



ANTECEDENT FACTORS AND CONSEQUENCES OF JOB SATISFACTION IN THE JORDANIAN HOTEL INDUSTRY

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Abstract- The hospitality industry has been expanding globally, and it is a highly competitive industry. It is often regarded as one of Jordan's most important economic fields. The hotel business is service-oriented, which means that people are involved in the delivery of services. In this context, satisfied employees delivering high service job performance meeting customers' expectation is crucial in the hotel sector to remain competitive. Success key elements are crucial in the improvement and preservation of competitiveness in the hotel sector. This paper investigated the impact of leadership style (LS), organisation structure (OS) and job satisfaction (JS) would improve employees' job performance among five-star hotels employees in Jordan with quality of work life (QWL) as mediator. Questionnaires were distributed to 430 five-star hotel employees to obtain the study data. The level of relationships among the constructs (OS, LS, JS, QWL and JP) were analyzed using structural equation modelling. The results show a positive relationship of OS and LS with JP, while QWL shows fully mediating role on the relationship between JS and JP. Similar studies should be carried out on other sectors in Jordan and in other settings using different perspectives.

Keywords: Job Satisfaction, Quality of work life, Job Performance, Hotel, Jordan.

I. INTRODUCTION

The hotel industry has long played an important part in the global growth of tourism (Jaelani, Igakr&Karjoko, 2020). Generally speaking, the hotel industry's main commodity is service delivery. As a result, service delivery in this industry is critical to the business, just like product quality is critical to the producer, so delivering quality service is the first step in pleasing customers (Chen, 2019). Hotel staff, as well as management at all levels, are at the frontline of service delivery in hotels, and they must all specialize in providing outstanding service in accordance with their contracted schedules and their voluntary success beyond and above their duties (Chen, 2013; Ma, Qu, & Wilson, 2016).

Furthermore, the programs are usually performed with satisfaction by workers, which could catalyze the organization's performance (Chen, 2019). In general, job performance refers to the implementation of a service plan and high levels of service efficiency. A job performance is defined as an individual's achievements in the workplace that go beyond his role description and are contractually compensated job accomplishments (Shan, Imran, Lewis, & Zhai, 2017). Riyanto and Panggabean (2020) concluded that organizations will be successful if their workers go beyond and beyond the call of duty and work beyond and beyond their specific job descriptions. Large bribery, resource misappropriation, embezzlement, and inadequate transparency, on the other hand, pose a threat to improving employee performance (Alown, Al-fakeh&Aburumman, 2021).

Employees are the people who have regular interaction with tourists in the hospitality industry. As a result, they must have a high degree of job satisfaction and if they are disappointed, they are more likely to pass their dissatisfaction on to the guests (Mufti, Xiaobao, Shah, Sarwar&Zhenqing, 2019). If visitors are dissatisfied with the service, they will not return and may also spread misleading tweets, resulting in a negative image for the hotel as well as the tourism industry as a whole. On the other hand, happy employees would pass their happiness on to the visitors, and if the guests are happy with the service, it can result in repeat business and the dissemination of a positive term, improving the hotel's and country's reputations (Belias, Mantas, & Tsiotas, 2019).

The Jordanian hospitality industry, on the other hand, is known for unjustified working hours, poor physical conditions, a lack of co-worker support, and inadequate compensation (S. M. Al-Sabi, Al-Ababneh, & Masadeh, 2019), all of which lead to reduced job satisfaction (S. M. Al-Sabi, Al-Ababneh, & Masadeh, 2019). As a result, job satisfaction in a hotel is a significant factor that has been studied by researchers

over the years, for example (Kim, 2017; Sia & Tan, 2016; Wong & Xu, 2019). Previous studies, on the other hand, focused on European, American, and Asian contexts while neglecting developing countries like Jordan. Al-Ababneh, Masadeh, Al-Shakhsheer, and Habiballah (2018), Al-Ababneh, Al-Sabi, Al-Shakhsheer, and Masadeh (2017), Olaimat (2018), and Alsheikh and Sobihah (2018) are among the few published studies in Jordan (2019). These studies looked into employee job satisfaction in the tourism industry and discovered that employees were dissatisfied with their working conditions, resulting in high labor turnover. Those latter studies were also restricted to a specific location and period of time. Consequently, previous research on job satisfaction among employees in five-star hotels has been limited. This points to a research gap in job satisfaction in the hospital industries of emerging economies, such as Jordan, and particularly in Jordan's five-star hotels. As a result, it's critical to investigate the extent to which hospitality industry employees are satisfied, as well as the factors that influence their satisfaction and how this may affect their job performance. Nevertheless, none of these studies look at the impact of organizational structure, leadership style, job satisfaction, and work-life quality on job performance as a whole. This study is based on this research and aims to provide additional insight into job performance in the Jordanian hotel industry among front-line employees. As such, the research objectives are:

- 1- To determine the influence of organisational structure and leadership style on employee's job satisfaction.
- 2- To determine the influence of employees' job satisfaction on their job performance and quality of work life.
- 3- To determine the mediating role of quality of work life on the relationship between employees' job satisfaction and job performance.

II. LITERATURE REVIEW

Job Performance

Performance assessment is a process that forces managerial teams to act with vitality and efficiency, where presidents are held accountable for their subordinates' positions and responsibilities on a regular basis, and paying subordinates are expected to work effectively (Al-Hawary & AL-Zeaud, 2011). The concept of job performance represents the net effect of individual operations, starting with the skill and understanding of the work or tasks and relating to the degree of achievement and fulfillment that is part of the activity of the individual tasks (Al-Hawary & Al-Menhaly, 2017). According to Alown et al., (2020), performance is described as an individual's ability to achieve the organization's goals by making the best use of the resources available in a constructive and effective manner.

Borman and Motowidlo were undeniably one of the most influential models of job performance (1994; see also Motowidlo, 2003), which distinguished between task performance and non-task performance (defined as behaviours specifically engaged in the transformation of organisational resources into products or services that form the products of an organisation) and contextual performance (considered to be a form actions that may or may not be involved in the transformation of organizational capital into goods or services that make up an organization's products) The above is often referred to as "citizenship results" or "organizational citizenship conduct" (Coleman & Borman, 2000; Organ, 1998).

