factors is essential due to the industry's reputation for difficult working conditions (Dechawatanapaisal, 2018; Dogonyaro, 2021). However, long-term retention and superior service quality can only be achieved by boosting Motivator Factors.

### **2.3.2. Self-Determination Theory (SDT)**

SDT presents motivation on a spectrum, separating controlled motivation (extrinsic) from autonomous motivation (intrinsic). Intrinsic motivation, based on the satisfaction of the needs for Autonomy, Competence, and Relatedness, generates proactive work behavior and improved performance (Ryan & Deci, 2000). The shift from External Regulation (rewards/punishment) toward Integrated Regulation or Intrinsic Motivation (internal satisfaction from personal growth) is key to creating employees who are psychologically empowered and less prone to procrastination or performance decline (Meyer & Gagne, 2015; Ryan & Deci, 2000).

### **2.3.3. Purpose-Driven Motivation**

This motivation emerges when individuals link their work to a greater meaning, contributing to social impact or creating a legacy. In the tourism context, when employees are motivated by goals transcending self-interest, such as aiding the community or mentoring younger generations, their commitment to the career becomes more enduring. This type of aspiration strengthens organizational commitment and provides a psychological buffer against work stress.

## **3. METHODOLOGY**

Research design and context, this study adopted a qualitative, temporal-narrative research design to fully explore the dynamic evolution of employee motivation over time. The choice of a narrative approach was essential to capture the nuanced, subjective experiences of the employees, moving beyond static measurements. The research is situated within the highly relevant context of the tourism industry in Bali, focusing specifically on local employees. This setting is critical because the workforce operates amidst unique structural challenges, including issues related to employment status (often outsourcing), lack of adequate welfare guarantees, and wages that may not fully comply with the regional minimum wage. Understanding the motivational anchors that sustain careers in this precarious environment necessitates a deep, qualitative exploration.

Participants and data collection, the population of interest for this research comprises local frontline employees engaged in the Balinese tourism sector. A sample of 14 local employees participated in the study. Primary data were collected through in-depth, semi-structured narrative interviews. The central instrument utilized a three-phase temporal framework designed to elicit rich personal histories: "My Past Motivation" (historical foundation), "My Present Motivation" (current drivers, discipline, and performance), and "My Future Aspirations" (long-term career goals and legacy). This structured process allowed researchers to map the motivational journey, identifying key external triggers and the gradual development of internal self-regulation over the career lifecycle. Informed consent was obtained from all participants prior to data collection, and anonymity was ensured throughout the process.

Data analysis, the transcribed narrative data were analyzed using thematic analysis, a method particularly suited for identifying, analyzing, and reporting patterns (themes) within qualitative data. The analysis proceeded through several iterative stages: (a) Familiarization and Coding: Initial reading of the narrative responses and initial coding focused on identifying key phrases related to persistence, discipline, family, purpose, and career goals. (b) Thematic Categorization: Codes were grouped into overarching themes aligned with the temporal framework: *Masa Lalu* (Past), *Masa Kini* (Present), and *Masa Depan* (Future). (c) Classification based on Self-Determination Theory (SDT): Each theme was categorized based on its source, classifying motivational drivers as either Extrinsic (e.g., family obligation, self-validation) or Intrinsic (e.g., self-improvement, sense of responsibility, social impact). (d) Identifying Causal Relationships: The final stage involved linking the consolidated temporal themes directly to the two core dependent variables: Service Quality (through the lens of consistency and self-regulation) and Long-Term Retention Intention (through the presence of purpose-driven aspirations). This systematic process ensured that the conclusions drawn were grounded in the participants' own experiences and supported the development of the temporal motivational model presented in this study.

## **4. RESULT AND DISCUSSION**

The temporal narrative analysis of the 14 respondents reveals a consistently compelling pattern of motivational evolution, strongly implicating Service Quality and Retention Intention.

### **4.1. Phase One Past Motivation (Extrinsic Foundation and Initial Resilience).**

The motivation underpinning the initial decision to enter or persist in the tourism career path was largely rooted in extrinsic factors, primarily identified as External Regulation and Identified Regulation within the SDT framework.

#### **4.1.1. Family Commitment and Reciprocity**

The strongest and most universal theme was Making Parents Proud and Repaying Family Sacrifices/Hard Work. Respondents viewed their hard work as a means to achieve family stability and lighten their parents' burdens. Respondent's initials NKVKD and KAR explicitly named their parents as the central driving force behind every step taken.

#### **4.1.2. Self-Validation Against Skepticism**

A secondary extrinsic driver was the need for Self-Validation against environmental skepticism. FYB and IKDAB were motivated by the desire to prove their capabilities despite being doubted or underestimated by others. The core function of this family-based and self-validation extrinsic motivation is to create Initial Resilience. This strong external drive compels individuals to "keep going when tired" (NKVKD) and view failure as the "initial step toward success" (NPSD). This resilience is the critical psychological capital that prevents rapid turnover when confronted with the demanding realities of the tourism industry.

