

Received: May 2023 Accepted: June 2023

DOI: <https://doi.org/10.58262/ks.v11i02.212>

Perceived Organisational Support and Job Satisfaction on Job Performance: The Moderating Effects of Supervisory Support in the Chinese Hotel Sector

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Abstract

This study determines the intricate aspects of the Chinese hotel industry, focusing on the relationships among perceived organisational support, job satisfaction, and job performance, moderated by supervisory support. Rooted in the Cognitive Dissonance Theory, the research, conducted across one to five-star hotels in major Chinese provinces, employs SPSS 23 and AMOS 22 for analysis. Findings emphasize the critical interplay of perceived organisational support, supervisory support, and job satisfaction in fostering a conducive environment for heightened productivity, impacting employee retention and motivation. This study not only validates theoretical foundations but also provides practical insights, advocating for a supportive ecosystem within the Chinese hotel industry. The results contribute to academic discourse, unravelling intricate connections between support, satisfaction, and performance, offering valuable guidance for industry stakeholders and policymakers in fostering employee loyalty and optimal performance.

Keywords: *Job performance, Perceived organisational support, Job satisfaction, Supervisory support, China*

Introduction

Since the initiation of the open-door policy in 1978, China's hotel industry has undergone a remarkable transformation, experiencing an annual growth rate of approximately 20% since the establishment of the star rating system in 1988. From hosting fewer than 1,000 hotels in 1978, the sector burgeoned to an impressive 12,619 establishments by 2016, signalling a substantial expansion in the country's hospitality landscape, as documented by the China National Tourism Administration.

Forecasts from the Intercontinental Hotel Group suggest that China is poised to surpass the United States by 2025, driven by strategic endeavours of Multinational Hotel Groups (MHGs) like Hilton, Marriott, IHG, Kempinski, and Four Seasons. However, challenges persist, exemplified by Kempinski's struggles in the Chinese market, highlighting the need for a nuanced understanding of the unique market dynamics that may impede MHGs' growth.

This paper aims to fill this gap by investigating the moderating role of supervisory support in the relationships between perceived organisational support, job satisfaction, and job

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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 experienced unparalleled growth, aligned with the country's overall GDP expansion, propelling it to the position of the world's second-largest economy. This period of rapid economic growth has led to the creation of a new middle class with objectives comparable to those of industrialized countries. The China National Tourism Administration reports significant outbound tourism, with Chinese citizens enjoying visa-free entry into 49 countries. Despite a decrease in the total number of hotels since 2009, the sector's quality has improved due to a consistent increase in the number of five-star and four-star hotels, contributing to the overall enhancement of the Chinese hospitality industry. 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.

Current research highlights the critical role of perceived organisational support, supervisory support, and job satisfaction in the hotel industry, associating them with financial benefits. However, there is a notable gap in understanding the interplay of these variables and their impact on job performance in China's Tourism and Hotel Industry. The pressing issue of high staff turnover, often tied to inadequate job satisfaction, underscores the urgency for comprehensive research addressing these vital aspects within the dynamic hospitality sector. Filling these gaps is essential for advancing academic understanding and offering practical insights into improving job performance, satisfaction, and support mechanisms in the evolving Chinese hotel industry.

Existing studies have initiated discussions on factors influencing perceived organisational support and their consequences on work performance. Some findings suggest that perceived organisational support may negatively affect job satisfaction and job performance. However, empirical research specifically addressing the repercussions of perceived supervisory support on employee job performance and satisfaction in the Chinese workplace is lacking. This study aims to address this gap, both theoretically and empirically.

Organisational learning theories present challenges in the dynamic organisational landscape, warranting future research to explore the relationship between learning and organisational outcomes such as work performance, job satisfaction, and perceived corporate support. 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. The need for a unified understanding of organisational support linked to job satisfaction and other positive outcomes is evident despite attention on the concept of job happiness.