Job performance is regarded as a significant metric in the hotel industry, to the point that new groundbreaking methods of measurement and consideration have been developed in recent years (Becton, Matthews, Hartley, & Whitaker, 2012), also for newly registered professionals (Unruh & Nooney, 2011). What can be found after a close review of foreign literature is that job performance is clearly and closely linked to tension and burnout (Gandi, Wai, Karick, & Dagona, 2011). Both employee leadership (Alown et al., 2020) and the objective decision-making process play a critical role in influencing professional performance (Mohammed, Nassar, Ghallab, & Morsy, 2018). As a result, the primary objectives of this study are to assess the optimal factor structure of job performance and the relative importance of each performance dimension in determining total job performance levels using data from actual employees.

Job Satisfaction

From various points of view, various schools of thinking have described job satisfaction in various ways. It was described by Spector (1997) as the degree to which employees liked or disliked their work, while Ghaith and Mutia (2019) defined it as employee satisfaction toward their jobs. As a response, it is the understanding of the relationship between what employers provide and what they demand from their work. Employee work satisfaction improves and decreases absenteeism and boredom in organizations (Van Wyk, Swarts, & Mukonza, 2018).

Smith et al. (1969) devised the Job Description Index (JDI), which splits job satisfaction into five dimensions: employment itself, advancement prospects, pay, employers, and working spouses. It employs the same descriptive language for all aspects of a career, making it appropriate for workers of varying educational backgrounds.

Squires et al. (2015) emphasized the value of job satisfaction for both employee and organizational performance, with frustration having a negative effect on the level of service provided by hotels (Ghaith, Mutia, Ayassrah, Abdul Malek, & Enas, 2018). According to Davis (2018), hotel employees tended to have a lower sense of accomplishment than non-public sector employees. Spector (1997) took a utilitarian approach, claiming that worker satisfaction has a significant impact on an organization's ability to perform, and that well-being is closely related to a happier employee, which boosts efficiency.

Many studies have looked at the effect of job satisfaction on employee performance. The majority of them stated that job satisfaction has an effect on employee performance because job satisfaction has a significant impact on employee motivation. Moreover, inspiration has an effect on morale, and therefore on performance (Mosuin, Mat, Ghani, Alzeban, & Gunardi, 2019). Job satisfaction is among the factors that affects job performance, according to Goball, Ayyub, Mansor, Kelana, and Noordin (2018), Gul, Usman, Liu, Rehman, and Jebran (2018), Zainudin, Rashid, Murugeesan, Zainal, and Malek (2019), Valaei, and Jiroudi (2016). Because of the accuracy of the aforementioned findings, and in order to better understand the impact of private sector style around the world, the following hypothesis is proposed:

H₁: Employees' job satisfaction has a significant influence on job performance in the Jordanian hotels sector.

Organizational Structure

The literature review examines everyday aspects of organizational structure and finds different meanings for the structure. "Structure is the planning of a company's capacity, staff, experience, functional relationships, and management architecture," (Lenz, 1980). Ajagbe, Cho, Udo, and Peter (2016) observed that the nature of formalisation, hierarchical systems, horizontal integration level, authority centralization (decision-making locus), and communication patterns are all part of organizational structure.

Organizational structure, according to Ahmady, Mehrpour, and Nikooravesh (2016), is the matrix of relationships between jobs, programs, operating processes, individuals, and groups working to accomplish goals. According to him, organizational structure refers to how individuals are organized or how jobs are divided and arranged. Organizational structure, according to Poels, Gailly, Asensio and Snoeck (2017), is the formal configuration between persons and organizations regarding roles, role distribution, and authority in the organization. Kumar (2015) goes on to say that organizational structure reflects the relationships between the various functions played by the various units within an organization. As a result, some scholars have argued that organizational structure is made up of work responsibilities, their relationships, and accountability for deliverables. Furthermore, according to Mosca (2017), organizational structure is the hierarchical arrangement of activities and reporting relationships that controls, coordinates, and motivates employees to work together to accomplish an organization's objectives. The nature of formalisation, according to Tran and Tian (2013), tests the degree to which an organization may use rules and protocols to administer conduct.

Job satisfaction, according to Buchanan and Huczynski (2019), is a general attitude developed as a result of particular job factors, individual traits, and outside-of-work relationships. Job satisfaction refers to an individual's overall attitude towards his or her job, as well as personalistic assessments of working circumstances, supervision, or consequences that occur as a result of getting a job (Raja, 2016). Organizational behaviorists and human resources experts, on the other hand, have long wondered

how to better organize a work atmosphere in order to influence employee outcomes by job satisfaction. Person perceptions and habits are influenced by organizational structure (Joseph & Gaba, 2020).

Funminiyi (2018), Finlay, Martin, Roman, and Blum (1995), Hutabarat (2015), Picardi (2017), Thomas (2015), and Wilkinson (2015) are only a few of the studies that support the idea that organizational structure is a determining factor of job satisfaction (1979). Finally, in order to please their employees and achieve optimal levels of performance, organizational executives must consider the principle of organizational structure. Employee behavior management, fulfilling organizational expectations, enhancing job satisfaction ratings, increasing employee productivity, empowering leaders and followers in reaching individual goals, motivating team collaboration, and guaranteeing that satisfaction work for the stability of the workplace are all aspects that organizational structure brings about satisfaction. On the basis of the above discussion, this study proposes that:

H₂: Organisation structure has a significant influence employees' job satisfaction in the Jordanian hotels sector.

Leadership style

Western (2019) claims that individuals in positions of leadership have regular control on others and, in exchange, may be affected. The recipe for leadership is to combine this normative act of influence with the achievement of organizational objectives (Boyd et al., 2017). As a result, there is a lot of speculation in the leadership literature about an endeavour that is needed in all walks of life. "Leadership is one of the most widely debated and studied subjects in all of human behavior" Bratton (2020 p197). While other scholars (Daft & Marcic, 2016) support this interpretation, it has also been recognized that there is a significant amount of controversy about precisely what leadership is, and the 'born vs. made' leadership dispute suggests it is a speculative and poorly known body of literature (Arthur, Wagstaff, & Hardy, 2017).

