

IMPACT OF JOB SATISFACTION ON JOB PERFORMANCE- AN EMPIRICAL STUDY OF FRONT OFFICE HOTEL EMPLOYEES IN SELECT STATES OF NORTH INDIA

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Abstract

Organisational processes depend heavily on effective people management, and modern companies understand how important it is to measure satisfaction among staff members through feedback channels. The contemporary environment places a strong emphasis on the value of holding frequent feedback sessions with staff members in order to gain their perspectives and then act on those ideas. This approach is essential for promoting overall job satisfaction among employees as well as a sense of responsibility among them. A well-run company usually views its average workers as the main forces behind increased productivity. These businesses place a higher priority on their workforce than on capital because they see their workers as the core of the firm and as vital contributors to its overall growth. The study highlights the relationship between workers' job satisfaction and performance, showing how worker satisfaction affects workers' productivity inside the organization. A total of 305 front desk staff members from 3-star, 4-star, and 5-star hotels in the states of Punjab and Uttar Pradesh made up the study's sample. A 5-point Likert scale was used in a questionnaire to collect data. The results revealed that a high degree of satisfaction improved job performance and allowed the organization to run smoothly.

Keywords: People Management, Contemporary Environment, Job Satisfaction, Job Performance,

Introduction

In the modern world, the tourism sector is a major factor in propelling national economic growth. As a result of the realization that tourism is essential to a country's economy, nations compete fiercely to attract tourists. Tourism generates foreign exchange, which acts as a spur for economic growth. This is not just a phenomenon in wealthy countries; developing and developed nations work together to build comprehensive tourism programmes that is meant to draw tourists. In addition to being a source of income, tourism promotes international understanding and cross-

cultural exchange. Investing in amenities hospitality, and a variety of attractions helps countries appeal to a wider range of travellers. Beyond its immediate financial rewards, tourism has many other beneficial effects on the hotel, conveyance, and local business sectors. The degree to which guests are satisfied with the services provided by hotels will surely determine how many more tourists arrive. Tourism satisfaction is a major factor in determining the destination and type of lodging that visitors pick. Beyond just the quantity, the success of drawing more tourists is closely related to the calibre and superiority of services offered by hotels. Travellers who are happy with their experience not only help spread the word about the location and become advocates for it, but they also help the destination build a positive reputation that draws additional tourists. As a result, maintaining and improving visitor satisfaction becomes essential to a destination's capacity to attract and retain tourists. This emphasizes how crucial it is for hotels to continuously aim to surpass guests' expectations and provide a space that not only satisfies their fundamental needs but also improves their entire trip experience.

The efficiency with which a hotel provides its services is a major factor in its capacity to attract more and more tourists numerous factors impact the standard of the service that is provided, one of which is employee work performance. One of the main factors influencing an organization's overall effectiveness is employee performance. Individual worker performance is directly related to the success or failure of any organisational endeavor, as Saetang et al. (2010) have shown. The work performance of employees is a critical component that not only affects the immediate quality of services but also determines whether an organization will succeed or fail overall. Therefore, for businesses hoping to maintain their success in drawing in and satisfying tourists, it becomes essential to prioritize optimizing and improving staff work performance. This emphasizes how closely linked individual job performance, service excellence, and the overall effectiveness of hotels' tourism-related initiatives are.

Dessler (2011) asserts that exceptional performers can make a substantial impact on an organization's ability to achieve its objectives. Acknowledging human capital as a crucial component of the service process, numerous organizations proactively seek methods to improve employee job performance. Achieving increased levels of effectiveness, efficiency, and production is the goal. The need to improve workers' job performance has become more pressing, especially in light of the necessity of promptly and efficiently meeting market demands (Cho et al., 2006). This emphasizes how employees' proactive efforts to drive organisational performance improvements in line with modern market conditions are becoming increasingly important. Employee performance is influenced by a variety of factors, one of which is work satisfaction. Since people who find fulfillment in their work are more likely to achieve in their roles, contented and fulfilled employees are likely to be more productive (Fisher, 2003; Saari and Judge, 2004). Numerous research have demonstrated a relationship between job happiness and job performance, as Chen et al. (2006) and Spector (1997) have pointed out. The beneficial effect of job satisfaction on job performance is reflected in greater efficiency, with satisfied workers being more likely to attain higher levels of production. This idea is further reinforced by Jain and Triandis (1997), who

claim that common sense requires a positive correlation between increased productivity and job happiness. This emphasizes how important it is to create a work atmosphere that encourages job satisfaction in order to improve employee performance overall.

