



Impact of Job Satisfaction and Job Stress on Job Performance of the Non-Executive Employees in Classified Hotels: With Reference to Kandy Area in Sri Lanka

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Article Information

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To Cite This Article:

Ranatunga R.A.D.D.N, Dahanayake S.N.S., (2020) Impact of Job Satisfaction and Job Stress on Job Performance of the Non-Executive Employees in Classified Hotels: With Reference to Kandy Area in Sri Lanka, *Journal of Management and Tourism Research*, Vol III Issue II, pp.9-25, http://www.uwu.ac.lk/wp-content/uploads/2020/JMTR_V3I2_cH2.PDF

Keywords:

Job Stress
Job satisfaction
Job Performance
Non-executive employees
Kandy area
Star Hotels

Printed: ISSN 2630-788X

Online : ISSN 2714-1691

Abstract

As the hospitality industry has become turbulent and dynamic, considering about human resources emerged as a significant area to achieve one's goals and objectives of the hospitality organizations. Hospitality industry is a highly labour intensive industry and retaining the non-executive employees is vital as they contribute the highest productivity in this sector by directly engaging with guests. Though the available literature does not provide adequate empirical evidence with respect to the impact of job satisfaction and job stress on job performance of non-executive employees in classified hotels in Kandy area. Hence, the objective of this study was to find out the impact of job satisfaction and job stress on job performance of the non-executive employees in classified hotels in Kandy area. This study was selected 150 non-executive employees as the sample and used convenience-sampling method. Furthermore, the data were collected using a structured questionnaire. The reliability static Cronbach's alpha was used to measure the internal consistencies of the questionnaire. Analyse were done using frequencies, mean, standard deviations as univariate analysis, Pearson's correlation and multiple regression analysis as multivariate analysis. The results of multiple regression analysis were shown that both job satisfaction and job stress had a significant positive impact on job performance and it emphasized that job stress highly impact on job performance than job satisfaction. According to the multiple regression analysis, the model was strongly fitted to the data and 22.5% variance of job performance was explained by job stress and job satisfaction. Therefore, it can be suggested that future researchers should consider about the other factors, which may also impact on job performance. Finally, it can be concluded that there is a significant positive impact of job stress and job satisfaction on job performance of nonexecutive employees in Classified Hotels in Kandy area. Based on the findings of the study, it is recommended for management to improve and maintain job satisfaction and job stress in the hotel industry to enrich the job performance of employees.

Introduction

Every single organization is established with the intention of fulfilling the needs and wants of the human beings while achieving one's own goals.

As a service-oriented industry, the hospitality industry encompasses the largest segment of the tourism industry and it can be identified as the heart of the industry (Rogerson & Kotze, 2011). More and more jobs are created by the industry through the stimulation of overall economy of regions and countries (Naidoo, et al., 2006). When considering about Sri Lanka the tourism industry was boomed after ceasing the war. In 2019, the tourism sector continued to perform well and was able to retain its rank in the third level as one of the main sources of foreign exchange earners of the national economy (Annual Statistical Report, 2019). Worldwide tourism industry is bouncing back intensely with the growth of international tourist arrivals by 4% percent in 2019 to a total of 1.5 billion, from 1.4 billion in 2018. Tourism in Sri Lanka has flowed to a boundary of near 2 million (1,913,702) arrivals in 2019.

In 2019, the tourism sector continued to perform well and was able to retain its rank in the third level as one of the main sources of foreign exchange earners of the national economy. The average duration of stay was 10.4 nights and the room occupancy rate of graded accommodation was 57.09% in the year 2019. Employment generated in the tourism sector in both direct and indirect was reported as 388,487 in 2018 and 402,607 in 2019 where it can be seen a considerable growth (Annual Statistical Report, 2019).

Hence a substantial amount of attention of researchers has been paid to this hospitality industry (Edwin & Sheryl, 2013). The hospitality industry is confronted by huge competitors and a dynamic environment (Murasiranwa, Nield, & Ball, 2010).When emphasizing about the incessant deliberations on challenges met by the hotel industry in Sri Lanka, human involvement is played a significant role as an important organizational element (Weerakkody & Perera, 2016). Moving abroad for high salaries, deficiency of skillful employees, etc., are some human resources problems in the industry which have made a massive barrier to diminish the effort of the attaining organizational objectives.

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Submitted: June 06, 2020; Revised: Nov 27, 2020; Accepted: Dec 04, 2020

As human resource has obtained special characteristics when compared with other resources, it is considered as the most important asset in any organization (Griffin & Moorhead, 2010). Hence they act the most crucial role that supports in achieving competitive advantage which affects organizational performance (Lankeshwara, 2016). According to Opatha (2012), human resource management can be defined as an effective and efficient consumption of human resource to achieve organizational goals and objectives. When it consider about the people they are vital, unique, changing, valuable and unpredictable portion in the organizational setting in comparison with technology, capital, and material. Because they may be the same for different organizations but people who represent two organizations are not the same, and it is reasoned to act towards achieving competitive advantage (Jayarathna, 2014).

