How to Motivate Employees to Perform Better? The Impact of Social Support on Employees' Performance in the Hotel Industry

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Abstract. Workplace attitude and behaviour are two major challenges encountered by various enterprises in improving employee performance. The ability to control personal emotions and the support received by employees at the workplace are essential for employee performance improvement. This study aims to determine whether social support significantly impacts employee performance via job satisfaction in the Jordanian hotel industry. The study sample consisted of 195 employees, with the collected data being analysed via the PLS 3.0 software. Resultantly, social support significantly and positively influenced employee performance and job satisfaction. Employee performance was also significantly influenced by personal job satisfaction levels. Therefore, support from co-workers, supervisors, and families are important social support aspects, with which organisations are advocated to encourage the support factors in increasing employee motivation.

Keywords: social support, co-worker support, supervisor support, family support, employee performance, job satisfaction, hotel industry

1. Introduction

The tourism industry is observed in numerous developing countries as a vibrant and influential element to promote economic growth (Aniah Eugene et al., 2009, Alzboun, et al. 2016). Accordingly, industry growth is significantly affected by guest satisfaction, which is highly contingent on qualified and attentive hotel employees' service quality (Nain, 2018; Castro-Casal et al., 2019). Nonetheless, the job characteristics are highly stressful due to prolonged working hours, lack of social interactions, unpredictable shifts, minimal relaxation time, and excessive workload (Chan et al., 2016; Haldorai et al., 2019). Furthermore, the hotel industry is particularly vulnerable to work tension due to high interaction degrees with customers (Das et al., 2017). Despite being a highly stressful industry, hospitality offers a wide variety of opportunities and rewards (O'Neill & Xiao, 2010; Kim et al., 2017). Contemporarily, only limited studies had been conducted to investigate the relevant topics in the hotel industry (Şahin Perçin & Çetin,2021), as merely several studies examined the connection between social support and employee performance in the hospitality industry.

Hoteliers should focus on enhancing employee satisfaction for a competitive edge (Jung & Yoon, 2015; Yang, 2010) as long-term employees would be more cost-efficient compared to constantly recruiting different employees, placing job advertisements, and educating employees who are unfamiliar with the industry. As such, different hoteliers could emphasise employee retention by elevating employee satisfaction to reduce recruitment expenditures (van Scotter et al ., 2000), which would result in high job performance when employees are highly satisfied with their current employers through high work passion and job commitment (Back et al., 2011; Zopiatis et al., 2014; Han & Yoon, 2015; Zhao et al., 2016; Suttikun et al., 2018). Moreover, interactions between employees and customers are essential to delivering quality services and ensuring well-established customer relationships. Accordingly, retaining motivated, satisfied, and committed employees would ensure effective customer service and customer complaint resolutions (Bowen & Ford, 2004; Karatepe et al., 2009). Therefore, hospitality employees should be provided with adequate support to relieve their stress by reducing the negative impacts of various job stressors in delivering satisfactory customer service.

Social support has recently received considerable research attention due to the importance of fulfilling an individual's physical, psychological, and cognitive needs (Chang et al., 2021). The contemporary hospitality industry encounters high competition levels, wherein human capital is pivotal to business survival (Yilmazer et al., 2020; Onat et al., 2021). Hence, the present study aimed to investigate the impact of social support in three dimensions (co-worker support, supervisor support, and family support) on hotel industry employee performance. The current study also examined job satisfaction as a mediator in the relationship between social support in each dimension and employee performance in the Jordanian hotel industry.