Several scholarly works in the field of job satisfaction emphasize its crucial function as a primary factor influencing organisational effectiveness (Angle and Perry, 1981; Riketta, 2002; Spence Laschinger et al., 2001). Levy (2003) asserts that beneficial improvements in employee behaviors, lower turnover rates, and enhanced performance are all related to satisfaction outcomes. It is argued that encouraging job satisfaction has a multitude of good effects on several facets of organisational dynamics. Therefore, it is crucial to stress how important it is to understand the connection between JS and JP, especially for service-oriented organizations. These organizations mostly depend on their staff to deliver polite and professional services in the cutthroat industry. Establishing a competitive edge and improving organisational effectiveness require an understanding of an investigation into this relationship.

Though a great deal of study has been done all over the world, it appears that there is still a significant research vacuum when it comes to the particular context of front desk workers in the 3-, 4-, and 5-star hotel service sectors. The front desk staffs, who are often the first point of contact with visitors, have not gotten enough emphasis in the literature to date. By examining the relationship between JS and JP among front desk employees working in 3-star, 4-star, and 5-star hotels in the state of Punjab and Uttar Pradesh, this study aims to fill the current gap in the literature. The main goal is to evaluate the relationship between front desk employees' job performance and job happiness at these hotels.

Literature Review

Job Satisfaction

The research of Lu et al. (2005) shows that academics and professionals alike are interested in the topic of job satisfaction (JS). There is a lot of interest in this topic because of its many benefits, which include increased productivity (McNeese-Smith, 1997), greater client retention (Burke et al., 2005), and the enhancement of improved efficiency and productivity (Sousa-Poza and Sousa-Poza, 2000). According to Locke (1976), job satisfaction can be defined as a feeling of well-being resulting from a positive assessment of one's work experiences. A two-component paradigm for comprehending job satisfaction has been developed by Kalleberg (1977), who distinguished between intrinsic and extrinsic components. This viewpoint recognizes the multifaceted character of job satisfaction, taking into accounts both external and internal elements that influence an individual's level of pleasure at work.

The two primary categories into which job satisfaction theories are typically classified were defined in 2007 by Coomber and Louise Barriball. According to Lunenburg et al. (2008), process theories investigate the causes of behaviors and the variables affecting their intensity and character, whereas content theories focus on the elements and conditions influencing behaviour. The Maslow

hypothesis and the Herzberg theory—also referred to as Herzberg's Two Factors and developed by Herzberg et al. (1959)—are two well-known content theories. The two different needs that exist in the workplace are the centre of the subject matter. These are what are known as "hygiene factors"—the desire to prevent discomfort—and the need for psychological development, which are sometimes referred to as driving factors. The intrinsic qualities of the work itself, such as accomplishment, acknowledgment, accountability, growth, and the type of labor itself, are motivating elements. Conversely, hygienic factors are linked to the external aspects of the workplace, such as compensation, benefits, supervision, rules and regulations, and interpersonal connections. According to Herzberg's thesis, hygienic elements do not always result in contentment, even though they can avoid unhappiness. Motivating variables that highlight the inherent qualities of the work and the potential for psychological growth it offers are the main drivers of satisfaction. This idea emphasizes how crucial it is to handle both sets of issues in order to establish a work climate that prevents discontent while also encouraging genuine job satisfaction and employee motivation.

According to Herzberg and his associates, hygienic considerations like compensation and working circumstances are largely meant to avert displeasure rather than to produce happiness. Conversely, motivational elements—such as accomplishment and acknowledgment—are critical to promoting motivation and job satisfaction. Thus, Herzberg's theory emphasizes how important it is to address motivating issues in order to favorably affect personnel. Another well-recognized theory in this domain is Maslow's hierarchical need theory, introduced by Maslow in 1954. According to this theory, human needs are arranged in a hierarchical fashion and include a variety of wants, from basic physiological necessities to aspirational goals like self-actualization. According to Maslow, these needs are arranged in a pyramid, and once a person's lower-level wants are met, they are pushed to pursue higher-level needs. This idea gives businesses a framework for customizing tactics that cater to the different demands of workers in terms of satisfaction and motivation. It also highlights how different and dynamic human demands are in the workplace.

