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Navigating the Impact of Perceived Organisational Support and Job Satisfaction on Job Performance in the Chinese Hotel Industry

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Abstract

This study explores the complex dynamics of the Chinese hotel industry, with a specific focus on the interplay between perceived organisational support, job satisfaction, and job performance, moderated by supervisory support. Grounded in the Cognitive Dissonance Theory, the research aims to unveil the nuanced connections between these variables. Employing a diverse sample from one to five-star hotels across five major Chinese provinces, data analysis utilizes SPSS 23 and AMOS 22, incorporating correlation and regression analyses to validate hypotheses. The findings emphasize a crucial triad: amplifying perceived organisational support, supervisory support, and job satisfaction cultivates a conducive environment for heightened productivity and harmonious interactions, influencing employee retention and motivation. This transformative impact underscores the importance of recognizing and providing support at both organisational and supervisory levels. The Cognitive Dissonance Theory finds robust validation in positive correlations among perceived organisational support, supervisory support, and job satisfaction, extending implications beyond job contentment to broader dimensions of employee well-being. This research underscores the strategic significance of fostering a supportive ecosystem within the Chinese hotel industry, offering actionable interventions to optimize key work-related variables. Ultimately, the study contributes to academic discourse by unravelling intricate connections between support, satisfaction, and performance, aligning with theoretical foundations, and providing practical insights for the hotel industry. It advocates for a supportive ecosystem that enhances job performance, job satisfaction, and employee loyalty.

Keywords: Job performance, perceived organisational support, job satisfaction, supervisory support, hotel employees, china

Introduction

Since the implementation of the open-door policy in 1978, China's hotel industry has undergone a remarkable transformation. Initially hosting fewer than 1,000 hotels, the sector has experienced a staggering growth rate of approximately 20% annually since the establishment of the star rating system in 1988. This surge, documented by the China National Tourism Administration, has seen the number of hotels catapult from 137 in 1978 to an impressive 12,619 by 2016, marking a substantial expansion in the country's hospitality landscape.

Forecasts from the Intercontinental Hotel Group suggest that China is poised to surpass the United States by 2025, driven in part by the strategic endeavours of Multinational Hotel Groups

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(MHGs) such as Hilton, Marriott, IHG, Kempinski, and Four Seasons. However, challenges persist, exemplified by Kempinski's struggles in the Chinese market, leading to its loss of status as one of the world's oldest hotel brands. This underscores the importance of a nuanced understanding of the Chinese hospitality sector, particularly the unique market dynamics that may impede MHGs' growth. While several studies have explored various aspects of the Chinese market, limited attention has been given to the performance of Chinese MHGs.

This research project aims to fill this gap by investigating the moderating role of supervisory support in the relationships between perceived organisational support, job satisfaction, and job performance in the Chinese hotel industry. Focusing on both MHGs operating in China and Chinese MHGs individually, the study seeks to provide a comprehensive assessment of the current state of the Chinese hotel business, starting with an in-depth analysis of its key features.

China's hotel business has had an unparalleled period of rapid growth due to the increasing pace of expansion of MHGs. According to Lan, Wong, and Zeng (2021), the expansion of China's hospitality business has kept pace with the country's overall GDP growth, propelling it to the position of the world's second-largest economy. This unprecedented time has seen tremendous economic growth, with double-digit yearly growth, leading to the creation of a new middle class with objectives comparable to those of industrialised countries (Li, Chang, & Ou, 2020; Hasan et al., 2023). "China has signed Approved Destinations agreements with 150 countries and territories for Chinese tourism destinations as of April 2018," according to Li, et al., 2020. Additionally, Chinese citizens with ordinary passports are permitted entry into 49 countries without the need for a visa.

According to the China National Tourism Administration (CNTA), the top three destinations in Europe for Chinese tourists in 2018 were the United Kingdom (406,000 visitors), Germany (376,700 visitors), and France (369,700 tourists) (Tian & Tse, 2022). In Germany, there were 406,000 visitors; in the United Kingdom, there were 376,700 visitors; in France, there were 369,700 tourists. China surpassed the United States of America and Germany as the country that spent the most on international tourism in 2017, according to the United Nations World Tourism Organisation (UNWTO). China's total outbound consumption in 2017 was 102 billion USD. However, the global financial crisis of 2008 had a significant impact on the incoming, outbound, and domestic travel sectors of the Chinese economy (Aban et al., 2019; Tian et al., 2023). Although the total number of hotels in China has decreased since 2009, the quality of the sector has improved due to the consistent increase in the number of five-star and four-star hotels (Nguyen et al., 2019; Wang, Zhang, & Xu, 2022).

During an era marked by double-digit economic expansion, China witnessed the emergence of a new middle class aligning its goals with developed nations. Signing Approved Destinations deals with 150 countries and granting visa-free entry to 49 nations, China experienced a surge in outbound tourism. Leading European destinations for Chinese tourists included the UK, Germany, and France. Despite a decline in hotel count since 2009, there was a notable rise in quality with increased upscale accommodations. The 2008 global financial crisis impacted China's travel sectors, but by 2017, it surpassed the US and Germany in international tourism spending.

Despite the flourishing landscape, there exists a research gap regarding the influence of supervisory support on job performance and job satisfaction, especially among employees with supervisory responsibilities. While perceived organisational support is acknowledged for enhancing performance and satisfaction in the hotel industry, limited empirical work explores the consequences of perceived supervisory support on these aspects, particularly in the Chinese

context.