2. Literature Review and Hypothesis Development

2.1. The Influence of Social Support on Employee Performance

The study on the relationship between social support and employee performance remains under research development (Gachter et al., 2011; Kossek et al., 2011; Foy et al., 2019). Given the importance of relationships between co-workers and between co-workers and leadership, social support is a crucial factor in the workplace (Chandra, 2012). Specifically, employees who perceive themselves as being respected, informed, communicated with, emotionally cared for, and belonging to a relational group or network would consider receiving sufficient social support (Fernandes &cx Tewari, 2012). In most organisational life circumstances, social support, especially from management and co-workers, is essential for employees to experience less job stress while perceiving that personal efforts are adequately appreciated (Thi Giang et al., 2013; Demerouti et al., 2014).
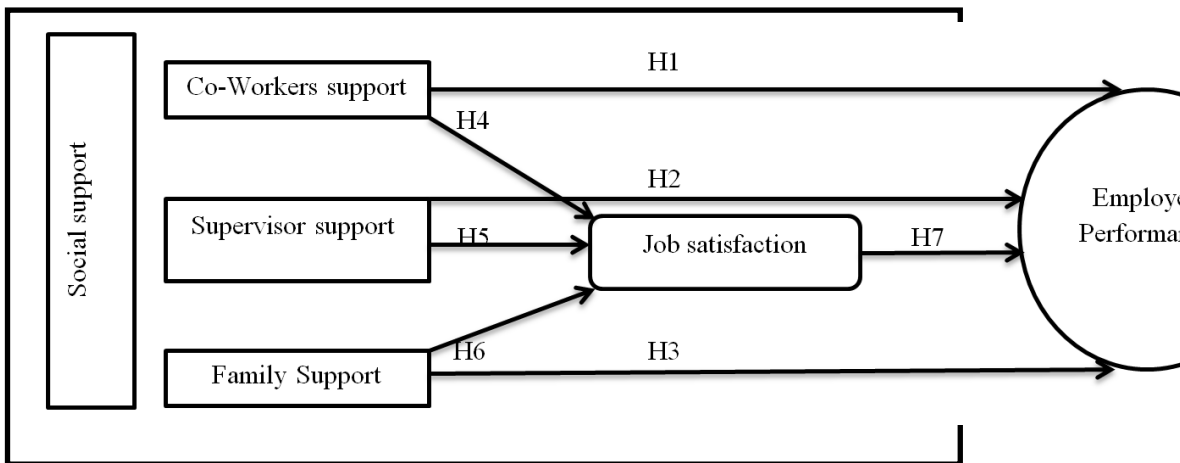

Fig. 1: The research framework

The connection between social support and employee performance has been the subject matter of numerous studies (Amarneh et al., 2010; Lee et al., 2017; Idowu & Ndidiamaka, 2018; Indriyani et al., 2020; Sembiring et al., 2021). Social support is the association with family members, co-workers, collaborators, and managers who provide consistent reassurance, emotional support, and practical guidance (Berkman et al.1992). Putra et al. (2021) defined social support as assisting others with harmonious interactions, which includes affection, respecting different perspectives, self-esteem preservation, knowledge assistance, practical problem-solving advice, and encouragement in the form of evaluation or feedback (Putra et al., 2021). Previous research demonstrated that social support was an effective therapy for improving psychological and physical health (Cohen & Wills, 1985). Following the

significant positive impact on both physical and psychological health, social support could be regarded as a performance predictor.

The research model suggested that social support received from superiors, co-workers, and family is advantageous to employee performance (Armstrong et al., 2015). Social support is operationalised by evaluating the respective dimensions, the discrepancy between perceived support and actual support received, and different interpersonal relationships in offering support. For instance, the presence of attachment figures in an individual's life could assist in overcoming frustrations and challenges efficiently (Spielberger et al., 2013), which reduces additional time and effort in managing hurdles while improving employee performance. Through co-workers, supervisors, family members, and employee assistance programmes, social support could also assist employees in coping with professional stresses, managing workplace stressful situations more efficiently, and achieving a stress-relieving buffer (Ladegård, 2011; Lopez, 2011; Smith et al., 2012; Foy et al., 2019). Furthermore, co-workers' social support could be employees' powerful defence mechanism to protect themselves from adverse impacts of work pressures (Schreurs et al., 2012) on motivation and job performance (Lazaroiu, 2015; Dewi et al., 2021; Forson et al., 2021; Adetola et al., 2022). Increasing job satisfaction would significantly elevate job performance and productivity while reducing workplace stress (Evers et al., 2014; Kobussen et al., 2014).

According to the work-family enrichment and spillover theories, family support is a more effective social support (Chang et al., 2012) as more family resources allow an individual to perceive fewer job worries. Particularly, contented family life would motivate an individual to perform more effectively at work, due to investment in the family to produce positive sentiments and attitudes (Carlson et al., 2006). Similarly, researchers and businesses should provide higher attention to the variables, including job satisfaction and employee performance, influencing expatriates' adjustment and overseas work effectiveness. Particularly, previous findings propounded that social, such as supervisor support, could enhance both employee adjustment and performance (Siu et al., 2013). As social support involves human interactions, which incorporate emotional needs, comforting resources, and knowledge or evaluation, supervisors' emotional and practical support would lessen the negative consequences on the company caused by employee stress (Lee et al., 2017). Summarily, social support from families, supervisors, and co-workers could lead to employees believing in personal skills and capabilities while devoting more time and effort to job duties, which resultantly improves employee performance. As such, this study proposed the following hypotheses:

H1: Co-worker support produces a positive effect on hotel employee performance.

