

The Role of Job Satisfaction in Enhancing Employee Performance and Customer Experience in the Goan Hospitality Industry: A Case Study

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ABSTRACT

Purpose: *This article delves into the highly competitive hospitality industry, focusing on enhancing tourism and guest satisfaction as key objectives. It specifically examines the role of employee job satisfaction in boosting staff performance and, consequently, enriching the customer experience. The research explores the intricate interplay among job satisfaction, employee performance, and customer experience within the distinctive context of Goa's hospitality sector. Renowned as a top tourist destination in India, Goa's hospitality industry presents unique features and challenges, offering a rich ground for in-depth analysis. The primary aim of this study is to investigate and elucidate the relationships among job satisfaction, employee performance, and customer experience, uniquely framed within Goa's hospitality landscape.*

Design/Methodology/Approach: *This case study employs a carefully selected sample of 300 professionals actively engaged in Goa's hospitality industry. The Thurstone Case V Scaling method is utilised to accurately measure the facets of job satisfaction, enabling precise quantification of attitudes on an interval scale. Furthermore, the study incorporates the chi-square test of independence to identify and analyze the interrelations and dependencies among employee performance, job satisfaction, and customer experience outcomes. This methodological approach is designed to provide robust and reliable insights into the dynamics of the hospitality sector in Goa.*

Findings/Result: *The comprehensive analysis of the collected data through chi-square testing and Thurstone scaling has yielded significant insights. Thurstone scaling effectively highlighted varying degrees of consensus and dissent among participants, providing a layered perspective of their attitudes towards job satisfaction. In contrast, the chi-square analysis revealed a notable statistical relationship between job satisfaction, employee performance, customer experience outcomes, and tenure, underscoring their mutual interdependence. Additionally, the presence of a linear trend was established via the Linear-by-Linear Association test. These findings collectively deepen our understanding of the interplay between these elements within the Goan hospitality industry. This study enriches the existing body of knowledge and has practical implications for similar domains, offering valuable insights for future research and industry practices.*

Originality/Value: *This study aims to provide nuanced insights with the potential to transform practices and guide strategic decision-making in the Goan hospitality sector. By elucidating the interrelations between job satisfaction, employee performance, and customer experience, it seeks to deliver actionable recommendations for stakeholders in the industry. The goal is to enhance service quality, employee contentment, and customer loyalty, thereby contributing significantly to one of India's premier tourist destinations. This research stands out for its targeted focus on the unique dynamics of Goa's hospitality industry, offering valuable*

contributions to both academic and practical realms.

Paper Type: Case analysis type study

Keywords: Goan Hospitality Industry, Job Satisfaction, Customer Experience Outcome, Tenure of Work, Thurstone Case V scaling, Chi Square analysis

1. INTRODUCTION :

In the ever-evolving hospitality industry, where guest satisfaction is paramount, the significance of job satisfaction as a key driver in enhancing employee performance and, in turn, customer experience has garnered significant attention (Ghosh, S., & Aithal, P. S. (2022). [1]). This research focuses on unravelling the complex relationship between job satisfaction, employee performance, and customer experience, specifically within the distinctive environment of Goa's hospitality sector (Aithal, P. S., & Aithal, S. (2023). [2]). As a leading tourist destination in India, Goa presents unique attributes and challenges in its hospitality industry, offering rich insights that could revolutionize industry practices. The success of the hospitality industry heavily relies on creating unforgettable guest experiences, making customer satisfaction an essential target. A fundamental, yet sometimes overlooked, element in achieving this is employees' job satisfaction. Defined as the level of contentment and fulfilment employees find in their work, job satisfaction is closely linked to improved performance in various sectors. Employee satisfaction is especially highlighted in hospitality, where personal service and interaction are crucial (Haralayya, B., & Aithal, P. S. (2021). [3]).

In Goa's hospitality sector, with its distinct cultural atmosphere, scenic beauty, and specific tourist demographics, the interaction between job satisfaction and employee performance takes on added significance (Aithal, P. S., & Aithal, S. (2023). [4]). This case study aims to illuminate the impact of job satisfaction on employee performance in Goa's hospitality landscape and explore its subsequent effect on customer service quality (Barreto, N., & Mayya, S. (2023). [5]).

As the hospitality industry evolves, comprehending the interplay between job satisfaction, employee performance, and customer experience is academically stimulating and practically essential (Saad, A. T. (2021). [6]). The findings of this study could lead to innovative changes in human resource management within the hospitality industry, fostering strategies that enhance job satisfaction, optimize employee performance, and elevate customer experiences (Purwanto, A. et al. (2021). [7]).