As the productivity has become a dominant issue in current hospitality industry, all the positions in non-executive employee category of human resources have a momentous role to perform in sustaining the highest labour productivity in this sector (Weerakkody & Perera, 2016). Gaining productivity with the help of job performance positions have researched broadly domain in literature of organizational behaviour (Robbins & Judge, 2013) and human resource (Beehr & Newman, 1978) development (Bommer, et al., 1995). According to the quantity and quality anticipated from each employee, job performance can be defined (Khan, Khan, & Khan, 2011). Most of the organizations perform well with the assistance of efficient employees. Earlier work conducted by some researchers suggested that spending profitable incentive schemes for stimulating the employees in the direction of meaningful job performance (Roth, 1995).

As hotels are operating their work during seven days a week in every 24 hours, there can be seen some job features like irregular working hours and shift work. Moreover, as the employees are the most valuable resource in the industry, it is necessary to understand the nature of job stress to avoid the potential negative results and to cope them in an appropriate manner (Gharib, Jamil, Ahamed, & Ghouse, 2016). Job stress can be identified as the supposed difference between professional demands and an employee's capability to admit and keep up those demands (Carr, Kelly, Keaton, & Albrecht, 2011). Consequently, stress is to be expected in certain circumstances than others and in some persons than others (Michie, 2002). Eustress which means positive or healing stress and distress or negative stress are one of the classification of stress (Luthans, 2011). Low productivity, increased absenteeism, alcoholism, drug abuse, hypertension and host of cardio are some of the challenging issues which may face by the employers as consequence of job stress (Meneze, 2005). As job stress is a substantial and costly issue, organizations must manage job stress for the purpose of diminish health-care costs and improve productivity (Murphy, 1995). Employee job performance assists the organization to compete in the global dynamic market and it is directly increase the organizational performance as well as increase the profitability ultimately (Weerakkody & Perera, 2016). Stress may be the fundamental aspect of the job and it affects directly/indirectly on job performance as a consequence of a considerable amount of time of his/her life time on the job (Ranathunga, 2014).

According to Locke (1976) job satisfaction is a satisfying or positive emotional condition causing from the assessment of one's job and job experiences. If an organization is expected to accomplish success and to gain maximum involvement, employee satisfaction is very important (Ranathunga, 2014). Job satisfaction is one of the major concepts as well as one of the objectives that has to be accomplished in order to achieve strategic goals of HRM (Opatha, 2012). Organizations are challenged, as they have to make employees' satisfied in their job and therefore organization will perform better and consequently will achieve their competitive edge (Jayarathna, 2014). Among those, the job satisfaction may be a major root to determine the degree of non-executive employees' effort in an organization (Locke, 1976). As an example a satisfied employee is performing more than the dissatisfied employee. When an employee performing well it is a competitive advantage for an organization and it is reasoned to survive in the competitive market (Munisamy, 2013). Generally, it can be seen a considerable growing body of relationship between employee satisfaction and customer satisfaction and ultimately with organizational performance, in service organizations (Hallowell, Schlesinger, & Zornitsky, 1996). When considering Sri Lanka, Kandy area is a one of the Touristic hub with high tourist arrivals. Kandy is located at the centre of Sri Lanka and is generally recognized as the island nation's cultural capital. It is also on the UNESCO World Heritage List. It is under the region of "Ancient Cities" under the classification of tourist regions. Under the ancient cities there are 04 areas. They are Kandy area, Anuradhapura area, Pollonnaruwa area, Habarana/ Sigiriya area. When considering the Kandy area, there had around

3,990 rooms. Out of the 07 resort regions Kandy recorded the highest occupancy rate as 84.67% after Colombo in 2016. Also it recorded a highest number of foreign guest nights (756,587) and also the highest number of local guest nights (109,398) in 2019. The highest annual occupancy rate in 2019 in ancient region had recorded by the Kandy area which was 60.39% (Annual Statistical Report, 2019).