Job Performance

According to Wall et al. (2004), one particularly important indicator to consider when evaluating organisational success is the appraisal of job performance. Job performance, according to Schermerhorn (1989), is the sum of the efforts made by people or teams in order to successfully complete given tasks. In essence, work performance is a crucial metric that indicates how effectively and efficiently individuals or groups work within an organization. Organizations looking to maximize overall performance and accomplish their strategic goals must measure and comprehend job performance effectively. This thorough assessment facilitates the execution of focused initiatives to improve organisational performance by highlighting areas of strength and areas in need of improvement. Organizations looking to maximize overall performance and accomplish their strategic goals must measure and comprehend job performance effectively. This thorough assessment facilitates the execution of focused initiatives to improve organisational performance by highlighting areas of strength and areas in need of improvement.

Munchinsky (2003) asserts that a variety of quantifiable, observable behaviors that enable individual monitoring and assessment are included in the concept of work performance. Adding to this definition, Viswesvaran and Ones (2000) defined job performance as actions and results demonstrated by workers that are associated with and help achieve organizational objectives.. In the past, work performance was thought to be a single concept, but according to Austin and Villanova (1992), modern research recognizes that it is multidimensional. Motowidlo and Scotter (1994) support the addition of task performance and contextual performance in the larger framework of job performance in order to further clarify this viewpoint. Task performance pertains to the particular obligations and tasks linked with a job, evaluating the degree to which a person fulfills their designated responsibilities. Conversely, contextual performance describes actions that support the general efficacy and environment of the organization, even if they might not be specifically mentioned in the job description. This changing knowledge of job performance emphasizes how crucial it is to take into account a number of factors in order to fully evaluate and improve employees' total contributions to the success of the company.

There are eight dimensions in Campbell's (1990) comprehensive model of employment performance. These include effort, maintaining self-discipline, encouraging peer and teamwork, written and oral communication skills, job-specific and non-job-specific task competency, supervision/leadership, and management/administration. Every dimension denotes a distinct facet that contributes to the comprehensive evaluation of a worker's job performance. In a similar vein, Robbins (1998) separated the assessment of work performance into three different categories: personal characteristics, job behaviour, and job results. This classification offers a sophisticated viewpoint that acknowledges the complexity of performance evaluation. Job behaviour refers to observable acts and conduct, job results are the tangible outputs and accomplishments related to the role, and personal attributes are the unique qualities that influence job success.

Furthermore, Lee et al. (1999) have divided work performance into three primary elements: excellence, productivity, and effectiveness. Effectiveness captures the total effect and success of work-related activities, while quality refers to the calibre of work generated. Efficiency, on the other hand, is the capacity to complete tasks with the best possible use of available resources. This multidimensional approach recognizes that job success is a complex interaction of diverse abilities, behaviors, and results, and emphasizes the significance of taking into account a variety of factors when evaluating job performance.

Job Satisfaction and Job Performance

Twenty research spanning the years 1949 to 1963 that looked into the relationship between JS and JP were reviewed by Vroom (1964). These investigations' results showed an overall correlation of $r = .14$. Many attempts have been made to duplicate and validate Vroom's findings since his study. Meta-analysis techniques were used by Petty and colleagues (1984) to replicate the results obtained by Vroom. In addition to the fifteen researches Vroom had previously reviewed, their analysis includes a close examination of twenty investigations that were published between 1967

and 1982. They concentrated particularly on research that used individual-level indicators of JS and JP. Petty and associates used the remaining trials to calculate an average effect size of .23 after removing the research that Vroom (1964) had included. This meta-analysis sought to provide light on how broadly and consistently these results apply to other research endeavors and historical eras by reevaluating and validating the relationship between JS and JP.

Furthermore, a comprehensive meta-analysis involving 74 researches was conducted by Iaffaldano and Muchinsky (1985), which revealed notable variations in the correlations between JP and JS across different facets of the former. For pay satisfaction, the correlations varied from 0.6 to 0.29, indicating overall job satisfaction. This meta-analysis clarified the varying effects of variables like pay satisfaction and offered a detailed knowledge of how particular aspects of work satisfaction interact with job performance. A mean adjusted correlation of .30 was found between JP and JS by Judge and colleagues (2001) in a recent meta-analysis. Regarding the relationship between job happiness and subsequent job performance, this study offered updated and corroborated data. The combined understanding gained from these meta-analyses highlights the nuanced nature of this relationship, shedding light on particular aspects of JS and adding to the current conversation in the field.