International hotel companies, represented by the International Hospitality Councils (IHCs), have played an essential role in the global hotel industry's growth. Their entry into the Chinese market, facilitated by the 'open door' policy, introduced modern management methods and expatriate employees, contributing significantly to the development of the Chinese hotel industry. China's substantial economic development over the past three decades has made it a significant recipient of investment from foreign hotel companies.

Existing research underscores the importance of perceived organisational support, supervisory support, and job satisfaction in the hotel industry, associating them with financial advantages. However, the interplay of these variables and their impact on job performance in China's Tourism and Hotel Industry remains underexplored. The high staff turnover rate, closely linked to poor job satisfaction, further emphasizes the need for comprehensive research addressing these crucial aspects in the hospitality sector. Addressing these gaps is essential for advancing academic understanding and providing practical insights into enhancing job performance, satisfaction, and support mechanisms in the dynamic Chinese hotel industry.

Research has initiated a discussion on the factors influencing perceived organisational support and the resultant impact on work performance. Earlier findings suggest that perceived organisational support may adversely affect job satisfaction and job performance (Dewi et al., 2019; Mejia et al., 2020; Peng et al., 2020). However, there remains a dearth of empirical research specifically addressing the consequences of perceived supervisory support on employee job performance and satisfaction in the Chinese workplace. This study aims to address this gap in both theoretical and empirical dimensions (Tham et al., 2017; Tian & Tse, 2022; Wang et al., 2022).

Organisational learning theories pose challenges in the dynamic organisational landscape, and future research is anticipated to explore the relationship between learning and organisational outcomes such as work performance, job satisfaction, and perceived corporate support (Berdiana & Witjaksono, 2022). The definition of job satisfaction in the context of the Chinese hotel industry lacks consensus, and its connection to perceived organisational support, and subsequently enhanced work performance, requires further clarification (Kim & Seo, 2018). While there is attention on the concept of job happiness, there is a need for a unified understanding of the organisational support linked to job satisfaction and other positive outcomes (Davidescu et al., 2020).

The hotel industry grapples with a high turnover rate directly linked to poor job satisfaction. Several studies have focused on either job performance or job satisfaction, and little research explores the interconnected impact of factors such as supervisory support on job performance and satisfaction in China's tourism and hotel industry (Gong et al., 2022; Huang et al., 2020; Kang, 2020). Demographic variations further complicate the understanding of employee autonomy motivation, job performance, and job satisfaction (Gong et al., 2022). While previous research has primarily focused on non-supervisory employees, the internal motivation shift resulting from increased job satisfaction remains a crucial aspect in the tourism and hospitality business (Lan et al., 2021).

Moreover, despite the recognized significance of organisational support, supervisory support, and job satisfaction in relation to job performance, their intricate linkages within China's dynamic hospitality landscape demand more comprehensive study. This research aims to

bridge this knowledge gap, contributing to a holistic understanding of the factors influencing job performance and satisfaction in the Chinese tourism and hotel industry.

Literature Review

This section explores the dynamic interplay of work performance, perceived organisational support (POS), job satisfaction, and supervisory support within the Chinese hotel industry. Work performance holds essential importance for service organisations aiming to surpass customer expectations in a globalized environment. POS influences employee engagement, job satisfaction, and turnover, while job satisfaction, intertwined with emotional dedication and loyalty, significantly impacts productivity and absenteeism. Supervisory support is a critical factor shaping work-family balance, influencing job satisfaction, and ultimately driving job performance. Supervisors play a crucial role in shaping employee attitudes and behaviours, establishing a foundation for comprehensive analysis.

Work Performance

In the era of globalization, heightened competition among service organisations necessitates going beyond client expectations. Sustaining service quality requires coordination from highly motivated staff, impacting customer satisfaction directly. The correlation between employee performance and organisational performance is well-established, making the study of organisational performance in the Chinese hotel industry imperative. The unique characteristics of the hospitality sector in China, particularly low-paid personnel, amplify the significance of understanding and enhancing employee performance.

Perceived Organisational Support (POS)

Coined by Eisenberger, Cummings, Armeli, and Lynch, POS significantly influences employees' trust in the company, career support, and well-being. Increased POS contributes to higher employee satisfaction and reduced turnover. This study emphasizes the role of organisational support practices as predictors of improved employee engagement and job performance. When hotel workers perceive organisational support, they become more dedicated and motivated, leading to reduced employee turnover. POS, expressing employees' feelings about the company's care and attention, fosters cooperation, identification, performance, appreciation, and reciprocity among coworkers.

Job Satisfaction

Job satisfaction's multifaceted effects span employee productivity, loyalty, and absenteeism. While some studies suggest a modest correlation between job satisfaction and work performance, others highlight its positive association with employee loyalty. Employee satisfaction is crucial in mitigating absenteeism, and its role in influencing service quality and customer satisfaction is evident. This section underscores the intricate relationship between job satisfaction and various outcomes, emphasizing the need for a nuanced understanding.

Supervisory Support

Supervisory support acts as a crucial link between the company and its employees, significantly impacting attitudes, behaviours, and job performance. A supportive supervisor fosters a positive work-family balance, contributing to increased job satisfaction and a desire to continue employment with the company. The JD-R model highlights the link between workplace support practices, work-family balance, and job satisfaction. Supervisor empathy in managing

employees' well-being enhances work-life balance, reducing conflicts between professional and personal life.

Overall, this section provides a comprehensive overview of the intricate relationships among work performance, POS, job satisfaction, and supervisory support within the Chinese hotel industry. These factors are interwoven in a complex web that shapes employee attitudes and behaviours, ultimately influencing job performance. Understanding these dynamics is crucial for devising effective strategies to enhance employee engagement, satisfaction, and overall organisational performance in the dynamic landscape of the Chinese hospitality sector.