As the other organizations, Hotels also function on a purpose. They need to utilize their limited resources in an efficient and effective manner to achieve their goals and objectives. To gain a competitive advantage hotels, need the requirement of human resources with well job performance as it is a unique resource with special characteristics. When consider about the challenges faced by Hotels in Sri Lankan scenario, human resource issues become a major problem. Brain drain, unnecessary stress, low productivity, moving to another industry, and low satisfaction in the hotel industry etc. which is a hindrance in achieving goals and objectives of the organization. In contemporary stormy and promptly fluctuating market environment, there is a dominant importance to obtain and hold a pool of employees in frontline service jobs who have the personality qualities needed to carry out of work effectively in the work setting (Karatepe, Keshavarz, & Nejati, 2010). The employees in non-executive category have a high influence in impacting the high productivity because they are the ones who directly engage with the guest. Studying about their satisfaction and the stress can be considered as very important as they are affected the job performance of employees. Further the existing literature does not provide enough evidence with regard to the impact of job satisfaction and job stress on job performance of non-executive employees in classified hotels in Sri Lankan context and Kandy area.

Specifically, this study has two objectives: (1) To find out the impact of job stress on job performance of non-executive employees in classified hotels in Kandy area, Sri Lanka. (2) To find out the impact of job satisfaction on job performance of non-executive employees in classified hotels in Kandy area, Sri Lanka.

Literature Review

Job Performance

By the term of "Job Performance" denotes the accomplishment of person's work once applying required necessary strength on the work that is involved outline, gained over attainment of expressive work, and empathetic co-workers/employers all over the place (Karakas, 2010). Job performance comprises a quality and quantity of consequences motivated from individual or group struggle accomplishment (Shockley-Zalabak, Ellis, & Winogard, 2000). Employee job performance can be defined as behaviours that are related to organizational goals and that are under the resist of individual workers (Sony & Mekoth, 2016). Motowidlo and Van Scotter (1994) indicated that performance is created on behaviours or actions that are allied with the goals of an organization. Furthermore, job performance is the action or behaviour itself and not the result of activities or a result. Each and every employee occupied within an organization is expected to perform his/her tasks and duties successfully in a responsible manner in accordance with the employment contract. Ultimately the employees do their job dependably and experience a feeling of responsibility performing well (Opatha, 2012). Through the inclination and directness employees can increase their productivity which ultimately lead for the performance of the employees (Sinha, 2001). Pearce (1992) elaborated that job performance is one of the significant symbols in measuring organizational performance. Luthans (2011) indicated that the job performance can be measured by using two dimensions as task performance and contextual performance. Job performance is derived as results of two aspects (Salanova & Kirmanen, 2008; Sarmiento & Beale, 2007; Wall et al., 2004). It involves the natural or acquired abilities and skills which can be used to carry out a better job. Theoretically grouped into two separate extents. They are task performance and contextual performance. As example for task performance: consumption of continuous great standard of work, and for contextual performance: directing novel colleagues further than job purview (Pradhan & Jena, 2016). Researcher used task performance and contextual performance as the measurements to measure the task performance.

Job Stress

Job stress has become a vital circumstance in an organization. Stress has transformed into a severe threat to the both individual employees and organization and it is also a rising concern in an organization (Jalagat, 2017). A changing circumstance which an employee face with an opportunity, demand or resource that is connected to what the employees prefer and which