The hotel industry grapples with a high turnover rate directly linked to poor job satisfaction. While some studies focus on either job performance or job satisfaction, little research explores the interconnected impact of factors such as supervisory support on job performance and satisfaction in China's tourism and hotel industry. Demographic variations further complicate the understanding of employee autonomy motivation, job performance, and job satisfaction. 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

The Chinese hotel industry has undergone a profound transformation over the last decade, witnessing significant growth with over 300,000 hotel rooms and more than 10,000 star-rated hotels in 2019. This expansion spans the spectrum from budget-friendly inns to high-end resorts, primarily concentrated in popular tourist destinations. The structural and institutional evolution of the industry, however, has received limited macro-level investigations.

The essential 1978 reforms marked a turning point in the industry's trajectory. The reform and opening-up policy of that year introduced joint ventures, exemplified by establishments like the Guangzhou White Swan Hotel and China World Hotel, signalling a strategic focus on the high-end market. International management organisations, such as the Hong Kong Peninsula Group's acquisition of Beijing Jianguo Hotel in 1982, underscored the global impact on hotel management. This period also witnessed the development of the Holiday Inn Lido Beijing in 1984, reflecting the industry's growing international footprint.

The emergence of online travel services, notably Ctrip in 1999, facilitated the rise of internet-based travel providers, transforming the landscape of the Chinese hotel industry. The entry of Home Inns in 2002 and Hanting Hotel in 2005 further contributed to the proliferation of affordable lodging options, catering to a diverse range of travellers. Concurrently, there was substantial growth in luxury hotels, with international chains like Hilton expanding their presence, evident in the rise of five-star hotels from 432 in 2008 to 862 by June 2018.

The preferences of Chinese travellers evolved with the rise of millennials, leading to increased popularity for homestays and premium boutique hotels. The InterContinental Shanghai Wonderland, the world's first underground hotel, exemplifies China's commitment to offering unique and innovative hospitality experiences. Despite these achievements, the industry faces challenges such as market saturation and sluggish revenue growth, necessitating the adoption of novel practices to ensure business continuity.

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

Among this backdrop, the research explores the intricate dynamics of work performance, perceived organisational support (POS), job satisfaction, and supervisory support within the Chinese hotel industry. Recognizing the essential role of work performance in service organisations striving to exceed global customer expectations, the study addresses the multifaceted influences of POS and job satisfaction on employee engagement, turnover, and productivity. Furthermore, it emphasizes the critical contribution of supervisory support in shaping work-family balance, influencing job satisfaction, and ultimately driving overall job performance. The research aims to provide a comprehensive understanding of these interwoven factors, contributing valuable insights for devising effective strategies to enhance employee engagement, satisfaction, and organisational performance in the dynamic landscape of the Chinese hospitality sector.

Underpinning the study is the Cognitive Dissonance Theory, which posits that individuals experience discomfort when faced with contradictory ideas or attitudes. Applied to the hotel industry, the theory 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. 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, addressing existing gaps in the literature and providing practical implications for industry stakeholders. 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:

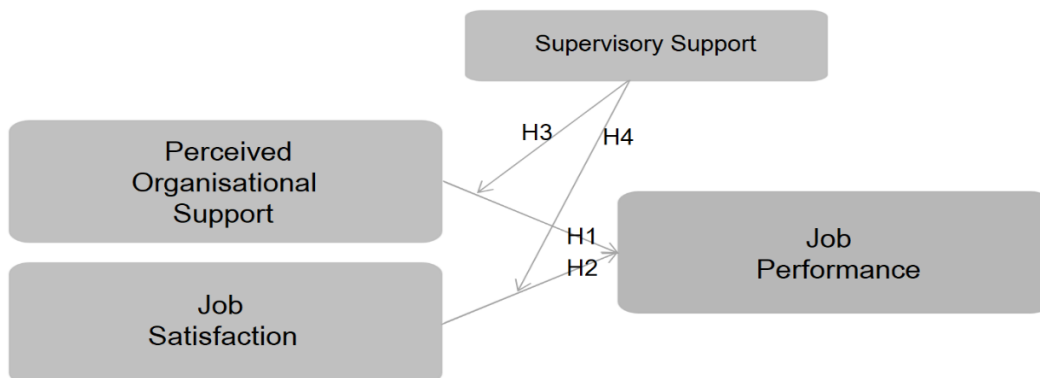


Figure 1: Research Framework

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.*

Materials And Methods

The research methodology employed in this study is comprehensive and designed to conduct a quantitative investigation within the context of the Chinese hotel industry. It encompasses various techniques for collecting, characterizing, explaining, and predicting phenomena through the utilization of methodologies or approaches.

The research type 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.

The type of data selected for the study is quantitative, justifying 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.

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 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.

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. The research instrument, a questionnaire, is chosen for its ability to gather primary data on variables influencing job performance. It consists of eight parts, covering consent, eligibility, and measurements related to independent, intervening, and dependent variables.

The reliability and validity of the instrument are rigorously ensured through Cronbach's Alpha for reliability and content, face, and construct validity checks, including factor analysis and various statistical indicators. This meticulous validation process enhances the credibility of the study's findings.

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. Both primary and secondary data collection methods are employed, with primary data gathered through surveys distributed to hotel employees.

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.

In conclusion, 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 Findings

The analytical perspectives employed in this study aim to investigate the intricate relationship among perceived organisational support (POS), job satisfaction, and employee performance within the Chinese hotel industry, considering the moderating influence of supervisory support. The study spans employees across various star-rated hotels in five major Chinese provinces and utilizes AMOS 22 and SPSS version 23 for their proven efficacy in examining multifaceted variable relationships.

The research begins with a foundational reliability assessment, ensuring the robustness of the measurement instruments. The subsequent analyses encompass 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.

The demographic analysis provides a comprehensive overview 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. This analysis aims to elucidate the fundamental characteristics of the participants, enriching the contextual understanding of subsequent analyses and findings. The demographic information contributes to the study's depth, offering a nuanced understanding of how these characteristics may influence the relationships under investigation.

In terms of gender, the study's sample reflects a predominant male presence in roles directly serving hotel customers, with 30.1% women and 69.9% men. The age profile indicates that 48.4% of respondents fall within the 30-39 age range, with 41.2% in the 20-29 category. Educational qualifications show that 63.5% have a graduation degree, 20.2% have a master's degree, and only 2.1% possess post-graduation qualifications. Professional experience ranges from 1 to 5 years (43.3%), 6 to 10 years (26.2%), less than 1 year (23.8%), and more than 10 years (6.7%). In terms of working position, 42.5% are staff, 30.1% are executives, 17.9% hold various other positions, and 9.6% are general workers.

The results analysis 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. Rigorous examinations through factor loading and confirmatory factor analysis are conducted to ensure the validity of the adopted items, establishing convergent and discriminant validity.

The Kaiser-Meyer-Olkin (KMO) and Bartlett's tests validate the dataset's suitability for advanced analyses, with a KMO value of 0.73 exceeding the threshold of 0.70. Exploratory Factor Analysis (EFA) condenses variables into representative factors, and factor loading results indicate substantial variance captured by these factors, signifying the effectiveness of the EFA.

Reliability analysis, utilizing Cronbach's Alpha, validates the internal consistency of each variable, with high reliability values for 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, through confirmatory factor analysis, focuses on convergent and discriminant validity. The confirmatory factor analysis results highlight strong associations between items and their respective constructs, confirming acceptable convergent validity. Discriminant validity is supported by the comparison of the square root of AVE with the correlations between constructs.

Besides that, this study focuses on examining the impact of perceived organisational support (POS) and job satisfaction on the job performance of employees in the hotel industry of China, with a specific emphasis on the moderating role of supervisory support. The research utilizes regression analysis to analyse the key hypotheses, employing hierarchical regression to investigate the subsequent influence of perceived organisational support and job satisfaction on job performance.