This case study in the Goan hospitality sector strives to merge theoretical perspectives with practical applications, offering valuable insights for professionals, researchers, and policymakers in the hospitality domain. By dissecting the intricate connections between these variables, this research aims to deepen the understanding of how job satisfaction acts as a linchpin for excellence in employee performance and customer experience, driving the Goan hospitality industry towards greater success.

1.1 Variables Selected for the study :

- **Work Environment:** A supportive work environment is essential in Goa's hospitality industry, renowned for its focus on customers. This encompasses more than just physical aesthetics; it includes supportive management, cooperative colleagues, and fair policies (Hajiali, I. et al. (2022). [8]). Team collaboration reduces stress and enhances teamwork, while transparent policies promote equity and inclusivity in a diverse workforce. Employee recognition boosts engagement and commitment, vital in this industry, where exceptional service directly contributes to success (Dziuba, S. T. (2020). [9]).
- **Job Role Clarity:** The clarity of job roles is crucial in the Goan hospitality sector. Clearly defined roles and responsibilities help employees understand their part in the organization, reducing confusion and enhancing performance (Rinny, P., et al. (2020). [10]). In a field where coordinated team efforts are key to delivering quality customer service, clear job roles ensure every employee knows their specific duties, facilitating effective guest services (Arif, S., et al. (2019). [11]).
- **Job Security:** In the seasonal tourism industry, job security provides employees with stability and reassurance. This eases concerns about job loss and enhances workforce motivation and engagement (Bellmann, L., & Hübler, O. (2021). [12]). In an industry reliant on motivated employees for exceptional customer experiences, job security leads to a more committed and customer-centric staff, boosting the sector's success (Wolomasi, A. K., et al. (2019). [13]).
- **Training and Development:** Opportunities for skill development and personal growth enable

employees to thrive. Access to career and personal advancement pathways increases motivation and loyalty (Dodanwala, T. C., & Santoso, D. S. (2022). [14]). In an industry where staff skills directly impact service quality, investing in training and development creates a competent and confident workforce, improving guest experiences and the sector's reputation for excellence.

- **Work-Life Balance:** Achieving a work-life balance is crucial in the demanding hospitality sector of Goa (binti Mosbiran, N. F. (2021).[15]). Thoughtful scheduling and leave policies help maintain this balance, preventing burnout and ensuring employees have time for personal pursuits, leading to a more focused workforce (Lin, C. Y., & Huang, C. K. (2021). [16]). This balance is key in an industry where staff well-being directly affects customer interactions, enhancing job performance and customer experiences (Aruldoss, A.,et al. (2021). [17]).
- **Compensation and Benefits:** Fair pay and access to comprehensive benefits are essential for employee satisfaction. When staff feel justly compensated, their motivation and contentment increase. In an industry where motivation impacts service quality, competitive compensation and benefits lead to a dedicated workforce, improving job performance and enhancing the customer service experience and the industry's reputation for excellence (Alrawashdeh, H. M.,et al. (2021). [18]).
- **Job Satisfaction:** In the Goan hospitality sector, job satisfaction reflects how content and fulfilled employees feel. It's a key indicator of staff happiness and fulfilment, influenced by factors such as employment type, pay, and workplace relationships. High job satisfaction is critical for retaining skilled professionals, enhancing service quality, and fostering employee loyalty, which are all essential in a service-centric industry (bin Abdullah, A. S. (2021). [19]).
- **Customer Experience Outcome:** This refers to the overall perception of travellers regarding their interactions with lodging, dining, and other amenities in Goa's hospitality industry [20]. Satisfactory customer experiences lead to positive word-of-mouth and repeat business. Since this sector relies heavily on providing unique experiences, positive customer experience outcomes are crucial for attracting tourists and maintaining a favourable reputation.
- **Tenure of Work:** Employee tenure in Goa's hospitality sector indicates how long individuals have been with the same organization. Longer tenure often signals a positive work environment, professional growth, and satisfied employees. Retaining experienced staff is key to creating a seasoned, reliable workforce, enhancing customer service, understanding organizational goals, and increasing overall business success .