Underpinning Theory: Cognitive Dissonance Theory

The Cognitive Dissonance Theory posits that individuals experience discomfort when faced with contradictory ideas or attitudes, leading them to strive for alignment. This theory forms the basis for examining conflicts between required and genuine emotions in frontline hotel personnel, particularly those needing extensive emotional displays. As customer service providers are expected to manage emotions, cognitive dissonance might arise, and supervisory support is theorized to alleviate these conflicts. The proposed framework, inspired by Festinger's Cognitive Dissonance Theory (1957), suggests that employees may adjust their attitudes towards job satisfaction and work performance to align with perceived organisational and supervisory support, aiming to mitigate internal conflicts and enhance overall well-being and performance.

Perceived Organisational Support (POS) and Job Performance

Perceived Organisational Support (POS) is vital in shaping employees' attitudes and behaviours. When employees perceive high organisational support, they are more likely to reciprocate with commitment and engagement. Studies suggest a positive association between POS and work attendance, job performance, and commitment indicators. The framework acknowledges the distinction between POS and job satisfaction, emphasizing the importance of examining the disparity between perceived support and satisfaction. Supervisor support, a crucial form of social support, positively impacts emotional commitment, job satisfaction, and overall job-related performance.

Job Satisfaction and Job Performance

The relationship between job satisfaction and job performance is multifaceted. Job satisfaction influences employees' behaviours, leading to consistent adherence to work schedules, punctuality, and enhanced task performance. The direct effect of job satisfaction on job performance is evident in various studies across different sectors. The correlation between employee satisfaction and overall organisational performance is well-established, with satisfied employees contributing to the success of an organisation. The study further explores the potential interaction between POS, job satisfaction, and organisational commitment, aiming to understand how these variables collectively influence turnover probabilities.

Moderating Role of Supervisory Support

Supervisory support is crucial for managing work-family conflicts effectively. The study emphasizes the various dimensions of supervisory support, including emotional, appraisal,

informational, and physical support. Evidence suggests that receiving support from supervisors positively impacts emotional commitment, job satisfaction, and job-related performance. The study recognizes the need for specific measures to assess behavioural supervisor support, focusing on behaviours that facilitate the family role. Moreover, the research underscores the importance of family-oriented benefits and supportive supervisor behaviours in enhancing employees' life satisfaction, organisational loyalty, and reducing turnover intentions.

Furthermore, the theoretical framework rooted in Cognitive Dissonance Theory provides a lens for understanding how employees navigate conflicting emotions and attitudes. The study explores the intricate relationships between perceived organisational support, job satisfaction, and supervisory support, emphasizing their collective impact on job performance and turnover probabilities. The nuanced examination of these variables contributes to a comprehensive understanding of employee experiences in the Chinese hotel industry.

The Chinese hotel industry has witnessed remarkable growth over the last decade, with over 300,000 hotel rooms and more than 10,000 star-rated hotels in 2019. This growth spans from budget-friendly inns to high-end resorts, concentrated in tourist hotspots. Notably, the industry has evolved structurally and institutionally, with limited macro-level investigations.

The evolution of China's hotel industry since the essential 1978 reforms has been marked by significant milestones and challenges. The reform and opening-up policy of 1978 ushered in joint ventures, exemplified by the Guangzhou White Swan Hotel and China World Hotel, with a strategic focus on the high-end market. The subsequent global management impact, particularly highlighted by the acquisition of Beijing Jianguo Hotel by the Hong Kong Peninsula Group in 1982, attracted international management organisations like the InterContinental Hotels Group. This era saw the initiation of the Holiday Inn Lido Beijing development in 1984.

The advent of online travel services, exemplified by the establishment of Ctrip in 1999, facilitated the rise of internet-based travel providers. The emergence of Home Inns in 2002 and Hanting Hotel in 2005 further contributed to the proliferation of affordable lodging establishments, catering to a diverse range of travelers. The industry witnessed significant growth in luxury hotels with the entry of international chains like Hilton, evident in the rise of five-star hotels from 432 in 2008 to 862 by June 2018.

Changing preferences in accommodation became evident with the rise of millennials in China, leading to a surge in popularity for homestays and premium boutique hotels. The InterContinental Shanghai Wonderland, the world's first underground hotel, exemplifies China's commitment to unique and innovative hospitality offerings. Despite these achievements, the industry faces challenges, particularly market saturation and sluggish revenue growth, necessitating the adoption of novel practices for business continuity.

In recent years, post-2012, China's economic ascendancy paralleled its hotel sector growth, with a burgeoning middle class aspiring to international standards. The implementation of a star rating system in 1988 facilitated consistent annual growth in the number of properties, responding to diversified demand factors. While a decline in 2010 was attributed to the global economic recession, China maintained a substantial count of 13,991 star-rated hotels. A national tourism plan and the establishment of educational institutions addressed industry challenges. However, existing literature has identified gaps, including a limited exploration of factors impacting hotel employees' work performance in China and a focus primarily on

international hotels. The current study aims to fill these gaps, providing insights and recommendations to enhance the understanding of factors influencing work efficacy in the Chinese hotel industry. Based on the literature review and theoretical discussion in the previous section, the following conceptual framework has been developed:

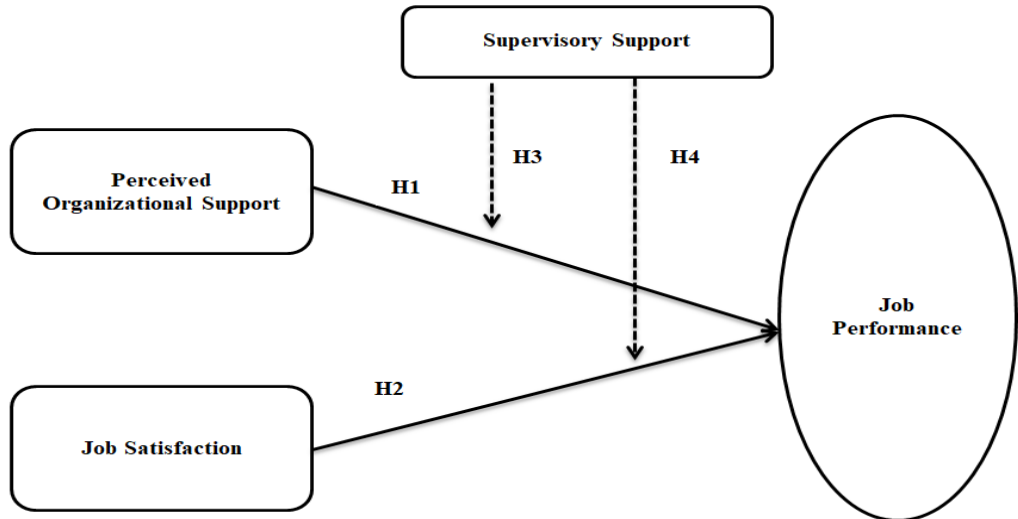


Figure 1: Research Framework

Based on the above framework, this research proposes the following hypotheses:

H1: *Hotel employees' Perceived Organisational Support positively influences Job Performance.*

H2: *Hotel employees' Job Satisfaction positively influences Job Performance.*

H3: *Hotel employees' Supervisory Support moderates the relationship between Perceived Organisational Support and Job Performance.*

H4: *Hotel employees' Supervisory Support moderates the relationship between Job Satisfaction and Job Performance.*

Research Methodology

This section describes the research methodology utilised for this study. The methodology is the techniques used to collect data, characterise, explain, and predict phenomena utilising methodologies or approaches. The research methodology outlined in the previous sections provides a comprehensive plan for conducting a quantitative study in the context of the Chinese hotel industry.

Research Type

The research is characterized as both exploratory and explanatory, employing a deductive method rooted in the literature reviewed within the domain. This approach emphasizes the link between independent, intervening, and dependent variables, combining exploratory and explanatory elements. The chosen quantitative method aligns with an epistemological stance emphasizing tangible human facts and reasoning, capturing the empirical social world's

characteristics using natural science techniques. Also, quantitative research is selected to address the research questions, drawing on logic and quantitative approaches to validate theoretical assumptions (Azam et al., 2021). This method is fitting for exploring cause-and-effect relationships among study variables, aligning with an epistemological perspective that emphasizes social truth and human nature's role in presumption.

Type of Data

The choice of a quantitative method is justified by the need to examine perceived organisational support, supervisory support, and job satisfaction as independent factors influencing hotel employees' perceptions of work performance. The research distinguishes between primary and secondary data, with primary data gathered through surveys and structured interviews essential for addressing specific research questions.

Population

The research targets the hotel business, specifically employees in the Chinese hotel industry, with a substantial population size of over 1.82 million hotel employees in 2019. The sample size is determined using simple random sampling to ensure a representative subset of the population.

Unit of Analysis

The unit of analysis is specified as individual hotel employees, emphasizing a group of individuals as the sampling unit. This choice is grounded in the study's focus on the influence of perceived organisational factors, supervisory support, and job satisfaction on work performance.

Research Strategy

As discussed above, the research strategy adopts a quantitative approach, aligning with survey research principles. This strategy is justified by its effectiveness in collecting large quantities of quantitative data, suitable for the descriptive nature of the study. Survey research, conducted through questionnaires, is considered appropriate for capturing employees' perceptions and attitudes in the hotel industry.

Research Instrument

The research instrument, a questionnaire, is chosen for its ability to gather primary data on variables influencing job performance. The questionnaire consists of eight parts, covering consent, eligibility, and measurements related to independent, intervening, and dependent variables. Likert scales are utilized, and questions are closed-ended. The instrument is validated through expert opinions and adapted from established studies, ensuring reliability and validity in the data collection process.

Reliability and Validity of Instrument

Reliability is assessed using Cronbach's Alpha, and all variables show acceptable values. The questionnaire's validity is ensured through content, face, and construct validity checks, including factor analysis and various statistical indicators (Azam et al., 2023). This rigorous approach to instrument validation enhances the credibility of the study's findings.

Sampling Design and Primary Data Collection Procedure

Simple random sampling is employed to ensure an unbiased representation of the target population. The sample size is determined based on recommended practices and confidence levels, and data is collected through surveys administered via WhatsApp and WeChat. The chosen

sampling design aligns with the study's objectives and ensures the generalizability of findings.

Data Collection

Both primary and secondary data collection methods are employed, with primary data gathered through surveys distributed to hotel employees. Secondary data is obtained from existing literature and sources, providing a comprehensive dataset for analysis.

Data Analysis Process

Data analysis involves using SPSS for examining the impact of research constructs on dependent variables. Statistical methods include frequency analysis, Cronbach's Alpha test, descriptive analysis, factor analysis, chi-square test, and measures of central tendency and dispersion. This multi-faceted approach to data analysis enhances the depth and reliability of the study's findings.