Many leadership models have been studied in several observational trials, according to a literature study. Transformational, transactional, and laissez-faire are among the models (Antonakis et al., 2003; Bennett, 2009; Furtner et al., 2013; Spinelli, 2006). Many studies, therefore, have used transformational and transactional leadership models to investigate the impact of leadership styles on job satisfaction in the service industry and other industries (Adamshick, 2007; Baah, 2011; Hater & Bass, 1988; Howell & Avolio, 1993; Yammarino & Bass, 1990).

Several longitudinal studies have looked into the connection between leadership styles and job satisfaction, and leadership behavior has been shown to be a significant predictor of job satisfaction (Bass & Riggio, 2006; Eliophotou Menon, 2014; Griffin & Bateman, 1986; Lian & Tui, 2012; Nguni, Slegers, & Denessen, 2006). Furthermore, in their dissertations, Asgari, Mezginejad, and Taherpour (2020), Riyanto and Panggabean (2020), Rahmat, Ramly, Mallongi, and Kalla (2019), Mufti, Xiaobao, Shah, Sarwar, and Zhenqing (2019), Sehar and Alwi (2019), Jabeen, Khan, and Shah (2019), Henry, Sullivan, and Self (2019), and Henry, Sullivan, and Self (2019) found that the leadership style had a positive and significant effect on the job satisfaction. The leadership style had a major positive impact on the hotel employees' satisfaction, according to Hakim, Hakim, and Mohamad Ibrahim (2017). According to Ashton (2018), hotel job satisfaction is linked to leadership. The findings of this research vary from those of Lockwood (2007) and Tsai (2008), who found that leadership styles had no major impact on hotel employee job satisfaction.

Due to inconsistency in the above results and to further determine the effect of private sector type throughout world, the following hypothesis is proposed:

H₃: Leadership style has a significant influence on employees' job satisfaction in the Jordanian hotels sector.

Quality of Work life

According to Seed and Leord (1997), the quality of life refers to an individual's enjoyment during his or her lifetime. Overall, it is dependent on a variety of factors. While Rossi et al., (2009) used the term "quality of work-life," it can also be used to characterize and correlate someone's level of passion for his or her job or career.

Quality of work life (QWL) is a multidimensional concept that describes the mechanism that determines a person's interaction with his or her employment (Hsu & Kernohan, 2006; Martel & Dupuis, 2006). According to Robbins (1998), QWL is a "method by which an organization responds to the needs of

its employees by creating processes that enable them to fully participate in the decisions that shape their lives at work."Similarly, Sirgy, Efraty, Siegel, and Lee (2001) define QWL as "employee satisfaction with a variety of needs as a result of workplace interaction through programs, behaviors, and outcomes."Furthermore, "QWL covers the physical, economic, psychological, and social dimensions of function, as well as the values of a more ethical and healthy organization" (Daubermann&Tonete, 2012).Despite general adoption of the concept of QWL, there has been disagreement among management academics about what it means and how to quantify it. This fact, according to Lawler (1975), has influenced a wide range of research in the fields of QWL.In addition, QWL is a construct that is concerned with the well-being of employees and is distinct from job satisfaction.

As a theoretical definition, Quality of Working Life (QWL) seeks to embody the nature of an individual's work environment in the broadest terms.The actual experience of job, as well as the influences that have a direct and indirect impact on this perception, affect an individual's QWL (Easton & Van Laar, 2018; Präg, das DoresGuerreiro, Nätti, Brookes, & den Dulk, 2017).

Quality of work life (QWL) is a concept that deals with employee well-being and differs from job satisfaction, according to industrial psychology and management theorists (Agarwal, 2020; Agarwal, Garg, &Rastogi, 2019; Alrawadieh, Cetin, Dincer, &IstanbuluDincer, 2020; Avci, 2017; Ko, 2019).QWL has an impact on job satisfaction as well as satisfaction in other areas of life such as home life, leisure time, and so on. As a result, QWL's emphasis extends beyond job satisfaction.It includes the impact of the workplace on job satisfaction, non-work life satisfaction, total life satisfaction, personal health, and subjective well-being (Ajala, 2013; Gaurav, 2012).

We used the quality of work life as a mediator between job satisfaction and job performance in this analysis. Building new tools as well as expanding on existing work resources is critical in coping with various job demands, according to Nielsen et al. (2017).Employment benefits such as job protection, advancement opportunities, and rewarding client relationships are typical work tools capable of offsetting energy expended on mitigating work stress (Lafrenz et al., 2018).Therefore, we propose the following hypotheses:

H₄: Employees' job satisfaction has a significant influence on their quality of work life.

H₅:Employees' quality of work life has a significant influence on their job performance.

H₆: Quality of work life mediates the relationship between job satisfaction and job performance.

As illustrated in Table 1, there are only a few previous studies that looked at the direct role of organizational structure and leadership style as factors affecting employee satisfaction, as well as job satisfaction consequences such as quality of work life and job performance. Most importantly, it is observed that empirical research that examined the inter-relationships of organizational structure, leadership style, job satisfaction, quality of work life and job performance simultaneously in a single model was never conducted among front line employees in Jordanian hotels.