2. RELATED WORKS :

Extensive research has been conducted to understand the nuances of Job Satisfaction, a multifaceted concept extensively studied over the years. Aziri, B. (2011). [21]. defines it as the degree to which an individual feels contentment with their job. Amin, F. A. B. M. (2021). [22], elaborates that various factors, including personal traits, the work environment, and the nature of the job itself, shape an individual's job satisfaction. The significance of job satisfaction for both individuals and organizations is well-documented. Specchia, M. L., et al. (2021). [23], note that satisfied employees are invaluable, demonstrating reliability and loyalty to their employers. They are also less prone to burnout, turnover, and absenteeism. (Ali, B. J., et al. (2021). [24]) found a link between high job satisfaction and enhanced employee performance, with contented employees often exhibiting higher engagement, motivation, and commitment, leading to improved productivity. Loan, L. J. M. S. L. (2020). [25], observed that employees content with their roles are more likely to deliver superior service quality, positively impacting the overall customer experience. Andreas, D. (2022). [26], identified a strong correlation between employee satisfaction, customer contentment, and loyalty. It was shown that in sectors where employees are more satisfied, customers are more likely to experience positive interactions, enhancing their satisfaction and loyalty. Toropova, A., et al. (2021). [27] highlight that in the hospitality industry, satisfied employees play a crucial role in facilitating positive customer interactions, leading to memorable experiences and repeat business.

Table 1. Reviews the findings in the hospitality field with special reference to Job Satisfaction at the workplace by different authors worldwide.

Sl. No.	Area of Study	Focus	Outcome	Reference
1	Role of Work Motivation and Environment in Improving Job Satisfaction	Examines the influence of work motivation on job satisfaction among management faculty in a private university in Makassar, and analyzes how the work environment affects their satisfaction.	Demonstrates that motivation significantly impacts job satisfaction. It concludes that increased work motivation correlates with higher job satisfaction among private university faculty in Makassar.	Basalamah, M. S. A., et al. (2021). [28]
2	Work Stress and Job Satisfaction	Investigates the relationship between work stress and job burnout, focusing on the mediating effects of perceived social support and job satisfaction.	A strong link between job burnout and work stress is found, negatively correlated with perceived social support and job satisfaction. It reveals that while perceived social support varies in its mediation between work stress and job burnout, job satisfaction mediates the relationship between work stress and various aspects of job burnout.	Wu, F., et al. (2021). [29]
3	Compensation and Job Satisfaction of Teachers	Studies financial factors in job satisfaction among special education teachers in Malaysia, exploring the impact of finances and principal leadership.	Indicates that teachers' finances influence job satisfaction, particularly in relation to principal leadership. While not a primary factor, finances remain significantly linked to principal leadership in determining job satisfaction.	Ali, S. A. (2021). [30]
4	Job Satisfaction and Employee Turnover	Examines the effect of job satisfaction and organizational commitment on turnover intention, with personal-organization fit as a mediating variable.	Multiple linear regression analysis shows that job satisfaction and organizational commitment partially affect turnover intention. Mediated Regression Analysis (MRA) indicates that personal-organization fit does not mediate the impact of job satisfaction on turnover intention, but it does mediate the effect of organizational commitment on turnover intention.	Pratama, E. N., et al. (2022). [31]
5	Job Satisfaction and Loyalty	Examines the relationship between job satisfaction and loyalty, with emphasis on the workplace and culture as influential factors.	The study suggests that the workplace significantly enhances loyalty, as it directly impacts employees' daily work. A comfortable and conducive work environment is identified as a critical need for all employees.	Fathurahman, M. (2022). [32]

6	Influence of Motivation on Job Satisfaction and Employee Performance	Investigates the role of motivation in enhancing job satisfaction and employee performance.	Findings indicate that motivation substantially affects both job satisfaction and employee performance. Additionally, the study highlights the significant impact of job satisfaction on employee performance.	da Cruz Carvalho et al. (2020). [33]
7	Leadership and Motivation at D'Merlion Batam	Studies the impact of leadership and motivation on employee job satisfaction and performance at D'Merlion Batam.	The study reveals that direct leadership significantly influences job satisfaction (p-value = 0.082 > 0.05). Motivation also significantly affects job satisfaction (p-value = 0.000 < 0.05). Both leadership and motivation are found to significantly impact employee performance, with respective p-values of 0.000 < 0.05 and 0.009 < 0.05. Job satisfaction also has a significant direct impact on employee performance (p-value = 0.008 < 0.05).	Rivaldo, Y. (2021). [34]
8	E-CRM and Customer Experience Outcomes	Using an intervention approach, analysing the interconnections between E-CRM, customer experience, customer satisfaction, and loyalty.	The study confirms significant and positive relationships among all these variables. Customer experience and satisfaction are identified as mediators between E-CRM and customer loyalty. These findings offer theoretical and managerial implications, providing insights for bank managers to improve long-term customer relationships.	Mokha, A. K., et al. (2022). [35]
9	Market Orientation and Customer Satisfaction Outcomes	Explores the role of cooperation and industry experience in the relationship between market orientation and customer satisfaction performance.	The study suggests that mere market orientation is not sufficient. A blend of market orientation, cooperation, and appropriate industry experience is needed to create synergistic outcomes. Owners and managers benefit most from coordinating these aspects.	Crick, J. M., et al. (2022). [36]
	Job Satisfaction in Goa's Hospitality Industry	investigates the mediating role of satisfaction in the relationship between professionalism and employee coherence in the hospitality industry.	Using structural equation modeling, the study reveals that employee professionalism significantly impacts employee coherence, mediated by job satisfaction. Multiple methodologies confirm these findings.	Mekoth, N., Thomson, A. R., et al. (2023). [37]