the consequence is supposed to be inexact and vital can be defined as the job stress (Robbins & Judge, 2013). Stress is a position which occurs once individuals identify that the circumstances or strains fronting them may be more than their endurance (Gharib, Jamil, Ahamed, & Ghouse, 2016). Job stress is mostly a reaction of human being, and varies from general stress as it is similarly organization, and job related (J. Chen & Silverthorne, 2008). Stress is unquestionably deliberated as the most general problem prevailing in organization but it is similarly a big feature for low quality employee performance and less productivity. Stress free environment leads to a successful Company and to overcome this obstacle (Jalagat, 2017). Due to the rapid increase of the competition, industrial people are introducing various strategies like downsizing, introducing novel technology, target orientation, making more pressure for assigned works etc. to survive in their market position and compete with their competitors. Generally employees who are working in restaurant and hotel industry are facing high level of stress because of these changes (Anbazhaga, Soundar Rajan, & Ravichandran, 2013). Psychological and physical situation which consequences once the resources of the individual are not sufficient to manage by the demands and pressures of the conditions. The Oxford Dictionary states that stress is a condition of affairs relating demand on physical or mental vitality. Extreme stress conditions are detrimental to human health. Stress is the overall term applied to the pressures individuals feel in life. When pressure begins to build up, it can reason adverse tensions on ones feelings, thought procedure and physical circumstance. Once stress develops to extreme, employees improve numerous symptoms of stress that can harm their performance and even threaten their capability to cope up with the environment (Mathur et al., 2007). Job stress is explained as the perceived variance between expert demands and an individual's capability to carry out those demands (Carr, Kelly, Keaton, & Albrecht, 2011). Motowidlo, Packard, and Manning (1986) recommences that stress creates anxiety, hostility, and depression that, in turn, affect constituents of job performance such as tolerance for frustration, clerical accuracy, interpersonal sensitivity, and altruism. Job stress is any force that pushes a psychological or physical factor behind its range of constancy, forming a strain within the individuals. Stress is possible to happen constitute a hazard to the individual. As job stress initiates to take toll on the body and thoughts, a variety of symptoms can consequence (Jeyaraj, 2013). Job stress will occurred, once the disparity between demands of work setting and the persons' skills increases, therefore at work, stress may be an awareness specified by ambiguity, conflict and overload arising from the work setting and the features of the individual. The results acquired from the data exposed that workload, role conflict, and inadequate monetary rewards are the key reasons of producing stress in employees, and this stress diminishes their efficiency (Nawaz, Raheem, & Imamuddin, 2014). A study conducted by (Gharib, Jamil, Ahamed, & Ghouse, 2016) to find out the impact of job stress on job performance of academic staff at Dhofar University found that role conflict, role ambiguity, workload as job stressors. Stress and performance have a positive relationship. At low levels of stress, individuals do not face any challenge and therefore are improbable to increase performance. At moderate levels of stress, individuals practice some amount of challenge and average performance is likely to arise. In contrast, high level of stress result in both optimal challenge and performance (Sullivan & Bhagat, 1992). Westman and Eden (1996) explained that individuals are not energetic enough for high performance at a low level stress. Similarly, when it have a high stress level employees are trying to cope with their stress instead performing well. Thus, according to the researcher under the moderate level of stress, individuals are performing actively. The study carried by Gharib et al. (2016) aimed to examine the impact of job stress on job performance on academic staff at Dhofar University. They have used 102 participants as sample from a population of 221. They found that workload, role conflict and role ambiguity caused job stress. As average workload's level by academic staff affects positively on job performance, job stress is not bad at all times. Furthermore, they emphasized that the level of role conflict and role ambiguity at Dhofar University is low and at the same time role conflict has a significant impact on job performance. Moreover they have concluded that academic staff's job performance level at university is somewhat high. Mathur et al. (2007) examined the stress as a correlate of job performance of 110 higher and middle level employees of four manufacturing organizations in Gwalior region. They have revealed that there is a positive significant impact of job stress on job performance which increases with the increase in stress. He concluded that employees also hope stress up to certain level so as to upsurge their performance.

Researcher has used Role conflict, Role ambiguity and Workload to measure the Job Stress.

Job Satisfaction

Profitability is the main goal of hotels as same as in every organization. Though, a goal set as generally and ideally as that, denotes only a generalization of other significant organizational aspects, which reason the realization of that goal. One of those important influencing aspect is job satisfaction of employees (Azic, 2017). Job satisfaction is elucidated as a role of job features, further individuals and individual natures and commonly the correlation between job satisfaction and job performance has spread between modest to weak. Also the fundamental path is indecisive (Berghe, 2011). Cummings & Worley (2014) stated that job satisfaction is the most general aspect in human resource development practice which directing to better organizational performance.

Locke (1976) proposed a job satisfaction formula. According to (Yee, Yeung, & Cheng, 2010) superiors, promotion, working conditions, training, security, job content, success, assistant, status, responsibilities, security and possibility of development are the factors which determines the job satisfaction.

Every contemporary hotel setting survives on its intangible assets which can be viewed as employees' know-how and abilities. The hospitality industry is described by the complication of handling guest experiences, which forces human resources managers to discover novel methods of handling relationships with employees and guests. Worthy relations in an organization are the key motivations for stimulating satisfaction among employees. Away from other studies of customer satisfaction, employee job satisfaction has been thoroughly studied by experienced researchers (Azic, 2017). Judge et al. (2001) stated that attitudes towards the job should be correlated to behaviours on the job, the most dominant of which is performance on the job. Job satisfaction acts a critical role when nourishing the performance of service employees in the organizations (Lee, Nam, Park, & Lee, 2006). Yee et al. (2010) found that satisfied employees were more likely to stay with the organization and contribute the organization's bottom line. Most of the time employee satisfaction depicts in their behaviours like absenteeism, performance and productivity (Yee et al., 2010). There may be a possibility of providing low quality service by dissatisfied employees (Bitner, Booms, & Tetreault, 1990) causing in customer dissatisfaction and finally loss of profit and growth (Heskett, Jones, Loveman, Sasser, & Schlesinger, 1994). According to the studies which were done in the world emphasized that 45% workers across America were either satisfied or extremely satisfied with their job, 33% had a view that they have reached a dead end in their work, and the important thing is 21% interested to change their job (L. H. Chen, 2008).