Furthermore, the research methodology is meticulously designed to address the research questions and objectives, ensuring reliability, validity, and generalizability of findings within the specified context of the Chinese hotel industry. The use of a quantitative approach, supported by a well-structured survey instrument, enhances the rigor of the study, providing valuable insights into the relationships among key variables in the hotel industry.

Results and Discussion

This section explores the analytical perspectives to investigate the relationship among perceived organisational support, job satisfaction, and employee performance, with the moderating influence of supervisory support. Spanning employees across various star-rated hotels in five major Chinese provinces, the study utilizes AMOS 22 and SPSS version 23 for their proven efficacy in examining multifaceted variable relationships. Beginning with a foundational reliability assessment, the analysis includes a comprehensive descriptive analysis, regression, and correlation analyses, culminating in moderating effect tests. These tests unveil how supervisory support magnifies or mitigates the influence of perceived organisational support and job satisfaction on employee performance, providing a nuanced understanding of the complex interplay among these variables.

Demographic Analysis

This section of the study provides a comprehensive demographic analysis of the selected sample, offering insights into key variables such as gender, age, education level, professional experience, and job position within the Chinese hotel industry. The primary aim is to elucidate the fundamental characteristics of the participants, enhancing the contextual understanding of subsequent analyses and findings. By systematically examining these demographic facets, the research strives to paint a holistic portrait of the sample, enriching the study's depth and applicability.

In terms of gender, the study's sample comprises 30.1% women and 69.9% men, reflecting the predominant male presence in roles directly serving hotel customers. The age profile reveals that many respondents (48.4%) fall within the 30-39 age range, with 41.2% in the 20-29 category. Educational qualifications indicate that 63.5% have a graduation degree, 20.2% have a master's degree, and only 2.1% possess post-graduation qualifications.

Regarding professional experience, 43.3% have 1 to 5 years, 26.2% have 6 to 10 years, and

23.8% have less than 1 year. A smaller percentage (6.7%) has more than 10 years of experience in the hotel industry. The working position analysis reveals that 42.5% are staff, 30.1% are executives, 17.9% hold various other positions, and 9.6% are general workers.

This demographic analysis contributes to the study's depth, offering a nuanced understanding of how these characteristics may influence the relationships under investigation. The rich contextual information enhances the interpretation of subsequent analyses and findings, providing a well-rounded perspective on the complex interplay among perceived organisational support, job satisfaction, supervisory support, and employee performance within the Chinese hotel industry.

Results Analysis

This segment of the study explores the survey questionnaire analysis, focusing on the scales adopted from past studies to measure job performance, supervisory support, perceived organisational support, and job satisfaction. The study employed scales consisting of 6, 7, 7, and 7 items, respectively, and derived from recent and relevant research. To ensure the validity of these adopted items, the study conducted a rigorous examination through factor loading and confirmatory factor analysis, aiming to establish convergent and discriminant validity.

KMO and Bartlett's Test

The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests were applied to assess the adequacy of the sample size. The obtained KMO value of 0.73 surpasses the threshold of 0.70, indicating the dataset's suitability for advanced analyses. The Bartlett's test further supports this, emphasizing the soundness of the dataset for robust analysis.

Exploratory Factor Analysis (EFA)

The EFA, conducted using Principal Component Analysis with varimax rotation, aimed to condense variables into representative factors. Communalities, indicating the variance explained by each dimension, were examined, with all values exceeding 0.5, signifying robust factor extraction. This aligns with the outcomes of the pilot study, reinforcing the reliability and validity of results.

Factor Loading Results

Finding showcases factor loading results, elucidating how each variable aligns with the extracted factors. Communalities demonstrate substantial variance captured by these factors, ranging from 0.55 to 0.94. These results signify the effectiveness of the EFA in distilling complex variables into interpretable factors.

Factor Matrix

Result presents the factor matrix, illustrating factor loadings for each item across identified factors (1 to 4). Items related to job performance, supervisory support, perceived organisational support, and job satisfaction display strong factor loadings, indicating their significant relationships with the corresponding constructs. Some items exhibit lower factor loadings, suggesting a less clear association with identified constructs.

Reliability Analysis

Ensuring the reliability of the study's instrument is crucial for robust findings. The reliability analysis, utilizing Cronbach's Alpha, validates the internal consistency of each variable. According to Hair et al. (2019), an acceptable Cronbach's Alpha value is 0.71. The results in

Table 4.10 indicate high reliability for all variables: job performance (0.80), supervisory support (0.96), perceived organisational support (0.78), and job satisfaction (0.86). The overall reliability for the entire instrument is 0.88, reinforcing the trustworthiness of the data.

Validity Analysis

Validity, crucial for accurate measurement, is evaluated through confirmatory factor analysis, focusing on convergent and discriminant validity. Confirmatory factor analysis is instrumental in affirming the accuracy of the measurement instruments.

Convergent Validity

Convergent validity assesses the degree of interconnection between constructs, indicating the strength of their associations. The study adheres to Hair et al.'s (2019) guideline, where an average variance extracted (AVE) surpassing 0.5 signifies acceptable convergent validity.

Discriminant Validity

Discriminant validity examines the distinctiveness of constructs, preventing overlaps. The analysis ensures that different constructs remain separate and unique. The researcher utilizes AMOS 22.00 for this purpose.

Confirmatory Factor Analysis Results

Findings presents the results of the confirmatory factor analysis, displaying loadings, AVE, maximum shared variance (MSV), and average shared variance (ASV) for each item.

Convergent Validity: All loadings are substantial, ranging from 0.73 to 0.96, signifying strong associations between items and their respective constructs. The AVE values surpass the recommended threshold of 0.5 for all constructs, confirming acceptable convergent validity.