H2: Supervisor support produces a positive influence on hotel employee performance.

H3: Family support produces a positive impact on hotel employee performance.

2.2. The Influence of Social Support on Job Satisfaction

Although social support is a key resource to predict job satisfaction, more research is required on the advantages of social support in the workplace (Zhang et al., 2015). Social support could be defined as "the sense of being valued, cared for, and a part of a social network that supports one another" (Wills, 1991). Social and community ties may provide support (Taylor, 2011) from superiors (Bruce & Blackburn, 1992; Vroom, 2008), peers (Chiaburu & Harrison, 2008), families, friends, and others (Sarason et al., 1990). Perceived social support and received social support are two research categories frequently employed to categorise social support (Barrera, 1986; Vangelisti, 2009). Meanwhile, support received from society or organisations could be differentiated in terms of quantity or quality provided to individuals. Subjective support refers to the perceived availability and appropriateness of social connections, such as receiving affection, respect, value, and aid from others. Contrastingly, objective support concentrates on the number of aids provided by society and organisations, such as monetary assistance and products (Eagle et al., 2019).

In the fields of organisational psychology and management, job satisfaction is a popular research topic (Yuh & Choi, 2017). Locke (1969) described job satisfaction as "the pleasurable emotional state arising from the assessment of one's job as accomplishing or assisting the attainment of one's job values". Spector (1997) delineated job satisfaction as the degree to which individuals are satisfied with both the overall work nature and various relevant facets. Workplace environment and individual expectations are both external and internal factors contributing to job satisfaction, which would subsequently affect employee workplace performance (Dugguh & Dennis, 2014). Correspondingly, Spector (1997) proposed that job satisfaction is a measure of individuals' both physical and mental enjoyment levels in personal occupations, while Kalleberg (1977) posited that job satisfaction is related to individuals' overall effective orientation toward personal jobs. As a unitary concept, job satisfaction is employed to generally portray individuals, including their perception of personal overall work circumstances.

Social support has been revealed to significantly influence job satisfaction (Bastian, 2022). Prior researchers demonstrated a beneficial relationship between general social support and job satisfaction in various workplaces (Brown et al., 2014; Mintz-Binder, 2014; Sultan & Rashid, 2015; Wu et al., 2020; Orgambídez et al., 2022). The relationship may vary depending on job features or specific aspects emphasised in a particular study. Employees who perceive more social support would be more likely to report higher job satisfaction as the received support would assist in predicting and facilitating employee satisfaction (Ferguson et al., 2012; Zhang et al., 2015). Employees tend to reciprocate by appreciating personal jobs while becoming more devoted to their enterprises when adequate support is

received from families, co-workers, and supervisors. Conversely, employees who perceive insufficient support would be less committed to and satisfied with job obligations (Lambert et al., 2016). Summarily, past empirical studies demonstrated that social support was positively correlated with job satisfaction (Wu et al., 2020).

Among several social support types, the supervisor support received by New Zealand police officers was a potent job satisfaction predictor and an indirect predictor of turnover rates (Brough & Frame, 2004). Brough and Frame (2004) also manifested a strong correlation between police officers' job satisfaction and supervisor and family support. Determining appropriate social support forms would be especially beneficial for employee well-being and performance when the hospitality industry is recognised to be stressful owing to long working hours, relatively low remuneration, and challenging customer interaction. When employees perceived themselves as receiving appropriate and sufficient social support, job satisfaction would be significantly increased, which increases their motivation to provide high-quality care and service (Yuh & Choi, 2017). Conversely, employees with lower organisational commitment would resign from personal jobs when job satisfaction is not fulfilled.