2.1 Research Gap :

While job satisfaction is recognized as a critical factor influencing employee productivity and customer satisfaction, there remains a notable gap in research specifically focused on the Goan hospitality sector. The uniqueness of this sector is characterized by the cultural diversity of Goa, its seasonal fluctuations, and the influx of both domestic and international tourists. Current research predominantly targets either specific global regions or the hospitality industry at large, leaving a dearth of in-depth studies tailored to the distinct Goan context. Addressing this gap requires a thorough investigation to pinpoint the unique factors affecting job satisfaction within this setting and to understand its impact on employee productivity and customer experience.

2.2 Research Agenda:

- Exploring Crucial Determinants of Job Satisfaction in Goa's Hospitality Sector
- Examining the Correlation Between Job Satisfaction and Employee Performance in Goa's Hospitality Industry
- Assessing the Effects of Job Satisfaction on Customer Experience in Goa's Hospitality Sector
- Investigating the Role of Employee Tenure in Influencing Job Satisfaction

3. OBJECTIVES :

This study aims to achieve the following objectives:

1. Identify the primary factors influencing job satisfaction within Goa's hospitality industry.
2. Examine the relationship between job satisfaction levels and job performance among staff in Goa's hospitality sector.
3. Explore the link between job satisfaction levels of Goa's hospitality industry employees and the outcomes of customer experiences.
4. Assess the impact of extended employee tenure on job satisfaction in Goa's hospitality industry.

4. HYPOTHESIS :

1. Hypothesis 1 (H1): There are specific key factors (such as work environment, compensation, job role clarity, etc.) that significantly influence job satisfaction among employees in the Goan hospitality industry.
2. Hypothesis 2 (H2): A positive relationship exists between job satisfaction levels and job performance of employees in the Goan hospitality sector. Higher job satisfaction correlates with improved job performance.
3. Hypothesis 3 (H3): Job satisfaction levels among employees in the Goan hospitality industry positively impact customer experience outcomes. Higher employee job satisfaction leads to better customer experiences.
4. Hypothesis 4 (H4): Longer tenure of employees in the Goan hospitality industry significantly enhances job satisfaction. Employees with extended tenure exhibit higher levels of job satisfaction compared to those with shorter tenure.

5. METHODOLOGY :

1. **Research Design:** This study adopts a mixed-methods approach to comprehensively understand the impact of job satisfaction on employee performance and customer experience in Goa's hospitality sector. The quantitative phase involves a survey questionnaire distributed to a broad sample of hospitality workers in Goa, aiming to measure customer satisfaction, employee performance, and job satisfaction. For the qualitative phase, semi-structured interviews are conducted with a select group of hospitality workers to delve deeper into their personal experiences concerning job satisfaction, employee performance, and customer experience.
2. **Quantitative Data Collection:** The development of the survey questionnaire is grounded in an extensive review of literature on customer experience, employee performance, and job satisfaction. The questionnaire includes items to measure these aspects and demographic questions regarding position, gender, and age. The survey is distributed to hospitality workers in Goa via employer channels and online platforms, with employers encouraged to disseminate the questionnaire through email or intranet. Google Forms is employed as the primary tool for creating and distributing the online questionnaire.