Table 1: Research Gaps

Author/Year	OS, JP	OS, QWL	OS, JS	LS, JP	LS, QWL	LS, JS	JS, QWL	QWL, JP	JS, QWL, JP
Al-Ababneh, (2013)	x	x	√	x	x	√	x	x	x
Alfandi and Alkawsawneh, (2014)	√	x	x	x	x	x	x	x	x
Zeglat and Zigan, (2013)	x	x	√	x	x	x	x	x	x
Salimbahrami et al., (2015)	x	√	x	x	x	x	x	x	x
Nanjundeswaraswamy & Swamy, (2012)	x	x	x	x	√	x	x	x	x
Swapna, (2015)	x	x	x	x	x	x	√	x	x
Kanten, Kanten, & Gurlek, (2015)	√	x	x	x	x	x	x	x	x
Thomas, (2015)	x	x	√	x	x	x	x	x	x

Iqbal, Anwar, & Haider, (2015)	√	x	x	√	x	x	x	x	x
Zainol & binti OTHMAN, (2016)	x	x	x	x	x	√	x	x	x
Ilyas & Abdullah, (2016)	x	x	x	√	x	√	x	x	x
Shah, Hamid, Shaikh, Qureshi, & Pahi, (2016)	x	x	x	√	x	x	x	x	x
Masa'deh, (2016)	x	x	√	x	x	x	x	x	x
Al-Azzam, (2016)	√	√	x	x	x	x	x	x	x
Shanmugam & Ganapathy, (2017)	x	x	x	x	x	x	x	√	x
Al-Sabi, Ma'moun, & Masadeh, (2017)	√	x	x	√	x	x	x	x	x
Aboyassin & Sultan, (2017)	√	x	x	x	x	x	x	x	x
Al-Sabi, Masadeh, Maaiah, & Al-Ababneh, (2017)	√	x	√	x	x	x	x	x	x
(Al-Ababneh, Al-Sabi, Al-Shakhsheer, & Masadeh, 2017)	x	x	√	x	x	x	x	x	x
Current study	√	√	√	√	√	√	√	√	√

Note: (√) = test the relationship, (X) = do not test the relationship

Proposed Framework of the Study

Figure 1 presents the proposed framework of the study. It illustrates the relationships of all constructs in the study. The key objective of this thesis is to provide insight into the job satisfaction of the employee utilising organisational structure, leadership style, job performance and work life quality and their impact on job performance in five-star Jordanian hotels.

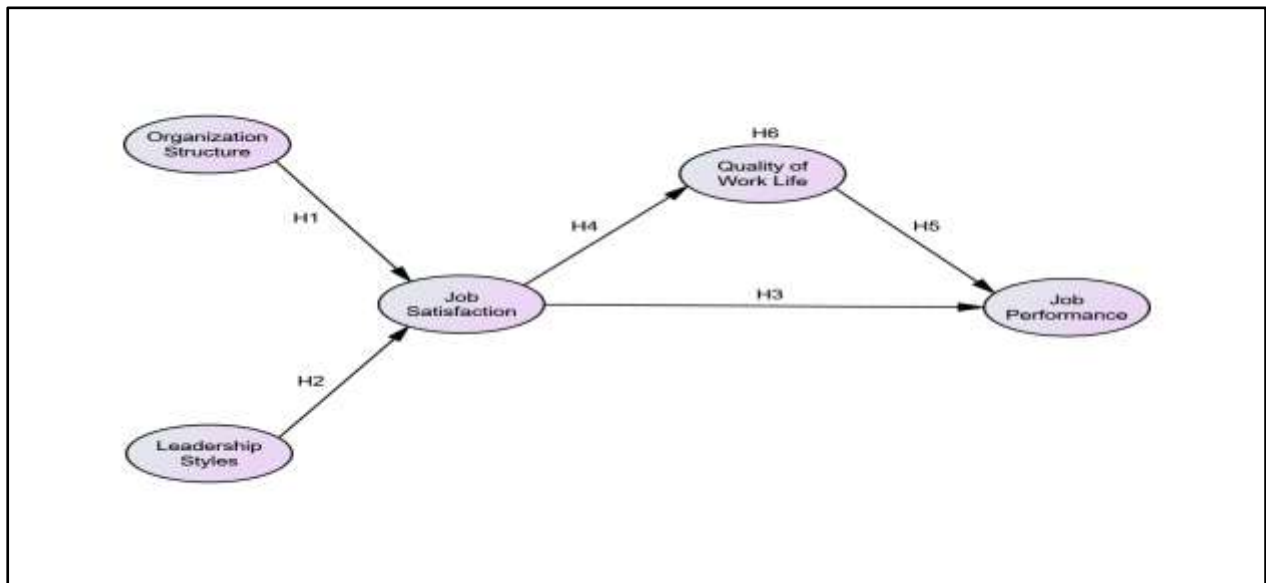


Figure 1: Theoretical Framework

III. RESEARCH METHODOLOGY

Research Design

The present study applies a cross-sectional causal research design which tests the variations in exogenous variables expected to cause reciprocal changes in the endogenous variable. The data was collected from

the respondents among front line employee (Jordanian) who has work in Jordanian hotel industry in the departments of front office, housekeeping and food and beverage.

Jordanian hotels in Amman and Aqaba represent an ideal context for an investigation into the impact of the consequence of job satisfaction on job performance. Based on the total population of five star in Jordan Amman and Aqaba have a total of 21 five-star hotel (15 hotels in Amman and 6 five-star hotel in Aqaba) with 9046 frontline employees MOTA (2017).

The Questionnaire Design

The data for this study was collected using a closed-ended standardized questionnaire. In this study, all items measuring the constructs were created using a 10-point interval scale since it is more autonomous and satisfies the criteria for parametric statistical analysis. The questionnaire is divided into six parts. The first section of the questionnaire includes four items adapted from (Naser&Shokouh, 2016) dissertation on job performance measurement. The second section of the questionnaire consists of eight items adapted from (Sajtos et al., 2015) research on work life quality. The third section of the questionnaire consists of five items that were adapted from empirical studies undertaken by (Hassi, 2012). The fourth section of the questionnaire, which was adapted from (Valaei, 2017), contains five items that assess organizational structure. The questionnaire's fifth section includes five items about leadership style that were adapted from works by (Sanda&Dodua, 2017). The demographic profile of respondents is the final section of the questionnaire, which is used to gather some specific knowledge about the respondents. Table 2 summarizes the number of items used for each construct; the actual study would have carried 27 items.