In the discussion of previous research on the relationship between JS and JP, Moorman (1993) suggested that the weak and moderate relationship that was found might have resulted from a measurement error in the right kind of performance. Moorman highlighted the significance of improving measurement techniques to better capture the complex relationship between job happiness and performance outcomes and hypothesized that the focus on insufficiently capturing the subtleties of JP may be the cause of the disparity in findings. This viewpoint emphasizes the need for a more sophisticated comprehension of the nuances involved in determining how JS affects productivity.

According to Judge et al. (2001), the challenges and restrictions observed in previous research were brought about by an improper assimilation and integration of many models in the literature. In contrast to earlier study, Fisher (2003) provided a fresh technique by merging the findings of two of his studies. In the first study, which involved interviewing supervisors, managers, and employees, the majority of participants believed that there was a connection between JP and pleasurable emotions. Fisher's approach not only promotes a deeper understanding but also highlights how important it is to incorporate a variety of perspectives to enhance the validity and consistency of research findings regarding JS and JP. Fisher (2003) found that most participants in his second survey, which included mostly first-year college students, agreed that workers who are happy with their jobs usually perform well. Subsequent research on the relationship between JP and JS however, has consistently found a positive correlation between the two. Together, these results support the idea that JS at work is linked to improved JP, which is consistent with the perspective drawn from several studies conducted in the field.

An interesting and significant relationship was found between the two variables in a 2009 study by Gu and Siu investigating the relationship between JS and JP among workers in Macao casino hotels. This research contributes to the increasing amount of data showing a favorable relationship between JS levels and overall JP. Researchers Nimalathasan and Brabete (2010) investigated the connection between JP and JS. The two factors showed a positive association in the results, indicating that high levels of equitable promotion, a fair compensation structure, interesting job assignments, and comfortable working environments are linked to high levels of performance among workers. This study highlights the impact of several JS-related parameters on total JP, supporting the notion that a happy work environment increases employee effectiveness. According to the findings of Prasanga and Gamage's (2012) analysis, high levels of employee effectiveness are mostly attributed to job satisfaction, which is noteworthy as a critical factor of job performance. The results show that JS and JP have a positive association. As a result, the following theories have been put forth:

H1: There is a positive significant impact of Job Satisfaction on Job Performance

Research Methodology

Research Design

The study examined the impact of job satisfaction on front desk employees' job performance in the hotel business using a descriptive research approach.

Participants

Participants in the study include front desk employees at 3, 4, and 5-star hotels in the state of Punjab and Uttar Pradesh. Using proportionate sampling approaches, data was collected from a sample of 305 employees chosen from a variety of 3, 4, and 5-star hotels in Punjab and Uttar Pradesh in order to meet the study's objectives.

Measuring Instruments

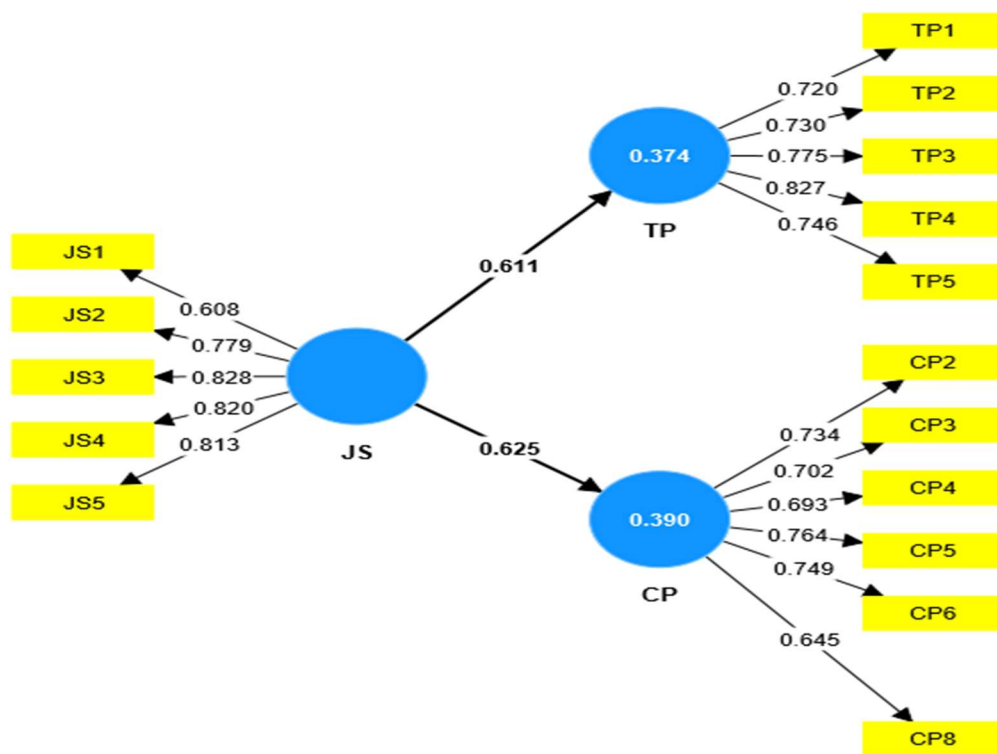
The Job Performance Questionnaire (JPQ), which consists of eighteen questions, was created by Koopmans (2014) and used to evaluate employee performance. To assess employee job satisfaction, Agho, Price, and Mueller's 1992 job satisfaction measurement was used. Experts in the field validated both instruments, which resulted in the removal of some items from both scales. The instruments were revised to include only those items that were judged to be extremely pertinent to the research.