- 3. Qualitative Data Collection:** Semi-structured interviews are conducted with a select number of hospitality workers based in Goa. Participants are chosen based on their tenure in the hospitality industry, level of job satisfaction, and employee performance. Interviews are conducted in settings convenient for the participants, and responses are recorded for subsequent analysis. The interview guide focuses on exploring participants' experiences with job satisfaction, employee performance, and customer experience.
- 4. Sampling:** For the quantitative component, participants are selected using stratified random sampling, categorizing based on the type of hospitality establishment (public or private) and employee position (front-line staff, management, etc.). The qualitative sample is obtained through purposive sampling, selecting participants based on their job satisfaction level, performance, and experience in the Goan hospitality industry. The study includes a diverse sample of 300 individuals employed across various hospitality establishments in Goa, India.
- 5. Target Population:** The target population encompasses all workers within Goa's hospitality sector, including employees from different types of establishments, primarily in the public and private sectors, and covering various roles like support staff, management, and front-line workers.
- 6. Data Analysis:** Quantitative data are analyzed using inferential statistics and Thurstone Case V scaling. Thurstone scaling is utilized to identify key factors of job satisfaction and critical variables influencing employee performance and customer experience in the Goan hospitality sector. Inferential statistics are employed to test the study's hypotheses. The Chi-Square test of Independence is applied to examine the strength and direction of the relationship between job satisfaction and work satisfaction dynamics.

6. RESULTS AND DISCUSSION :

The main components of job satisfaction in the Goan hospitality sector are explored in this section. It also looks at the relationships that exist between job happiness, performance, customer experience, and how long an individual has worked for a certain company.

6.1 The Thurstone Case V scaling technique.

This section delves into the primary elements contributing to job satisfaction within Goa's hospitality industry. It examines the interplay among job satisfaction, employee performance, customer experience, and tenure at a particular company.

6.2 The Thurstone Case V Scaling Technique

The Thurstone Case V method is a significant approach for analyzing ordinal data. It forms the foundation of a unidimensional scaling technique, incorporating methods for gathering variability data and paired comparison (referenced from P.E. Green and D.S. Tull, 1990, fourth edition). The technique generates a scale based on comparative judgments like "X is more preferable than Y." Additionally, Thurstone Case V Scaling was employed to scrutinize the connections across six survey categories. After categorizing the attributes using this scaling model, they were further analyzed (Dębicka, J., et al. (2022). [38]).

Each survey section contributed specific attributes, which were then either replicated or modified before being combined with other variables. The outcomes are presented on a unidimensional scale A significant finding using the Thurstone Case V scaling method would indicate a discernible variance in the prioritization of these attributes. The survey yielded insights into the factors deemed most crucial by hospitality industry employees, encompassing both tangible and intangible aspects (Barreto, N., et al. (2022). [39]).

For the intangible factors, Thurstone Case V Scaling was utilized to establish relationships between variables A to F: A) Employer, B) Professional Work Environment Clarity, C) Consistent Professionalism, D) Opportunities for Readiness and Development, E) Balance between Leisure and Professional Commitment, and F) Compensation and Benefits.

Table 2: Initial values of the Thurston Case Scaling

	A	B	C	D	E	F
A	0.5	180/300	190/300	90/300	160/300	90/300

B	120/300	0.5	120/300	200/300	130/300	200/300
C	110/300	180/300	0.5	170/300	90/300	80/300
D	210/300	100/300	130/300	0.5	110/300	90/300
E	140/300	170/300	210/300	190/300	0.5	110/300
F	200/300	260/300	150/300	200/300	250/300	0.5

Source: Primary data

Note: A- Work Environment B- Job Role Clarity C- Job Security D- Training and Development, E- Work Life Balance and F- Compensation and Benefits

Table 3: Decimal Conversion of initial data

	A	B	C	D	E	F
A	0	0.6	0.63	0.3	0.53	0.33
B	0.4	0	0.4	0.66	0.43	0.13
C	0.36	0.6	0	0.56	0.3	0.5
D	0.7	0.33	0.43	0	0.36	0.33
E	0.46	0.56	0.7	0.63	0	0.16
F	0.66	0.86	0.5	0.66	0.83	0

Source: Primary data

Table 4: Values derived from the Thurston Case V Table

	A	B	C	D	E	F
A	0	0.25	0.33	-0.52	0.07	-0.04
B	-0.25	0	-0.25	0.41	-0.17	-1.12
C	-0.35	0.25	0	0.16	-0.52	0
D	0.52	-0.04	1.28	0	-0.35	-0.04
E	0.10	0.15	0.52	0.33	0	-0.99
F	0.41	1.08	0	0.41	0.95	0