As of the positive impact on employee satisfaction and job performance recognizing the dynamics that increase employees' job satisfaction in hospitality industry is important for competitiveness (Hallowell, Schlesinger, & Zornitsky, 1996). Shaikh, Bhutto, and Maitlo (2012) conducted a study among bank employees in Pakistan and they have pointed out that work, co-workers, supervision, pay and promotion as measures of job satisfaction and there has significant and strong impact on overall job satisfaction level. Five job dimensions have been recognized in later years to denote the most significant characteristics of a job about which employees have satisfaction responses and it is commonly used to measure job satisfaction over the years. Moreover a meta-analysis confirmed their construct validity (Luthans, 2011). Weerakkody and Perera (2016) conducted a study to find the impact of job satisfaction on job performance of non-executive employees of Kalutara district hotels by using 250 employees in star class hotels. They have found that there is a significant positive impact of job satisfaction on job performance of hotel employees in Kalutara star class hotels. Furthermore, they have indicated that 36.5% of the variation in job performance of non-executive employees in Star hotels in Kalutara district Sri Lanka could be explained by the job satisfaction.

Therefore the researcher used pay, promotion, supervision, co-workers and work itself as job satisfaction dimensions.

Kandy

Kandy area is a one of the Touristic hub with high tourist arrivals. It is a major city in Sri Lanka located in the central province. Kandy was the last capital of the ancient king's era of Sri Lanka and is generally recognized as the island nation's cultural capital. Kandy is both an administrative and religious city. It was declared a world heritage site by UNESCO in 1988 (<https://wikitravel.org/en/Kandy>). It is included in the region of "Ancient Cities" under the classification of tourist regions in Sri Lanka (Annual Statistical Report- SLTDA, 2019). There is only 17.97% accommodation

capacity in ancient region but in 2019 it recorded a high occupancy rate (56.96%) compared to the other regions. Out of the total occupancy rate Kandy district has recorded the highest annual occupancy rate (60.39%) in 2019. From the total occupancy, 1,802,865 foreign guest nights were recorded in the ancient region and the highest foreign guest nights were from Kandy (756,587). Moreover, out of the total 267,887 local guest nights, 109,398 were from the Kandy graded accommodation. Generally, guests used to spend more nights in south coast greater than Kandy but the performance of employees of graded accommodation have made a trend in increasing the local and foreign guest nights in Kandy (Annual Statistical Report, 2019). Kandy has been considered one of the fastest growing district other than Colombo. By this time Kandy has established its brand name and unique culture with more tourist attractions like Temple of Tooth Relic, Peradeniya botanical gardens, kandyan dances, Esala Perahera, handicrafts, Lankathilaka and Gadaladeniya Temples, Udawatta Kele forest and Kandy museum etc. (Welagedara, 2016).

Considering relationship between research variables in accordance with the empirical evidence, the following conceptual framework is proposed for the study by the researcher.

According to the literature, the following hypotheses could be drawn:

H1: There is a significant impact of job stress on job performance of non-executive employees in classified hotels in Kandy area

H2: There is a significant impact of job satisfaction on job performance of non-executive employees in classified hotels in Kandy area

Conceptual Framework

Based on the hypothesis non-executive employees' job performance depends on two factors as job satisfaction and job stress. Job performance of non-executive employees' is labelled as the dependent variable. Therefore job satisfaction, and job stress of non-executive employees' are labelled as independent variables.

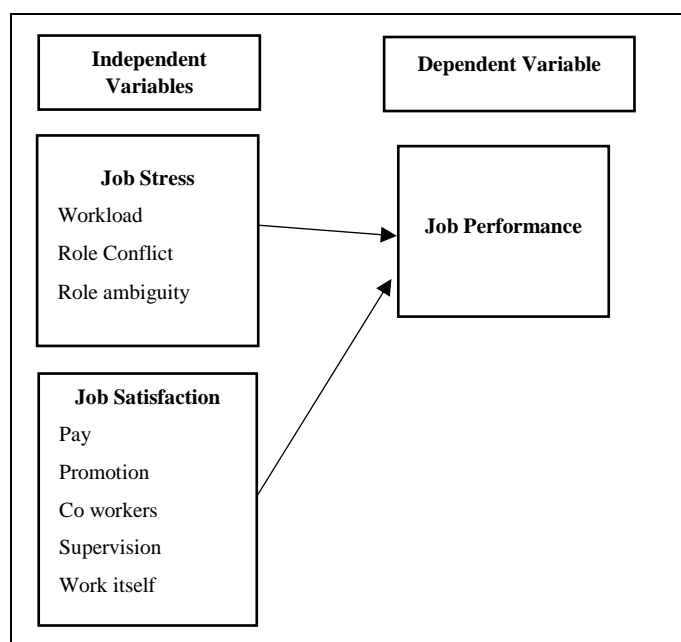


Figure 1. Conceptual Framework

Source: Developed by the Author, 2019

Research Methodology

This study efforts to find the impact of job satisfaction and job stress on job performance of the non-executive employees in classified hotels in Kandy area. Thus, this explanatory research applied the quantitative research approach to identify the mentioned impact of independent variables on dependent variable. An independent variable is the variable that make happen to the outcome of particular test. The dependent variable is dependent on independent variables. There are two independent variables used to determine the

dependent variable. They are Job Satisfaction and Job Stress. The dependent variable is Job Performance.