Discriminant Validity: Discriminant validity is affirmed by comparing the square root of AVE with the correlations between constructs. The square root of AVE for each construct exceeds the correlation with other constructs, supporting discriminant validity.

These findings highlight the robustness of the measurement instruments, indicating that the variables are accurately capturing the intended constructs. The study's commitment to ensuring both convergent and discriminant validity strengthens the credibility of its measurement tools, fostering a more nuanced understanding of the complex relationships within the Chinese hotel industry.

In summary, the survey questionnaire analysis employs robust statistical techniques, including KMO and Bartlett's tests and EFA, to validate the adopted scales and ensure the reliability and validity of the study's findings. These analyses contribute to a nuanced understanding of the interrelationships among variables, enhancing the overall quality of the research in the context of the Chinese hotel industry. In conclusion, the reliability and validity analyses collectively contribute to the methodological rigor of the study, instilling confidence in the accuracy and trustworthiness of the data collected and the subsequent findings in the context of the Chinese hotel industry.

Hypotheses Analysis

This study emphasizes on the impact of perceived organisational support, and job satisfaction on the job performance of employees in the hotel industry of China with moderating role of supervisory support. To analyse the key hypothesis of the study the most suitable technique is the regression analysis which is applied to check the influence of perceived organisational

support and job satisfaction on the job performance of employees. The moderating analysis is applied by checking the moderating influence of supervisory support on the relationship between perceived organisational support and job satisfaction with the job performance of employees in the hotel industry of China.

Regression Analysis for Perceived Organisational Support and Job Performance

According to the requirements of the research and the nature of the relationship among the variables of the study the hierarchical regression analysis has been preferred to test the subsequent influence of perceived organisational support on the job performance of employees in the hotel industry of China. According to the methodology first of all the control variable is entered as age after that perceive organisational support is entered in the next step of hierarchical regression analysis. The results are given in the summary table mention that perceive organisation support significantly influenced job performance with the value ($\beta=.23$, $p<.001$). Moreover, 54% variance in existed in job performance with one unit change in perceived organisational support as ($\Delta R^2=.54$, $p<.001$). The results of applying the regression analysis support the first hypothesis of the current research. Therefore, based on the values the study accepts the first hypothesis of the study that precedes organisational support has a significant influence on the job performance of employees in Hotels of China.

Table 1: Regression Analysis for Perceived Organisational Support and Job Performance

Predictors	Dependent Variable		
	Job Performance		
	B	R ²	ΔR^2
Model 1			
Step1:			
Gender (Control Variable)	.16***	.07***	.07***
Step 2:			
Perceived Organisational Support	.23***	.54***	.58***

Note: N = 386; Gender is control variable

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Regression Analysis for Job Satisfaction and Job Performance

To analyse the influence of on job performance of employees in the hotel industry of China, firstly age has been taken as control variable after that the perceive job satisfaction is entered in the next step of hierarchical regression analysis. The results are given in the summary table mention that job satisfaction of employees significantly influenced job performance with the value ($\beta=.13$, $p<.001$). Moreover, 21% variance in existed in job performance with one unit change in job satisfaction of employees as ($\Delta R^2=.21$, $p<.001$). The results of regression analysis also support the second hypothesis of the current research. Therefore, based on the values the researcher accepts the second hypothesis of the study that job satisfaction has a significant influence on the job performance of employees in Hotels of China.

Table 2: Regression Analysis for Job Satisfaction and Job Performance

Predictors	Dependent Variable		
	Job Performance		
	B	R ²	ΔR^2

Model 1			
Step1:			
Gender (Control Variable)	.19***	.06***	.06***
Step 2:			
Job Satisfaction	.13***	.16***	.21***

Note: N = 386; Gender is control variable

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Moderation Analysis

For doing the moderation testing the study used three steps moderation analysis to check the moderating role of supervisory support on the relationship between perceived organisation support and job performance of employees in hotel industry of China. This three steps model is based on the recommendations by Hair et al. (2019). Referring to the method following are the key three steps used in this test to test the moderation effect.

- First of all the control variable age is entered.
- After that the independent variable and the moderating variable supervisor is support are entered.
- At 3rd step the moderating variables and the independent variable s are combined to make an interaction term. The main objective of producing the interaction term is to eliminate the multicollinearity impact among the interaction terms and the explanation variables.

Moderation Testing for Supervisory Support, Perceived Organisational Support and Job Performance.

After applying all three steps discussed above, the results of the summary table show that both perceived organisational support and supervisory support influence the job performance of employees with the values ($\beta=.23$, $p<.001$) ($\beta=.35$, $p<.001$). Moreover, both perceived organisational support and supervisory support explain the 58% variance existed in job performance ($\Delta R^2=.58$, $p<.001$). In the third step, interaction term is introduced to the dependent variable along with the intervening and independent variables. The result of this summary model mentioned that interaction term put influence job performance with values ($\beta=.35$, $p<.001$). From these results, it is clear that supervisory support significantly influences the relationship between perceived organisational support and the job performance of employees in the hotel industry of China. Hence, H3 that supervisory support moderates the relationship between perceived organisational support and job performance is accepted.