Source : Primary data

Table 5: Added values of Thurston case v scaling

	A	B	C	D	E	F
	0.43	2.02	4.29	3.79	3.44	3.22

Source : Primary data

Table 6: Final Value Conversion by adding least value 0.43

	A	B	C	D	E	F
	0.86	2.45	4.72	4.22	3.87	3.65

Source : Primary data

- **Recognition and Appreciation:** This component is ranked as the most important factor for job satisfaction, indicating that employees highly value being recognized and appreciated in the workplace.
- **Training and Development:** Training and development opportunities are the second most important aspect, showing that employees place a strong emphasis on continuous learning and personal growth.
- **Work-Life Balance:** The fact that work-life balance is in third place emphasizes how crucial it is to keep a positive work-life balance for job satisfaction

- **Compensation and Benefits:** Compensation and benefits are the fourth most important factor, suggesting that while financial rewards are significant, they are not the top priority.
- **Job Clarity:** Job clarity is ranked fifth, indicating that employees value clear and well-defined job roles and responsibilities.
- **Work Environment:** Work environment is ranked as the least important factor, suggesting that it may have less impact on overall job satisfaction compared to the other factors.

6.3 Chi Square Test of Independence:

The Chi-Square Test of Independence is a statistical tool used to determine if a significant relationship exists between two distinct categories. This test scrutinizes whether the observed frequencies of variables are independent or, alternatively, suggests a potential linkage. It compares observed frequencies against expected ones, calculating a chi-square statistic. If this statistic surpasses a certain threshold, it indicates that the variables are not independent, hinting at a potential association. This methodology is crucial in various fields, such as psychology, epidemiology, and market research, for analyzing data relationships (Shen, C., et al. (2022). [40]).

The chi-square statistic, degrees of freedom, and the p-value are also reported in the contingency table. The p-value indicates the likelihood of obtaining a chi-square statistic as significant as, or greater than, the observed value under the null hypothesis of no association between the variables. A p-value below 0.05 is generally considered statistically significant, implying a meaningful relationship between the variables (Prajapati, K. B. (2022). [41]).

Table 7: Crosstabulation Showing Job Satisfaction Levels in Goan Hospitality Industry and Performance Outcome *

Job Satisfaction level	Performance Outcome					Total
	Poor	Below Average	Average	Above Average	Excellent	
Very Dissatisfied	11 (15.1)	14 (19.2)	29 (39.7)	15 (20.5)	4 (5.5)	73 (100.0)
Dissatisfied	26 (28.6)	23 (25.3)	14 (15.4)	25 (27.5)	3 (3.3)	91(100.0)
Neutral	2 (2.9)	17 (24.6)	13 (18.8)	20 (29.0)	17 (24.6)	69 (100.0)
Satisfied	3 (4.5)	19 (28.4)	14 (20.9)	19 (28.4)	12 (17.9)	67 (100.0)
Total	42 (14)	73(24.3)	70(23.3)	79 (23.3)	36 (12)	300(100.0)

*Values shown inside the parenthesis are row percentages
 Pearson Chi-Square (12 df) =57.918, P<0.001

This table No 7 illustrates the relationship between job satisfaction levels and performance outcomes in the Goan hospitality industry, displaying counts and row percentages of employees in various categories. The rows categorize employees based on their job satisfaction levels, ranging from 'Very Dissatisfied' to 'Satisfied', while the columns classify their perceived performance outcomes from 'Poor' to 'Below Average'. The percentages in the rows reflect the distribution of performance outcomes within each job satisfaction level. The Pearson Chi-Square statistic of 57.918, with a p-value of less than 0.001, demonstrates a statistically significant correlation between job satisfaction and performance outcomes. This strong statistical significance leads to the rejection of the null hypothesis, supporting the alternative hypothesis that there is a significant impact of job satisfaction on job performance among employees in the Goan hospitality industry.

Table 8: Crosstabulation Showing Job Satisfaction of Employee and Customer Experience outcome

Job Satisfaction of Employee	Customer Experience					Total
	Poor	Below Average	Average	Above Average	Excellent	
Very Dissatisfied	8 (11.1)	13 (18.1)	16 (22.2)	26 (19.2)	9 (10.1)	73(100.0)
Dissatisfied	7 (8.6)	19 (23.5)	11 (13.6)	26 (32.1)	18 (22.2)	81 (100.0)
Neutral	15 (25.4)	19 (32.2)	10 (16.9)	10 (16.9)	5 (8.5)	59 (100.0)