Table 2: Scales Used in Research

Construct	No. of items	Adapted from	Scale
Job Performance	5	(Naser & Shokouh, 2016)	1-10
Quality of work life	13	(Sajtos et al., 2015)	1-10
Job satisfaction	5	(Hassi, 2012)	1-10
Leadership style	5	(Sanda & Dodua, 2017)	1-10
Organizational structure	5	(Valaei, 2017)	1-10

Pre-Test and Pilot Study

Prior to conducting the field study, a pre-test and pilot study were performed. The aim of the pre-test was to obtain expert verification and validation for substance, face, and criterion validity. Following the completion of the pre-test procedure, the study modifies the questionnaire in response to the expert's remarks. The pilot was then performed, with 100 respondents being chosen for data collection. With the data from the pilot study, an exploratory factor analysis (EFA) was conducted (Hair et al., 2014; Bahkia et al., 2019). The EFA findings revealed that all products had factor loading greater than 0.6, and no items were removed. The internal reliability index, also known as Cronbach's Alpha, was calculated using the data from the pilot study (Hair et al., 2014). Table 3 illustrates that the instruments of this study meet the requirement for internal consistency since the Cronbach's Alpha values of all constructs is more than the required value of 0.7 (Hair et al., 2014).

Table 3: The Reliability for the Constructs

No.	Construct	KMO	No. of items	Cronbach's Alpha
1.	Job performance	.833	4	0.931
2.	Quality of work life	.952	8	0.948
3.	Job satisfaction	.885	5	0.927
4.	Leadership styles	.721	5	0.986
5.	Organizational structure	.887	5	0.949

Field Study

Responses from the respondents were captured at Jordanian Five Star hotel. As such, a total of 461 from the list of 9046 front line employee were distributed to the respondents. The respondents were selected from a sampling frame using a simple random sampling method. The sample size was ascertained using the conditions proposed by Hair et al. (2010) and Burns et al. (2017). Any research performing factor analysis should have at least 5 to 10 times the sample size as items to be analysed (Hair et al., 2014). In addition, Burns et al. (2017) suggest that the sample size should be between 96 and 384. The computed sample size for this study are 430 samples, complying with the range of sample size recommendations by the above authors.

which will be in the north (Amman) and in the south (Aqaba) as those two areas present the capital city for kingdom of Jordan (Amman) the first direction for tourism and the most choice for tourism include the sea and culture of Jordan. Also, they have the most five-star hotel, in Jordan cover 21 hotels as showed in Table 4.

Table 4:The Number of Population and Sampling Size for Each Hotel

No	Hotels	Area	# of front line Employee	Questionnaire Distribution	Questionnaire Returned	Response Rate
1	Fairmount	Amman	372	19	18	94%
2	Intercontinental Amman	Amman	461	23	23	100%
3	Grand Millennium	Amman	423	22	21	95%
4	Kempinski	Amman	331	17	16	94%
5	Le Grand	Amman	421	21	20	95%
6	Amman Marriot	Amman	337	17	17	100%
7	Grown Plaza	Amman	319	16	16	100%
8	Grand Hayatt	Amman	251	14	12	85%
9	The Boulevard	Amman	342	17	17	100%
10	Sheraton	Amman	413	21	20	95%
11	Four Season	Amman	579	29	26	89%
12	Landmark	Amman	211	11	10	90%
13	Amman Rotana	Amman	1016	52	49	94%
14	W. Amman	Amman	516	26	26	100%
15	Bristol	Amman	494	25	24	96%
16	Movenpick	Aqaba	503	26	20	76%
17	Double Tree	Aqaba	627	32	30	93%
18	Intercontinental	Aqaba	484	25	22	88%
19	Oryx	Aqaba	393	20	18	90%
20	Tala Bay	Aqaba	242	12	10	83%
21	IsrotelAgamin	Aqaba	312	16	15	93%
Total			9046	461	430	93%

Data Analysis Procedure

The measurement model of the latent constructs was validated using Confirmatory Factor Analysis (CFA). Prior to modeling structural model for Structural Equation Modeling and hypothesis testing, the CFA procedure will evaluate unidimensionality, validity, and reliability of the constructs. When all factor loading of the items is positive and equal to or greater than 0.60, the Unidimensionality criteria are fulfilled. Convergent validity, construct validity, and discriminant validity are the three categories of validity requirements (Mohamad et al., 2016, 2017, 2018; Afthanorhan et al., 2020, 2021). Composite Reliability (CR), whose value should be equal to or greater than 0.7, and Average Variance Extracted (AVE), whose value should be equal to or greater than 0.5, were used to determine convergent validity. To assess construct validity, several goodness-of-fit indices were used, including absolute fit (RMSEA 0.90 and TLI > 0.90) and parsimonious fit (Chi-square 3.0). The square root of AVE was used to determine

discriminant validity. The square of AVE for each construct should be greater than the correlation coefficients between the constructs. To prevent the redundancy dilemma, the values of these correlations should be less than 0.85 (Hair et al., 2014). To evaluate the relationship between the constructs in a model, the Structural Equation Modelling approach was used (Mohamad et al., 2019). Adding the phantom model to the main model allowed us to test and compare the specific effects of the two parallel mediators within the developed and validated structural equation model. The significance of the indirect effect in the model was assessed using the application of bootstrap as recommended by Rahlin et al. (2019, 2019a), Sarwar et al. (2020) and Nasir et al. (2020). It was performed on 1,000 samples. The conventional procedure could provide an approximation for indirect effect and likelihood value for hypothesis testing via bias-corrected percentile at 95 percent corrected confidence with two-tail distribution using SPSS AMOS software. By comparing the value of standardised estimates and the scale of mediation, the usefulness of a construct in a research model can be determined. Partially or fully mediated mediation is often used in mediation analysis, and may be very helpful for further comprehension.

IV. FINDINGS AND ANALYSIS

Confirmatory Factor Analysis Results

Figure 2 illustrates the measurement model of the study. Since the measurement model achieved acceptable values of goodness of fit (GoF) indices (RMSEA < 0.08, CFI > 0.90, TLI > 0.90, and Chi/df < 3.0), the study met construct validity requirements as illustrated in Table 5. Table 6 showed the values of factor loading, AVE and CR of the measurement model. The findings suggest that the unidimensionality requirement is met as the factor loading values for all items are greater than 0.6. The measurement model also achieves convergent validity and reliability requirements since the value of CR and AVE are greater than 0.7 and 0.5 respectively. Table 7 signifies that the discriminant validity is achieved.