Numerous studies manifested a significant positive association between social support from co-workers, families, and supervisors and job satisfaction (Bataineh, 2009; Salami, 2010; Gutierrez, Candela et al., 2012; Pohl & Galleta, 2017; Bastian, 2022; Orgambídez-Ramos et al., 2022; Liang & Liou, 2022; Liu et al., 2022). The conservation of resources (COR) theory could be applied to explicate the aforementioned relationship (Hobfoll et al. 2018), wherein social support would be a vital work resource to handle different job demands more efficiently while minimising the negative impacts of work pressures. Resultantly, employees ably preserve personal resources, become more competent at work, and perform job responsibilities satisfactorily. Thus, three respective hypotheses were developed to determine the relationship between each social support dimension and job satisfaction:

H4: Co-worker support is positively correlated with job satisfaction in the hotel industry.

H5: Supervisor support is positively correlated with job satisfaction in the hotel industry.

H6: Family support is positively correlated with job satisfaction in the hotel industry.

2.3. The Influence of Job Satisfaction on Employee Performance

Numerous studies discovered a significant effect of job satisfaction on employees' workplace performance (Inuwa, 2016; Alsakarneh et al., 2019; Eneizan et al., 2021; Riyanto et al., 2021; Jannah & Siswanto, 2022; Khamaidi et al., 2022; Tyofyan & Tjahjono, 2022) due to employee motivation being closely correlated with job

satisfaction in elevating job productivity and performance (Hajiali et al., 2022). Kappagoda (2012) asserted that task and conceptual performance was contributed by several factors, including job satisfaction, wherein highly satisfied employees would be energetic and enthusiastic in job responsibilities, as demonstrated in the improvement of overall work performance and effectiveness (Barus, 2022; Junaidi et al., 2022).

Job satisfaction is significantly and positively correlated with employee empowerment and the workplace environment. According to Awan and Asghar (2014), job satisfaction in terms of compensation, security, and the reward system possesses a positive linkage with employee performance, which would contribute to the overall corporate objectives and success compared to their unsatisfied counterparts (Bin & Shmailan, 2016; Widyaningsih& Sundari, 2022). Meanwhile, employee satisfaction is directly impacted by personal job performance. For example, Sonnentag et al. (2008) demonstrated that job performance was highly influenced by employees' self-efficacy in attaining feelings of mastery, efficacy, and satisfaction, while Platis et al. (2015) revealed that employee performance was significantly influenced by job satisfaction.

Job satisfaction is regarded as a significant aspect, which is extensively applied in industrial psychology and organisational behaviour research (Inuwa, 2016; Rachman, 2022) to ascertain the effect of job satisfaction on workforce productivity (Sousa-Poza & Sousa-Poza, 2000; Melinda et al., 2022). Human resources experts attempting to retain high performers experience an additional dilemma when more competitive packages are required from employers to reduce turnover rate, which might increase workforce expenditures (Raghuram & Wiesenfeld 2004). In addition, Rose, Kumar and Pak (2011) discovered that organisational learning was positively correlated with organisational commitment, job satisfaction, and workplace performance among Malaysian public service officers. Similarly, Raza et al. (2015) appraised the relationship between sales representative performance and job satisfaction regarding adaptive selling practices employed by various organisations. The study revealed a substantial correlation between sales representative performance and job satisfaction. As such, a relevant hypothesis was established:

H7: Job satisfaction produces a positive influence on hotel employee performance.

3. Methods

3.1. Sampling and Data Collection
Jordanian four or five-star hotel employees were recruited as the study respondents. According to the Jordanian Ministry of Tourism and Antiquities (MOTA), a total of 61 four or five-star hotel establishments are operating currently in Jordan. Considering the time and cost constraints of the research, sampling was employed instead of the entire population to collect data. Specifically, non-random sampling,

namely judgmental or purposeful sampling, was selected (Burns & Bush, 2014). This study developed a questionnaire to obtain responses from 195 hotel employees regarding perceived social support, employee performance, and job satisfaction.

3.2. Measures

The questionnaire set comprised three components, namely social support (12 items) with the respective dimensions (co-worker support and supervisor support, and family support), employee performance (four items), and job satisfaction (four items). The social support items were adapted and modified from Chen et al.'s (2010) study to gauge the social support effects on employee performance and job satisfaction. Meanwhile, employee performance was measured by adapting and modifying from the studies of Brayfield and Crockett (1955), Riyanto et a.l, (2021), and Chin-Wen et al. (2012). Job satisfaction items were adopted from the studies of Spector (1985) and Choo et al. (2009) to investigate the effects on employee performance.