For the analysis of perceived organisational support, the study incorporates age as a control variable. The results indicate that perceived organisational support significantly influences job performance ($\beta=.23$, $p<.001$). The variance in job performance explained by perceived organisational support is substantial, accounting for 54% ($\Delta R^2=.54$, $p<.001$). This supports the first hypothesis, suggesting that perceived organisational support has a significant impact on the job performance of employees in Chinese hotels.

Similarly, when analysing job satisfaction, age is considered a control variable. The results reveal that job satisfaction significantly influences job performance ($\beta=.13$, $p<.001$). The variance explained by job satisfaction in job performance is 21% ($\Delta R^2=.21$, $p<.001$). This supports the second hypothesis, indicating that job satisfaction significantly influences the job performance of employees in Chinese hotels.

To examine the moderating role of supervisory support, a three-step moderation analysis is employed. The results demonstrate that both perceived organisational support and supervisory support independently influence job performance ($\beta=.23$, $p<.001$) ($\beta=.35$, $p<.001$), collectively explaining 58% of the variance in job performance ($\Delta R^2=.58$, $p<.001$). The introduction of the interaction term reveals that supervisory support significantly moderates the relationship between perceived organisational support and job performance ($\beta=.35$, $p<.001$), supporting the third hypothesis.

Similarly, when testing the moderating effect on the relationship between job satisfaction and job performance, the results indicate that supervisory support significantly moderates this

relationship ($\beta=.43, p<.001$), supporting the fourth hypothesis.

Also, the findings affirm that both perceived organisational support and job satisfaction significantly influence job performance in the Chinese hotel industry, and supervisory support plays a crucial moderating role in enhancing these relationships.

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 1.

Table 1: Summary of Hypotheses

Hx No.	Relationship	Beta Coefficient	p-value	Hypotheses Statements	Confirmation
H1	POS → Job Performance	0.23	< 0.001	Hotel employees' Perceived Organisational Support positively influences Job Performance.	Accepted
H2	Job Satisfaction → Job Performance	0.23	< 0.001	Hotel employees' Job satisfaction positively influences Job Performance.	Accepted
H3	Supervisory Support moderates POS → Job Performance	0.35	< 0.001	Hotel employees' Supervisory Support moderates the relationship between Perceived Organisational Support and Job Performance.	Accepted
H4	Supervisory Support moderates Job Satisfaction → Job Performance	0.43	< 0.001	Hotel employees' Supervisory Support moderates the relationship between Job Satisfaction and Job Performance.	Accepted

This table provides a concise summary of the hypotheses tested in the study, outlining the relationships, beta coefficients, p-values, and confirmation status for each hypothesis. All four hypotheses are supported by the analysis and align with theoretical expectations and previous literature, contributing to a comprehensive understanding of the interplay between perceived organisational support, job satisfaction, supervisory support, and job performance in the Chinese hotel industry.

Conclusion and Managerial Implications

The Chinese hotel industry, characterized by a spectrum ranging from one-star to five-star establishments, represents a diverse landscape of job performance. One-star hotels provide basic functional service, while their five-star counterparts prioritize exceptional attention and a luxurious guest experience. Central to this context is the role of supervisory support in moderating the intricate relationship between perceived organisational support, job satisfaction, and job performance, 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. In this intricate interplay, higher job satisfaction aligns with improved performance, particularly when supported by supervisory guidance. This emphasizes the delicate balance needed for organisational success, where employee contentment is bolstered by supportive supervision, leading to enhanced overall performance (Lan, Wong, & Zeng, 2021).

The study adopts 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, underscoring the delicate equilibrium required for organisational success.

The research accentuates the critical importance of job satisfaction in driving better job performance within the hotel industry. Satisfied 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. Employees perceiving strong supervisory support are likely to exhibit higher job performance, fostering increased job satisfaction and commitment (University of South Wales).

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).

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 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).

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 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).

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 context 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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