### **4.2. Phase Two Present Motivation (Transition to Intrinsic and Service Quality)**

In the Present phase, motivation shifts from a focus on external validation or acceptance toward the development of internal qualities. Employees begin to find deep satisfaction in the process and personal growth itself.

#### **4.2.1. Self-Regulation: Discipline and Consistency**

The most dominant theme in the Present is the practice of Discipline, Consistency, and Responsibility. Respondents actively strive to balance various life demands studying, working, and self-development recognizing that this requires strict time management and prioritization. NPSD aims to become a more disciplined person who values time, while FYB emphasizes the need for consistency in small steps to achieve big changes.

#### **4.2.2. Self-Improvement and Process Focus**

Intrinsic motivation is actualized through a continuous commitment to self-improvement. IKSJ states that his motivation now is finding satisfaction from the process of learning and personal growth, measuring success based on how far they surpass their former self. This shift indicates a transition to Integrated Regulation in SDT, where the values of hard work have become fully integrated into the individual's self-concept.

#### **4.2.3. Implication for Service Quality**

The self-regulation behavior (consistency and discipline) emphasized by the respondents has a direct correlation with Service Quality. High service quality requires stable and reliable performance (Mangkunegara, 2009). Employees who are intrinsically motivated and consistent tend to display genuine emotions toward customers (Deep Acting) because they feel psychologically empowered and derive satisfaction from the work itself (Esmaeilikia & Groth, 2022; Ryan & Deci, 2000). Discipline and



consistency in the Present serve as the causal mechanism that transforms initial extrinsic drivers into superior and sustainable service performance.

**4.3. Phase Three Future Motivation (Purpose-Driven Vision and Retention Intention)**

Future aspirations represent the pinnacle of motivational internalization: the focus shifts from "what I get" to "what I give."

**4.3.1. Social Purpose, Independence, and Legacy**

The highest motivation for the Future is achieving success accompanied by Positive Impact and Benefit for Others. Respondents specifically aspire to (a) Independence and Job Creation: Owning their own business and "creating job opportunities for many people" (NKVKD, GAMP). (b) Contribution and Legacy: Using knowledge and resources to make a real contribution to the community or industry, transforming the drive for personal success into a drive to be meaningful to the world (IKSY). FYB concludes that true success is not about wealth, but about the extent of benefit one can provide. The respondents' meaning in life lies in giving meaning, helping others, and sharing happiness.

**4.3.2. Long-Term Retention Intention via Purpose-Driven Motivation**

This purpose-based Future vision is the crucial determinant of Long-Term Retention Intention. The tourism industry often struggles with retention because of unattractive Hygiene Factors (Dechawatanapaisal, 2018; Dogonyaro, 2021). However, when employees view their current career as a vehicle to achieve a nobler goal creating a legacy or making an impact the intrinsic value of the job stabilizes their commitment. Social purpose acts as a powerful Psychological Anchor that reduces turnover intention (Dechawatanapaisal, 2018; Dogonyaro, 2021). The belief that their present struggle will lead to a stable, meaningful, and happy life in the future becomes a strong motivator to remain consistent and persevere in Table 1.

**Table 1. Consolidation of Qualitative Thematic Findings, Evolution of Motivation Themes in Local Tourism Employees: From External to Purpose-Driven**

Historical Motivation Phase	Key Themes (Respondent Narratives)	SDT Classification/Motivation Type	Relationship to Performance Variables
Past	Making Parents Happy; Self-Validation; Learning from Failure	Extrinsic (Identified/External Regulation)	Establishes <b>Initial Resilience</b> against industry pressures.
Present	Discipline and Consistency; Responsibility; Self-Improvement; Valuing the Process	Intrinsic (Integrated/Intrinsic Regulation)	<b>Service Quality</b> (Drives <i>Deep Acting</i> and Proactive Performance).
Future	Job Creation; Beneficial Success; Social Impact/Legacy; Meaningful Life	Purpose-Driven Intrinsic	<b>Long-Term Retention Intention</b> (Functions as a <i>Psychological Buffer</i> and Retention Anchor).

**4.4. Causal Mechanism from Extrinsic Historical Motivation to Performance Internalization**

The evolution of motivation identified in this study reveals a crucial causal mechanism. The strong family-based external drives (Past) provide the necessary energy to start and endure the hardships of working in the tourism industry. This is a form of Identified Regulation, where the behavior is performed not out of intrinsic interest but because the individual considers the behavior important for a valued goal (family) (Ryan & Deci, 2000).