4. Analyses and Results

Smart PLS 3.0 was employed to analyse the collected data. Particularly, the measurement model was assessed to test data reliability and validity. Hair et al. (2011) stated that the measurement model reliability and validity should be confirmed before appraising the structural model. Table 1 depicts the loading factors, which were higher than the threshold value of 0.07 (Hair et al., 2013). The average variance extracted (AVE) was examined, in which the AVE values should be above the threshold value of 0.5 to achieve satisfactory convergent validity, as suggested by Bagozzi and Yi (1988). The composite reliability (CR) was also examined. Hair et al. (2013) stated that the CR values should exceed 0.70.

Table 1: Construct measurement summary

| Variable	Item	Loading	Cronbach's Alpha (α)	CR	AVE
Employee Performance	EP1	0.880	0.874	0.913	0.725
	EP2	0.846			
	EP3	0.852			
	EP4	0.826			
Job Satisfaction	JS1	0.847	0.843	0.894	0.679
	JS2	0.803			
	JS3	0.858			
	JS4	0.785			
Co-worker Support	CO1	0.951	0.962	0.973	0.899
	CO2	0.949			
	CO3	0.941			
	CO4	0.951			
Supervisor Support	SS1	0.827	0.829	0.886	0.661
	SS2	0.775			
	SS3	0.790			
	SS4	0.857			
Family Support	FS1	0.894	0.926	0.948	0.820
	FS2	0.835			
	FS3	0.946			
	FS4	0.943			
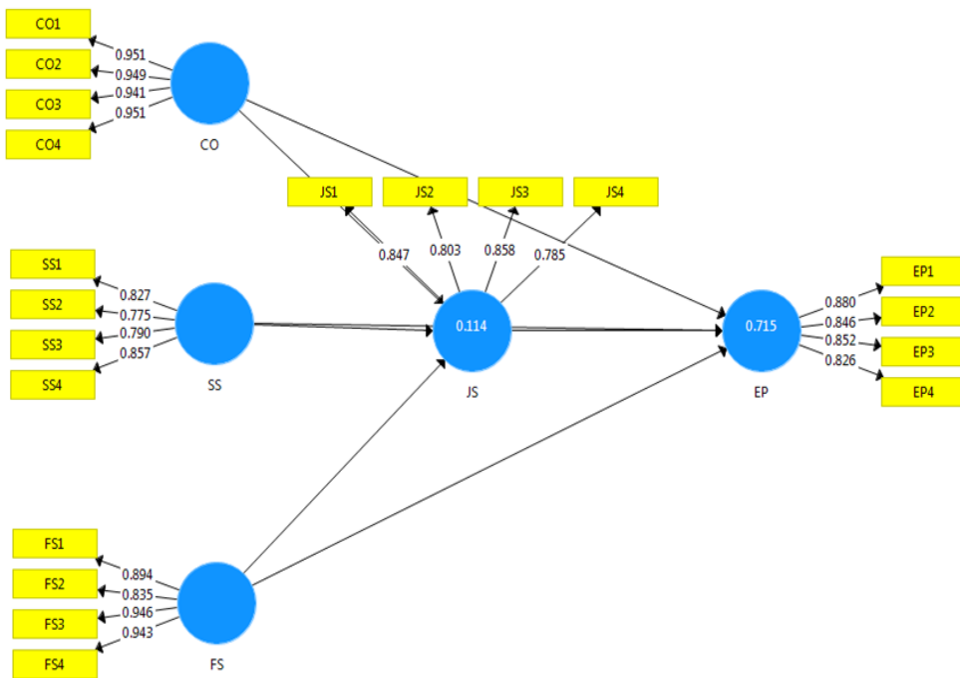
Fig. 2: The measurement model

4.1. Discriminant Validity

The heterotrait-monotrait (HTMT) ratio of correlations (Henseler et al., 2016) was employed to assess discriminant validity. Henseler et al. (2016) stated that the HTMT ratio was an alternative tool more accurate than the Fornell–Larcker criterion to examine discriminant validity. The HTMT values should not exceed 0.90 to achieve discriminant validity (see Table 2).