Data Analysis and Interpretation

Objective: To study the impact of Job Satisfaction on Job Performance of the employees in hotel industry

Determining the relationship between JS and JP in the hotel business is the goal of the research. The study used the Smart PLS 4 Partial Least Squares (PLS) Algorithm to achieve this aim. This sophisticated statistical method was applied to assess and comprehend the relationship between JS and JP in the hotel industry. In the context of the hospitality sector, the PLS algorithm's application is a sound methodological decision to investigate the complex relationships between JS and total JP.

Figure1. Structural Model (Validating lower order constructs)



Source: Author's Own Calculation

Instrument Validity and Reliability

Three main criteria were used to examine the scale items' convergent validity. Following the recommendations made by Hair et al. (2007), factor loadings had to be greater than 0.50 and each construct's composite reliability had to be greater than 0.70. Moreover, in order to demonstrate convergent validity, the average variance extracted (AVE) value for every component has to be greater than the 0.50 criterion that Fornell and Larcker (1981) proposed. These strict standards were used to guarantee the validity and reliability of the measuring scales, giving the analysis of the study's goals that followed a solid basis.

Table 1. Result Summary for Validity and Reliability

Column1	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CP	0.809	0.813	0.863	0.512
JS	0.828	0.826	0.881	0.599
TP	0.817	0.819	0.873	0.579

Source: Author's Own Calculation

Composite Reliability and Cronbach's Alpha were used in the reliability assessment. According to Konting et al. (2009), a Cronbach's Alpha value of 0.70 or higher is thought to be indicative of good reliability, with scores lying between 0.61 and 0.70 being regarded acceptable. Higher values of Composite Reliability, which has a range of 0 to 1, were used as an additional measure of reliability in addition to Cronbach's Alpha. Composite dependability scores in the range of 0.60 to 0.70 are deemed satisfactory by Hair et al. (2014). Table 1 provides clear evidence of the measuring scales' established validity and reliability, with every numerical result falling within the permissible bounds specified by these established criteria. This thorough assessment guarantees the reliability of the research tools and provides assurance for the investigation and interpretation of the study's results that follow.

Discriminant Validity

The HTMT (Heterotrait-Monotrait) values for Job Satisfaction Levels influencing Job Performance are shown in Table 2. When the HTMT score is less than 0.90, discriminant validity is indicated.

Table 2. Discriminant validity for Job Satisfaction impacting Job Performance

Column1	Column2	Column3	Column4
	CP	JS	TP
CP			
JS	0.757		
TP	0.876	0.741	

Source: Author's Own Calculation

The Heterotrait-Monotrait ratio of correlations (HTMT) technique is used by academics to evaluate discriminant validity in PLS structural equation modeling, according to Heseler et al. (2015). This approach has become more popular, and criteria like 0.85 and 0.90 are frequently used to interpret HTMT data. Determining discriminant validity is an essential step in the process of validating the model. As indicated in Table 2, the investigation's main focus is on how job satisfaction affects job performance. HTMT analysis is especially pertinent because it is regarded as a cutting-edge technique for determining discriminant validity. Given that the study's results are below the recommended 0.90 threshold restrictions, they exhibit discriminant validity, in line with Gold and Arvind Malhotra's (2001) recommendations.