This journey lays a vital foundation: the strong external drive (cultural commitment) makes employees willing to confront and overcome industry demands (long hours, relatively low pay). In the process of facing these challenges, they gradually develop adaptive skills, self-discipline, and self-management i.e., Self-Regulation which then becomes intrinsic motivation in the Present. This interlinkage explains why

employees initially driven by extrinsic factors can achieve stable and consistent performance quality. This internalization of motivation, manifested as discipline and consistency, directly supports the deep acting required for superior Service Quality (Harris & Ogbonna, 2006).

#### **4.5. Self-Regulation (Present) as a Prerequisite for Consistent Service Quality**

Consistency in service delivery a vital dimension of service quality can only be sustained through stable and autonomous motivation. Internalized motivation (Integrated Regulation) is key to achieving this (Ryan & Deci, 2000). When respondents emphasize the value of "consistency" and "process," they are reflecting the satisfaction of the needs for Competence and Autonomy (SDT). Intrinsically motivated employees find reward in mastering their skills and work processes, which differs from merely seeking external approval from superiors. This allows them to display genuine and sustained emotional expressions (Harris & Ogbonna, 2006), significantly enhancing customers' perception of service quality. If management focuses solely on Hygiene Factors, they fail to capitalize on the power of this self-regulation. Conversely, supporting a work environment that empowers employee autonomy can effectively nurture this intrinsic drive (Ryan & Deci, 2000).

#### **4.6. Purpose-Driven Vision as the Primary Predictor of Long-Term Retention Intention**

The Retention Intention of local tourism employees is not dominated by short-term concerns but by the promise of social impact and meaning in the future. The vision to "create jobs" or "be beneficial to others" transcends materialistic ambitions and reflects purpose driven motivation. The importance of this motivation lies in its function as a robust psychological buffer in an industry known for high turnover. If current difficulties and sacrifices (relatively low pay, long hours) are justified by a greater goal namely, building a legacy for the self and the community employees will view their jobs as a long-term investment, not just a financial compromise. Purpose driven motivation provides an intangible experience that stabilizes commitment and reduces vulnerability to detrimental external factors (Dechawatanapaisal, 2018; Dogonyaro, 2021). Therefore, for local tourism employees, the career is a meaningful journey aimed at achieving social contribution, ultimately strengthening their long-term retention intention within the industry.

#### **4.7. Human Resource Management (HRM) Strategy Based on Historical Motivation**

These findings recommend adjusting HRM strategies to align with the temporal motivational framework of local tourism employees. First, cultural value-based recruitment: in the selection process, identifying candidates with strong external anchors (family/community commitment) can predict higher levels of initial resilience. Second, supporting internalization and competence: management must shift toward a style that supports integrated regulation in the present, such as providing autonomy in task execution and offering clear skill development pathways (satisfying SDT's need for competence) (Ryan & Deci, 2000). Third, meaning based retention: retention strategies must explicitly link the employees' current work to their future, purpose-based vision. This can be achieved through mentorship and leadership programs, providing opportunities for senior staff to mentor or lead (fulfilling the need for Meaning/Impact). Integrating corporate social responsibility programs that allow employees to contribute directly to the community (Dechawatanapaisal, 2018; Dogonyaro, 2021). Purpose communication regularly communicating how the employee's current operational role contributes to cultural preservation or the economic welfare of the local community.

## **5. CONCLUSION**

This research concludes that the long-term retention intention and service quality of local tourism employees are significantly influenced by the evolution of their historical motivation. Firstly, the initial motivation (past) is dominated by extrinsic drives rooted in family and the need for self-validation, acting as a critical foundation for initial resilience. Secondly, this drive transitions in the present into intrinsic motivation characterized by self-regulation (discipline and consistency). This self-regulation is the

psychological prerequisite that enables employees to perform consistent deep acting, thereby delivering stable and superior service quality.

Finally, the key determinant of long term retention intention is purpose-driven motivation in the future. The vision of achieving independence, creating jobs, and delivering social impact serves as a powerful psychological anchor, making employees willing to endure industry difficulties because their current work is viewed as a path toward achieving greater meaning and legacy. The recommendation for tourism HRM management is to adopt this temporal framework, supporting the internalization of motivation through competence development and autonomy, and strategically aligning organizational goals with the local employees' deep aspirations for contribution and social impact, rather than relying solely on financial compensation.

### **Ethical Approval**

Not Applicable

### **Informed Consent Statement**

Not Applicable

### **Authors' Contributions**

FS contributed to the conceptualization. FS contributed to the methodology. IWAA did the validation. IWAA and RFO collaborated in writing the original draft. FS, IWAA and RFO collaborated on writing, reviewing, and editing the manuscript. The three of them collaborated on the formal analysis and resources.

### **Disclosure Statement**

The Authors declare that they have no conflict of interest

### **Data Availability Statement**

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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### **Notes on Contributors**

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