Table 3: Moderation Testing for Supervisory Support, Perceived Organisational Support and Job Performance

		Dependent Variable	
		Job Performance	
Predictors	<i>B</i>	R^2	ΔR^2
Model 1			
Step1:			
Gender (Control Variable)	.16***	.07***	.07***

Step 2:			
Perceived Organisational Support	.23***	.54***	.58***
POS*SS	.35***	.18***	.29***

Note: N = 386; Gender is control variable

JP = Job Performance; SS = Supervisory Support; POS = Perceived Organisational Support;
JS = Job Satisfaction

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Moderation Testing for Supervisory Support, Job Satisfaction and Job Performance

The same process applied again with change dependent variable job satisfaction, the results of the summary table show that both job satisfaction and supervisory support influence the job performance of employees with the values ($\beta = .23$, $p < .001$) ($\beta = .43$, $p < .001$). Moreover, both job satisfaction and supervisory support explain the 19% variance existed in job performance ($\Delta R^2 = .19$, $p < .001$). In the third step, interaction term is introduced to the dependent variable along with the intervening and independent variables. The result of this summary model mentioned that interaction term put influence job performance with values ($\beta = .43$, $p < .001$). From these results, supervisory support significantly influences the relationship between job satisfaction and the job performance of employees in the hotel industry of China. Hence, H4 that supervisory support moderates the relationship between job satisfaction and job performance is accepted.

Table 4: Moderation Testing for Supervisory Support, Job Satisfaction and Job Performance

Dependent Variable			
Job Performance			
Predictors	<i>B</i>	R^2	ΔR^2
Model 1			
Step1:			
Gender (Control Variable)	.16***	.07***	.07***
Step 2:			
Perceived Organisational Support	.23***	.54***	.58***
JS*SS	.43***	.16***	.19***

Note: N = 386; Gender is control variable

JP = Job Performance; SS = Supervisory Support; POS = Perceived Organisational Support;
JS = Job Satisfaction

* $p < .05$.

** $p < .01$.

*** $p < .001$.

Results and Discussion

In the current study, a total of four hypotheses were developed. H1 assumed that perceived organisational support significantly influenced the job performance of the Hotel's employees. The analysis supported the assumption and demonstrated that perceived organisational support significantly influenced job performance ($\beta = .23$, $p < .001$). It confirmed hypothesis H1.

The study conducted by Lan, et al. (2021) also found a significant relationship between perceived organisational support and the job performance of employees in the service sector. In the same line, the research study conducted Gong; et al. (2022) also reported the positive relationship existed between perceived organisational support and job performance. The study further recommended that perceived organisational support always put a positive impact on employees' morale, work commitment, and work performance. Hence, the acceptance of the hypothesis is supported by the previous studies.

H2 of the current study assumed that employee job satisfaction significantly influences employee job performance. The analysis results supported the assumption that a significant relationship has been found between employee job satisfaction and job performance ($\beta=.23$, $p<.001$). It confirmed hypothesis H2. A research study conducted by Pazim (2021) measured the influence of job satisfaction on employee job performance and job commitment. The study proposed that employee job performance is high when they are more satisfied with their work. H. Tian & Suo (2021) found that organisations show greater performance and retain high-performing employees when their employees are more satisfied with the work. In the same line, the study conducted by Zhang, et al. (2020) delivered a theoretical summary of the relationship between job satisfaction and work performance. The study confirms the significant influence of job satisfaction on the work performance of employees. In light of the above analysis, it can be said that the results of this study have complete support from earlier literature.

H3 assumed that supervisory support moderates the relationship between perceived organisational support and the job performance of employees at hotels in China. The results after analysis support the assumption and significant influence of interaction terms was found on product job performance ($\beta=.35$, $p<.001$). It can be interpreted in this way that when there is support from a supervisor has existed there is more chance that perceived organisational support enhances the job performance of employees in Hotels of China. Similarly, the H4 stated that supervisory support moderates the relationship between job satisfaction and job performance. However, the hypothesis is confirmed by the results of the analysis and a significant impact of interaction term was found on job performance ($\beta=.43$, $p<.001$). Hence, both hypotheses of moderation are accepted.

In the light of the above discussion, all the hypotheses of the study are accepted with strong analysis and theoretical support which is also discussed by the authentic past studies. Therefore, to further summarize the results and to express the results of the hypothesis here the research presents the Table 5.

Table 5: Summary of Hypotheses

H. No.	Hypotheses Statements	Regression Coefficient
H1	Hotel employees' Perceived Organisational Support positively influences Job Performance.	Accepted
H2	Hotel employees' Job satisfaction positively influences Job Performance.	Accepted
H3	Hotel employees' Supervisory Support moderates the relationship between Perceived Organisational Support and Job Performance.	Accepted
H4	Hotel employees' Supervisory Support moderates the relationship between Job Satisfaction and Job Performance.	Accepted

Conclusion And Recommendation

The Chinese hotel industry, spanning one-star to five-star establishments, exhibits a diverse landscape of job performance. One-star hotels meet basic criteria, offering functional service, while five-star counterparts provide exceptional, meticulous attention, aiming for a luxurious and unforgettable guest experience. The role of supervisory support in moderating the relationship between perceived organisational support, job satisfaction, and job performance is a focal point, drawing from established research (Mejia, Wang, & Zhao, 2020).

Supervisory support emerges as an essential factor, enhancing job satisfaction and organisational support, ultimately translating into elevated job performance. The dynamics between job satisfaction and performance take a nuanced turn under supervisory support, indicating that higher job satisfaction aligns with improved performance, particularly when supported by supervisory guidance. This underscores the intricate dynamics where employee contentment is bolstered by supportive supervision, leading to enhanced overall performance.

The study employs a quantitative approach, utilizing analytical techniques such as reliability analysis, descriptive analysis, and correlation regression analysis to ensure the reliability and validity of results. All hypotheses are positively correlated, demonstrating significant relationships. The complex interplay between employees' perceptions of organisational support and job performance is highlighted, emphasizing the delicate balance needed for organisational success (Lan, Wong, & Zeng, 2021).

