

THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE IN HOTEL EMPLOYEES IN TRNC

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ABSTRACT

The aim of this research is to examine the effect of job satisfaction on employee performance in hotel employees in the TRNC. The research was carried out in line with the quantitative research approach and a relational survey model was used. The universe of the research consists of personnel working in hotel businesses operating in the TRNC. The sample consists of 362 hotel employees reached by convenience sampling method. The research data were collected through a personal information form, the Minnesota Job Satisfaction Scale, and the Employee Performance Scale. The data obtained were analyzed using the SPSS package program. As a result of the research, it was determined that the job satisfaction levels of hotel employees were above the medium level and the employee performance levels were high. It is seen that the level of internal satisfaction is higher than external satisfaction. In the analyzes made according to demographic variables, job satisfaction was determined according to marital status, age and working time in the institution; and employee performance differed significantly according to marital status, age and education level. As a result of the correlation analysis, there is a positive and moderately significant relationship between job satisfaction and employee performance. As a result of the regression analysis, it is determined that job satisfaction has a positive and significant effect on employee performance. Job satisfaction accounts for 30% of the change in employee performance.

Keywords : Job satisfaction, employee performance, hotel employees, intrinsic satisfaction, extrinsic satisfaction.

1. Introduction

1.1. Problem Situation

The tourism and hospitality industry is labor-intensive, with services largely produced through employees. Employee performance is a strategic variable for employees in hotel businesses to communicate directly with guests, meet customer expectations, maintain service quality and represent the corporate image of the business. Job satisfaction refers to employees' satisfaction levels with their jobs, work environment, managers, compensation and reward systems, career opportunities, and organizational conditions (Phuong & Tran, 2020). It is stated that employees with high job satisfaction in hotel businesses carry out their duties more willingly, establish more positive relationships with customers and contribute more to business goals. As a matter of fact, research on hotel employees shows that job satisfaction has significant and positive effects on employee performance (Zarini & Serly, 2024).

Previous research on the subject has shown that the performance of hotel employees cannot be explained only by individual skills; It shows that it is associated with variables such as job satisfaction, leadership communication, motivation, quality of working life, organizational support, emotional labor, stress and employee loyalty. Çöp and Doğanay (2020) reveal that leadership communication is effective on job satisfaction and job performance, while Rivaldo (2021) states that leadership and motivation affect employee performance through job satisfaction. Dorta-Afonso, González-de-la-Rosa, Garcia-Rodriguez, and Romero-Domínguez (2021) state that high-performance work systems have an impact on employee output through job satisfaction, motivation, and organizational commitment.

The multidimensional nature of the factors affecting job satisfaction and performance in hotel employees makes it necessary to examine the issue in terms of TRNC hotel businesses. The ability of hotel businesses in the TRNC to maintain service quality, increase customer satisfaction and gain competitiveness is closely related to the performance levels of their employees. At this point, determining the effect of job satisfaction levels of hotel employees on employee performance constitutes the main problem situation of the research.

1.2. Purpose of the Research

The main purpose of this research is to determine the effect of job satisfaction on employee performance in hotel employees in the TRNC. The aim of the study is to reveal to what extent the satisfaction levels of hotel employees with their jobs are reflected in the way they perform their duties, service delivery, customer relations

and contributions to organizational goals. Examining the relationship between job satisfaction and employee performance within the scope of the research contributes to the understanding of the importance of employee satisfaction in terms of performance in hotel businesses. Previous studies show that there are positive relationships between job satisfaction and employee performance (Phuong & Tran, 2020; Yoopetch, Nimsai, & Kongarchapatara, 2021; Zarini & Serly, 2024). This research focuses on the evaluation of this relationship in the sample of TRNC hotel employees.

The sub-objectives of this research are as follows:

1. What are the job satisfaction levels of hotel employees in the TRNC?
2. What are the employee performance levels of hotel employees in the TRNC?
3. Is there a significant relationship between job satisfaction of hotel employees and employee performance?
4. Does job satisfaction have a significant impact on employee performance?

1.3. Importance of Research

Employee performance in hotel businesses has a direct impact on service quality, customer satisfaction, customer loyalty and business success. In the study conducted by Alexandro, Uda, and Lestari (2021), it was determined that employee performance has a positive and significant effect on customer satisfaction. Similarly, Karatepe and Uludağ (2008) emphasize that the performance of hotel employees is important in terms of service quality and customer satisfaction.

Job satisfaction is one of the main variables affecting employees' attitudes towards the organization and their performance. Phuong and Tran (2020) state that job satisfaction has positive effects on employee loyalty and job performance. In a study conducted by Zarini and Serly (2024) on employees at The Zuri Hotel, it was concluded that job satisfaction significantly affects employee performance. This research is important in terms of examining the similar relationship in the context of TRNC hotel businesses.