Multicollinearity

Table 3. Collinearity Statistics

Column1	VIF
CP2	1.656
CP3	1.622
CP4	1.554
CP5	1.869
CP6	1.734
CP8	1.405
JS1	1.201
JS2	1.713
JS3	2.095
JS4	2.254
JS5	2.308
TP1	1.596
TP2	1.569
TP3	1.668
TP4	2.316
TP5	1.923

Source: Author’s Own Calculation

Applying the Variance Inflation Factor (VIF) to data can successfully address the discovery and mitigation of multicollinearity. According to Hair et al. (2011), this statistical measure is a useful instrument for determining whether multicollinearity is present. It is generally advised to aim for a VIF of 5 or below in order to reduce collinearity problems. Examining the VIF values for every item that was observed in this study, it is significant to note that every single one of them has a VIF value that is less than 3.3. This result suggests that there is very little collinearity between the variables. As a result, it is possible to state that the components of the study do not significantly collinear. The thorough analysis of VIF values adds to the overall robustness and dependability of the analytical framework in addition to shedding light on the lack of multicollinearity. Researchers can confirm the stability of the regression model used in their analysis and establish the validity of their findings by making sure the VIF values are significantly below the predetermined threshold. This methodical technique addresses and mitigates potential collinearity issues, which increases the validity of the study's outcomes.

Outer Loadings

The outer loading values of job satisfaction on job performance are displayed in Table 4.

Table 4. Outer Loadings

Column1	CP	JS	TP
CP2	0.734		
CP3	0.702		
CP4	0.693		
CP5	0.764		
CP6	0.749		
CP8	0.645		
JS1		0.608	
JS2		0.779	
JS3		0.828	
JS4		0.82	
JS5		0.813	
TP1			0.72
TP2			0.73
TP3			0.775
TP4			0.827
TP5			0.746

Source: Author’s Own Calculation

All of the components' outer loadings that are more than 0.7 or 0.5 are considered appropriate in this investigation. But item CP7 was eliminated because of negative loadings, which was the same as item CP1's exclusion because of its lower value. All other items, as shown in Table 4 have outer loading values of at least 0.7 or greater than 0.5, showing a high degree of reliability and appropriateness for further examination. Notably, the robustness of the outer loading values supports the choice to keep each item for additional examination. The high values shown in Table 4. Where every item shows outer loadings greater than 0.5 or beyond the suggested threshold of 0.7, validate the exceptional satisfaction criterion. Through careful selection, the items selected for further analysis are guaranteed to be statistically sound and to make a substantial contribution to the measurement model's overall validity and reliability.

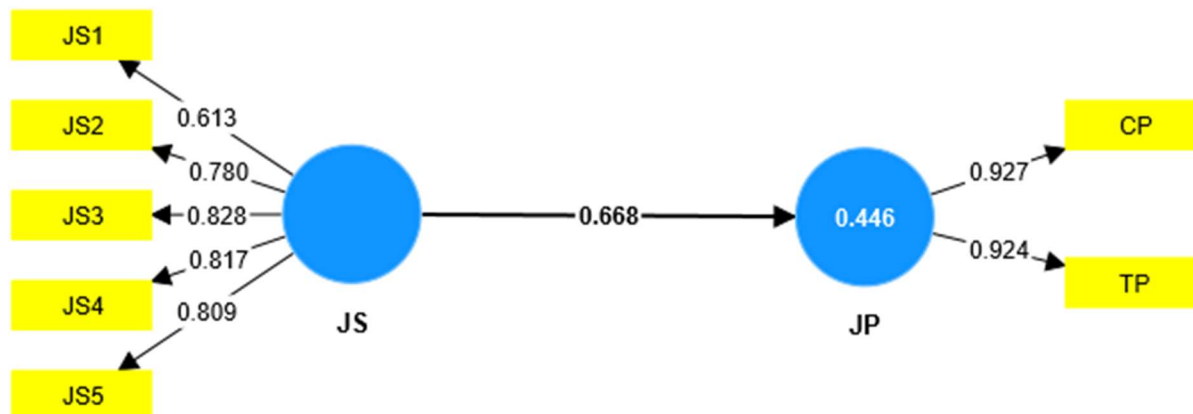
Hypotheses Testing

H1: There is a significant impact of job satisfaction on job performance.