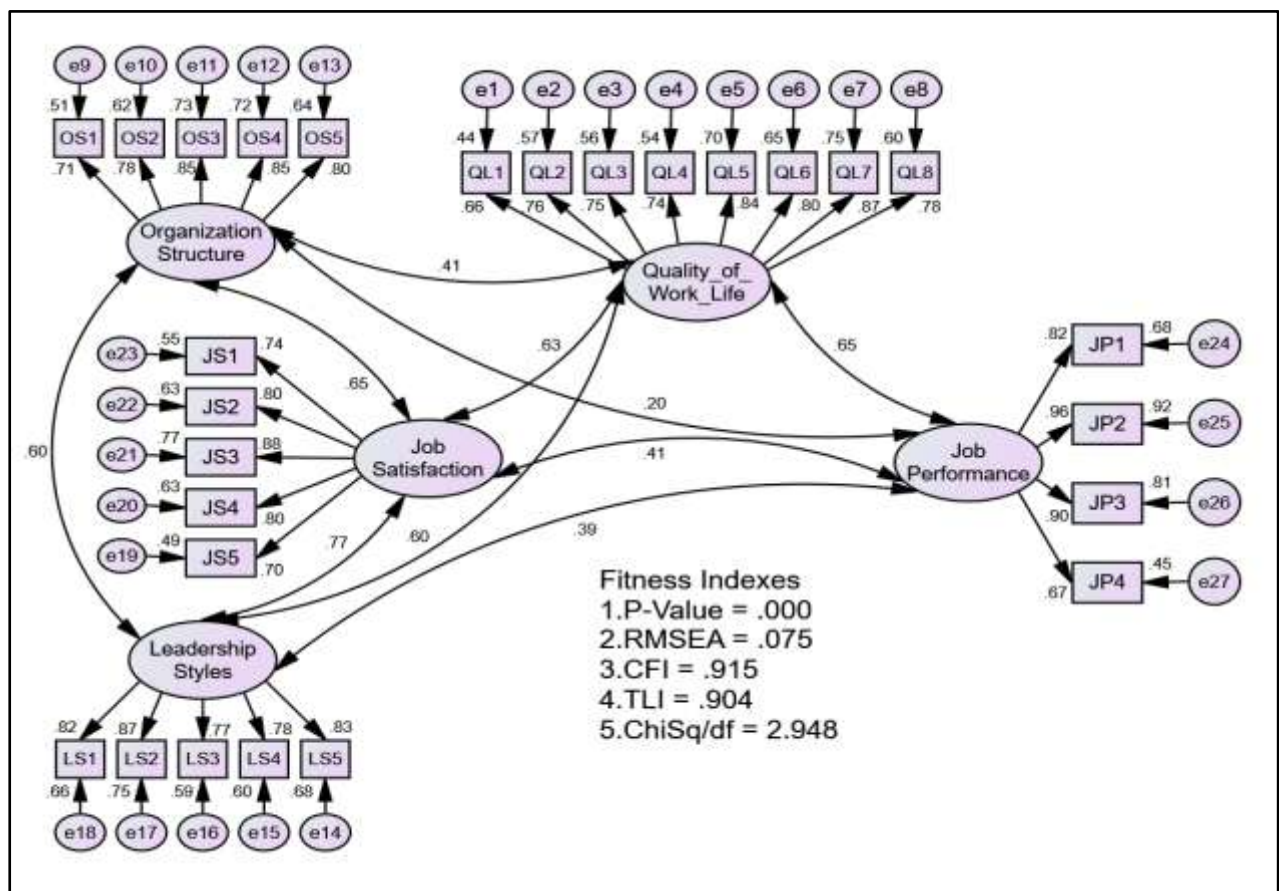


Figure 2: Measurement Model

Table 5:The Assessment of Fit for the Measurement Model

Name of category	Name of index	Fit Criteria	Present model	Comments
Absolute fit	RMSEA	≤0.08	0.075	Meet the required level ≤ 0.08
1. Incremental fit	CFI	0.90 or greater	0.915	Meet the required level ≥ 0.9
	TLI	0.90 or greater	0.904	Meet the required level ≥ 0.9
2. Parsimonious fit	Chisq/df	$1.0 \leq \chi^2 / df \leq 5$	2.948	Meet the required level ≤ 3.0

The assessment of model fit was made by comparing the fitness indexes of this structural model with the threshold indexes from the literature is reported in Table 5. As shown in Figure 2, the final measurement model consists of 27 items, and fitness indexes (RMSEA, TLI, CFI, and Chisq/df) had achieved the required level. The assessment for unidimensionality, validity and reliability for measurement model are discussed and reported in the following section.

Table 6: Validity and Reliability Test of the Measurement Model

Construct	Items	Factor Loading	CR (above 0.6)	AVE (above 0.5)
Organization Structure	OS1	0.71	0.898	0.640
	OS2	0.78		
	OS3	0.85		
	OS4	0.85		
	OS5	0.80		
Job Satisfaction	JS1	0.74	0.890	0.618
	JS2	0.80		
	JS3	0.88		
	JS4	0.80		
	JS5	0.70		
Leadership Style	LS1	0.82	0.908	0.664
	LS2	0.87		
	LS3	0.77		
	LS4	0.78		
	LS5	0.83		
Quality of Work Life	QL1	0.66	0.924	0.604
	QL2	0.76		
	QL3	0.75		
	QL4	0.74		
	QL5	0.84		
	QL6	0.80		
	QL7	0.87		
	QL8	0.78		
Job Performance	JP1	0.82	0.907	0.713
	JP2	0.96		
	JP3	0.90		
	JP4	0.67		

Table 7: Summary of Discriminant Validity

Construct	Organization Structure	Job Satisfaction	Leadership Style	Quality of Work Life	Job Performance
Organization Structure	0.80				
Job Satisfaction	0.65	0.79			
Leadership Style	0.60	0.77	0.81		
Quality of Work Life	0.41	0.63	0.60	0.78	

Structural Model

The structural model was developed to examine the proposed hypotheses once the measurement model has been validated. Figure 3 illustrates the relationship between overall job performance, quality of work life, job satisfaction, leadership style and organisational structure. Firstly, the overall fit of the model was assessed through three categories of model fit, absolute fit (Chi-square, RMSEA and GFI), incremental fit (CFI) and parsimonious fit (Chi-square/df) as mentioned. The findings suggest that the structural model achieve an acceptable goodness-of-fit.