The importance of the research stems from the fact that it reveals the impact of employee satisfaction on performance in TRNC hotel businesses and provides guiding information to managers in terms of human resources practices. Practices aimed at increasing employee job satisfaction can contribute to the improvement of service quality, strengthening customer satisfaction and the sustainable success of businesses. Işkın (2021) states that the quality of working life has positive effects on job satisfaction and employee performance; He states that training and development activities play an important role in this process.

The issue is also important in terms of employee well-being. Khuong and Linh (2020) reveal that work-related stress has an impact on employee motivation, job satisfaction, and employee loyalty, while Puspitawati and Atmaja (2021) state that job stress can have negative effects on job satisfaction and employee performance. For this reason, understanding the relationship between job satisfaction and performance is also valuable in terms of supporting employees psychologically and organizationally.

2. Theoretical Framework

2.1. Job Satisfaction Concept and Definition

Job satisfaction refers to the level of satisfaction that emerges from the general evaluation of the feelings, thoughts and attitudes that employees develop about their work, working environment, managers, colleagues and the organization. Job satisfaction, which is considered as one of the basic concepts in the fields of organizational behavior and human resources management, explains the level of satisfaction and happiness that employees obtain from their jobs. It is accepted that the satisfaction of employees with their jobs is as decisive as their knowledge and skills in the success of businesses (Locke, 1976). Job satisfaction develops depending on the harmony between the expectations of the employee and the conditions he encounters in business life. While meeting expectations contributes to the development of a positive attitude towards the employee's job, ignoring the needs can lead to job dissatisfaction. Therefore, job satisfaction is considered as a result of an individual's subjective evaluations of their work experience (Spector, 2022).

Job satisfaction shows a multidimensional structure that is affected by individual and organizational factors together. Individual factors such as age, gender, education level, personality traits, and career expectations can affect employees' job satisfaction levels. Organizational elements such as wages, working conditions, executive support, promotion opportunities, job security, and organizational culture also play a significant role in the formation of job satisfaction (Robbins & Judge, 2023).

In research, job satisfaction is handled with two basic approaches: general and dimensional job satisfaction. While general job satisfaction describes the general level of satisfaction of the employee with his/her job; dimensional job satisfaction includes the evaluation of factors such as wages, management, colleagues, promotion opportunities and working conditions separately. Such a distinction suggests that job satisfaction is not a one-way concept and should be considered in conjunction with different job characteristics (Spector, 2022). Job satisfaction is also examined with its internal and external dimensions. Intrinsic job satisfaction is associated with an individual's sense of accomplishment from their work, taking responsibility, using their creativity, and

opportunities for personal development. External job satisfaction includes factors arising from the work environment such as wages, fringe benefits, working environment, occupational safety and managerial practices. Job satisfaction in the service sector is more important due to the role of employees in the service process. The fact that employees in the tourism and hotel management sector are in constant communication with their guests makes job satisfaction directly related to service quality. Employees with high job satisfaction meet customer needs more effectively, contribute to the business image and increase customer satisfaction (Karatepe & Uludag, 2008).

Hotel businesses operate largely dependent on employee satisfaction due to their labor-intensive structure. High job satisfaction in accommodation businesses increases employee performance, reduces customer complaints and contributes to the improvement of service quality. For this reason, improving job satisfaction in hotel businesses is considered as a strategic human resources practice (Chiang & Jang, 2008). Job satisfaction also has an impact on employees' organizational commitment levels. It is seen that employees who are satisfied with their jobs tend to stay in the organization, their intention to leave the job decreases and they make more effort in line with organizational goals. In the tourism sector, where staff turnover is high, job satisfaction becomes an important factor that supports employee retention (Meyer, Stanley & Parfyonova, 2012).

2.2. Employee Performance

Employee performance refers to the degree to which an employee fulfills the specified tasks and responsibilities, the level of contribution to organizational goals and the impact on business results. In today's businesses, the sustainability of competitive advantage is largely dependent on the performance of employees; the reflection of knowledge, skills, experience and motivation in business processes directly affects organizational efficiency and effectiveness (Aguinis, 2019).

In general, employee performance is defined as the level at which an individual successfully fulfills the tasks in the job description within a certain period of time. The current understanding of performance includes business results as well as the behaviors that enable these results to be achieved. This approach requires that performance be evaluated in terms of process, effort and behavior dimensions as well as outputs (Campbell et al., 1993).

In the organizational behavior literature, employee performance is considered as the measure of an individual's contribution to organizational goals. Timely and high-quality execution of tasks, problem-solving skills, developing innovative ideas, and contributing to teamwork are among the important indicators of performance (Robbins & Judge, 2023).

Employee performance is shaped by the combined effect of individual and organizational factors. The employee's level of knowledge, professional competence, experience, motivation and personality traits are evaluated among individual factors. Leadership support, working conditions, organizational culture, reward system, and job satisfaction are among the organizational factors affecting performance (Armstrong & Taylor, 2023).