Table 2: Discriminant validity results

Variable	CO	SP	FS	JS	SS
CO					
EP	0.538				
FS	0.395	0.839			
JS	0.212	0.420	0.252		
SS	0.272	0.519	0.300	0.332	

4.2. Structural Model

Figure 3 illustrates the structural model, with bootstrapping being performed for hypothesis testing by discovering respective p-values and path coefficients (see Table 3). The findings revealed that co-worker support significantly and positively influenced employee performance although the effect was insignificant on job satisfaction. Meanwhile, both supervisor and family support significantly and positively influenced both job satisfaction and employee performance respectively. Moreover, the findings demonstrated that job satisfaction significantly and positively influenced employee performance.
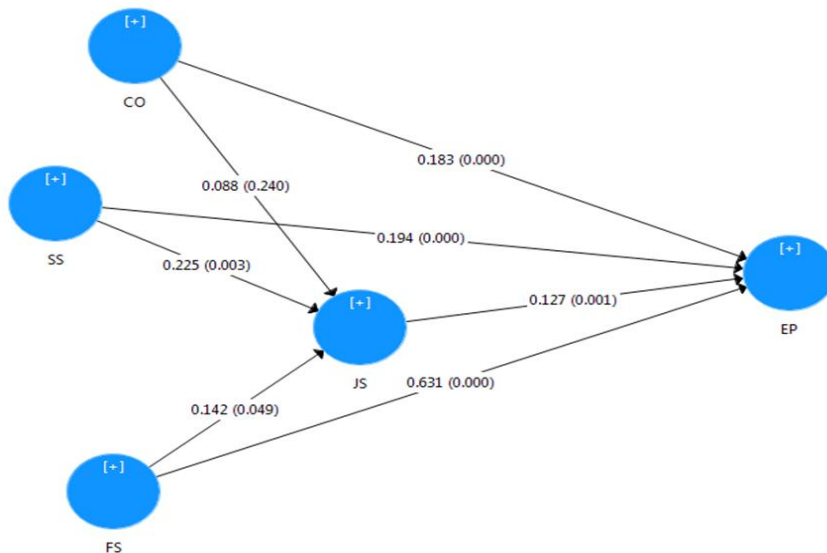

Fig. 3: The Structural model

Table 3: Direct hypothesis testing results

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	p-value
CO -> EP	0.194	0.194	0.045	4.296	0.000
CO -> JS	0.088	0.093	0.075	1.177	0.240
FS -> EP	0.649	0.647	0.039	16.703	0.000
FS -> JS	0.142	0.135	0.072	1.969	0.049
JS -> EP	0.127	0.127	0.039	3.243	0.001
SS -> EP	0.223	0.227	0.043	5.204	0.000
SS -> JS	0.225	0.233	0.075	3.024	0.003

5. Discussion

The study results demonstrated the relationship between social support and hotel employee performance. Specifically, the first, second, and third hypotheses were supported, as the three social support dimensions produced a significant positive effect on employee performance. The findings suggested that higher levels of social support obtained by the employee would increase their performance. The study results were in line with Sembiring et al.'s (2021) findings, which discovered that social support variables were significantly associated with employee performance at PT Bank. Ismail et al. (2013) also demonstrated that social support generated a significant impact on reducing employee conflict and work intrusion into personal lives. As a social tie function, social support encompasses emotional support, advice, counsel, information, assistance, and moral support. When social support is provided, employees would perceive sufficient organisational concerns and be recognised by colleagues and superiors.

Social support and employee performance were connected by job satisfaction in the present study, which allowed hotel employees to perform effectively in their respective jobs when the presence of personal families, colleagues, and supervisors was perceived. As humans are social creatures who constantly require the presence of other individuals, dependency relationships between individuals would fulfil physical and psychological needs. Whether an individual reacts positively or negatively to a specific environment would depend on received social support, which could be described as the associations between individuals in assisting each other with distinctive and unique meanings on the receiving individuals. In terms of depression, the presence of social support could alleviate melancholic sentiments while elevating the personal capacity to cope with work pressure. Social support could also affect the achievement of mental and psychological satisfaction.

Social support was manifested to significantly and positively impact job satisfaction, thus supporting the fourth, fifth, and sixth study hypotheses. Particularly, employees would be more satisfied with personal jobs when constant

social support is available at the workplace. Employees who hope to receive attention for their problems could be observed from the family dimension of social support, wherein the family provides the employees with a sense of purpose when listening to work complaints. As the workload could be occasionally burdensome without peers' assistance or when a significant challenge emerges, the family could provide pertinent solutions and direct assistance physically and financially. The employees would be subsequently motivated to be more productive when their morale is increased by family support. Correspondingly, employees could effectively and efficiently develop skills, realise personal potential, and acquire knowledge in resolving challenges with family support to fulfil personal biological, psychological, and social needs.