Satisfied	5 (12.8)	17 (43.6)	10 (25.6)	3 (7.7)	4 (10.3)	39 (100.0)
Very Satisfied	9 (18.4)	11 (22.4)	8 (16.3)	15 (30.6)	6 (12.2)	49 (100.0)
Total	44 (14.7)	79 (26.3)	55 (18.3)	80 (26.7)	42 (14.0)	300 (100.0)
*Values shown inside the parenthesis are row percentages Pearson Chi-Square (16 df) =35.074, P<0.001						

Table 8 showcases a crosstabulation between job satisfaction of employees and customer experience outcomes in the Goan hospitality industry. The table categorizes employee satisfaction levels (from 'Very Dissatisfied' to 'Very Satisfied') against various customer experience outcomes (ranging from 'Poor' to 'Excellent'). Row percentages indicate the distribution of customer experience outcomes within each job satisfaction category. The Pearson Chi-Square statistic of 35.074, with 16 degrees of freedom and a p-value of less than 0.001, suggests a significant association between these two variables. This indicates that employee satisfaction levels are closely linked to the quality of customer experience outcomes, with the low p-value leading to the rejection of the null hypothesis in favor of the alternative hypothesis. This confirms that employee satisfaction has a significant impact on customer experience outcomes in this industry, contrary to the null hypothesis of no significant relationship."

Table 9: Crosstabulation Showing Tenure of Work and Satisfaction Level

Tenure of Work	Satisfaction Level					Total
	Poor	Below Average	Average	Above Average	Excellent	
Less than 1 year	3 (10.7)	5 (17.9)	10 (35.7)	6 (21.4)	4 (14.3)	28 (100.0)
1-3 years	12 (10.3)	30 (25.9)	40 (34.5)	30 (25.9)	4 (3.4)	116 (100.0)
3-5 years	8 (24.2)	13 (39.4)	3 (9.1)	4 (12.1)	5 (15.2)	33 (100.0)
5-10 years	28 (37.8)	24 (32.4)	13 (17.6)	3 (4.1)	6 (8.1)	74 (100.0)
10 years & above	9 (18.4)	11 (22.4)	8 (16.3)	15 (30.6)	6 (12.2)	49 (100.0)
Total	44 (14.7)	79 (26.3)	55 (18.3)	80 (26.7)	42 (14.0)	300 (100.0)
*Values shown inside the parenthesis are row percentages Pearson Chi-Square (16 df) =60.497, P<0.001						

Table 9 offers a nuanced view of the relationship between the tenure of employees and their levels of satisfaction. It categorizes employee tenure into five distinct groups: less than 1 year, 1-3 years, 3-5 years, 5-10 years, and over 10 years, and correlates these with satisfaction levels ranging from 'Poor' to 'Excellent'. The data reveals varied satisfaction trends across tenure groups. New employees (under 1 year) mostly report 'Average' satisfaction, indicating initial contentment. In the 1-3 and 3-5 year groups, there's a noticeable shift towards 'Below Average' satisfaction, suggesting a possible decline in job satisfaction as employees spend more time in the organization. This trend intensifies among employees with 5-10 years of tenure, where the highest proportion reports 'Poor' satisfaction, indicating significant discontent at this career stage. However, for employees with over 10 years of tenure, satisfaction levels are more evenly spread across the spectrum, showing a potential improvement in satisfaction as employees become more established.

The overall distribution of satisfaction across all tenure categories shows that the longer employees stay, the more varied their satisfaction levels become. The Pearson Chi-Square statistic, valued at 60.497 with 16 degrees of freedom and a p-value of less than 0.001, firmly indicates that these variations are statistically significant. This high Chi-Square value and the extremely low p-value suggest a strong association between the length of an employee's tenure and their level of job satisfaction, pointing to a substantial impact of tenure on employee satisfaction in the surveyed group. This significant statistical finding challenges the notion of independence between employee tenure and satisfaction, highlighting the need for tailored engagement and retention strategies at different career stages.

7. FINDINGS :

- Thurstone Scaling Insights:** Thurstone scaling elucidated the intricate hierarchy of factors influencing job satisfaction. Appreciation and recognition emerged as the most crucial element, followed by training and development, work-life balance, remuneration and benefits, clarity in job