Population and Sampling Technique

The target population was non- executive employees of classified hotels (03 star and above) in Kandy area. According to the accommodation guide issued by Sri Lanka Tourism Development Authority there were 07 classified 03 Star and above hotels in Kandy area. As there weren't any sources to identify the exact amount of population it was identified as an undefined population. The study used convenience sampling technique to select sample from the population as it was not possible to reach all the non-executive employees of star class hotels to be participated in the study because the study was conducted in the peak season in tourism industry and the busy work environment of star class hotels. As population is undefined and there was no any source to find out the exact population. 200 questionnaires were distributed among employees and the researcher used 150 as the sample as there were incomplete and incorrectly filled questionnaires. Non-executive employees in the main 04 departments (Front office, Food and Beverage, Kitchen and Housekeeping) were used by the researcher.

Research Instruments

The quantitative research method was principally used to gain information. A questionnaire was used as a research instrument and was comprised with four sections. First section consisted with demographic factors, second section comprised with job stress, third section included job satisfaction related questions and forth section consisted with job performance related questions.

In this study, four measures were selected from established sources. These included measures of stress dimensions: NIOSH Generic Job stress questionnaire for work load, Tang & Chang (2010) questionnaire for measure role ambiguity and role conflict, Weiss, Dawis, England, & Lofquist (1967) measure for job satisfaction, Befort & Hattrup (2003) measure for task performance and contextual performance. The all dependent and independent variables are measured by using 5-point Likert scale.

Results and Interpretations

Reliability analyzes, sample analyzes, descriptive analysis, correlation analyzes of the dependent and independent variables, multiple regression analyze and multi collinearity Testing were done in order to achieve the set objectives and to test hypotheses of the study.

Demographic Profile of the Respondents

According to the table 1, large percentage (62%) of the respondents are male; and most of the respondents come under the 25-34 age category. 32.7% respondents have passed Ordinary Level. Large proportion (36%) of the respondents have married. In terms of length of service 49.3% respondents have less than 2 years' service.

Table 1: Demographic Profile of the Respondents

Demographic factor	Category	Frequency	Percentage
Gender	Male	93	62%
	Female	57	38%
Age	Less than 25	36	24%
	25-34 years	58	38.6%
	35-44 years	28	18.7%
	45 and above	28	18.7%
Education qualification	O/L	49	32.7%
	A/L	37	24.7%
	Diploma	28	18.6%
	Graduate	18	12%
	Other	18	12%
Marital status	Married	54	36%
	In a relationship	40	26.7%
	Single, never married	42	28%
	Single, divorced	09	6%
	Single, widowed	05	3.3%
Length of service	Less than 2 years	74	49.3%
	3-5 years	40	26.7%
	6 and above	36	24%

Source: SPSS Software

Reliability

This inspects the internal consistency of the constructs that were used to measure the key variables of the study. Cronbach's Alpha test was performed by the researcher on that intention. The results are reported in Table 2.

Table 2: Cronbach's Alpha Coefficient Value

Variables	No. of items	Cronbach's Alpha value
Job stress	18	0.688
Job satisfaction	25	0.848
Job performance	10	0.920

Source: Survey data 2019

Descriptive Analysis

According to the above table 2, dependent variable, 'Job Performance' indicates the highest Cronbach's alpha value, which is 0.920. When compare with the rules of thumb about reliability test, which was indicated in the previous chapter, the value of the job performance ranges at 0.80-0.95 and indicates a very good reliability. Then the second highest alpha value is recorded by the 'Job satisfaction' and it has 0.848 alpha value so that it ranges from 0.80-0.95. So it can be also considered as a very good reliability. Then 'Job stress' variable is recorded an alpha value which is 0.688 and it ranges between 0.60-0.70. Therefore it can be identified as a fair reliability according to the rules of thumb of reliability and at the same time it is almost near to 0.7.

Table 3: Summary of Descriptive Statistics of Variables

Variable	Mean	Standard deviation	Skewness	
			Statistic	Standard error
Job stress	3.6607	0.26016	0.353	0.198
Job satisfaction	3.4184	0.35035	0.175	0.198
Job performance	3.4522	0.60149	-0.106	0.198

Source: SPSS Software

When emphasize about the means of 02 independent variables and the dependent variable which shows on table 3, it can be identified that responses with regard to job stress variable are in highest agreeable level (3.6607) according to the decision rule, in comparison with other two variables. Furthermore, job stress has the least standard deviation and it implies that the responses of the employees are less deviated.