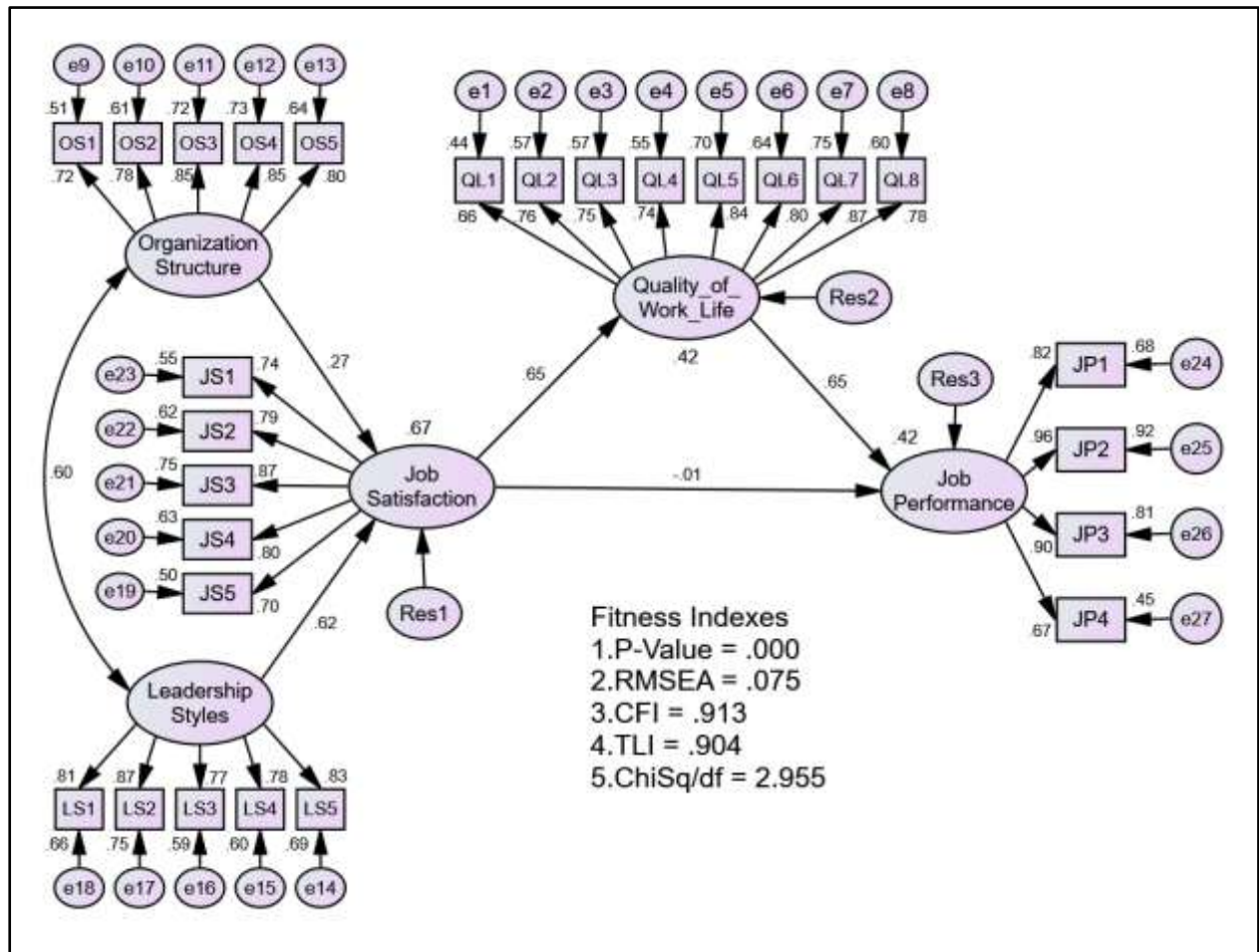


Figure 3: The Standardized Regression Path Coefficient.

Table 8 indicates that all the path to be significant at $p < 0.05$ except job performance is not significantly to Job Satisfaction (Beta=-0.012; $p=0.000$). Job Satisfaction is significantly to organisational structure (Beta=0.25; $p=0.000$) and leadership style as the following (Beta=0.50; $p=0.000$). quality of work life is significantly to job satisfaction (Beta=0.59; $p=0.000$) and Job performance (Beta=0.95; $p=0.000$).

Table 8: The Regression Path of the Unstandardized Regression Weights of Constructs

			Estimate	S.E.	C.R.	P	Result
Job Satisfaction	<---	Organization Structure	.253	.052	4.848	***	Significant
Job Satisfaction	<---	Leadership Styles	.503	.053	9.416	***	Significant
Quality of Work Life	<---	Job Satisfaction	.590	.065	9.074	***	Significant
Job Performance	<---	Quality of Work Life	.956	.116	8.210	***	Significant

Job Performance	<---	Job Satisfaction	-.012	.086	-.142	.887	Not Significant
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In order to test for mediation effects in the model, the researchers used the approach suggested by Awang (2015) and Kashif et al. (2016). According to Awang (2015) and Kashif et al. (2016), mediation occurred only when the effects of the exogenous construct on the endogenous construct that passes through the mediator (indirect effects) are larger than the effects of the exogenous construct on the endogenous construct that passes directly (this effect is termed as direct effect). In the meanwhile, the type of mediation will be determined by the immediate effect's importance. If the result is large enough, partial mediation occurs. Otherwise, full mediation is the type of mediation that occurs. Table 9 presents the path coefficient and its significance. The results show all paths are significant.