The study accentuates the importance of job satisfaction in driving better job performance. Satisfied hotel employees are more likely to go above and beyond, ensuring positive guest experiences. A satisfied workforce leads to improved engagement, commitment, and overall better results for the hotel.

Hotel employees perceiving strong supervisory support are likely to exhibit higher job performance. The study conducted by the University of South Wales emphasizes that employees who feel supported by their supervisors tend to go above and beyond in their roles, leading to increased job satisfaction and commitment.

The findings underscore the significance of supervisory support and other factors like training and development in enhancing job performance. Hotel managers are encouraged to provide adequate support, clear expectations, feedback, and recognition to foster employee satisfaction and performance.

In conclusion, this study illuminates the multifaceted dynamics of job performance across different tiers of Chinese hotels, emphasizing the crucial role of supervisory support and the interconnectedness of perceived organisational support and job satisfaction in shaping employee performance. The research navigates the intricacies of supervisory support, perceived organisational support (POS), job satisfaction, and job performance in the dynamic landscape of the Chinese hotel industry. It aligns with existing studies, emphasizing the essential role of supervisory support in enhancing job satisfaction and organisational support, subsequently influencing job performance (Mejia, Wang, & Zhao, 2020).

Organisational Support's Impact

The findings underscore the profound impact of perceived organisational support on employee engagement and performance. When employees perceive that their contributions are valued and the organisation is committed to their development, motivation and loyalty are heightened. This is especially crucial in the hotel industry, where positive customer experiences hinge on the staff's commitment and engagement (Liu, Liu, Mo, Zhao, & Zhu, 2019).

Job Satisfaction's Link to Performance

The study reaffirms the positive influence of job satisfaction on job performance. Satisfied employees are more likely to be engaged, creative, and loyal, contributing to a positive work environment. This connection is particularly pertinent in the hotel industry, known for its demanding and fast-paced nature (Lan, et al., 2021).

Supervisory Support as a Moderating Factor

Supervisory support emerges as a critical factor, with the study revealing its moderating effect on the relationship between job satisfaction and job performance. The positive correlation suggests that a supportive supervisory environment not only enhances satisfaction but also contributes to improved performance, emphasizing the essential role supervisors play in supporting and guiding employees (Gong et al., 2022).

Strategic Significance for the Chinese Hotel Industry

In the competitive landscape of the Chinese hotel industry, maintaining a high level of perceived organisational support, supervisory support, and job satisfaction is imperative (Bello & Bello, 2022). The study suggests strategic steps, such as providing clear job descriptions, creating positive work environments, and offering opportunities for career development, to enhance these factors. Investing in employee satisfaction is highlighted as a key strategy for retaining talent and maintaining a competitive edge (Lei, et al., 2021).

The Role of Cognitive Dissonance Theory

The study employs cognitive dissonance theory to interpret findings, emphasizing that employees perceiving robust support from both organisational and supervisory aspects tend to experience higher job satisfaction. This aligns with the theory's premise that support signifies appreciation, fostering satisfaction and loyalty, contributing to a positive work environment (Huang et al., 2020; Zhou et al., 2023).

Job Performance across Hotel Tiers

The distinct variations in job performance across one to five-star hotels are acknowledged. While five-star hotels exhibit higher standards and well-trained staff, the importance of proper training, motivation, and effective management is highlighted for consistent performance across the industry. The study underscores the competitive nature of the hotel industry, where job performance is instrumental in meeting guest expectations and ensuring success (Pazim, 2021).

In the aspect of the Chinese hotel industry, this research illuminates the interconnected dynamics of supervisory support, organisational support, job satisfaction, and job performance. It provides valuable insights for hotel managers, emphasizing the strategic significance of fostering a supportive ecosystem to enhance employee satisfaction, engagement, and overall performance. The findings contribute to the nuanced understanding of workplace dynamics and offer actionable strategies for sustaining success in this competitive industry.

The study's findings underscore the crucial moderating role of supervisory support in the intricate relationship between perceived organisational support, job satisfaction, and job performance within hotel settings (Zeng et al., 2020; Zhou et al., 2023). Essentially, the presence of robust supervisory support emerges as a catalyst for enhancing job satisfaction, subsequently leading to improved job performance. The study proposes that organisations

should prioritize providing substantial levels of supervisory support to cultivate an environment conducive to elevated job satisfaction and heightened performance levels in hotel contexts. The research concludes that heightened levels of perceived supervisory support are positively correlated with employee job satisfaction and enhanced job performance. This suggests that when employees perceive strong support from their supervisors, they are more likely to experience job satisfaction and excel in their performance roles.

These findings bear important implications for hotel managers, highlighting the critical role of fostering effective supervisory support systems to strengthen employees' overall satisfaction and performance. Furthermore, the study conducted emphasizes the robust correlation between perceived organisational support, supervisory support, and job satisfaction in the Chinese hotel industry (Gong, Lopa, & Gordon, 2022). By enhancing these crucial factors, organisations stand to create an environment conducive to positivity, productivity, and employee motivation. This virtuous cycle can result in heightened employee retention rates and a more engaged workforce.

The research underscores that by augmenting perceived organisational support, supervisory support, and job satisfaction, the Chinese hotel industry can significantly enhance job performance. The study's outcomes further advocate for targeted interventions aimed at fortifying these work-related factors. These interventions are poised to yield considerable benefits for employees in the industry, ultimately fostering a more harmonious and rewarding work environment.

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