Then the job performance has 3.4522 ($\mu > 3$) agreeable level and the responses of employees are deviated in 0.60149 level. It is a high deviation with compared to other two variables. Furthermore job satisfaction has a mean value of 3.4184 ($\mu > 3$) and it implicates that the employees have a high satisfied level. Also the satisfaction level of respondents are deviated in 0.35035.

According to the rule of thumb of skewness, it should be range between -1 to +1. Skewness values of job stress, job satisfaction and job performance are 0.353, 0.175, and -0.106 respectively. As both independent variables and dependent variable are ranged between -1 to +1 it is assumed that the data of the study are normally distributed.

Correlation Analysis

In correlation analysis examines the relationship between independent variables and dependent variable. The relationship between these two may be either positive or negative. The Pearson correlation analysis was used to measure the relationship between two variables. Pearson Correlation Coefficient analysis, the value range is from -1 to +1. Once the Pearson Correlation Coefficient value shows +0.1, there is a perfect positive correlation but if the value shows -1, there is a perfect negative correlation. In addition to that, when the Pearson Correlation Coefficient value shows 0, it indicates there is no correlation between dependent variable and independent variables. The results are represented in the table 4 given below.

Table 4: Results of Correlations Analysis

Variable		Job stress	Job satisfaction	Job performance
JOB_STRESS	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	150		
JOB_SATISFACTI ON	Pearson Correlation	.267**	1	
	Sig. (2-tailed)	.001		
	N	150	150	
JOB_PERFORMA NCE	Pearson Correlation	.365**	.389**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

** . Correlation is significant at the 0.01 level (1-tailed).

* Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Software

As shown in table 4, correlation coefficient of job stress is 0.365 (between 0.3-0.5 – moderate relationship) and respective Sig. value is less than 0.05 ($p < 0.05$). Accordingly, it can be concluded that there is a statistically positive moderate significant correlation between job stress and job performance of non-executive employees of classified hotels in Kandy area.

According to the correlation analysis, correlation coefficient of job satisfaction is 0.389 (between 0.3-0.5 – moderate relationship) and the respective Sig. value less than 0.05 ($p < 0.05$). Therefore, it can be concluded that there is a statistically positive moderate significant correlation between job satisfaction and job performance of non-executive employees of classified hotels in Kandy area.

Multi Collinearity Testing

Table 5: Multi Collinearity Testing

Variables	Tolerance	VIF
Job stress	0.929	1.077
Job satisfaction	0.929	1.077

Source: SPSS Software

All the VIF values of two independent variables are less than 10. Then the tolerance values are more than 0.1. Subsequently, it implies that independent variables are not perfectly or highly correlated. Accordingly, no multi correlate problem was found.

Multiple Regression Analysis

Multiple regression analysis is the method which use to observe single or more than one independent variable to explain variance in a dependent variable.

Table 6: Results of ANOVA Test

ANOVA						
Model	Sum of squares	Df	Mean square	F	Sig.	
Regression	12.114	2	6.057	21.305	.000 ^b	
Residual	41.793	147	0.284			
Total	53.908	149				

Source: SPSS Software

According to the table 6, in Regression ANOVA probability of F test statistics is 0.000 and it is less than 0.05. Therefore, this study overall model is significance. Consequently all the independent variables are jointly impact on the job performance.

Table 7: Results of Regression Analysis

R Squares: 0.225		Adjusted R Square: 0.214	
Variables	Unstandardized value	Beta	Sig. value
(Constant)	-0.782		0.254
Job stress	0.651		0.000
Job satisfaction	0.538		0.000

Source: SPSS Software

Regression model describes coefficient of determination (R square value) and adjusted R square value. According to the table 7, R Square value is 0.225. It describes the contribution made by the independent variables to the variation of dependent variable. It explains that 22.5% variation in the dependent variable can be explained by the selected independent variables. Adjusted R square was 0.214 (21.4%). It defines that the model is fitted to the data reasonably. According to the regression analysis the model significant value is less than 0.05. Therefore it can be concluded that model is strongly enough to predict the future changes.

Hypothesis Testing

In this study regression analysis was used to hypothesis testing and researcher test two hypothesis. According to the regression analysis results, regression coefficient of job stress is 0.651 ($b > 0.5$). Thus it is a strong impact. Respective sig. value is 0.000 and it is less than 0.05. Thus, this study accepts H1: There is a significant impact of job stress on job performance of non-executive employees of classified hotels in Kandy area. Accordingly this study concluded that there is statistically positive significant impact of job stress on job performance of non-executive employees of classified hotels in Kandy area. Then changes of job stress may positively affect to the job performance.