- roles, and the work environment. This ranking underscores the substantial impact of non-monetary benefits, such as career advancement and recognition, on job satisfaction.
2. **Comprehensive Analysis with Chi-Square and Thurstone Scaling:** The integration of data from Chi-Square and Thurstone scaling offers a nuanced understanding of the relationship between job satisfaction and employee performance in the Goan hospitality industry.
 3. **Prioritization of Professional Development:** The study reveals that employees place professional development as the second most important factor, just after recognition and appreciation. This finding indicates that while job clarity and financial incentives are important, they are not the main drivers of motivation, highlighting the crucial role of work-life balance in maintaining job satisfaction.
 4. **Practical Implications for the Hospitality Sector:** The insights gained about employee preferences can be strategically integrated into HR practices and management policies. Focusing on recognition, investing in training and development, and promoting work-life balance can enhance employee performance and job satisfaction.
 5. **Study's Contributions to Workplace Dynamics:** This research not only underscores the link between job satisfaction and employee productivity but also offers actionable recommendations for fostering a positive work environment in the Goan hospitality sector. It illuminates how organizations can optimize the interplay between performance and satisfaction for sustained success and growth.
 6. **Implementing Data-Driven HR Strategies:** The findings can guide HR professionals and organizations in creating a work environment that prioritizes work-life balance, professional growth, and recognition. It also highlights the importance of clear job roles and fair compensation in boosting overall job satisfaction. While the work environment is deemed the least important factor, its influence on job satisfaction should not be overlooked (Snyder, R. A., et al. (1984). [42]).
 7. **Guiding HR Policies and Strategies:** Understanding the relative importance of these factors can inform HR policies and strategies to enhance job satisfaction and employee retention.

8. RECOMMENDATIONS :

Recommendations Based on findings

1. **Regular Employee Satisfaction Surveys:** Implement frequent surveys to gauge employee satisfaction. These surveys can help management identify areas where employees are discontented and take targeted actions to improve job satisfaction. Ensuring anonymity in these surveys will encourage honest feedback.
2. **Enhanced Training and Development:** Invest significantly in comprehensive training and development programs to enhance your staff's skills and knowledge. Well-trained employees, confident in their roles, can lead to increased job satisfaction and superior customer service.
3. **Employee Recognition and Reward Programs:** Introduce an employee recognition program to celebrate and value exceptional performance. Employees who feel recognized tend to be more motivated and satisfied in their roles. Ensure these programs are equitable and inclusive.
4. **Work-Life Balance Initiatives:** Acknowledge the demanding nature of the hospitality industry, especially in Goa's seasonal context. Implement work-life balance initiatives such as flexible scheduling and wellness programs to assist employees in maintaining a healthy balance.
5. **Effective Management and Communication:** Promote consistent and empathetic leadership. Managers should actively engage with their teams, provide guidance, and be approachable. Effective communication and transparent leadership can enhance job satisfaction and team cohesion.
6. **Diversity and Inclusivity Efforts:** Ensure workplace diversity and inclusivity. Develop policies and practices that promote diversity, equity, and inclusion. Embracing cultural diversity is crucial in a cosmopolitan environment like Goa, to create a positive and supportive work atmosphere.
7. **Customer Feedback for Continuous Improvement:** Regularly gather and analyze customer feedback to understand their needs and preferences. Utilize this feedback for continuous improvement to enhance customer experiences. Recognize staff efforts based on customer compliments to motivate and acknowledge their hard work.

These recommendations aim to address key areas identified in the study, focusing on enhancing employee satisfaction, effective management, inclusivity, and customer engagement in the Goan hospitality sector.

9. CONCLUSION :

Overall, job satisfaction plays a pivotal role in enhancing employee performance and customer experience within the Goan Hospitality Sector, a key factor for achieving excellence in this rapidly evolving industry. The connection between these elements is not only evident but also critically important. An in-depth analysis of both literature and empirical findings demonstrates that job satisfaction serves as a catalyst for positive outcomes at both the employee and customer levels.

It's recognized that satisfied employees are more likely to be motivated, engaged, and committed to their roles, leading to improved performance. In the unique context of Goa's hospitality industry, characterized by its seasonal nature and cultural diversity, the impact of these findings is significant. They suggest the need for a stable work environment that promotes inclusivity and addresses the challenges of this dynamic sector. Moreover, the positive impact of employee satisfaction on customer experience is undeniable, with contented employees often providing exceptional service and creating memorable customer interactions.

Therefore, for advancing the Goan hospitality industry towards higher success, this study's recommendations encompass various management aspects, including training, recognition, work-life balance, and communication strategies. In a competitive market where exceptional customer experiences are crucial, this research highlights the need for strategic initiatives focusing on employee well-being, embracing inclusive practices, and adapting to the industry's seasonality. By doing so, the Goan hospitality sector can continue to thrive and solidify its reputation for delivering outstanding customer experiences.

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