Examining JS as the independent variable and JP as the dependent variable is the main goal of the graphical depiction. The structural model is examined closely, and the analysis looks at the coefficient of determination (R2) and path coefficients. This analytical method investigates the degree to which the suggested structural model explains the variability seen in the dependent variable in addition to examining the connections between work satisfaction and job performance. Researchers can obtain a more detailed knowledge of the relationships between JS with work and JP by examining both the path coefficients and R2. This approach provides for a more in-depth

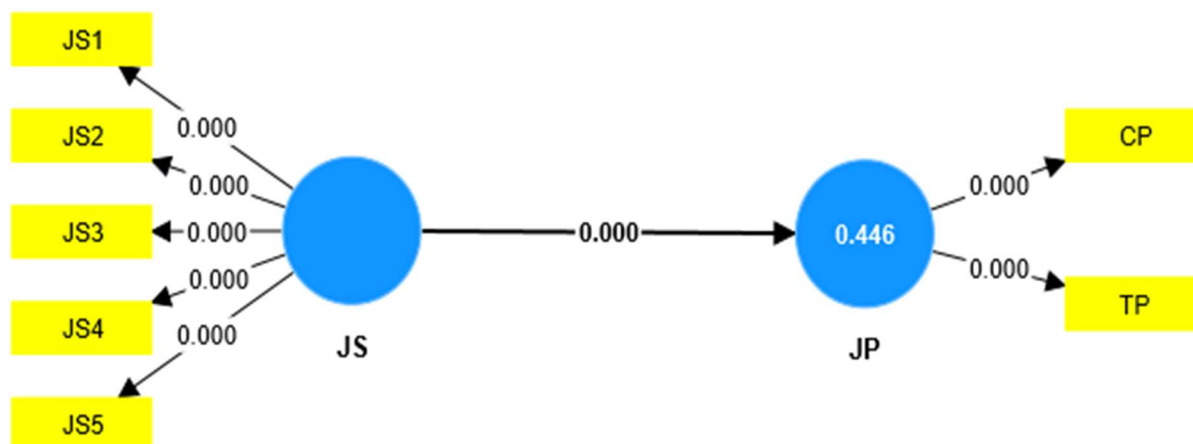
examination of the structural model's success in capturing and explaining the interplay between various factors, leading to the overall accuracy and comprehensiveness of the study's conclusions.

Figure 2. Structural model: Impact of JS on JP



Source: Author's Own Calculation

Figure 3. Structural model: Impact of JS on JP



Source: Author's Own Calculation

Table 5. R -Square and R-square adjusted

Column1	R-square	R-square adjusted
JP	0.446	0.444

Source: Author's Own

Table 6. Path Coefficients

Column	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
JS -> JP	0.668	0.67	0.036	18.688	0

Source: Author’s Own calculation

Table 5's corrected R-square of 0.444 shows that the model fits the data quite well. Even when the number of predictors in the model is taken into account, this value stays quite near to the R-square. The adjusted R-square and R-square values provide information about how well the regression models capture the variation in the dependent variable, job performance (JP). A better fit is sometimes shown by higher R-square values, which show that the model explains a larger percentage of the change in the dependent variable. The adjusted R-square for JP in this instance is 0.469, indicating that Job Satisfaction explains roughly 44.6% of the variation in JP. This suggests that over half of the variations in job performance that have been found can be explained by job satisfaction. The results highlight the importance of JS as a predictor and offer a numerical assessment of how much it contributes to the variation in job performance in the model under investigation.

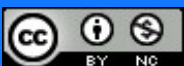
The relationship between JP and JS is seen in Table 6. When a P-value in the table is less than 0.05, it indicates that JS has a significant impact on JP. This statistical significance supports the factual foundation for recognizing the influence of employee satisfaction on overall job efficiency by indicating that JS has a significant and relevant influence on JP levels. The results highlight the importance of JS as a key element influencing JP in the context under study.

The hypothesis testing's findings suggest that job satisfaction has a considerable influence on employees' job performance in the hotel sector. It follows naturally that the hypothesis is accepted.

Discussion

Research on organizational behavior constantly shows that Job Performance (JP) and Job Satisfaction (JS) have a strong relationship. As stated by Eagly and Chaiken (1993) and Fishbein and Ajzen (1975), the basic premise is that happy emotions result in behaviors that support or validate a specific thought, whereas negative emotions lead to acts that contradict the same idea.