As per the regression results, the regression coefficient of job satisfaction is 0.538 ($b > 0.5$). Thus it is a strong impact. Respective Sig. value is 0.000 and it is less than 0.05. Therefore, this study accepts H2: There is a significant impact of job satisfaction on job performance of non-executive employees of classified hotels in Kandy area. Therefore, this study conclude that there is a statistically significant positive impact of job satisfaction on job performance of non-executive employees of classified hotels in Kandy area. Then changes of job satisfaction may positively affect to the job performance.

Conclusion and Recommendation

Conclusion

Initially, the study has reviewed an introduction to the study and the researcher identified the research questions and by the questions researcher had developed below two objectives. (1) To find out the impact of job stress on job performance of non-executive employees in classified hotels in Kandy area, Sri Lanka. (2) To find out the impact of job satisfaction on job performance of non-executive employees in classified hotels in Kandy area, Sri Lanka.

Then different definitions and dimensions which affect jobs stress and job satisfaction on job performance were explored and furthermore the impact of job stress and job satisfaction on job performance were discussed with the empirical evidence. Consequently, the findings were generated from the statistical analysis of the impact of job satisfaction and job stress on job performance of non-executive employees of the classified hotels in Kandy area. Statistical package for Social Sciences (SPSS) version 21.0 was used as the analytical tool to analyze the result of the study with the intention of representing information which was collected through the questionnaire from the selected sampling. It was not possible to reach all the non-executive employees of star class hotels to be participated in the study because the study was conducted in the peak season in tourism industry and the busy work environment of star class hotels. As population is undefined and there was no any source to find out the exact population as the details were confidential the study has used convenience sampling technique to select sample from the population. Cronbach's alpha test was used to test the internal consistency and the alpha value of job stress, job satisfaction and the job performance were 0.688, 0.848, and 0.920 respectively. Further univariate analysis was used descriptive statistics such as means, standard deviation and skewness. Then the regression analysis was used to find out the impact of independent variables on the dependent variable. Hypothesis were tested through the regression analysis. All the two hypothesis were accepted.

The correlation between job stress and the job performance was 0.651. Therefore there is a positive moderate significant correlation between job stress and job performance. Furthermore a multiple regression analysis was conducted to find out the impact of job stress on job performance and through the analysis, identified that there is a positive significant impact of job stress on job performance. Therefore the researcher has achieved one of the main objective by conducting multiple regression analysis.

The correlation between job satisfaction and the job performance was 0.538. Consequently it has found that there is a positive moderate significant correlation between job satisfaction and job performance. Furthermore a multiple regression analysis has conducted to find out the impact of job satisfaction on job performance and through the analysis, identified that there is a positive significant impact of job satisfaction on job performance. So achieved the other objective also by conducting multiple regression analysis.

In accordance with the augmented competition, employees are also hope to work in inexact environment and it is tough for them to find out what is anticipated of them on their jobs. This consequences leads to mental pressures. In addition to that if we deliberate another aspect that if there is pressure on the employee to finish their work within scheduled time, they will attempt up to their maximum extent to finish the work. The study reveals the positive impact of job stress on job performance which indicates that as the stress increases job performance also increases. Through this study the researcher can concluded that employees also expect stress up to certain extent so as to increase their performance. On the other hand, the study revealed that if the job satisfaction of employees is increasing, similarly their job performance is also increasing.

Recommendation

Job satisfaction and job stress should be improve and maintain in a moderate level to enhance the job performance of employees as findings shows a positive significant impact of both job satisfaction and job stress on job performance. Management of classified hotels in Kandy area can attempt to emphasize the fair and friendly management practices towards non-executive employees without ongoing with present practices.

According to the overall mean value of pay, there can be seen a low satisfaction level about the pay received by the employees. So the management of classified hotels in Kandy must be consider about increasing the pay given for their employees as there is a chance of job satisfaction negatively impact to the job performance and at the same time as it is a kind of motivational factor. Management must formulate, take in to action and evaluate attractive motivation and remuneration packages for non-executive employees. Special attention should be paid on, giving a fair salary based on the work they are done, giving a similar salary in comparison with other similar jobs in the industry.

Establish a strong leadership to guide the employees to a clear direction and arrange training programmes for non-executive employees as a moderating stress treatment.

Further a greater emphasis should be given on offer the employees opportunities of try out own ideas, do new and original things own, try out new methods. Because the study shows that indicators have low mean value and it can be impact on decrease the job satisfaction and ultimately negatively impacts to the job performance of the non-executive employees.

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