An employee requires effective interactions with co-workers, in which a family-like atmosphere in the workplace with caring associates is important to support job performance and achieve high satisfaction. High job satisfaction levels could only be accomplished when a strong social support system exists, with each employee supporting one another and sharing work information. Additionally, the intertwining of communication and cooperation would significantly increase work efficiency, which encourages employees to achieve optimal collaboration. Concurrently, employers should implement a fair and transparent evaluation system of employee performance while constantly interacting with subordinates and providing solutions to problems. When the supervisor monitors the work and provides appropriate support, perceived work tension would be shifted to feelings of high spirit and enjoyment. Thus, co-worker and supervisor support is also essential to higher job satisfaction apart from obtaining family support.

The overall study results were similar to Wu et al.'s (2020) findings where social support was vital to employee job satisfaction. Other studies (Zhang et al., 2015; Khatatbeh et al., 2021; Bastian, 2022; Liang & Liou, 2022; Orgambídez et al., 2022; Seriwatana, 2022) also discovered that employees, including nurses, would be more satisfied with their current jobs upon receiving adequate social support. Meanwhile, the study result accepted the seventh study hypothesis when employee performance was revealed to be significantly and positively influenced by job satisfaction. The finding postulated that the more satisfied the employees were with their current work, the greater their job performance would be. As such, personal feelings and attitudes toward personal employment would create a significant and positive or negative impact on personal psychology and work-related matters. When an individual is satisfied with the present job, work performance would be significantly enhanced in terms of assigned duties and obligations. Contrarily, low job satisfaction would engender low work motivation, subsequently impacting job performance negatively.

Individual employee behaviour could vary depending on personal job satisfaction degrees. Specifically, employees could express personal job

dissatisfaction by resigning from the current company, transferring to different work groups, and attempting every means to escape unpleasant circumstances. Work exit generally follows unexpected occurrences, including receiving unpleasant and inequitable treatment, which might render employees to explore alternative employment opportunities or request a transfer to another department within the same company. When employees are dissatisfied with their current work, loyalty remains the rationale of overcoming the hurdles personally or waiting patiently for co-workers to resolve encountered challenges, while continuously enduring dissatisfaction in silence. The employees might continue working for the same company when alternative employment opportunities are limited, which might result in physical and psychological suffering. Job dissatisfaction would also engender negative impacts on the company in the form of passive responses. Resultantly, confrontation levels might elevate when demonstrations, strikes, and sabotages occur owing to low remuneration, substandard working conditions, ineffective company policies, poor management, human rights violations, and request denials.

Job promotion opportunities, co-worker support, sufficient salary, satisfactory working conditions, and effective supervision are all integral factors of job satisfaction (Alromaihi et al., 2017). The current data analysis statistically demonstrated that job satisfaction favourably impacted employee performance. Generally, job satisfaction is a subjective perception depending on the dominant value system in terms of the alignment degree between an activity and a personal preference. Specifically, satisfaction is an assessment of personal feelings, such as happiness or displeasure and contentment or dissatisfaction with personal jobs (Jannah & Siswanto, 2022). When employees are more satisfied with their jobs, job performance would reach the highest level. To ensure hotel employees feel safe and at ease at the workplace, the organisation must maintain an effective system of career advancement and compensation which could foster positive relationships among co-workers, with constant superiors' encouragement and a conducive work atmosphere. Resultantly, hotel employees would perform optimally by providing consumers with the highest service level when job satisfaction is achieved and sustained (Indrawati, 2013; Alfarizi et al., 2022).

6. Conclusion, Limitations and Recommendations

Based on the current findings with relevant discussion, social support produced a significant positive influence on Jordanian hotel employee performance. Particularly, high social support levels would improve employee performance significantly. Furthermore, social support significantly and positively impacts job satisfaction in the hotel industry. Relevant knowledge corpora regarding organisational behaviour and human resource management were enriched by this study results.

The present study focused on examining the relevant impact on employee performance with social support as a performance predictor. Meanwhile, other interpersonal relationship predictors could be applied to gauge the effects on job performance and satisfaction among hotel personnel, or the current variables could be investigated in different industries to obtain potentially different results. This study also explicated the link between social support and employee performance while discussing potential confounding factors, such as training programmes and amicable workplace culture discovered in this study concerning interpersonal relationships. The variables might be mediated by current variables in the future with different outcomes.

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