Fisher (2003) conducted a thorough study, and the findings of his primary analysis showed that a sizable percentage of executives, employees, and supervisors held the belief that job performance and emotions of fulfillment are related. Moreover, Fisher discovered in a follow-up study that most participants—students in particular—shared the opinion that happy workers are successful



workers. These results demonstrate that, among different workforce segments, there is a general recognition of the beneficial relationship between JS and JP.

Building on this body of work, other study confirms that JP and JS are positively correlated in work environments. For example, a 2009 study by Gu and Siu in Macao casino hotels found a significant relationship between workers' JS and output. The aforementioned studies highlight the reliable and significant correlation between JS and JP. They also highlight the critical role that employee well-being plays in enhancing overall workplace effectiveness.

Implications

In order to satisfy the elevated demands of hotel patrons, staff members must exhibit a remarkable degree of job satisfaction. This attribute plays a crucial role in promoting heightened involvement and providing clients with improved services. But above all of these factors is the necessity for businesses to cater to the wants, needs, and preferences of their customers. Reduced attrition rates are frequently linked to high job satisfaction levels. Satisfied workers are more likely to stick with the company, which lowers the expense of onboarding and training new hires. Low turnover helps to keep experienced employees on board, which is vital in the hospitality sector where knowledge of clients and protocols is critical.

Excellent customer service is more likely to come from contented staff members. A welcome atmosphere is enhanced by a positive work environment and happy personnel, which improves the overall guest experience. A happy workforce is more likely to be driven to go above and beyond in their work, which enhances customer happiness and service quality. Job satisfaction is positively connected with employee productivity.

Happy personnel are more engaged, focused, and eager to put in additional efforts leading to enhanced efficiency in everyday activities. A content staff is likely to interact successfully, resulting in easier workflow and speedier problem-solving. Satisfied staff is excellent representatives for the hotel. Their positive mindset and dedication contribute to a positive reputation. A positive workplace reputation attracts new employees and customers, establishing a loop of favorable perception that can boost the hotel's viability in the market. Employee well-being and job satisfaction are related. Employee dissatisfaction can lead to stress, exhaustion, and deterioration in mental health. An emphasis on job satisfaction creates a more positive work atmosphere, lowers absence rates, and enhances employee wellbeing.

Limitations and Direction for Future Research

Only two variables—JS and JP—are the subject of this study. In particular, the analysis is limited to examining the relationship between JS and JP. It is crucial to remember that a wide range of additional elements, such as organizational commitment, compensation, retention methods, and incentives, also have an impact on people's level of JP. This study purposefully leaves out issues of organizational commitment, compensation, employee retention, and incentive systems despite

the wide range of factors that affect JP. Although these other factors are recognized in the larger context of JS, they are purposefully left out of this specific analysis. The research deliberately focuses on the relationship between JS and JP in particular, offering a focused analysis within the parameters of these two variables.

The principal limitation of this research is that it only looks at one factor Job Satisfaction while examining how it affects Job Performance. The study's limitations are exacerbated by the fact that it only includes 3, 4, and 5-star hotels. Another notable restriction of the study is its exclusive confinement to the states of Punjab and Uttar Pradesh. Together, these limitations highlight the need for caution when extrapolating the study's findings outside of its specific parameters. This is because the study's narrow focus on Job Satisfaction and regional specificity may have left out important variables that affect job satisfaction across a wider range of hotel settings and geographical areas.

Conclusion

The primary objective of this study was to investigate the link between JP and JS among employees at three, four, and five star hotels. According to the study, employees' entire job performance is significantly shaped and influenced by their degree of job satisfaction at these hotels. Furthermore, the study sought to investigate and expound upon the complex dynamics and variables that contribute to the interaction between JS and JP within the framework of hospitality businesses that have differing star ratings. The study's conclusions highlight the significant influence that JS has on JP in the hotel sector. The findings highlight the critical role that happy and pleased workers play in improving their general productivity at work. There is a positive association between staff JS and JP, as demonstrated by hotels in the 3, 4, and 5-star categories.

These findings highlight the need of creating an atmosphere at work that fosters employee satisfaction and acknowledge it as a major factor in achieving the best possible job outcomes. Hotel managers and other industry players can use these insights to put plans into place that will increase employee job satisfaction, which will raise employee job performance at different star-rated hotels. Improving the overall well-being and job happiness of hotel employees could lead to a happier and more motivated workforce as well as an improvement in the entire visitor experience. This study adds much to our understanding of the complex relationships between JP and JS and has significant consequences for human resource management in the hotel sector.

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