Table 9: The mediating test

			Estimate	S.E.	C.R.	P	Result
Quality of Work Life	<---	Job Satisfaction	.590	.065	9.074	***	Significant
Job Performance	<---	Quality of Work Life	.956	.116	8.210	***	Significant
Job Performance	<---	Job Satisfaction	-.012	.086	-.142	.887	Not Significant

as presented in Figure 4. The mediation occurred and the type of mediation is full mediation since the direct effect is not significant. Thus, the study concluded that Quality of Work Life fully mediated the relationship between job satisfaction and job performance.

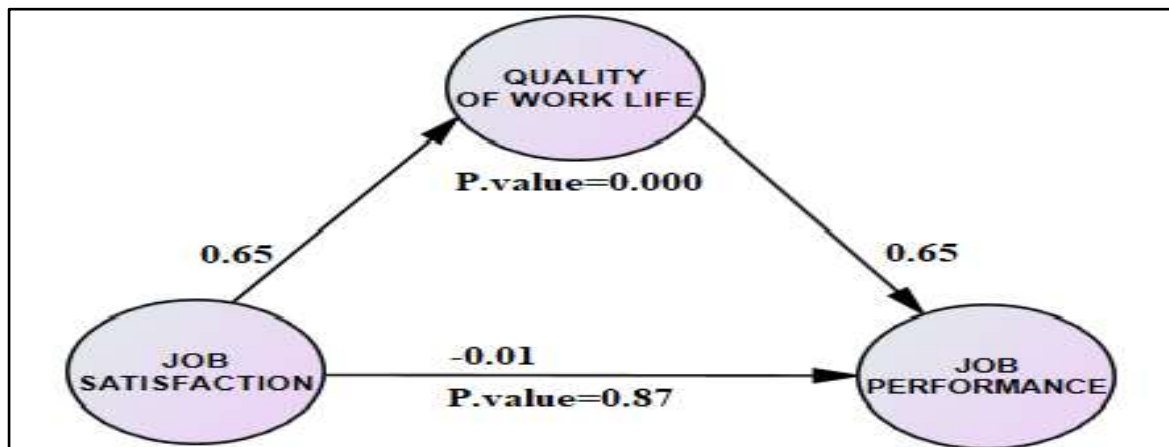


Figure 4: Full Mediating Effect.

V. DISCUSSION

Theoretical Contribution

This study contributes to theory by proposing a framework that encapsulates the relationship between consequences of job satisfaction (including leadership style and organizational structure), job performance. The above variables, to the best of the researcher's knowledge, have yet to be examined in combination in the context of the Middle Eastern countries, particularly the hotel sector. Therefore, this study contributes to the literature by introducing the examination in the context of Jordan in that it examines job satisfaction, job performance, and quality of work-life interrelationships in the Jordanian hotels. Theoretically, it provides a good empirical framework for investigating the behavioural factors of organizations. Also, it is among the first studies to use AMOS in evaluating the proposed conceptual model of job performance in Jordanian five-star hotel in particular and the entire hospitality in general.

According to researcher's knowledge these variables were not studied altogether in the Middle East, in the tourism sector. This study would contribute to the introduction of study in Jordan. Moreover, it also

contributes to the applied leadership style, organizational structure, job satisfaction job performance theory in the hotel industry in Jordan based on Transformational Leadership Theory, Social Exchange Theory, Resource Based View Theory. These will strengthen on going debates in academics as it affects the Jordanian hotel situation.

Practical Significance

Managers: Furthermore, the present study affirms to the managers that this relationship can be achieved a captured more clearly through the relationship in enhancing and building significant aspects in the organisation such as marketing management or marketing plan that try to respond to the express need and latent need of the customers.

Government agencies: Hoteliers, and government agencies, would find the result of this study very relevant to their policy and decisions making process. Finally, the findings are expected to provide important insight for growth, development, and performance of five-star hotels in Jordan. The following section discusses the scope of the study.

Customer: Recent marketing literature suggests that organisations should build relationships with the customers, so that they can purchase more and benefit the organisation in the long run. Similarly, it may be time for the hotel and other organisation to treat employees well, and try to build long-term relationships with the employees. The findings suggested that when social exchanges happened in the organisations, the employees did not merely treat their jobs just as jobs. Jobs can be more meaningful and involve social bonds and relationships.

Employees: As a service-oriented industry, the five-star hotel industry has been paying increasing attention to customers. However, the well-being of hotel employees has seemed to have been neglected. This can be reflected from the poor working condition, low payment, long working hours as well as the high turnover rate of this industry.

Future researcher: This suggested that hotel managers may be able to retain hotel employees with the social perspective. Treating the employees with respect and dignity, supporting them to accomplish their jobs and goals, facilitating and encouraging teamwork and trying to make them happy and feel at home, etc., encourage the employees to stay.

VI. CONCLUSION

In conclusion, organisation structure and leadership had played role as significant and positive antecedents of job satisfaction among hotel employees. Job satisfaction showed a significant and positive influence towards job performance and quality of work life. The quality of work life had showed full mediatory role with high impact towards the relationship between job satisfaction and job performance. In conclusion, in order to be a successful industry in a service sector especially, in hotel sectors, the employees are the main assets which need to ensure high level of job performance as well as their quality of work life. Job satisfaction act as the main factors that able to determine the outcome of the employees' behaviours. As a managerial team of hotel sector, it is crucial to achieve the employee's job satisfaction through a good organisational structure and leadership especially through transformational leadership. This study had support and provide evidence to the existing theories such as transformational leadership theory, social exchange theories and resource-based view and proven the underpinning concepts explained in these theories. In conclusion, the development of good organisational structure and leadership within the hotel industry in Jordan will assist in providing a high job satisfaction among the employees and further develop healthier lifestyle, positively influence on social and family relationships and enhanced performance which further successfully increase the performance of the organisation.

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