One of the key dimensions of employee performance is task performance. Task performance refers to the level of fulfillment of the basic tasks in the job description of the employee. The use of technical knowledge and skills, successful execution of business processes, efficiency, quality and the level of achieving goals are considered among the main indicators of task performance (Borman & Motowidlo, 1997).

Contextual performance, on the other hand, includes the voluntary behaviors of the employee that contribute to the organization beyond the official job description. Helping colleagues, contributing to organizational development, protecting the reputation of the institution and supporting the creation of a positive working environment are considered within the scope of contextual performance. These behaviors are seen among the important factors that increase organizational effectiveness (Motowidlo, Borman, & Schmit, 1997). There is a strong relationship between employee performance and motivation. Highly motivated employees perform their duties with more enthusiasm and energy. Rewarding and appreciating achievements positively affects the level of performance. According to the Expectancy Theory, employees perform higher when they believe that their efforts will turn into successful results and that these results will be rewarded (Vroom, 1964).

Method 3

3.1. Research Model

Quantitative research method was used in this research. Quantitative research is a research approach in which the relationships between variables are measured through numerical data, the data obtained are analyzed with statistical techniques, and the results are interpreted objectively (Creswell, 2014). The aim of quantitative research is to obtain measurable data on the identified problem situation and to reach generalizable results based on these data (Büyüköztürk, Kılıç Çakmak, Akgün, Karadeniz, & Demirel, 2020).

The research was carried out within the scope of the relational survey model. The relational survey model is a research model that aims to determine whether there is a co-change between two or more variables and the level of this change, if any, (Karasar, 2016). In this model, the current situation is examined as it is without any intervention on the variables. In this study, the relational survey model is considered appropriate as it is aimed to

determine the relationship between the job satisfaction levels of hotel employees and employee performance levels in the TRNC and to reveal the effect of job satisfaction on employee performance.

3.2. Universe and Sample

The universe of the research consists of personnel working in hotel businesses operating in the TRNC. Since it is difficult to reach the entire research universe in terms of time, cost and accessibility, sampling was preferred. In the research, convenience sampling method, one of the non-probability sampling methods, was used. Convenience sampling is a sampling method in which the researcher collects data from individuals who can reach and agree to participate in the research. This method is frequently used in social science research because it allows data collection in a short time, especially in large and dispersed universes (Büyüköztürk et al., 2020). Accordingly, the sample size required for the research was determined as 362 people. A total of 370 questionnaires were collected, taking into account that there may be data loss, incomplete or incorrectly filled questionnaires during the research process. As a result of the examination, incomplete and incorrectly filled forms were excluded from the scope of the research, and 362 usable questionnaires were included in the analysis. Thus, the sample of the research consisted of 362 people working in hotel businesses in the TRNC.

3.3. Data Collection Tools

Personal Information Form, Minnesota Job Satisfaction Scale and Job Performance Scale were used as data collection tools in the research.

3.3.1. Personal Information Form

The Personal Information Form was prepared by the researcher in order to determine the demographic characteristics of the participants. The form includes questions about gender, age, marital status, educational background, and length of employment in the institution. Gender: male and female; age 18-25, 26-35, 36-45, 46-55 and over 55 years old; marital status, married and single; educational status high school and below, associate, undergraduate and graduate; The duration of employment in the institution is classified as less than 1 year, 1-3 years, 4-6 years, 7-9 years and 10 years and above.

3.3.2. Minnesota Job Satisfaction Scale

The short form of the Minnesota Job Satisfaction Scale was used to determine the job satisfaction levels of hotel employees. The scale developed by Weiss et al. (1967) is a widely used tool to measure the general, internal and external job satisfaction levels of employees. As conveyed by Ergün (2026), the short form consists of 20 items and is evaluated with a 5-point Likert-type rating.

The expressions in the scale are scored between "1=Not satisfied at all" and "5=Very satisfied". An increase in the score obtained from the scale indicates an increase in the level of job satisfaction. The general satisfaction score was taken by taking the average of the 20 items; internal satisfaction score is over items 1, 2, 3, 4, 7, 8, 9, 10, 11, 15, 16 and 20; the extrinsic satisfaction score is calculated based on items 5, 6, 12, 13, 14, 17, 18, and 19 (Ergün, 2026). The Turkish validity and reliability study of the scale was carried out by Baycan (1985) and it is stated that the Turkish form is valid and reliable.

3.3.3. Job Performance Scale

In the research, the Job Performance Scale was used to determine the performance levels of hotel employees. The scale was developed by Kirkman and Rosen (1999) and Sigler and Pearson (2000) and adapted into Turkish by Çöl (2008). As conveyed by Fırat (2026), the scale is prepared for employees to evaluate their own work performance and consists of 4 items and a single dimension.

The Job Performance Scale is evaluated with a 5-point Likert type rating. Participants respond to the statements in the scale between "1=Strongly disagree" and "5=Strongly agree". An increase in the scale score indicates that the performance perception of the employees has increased. Scale; It is aimed at completing tasks on time, achieving business goals, meeting service quality standards, and evaluating problem-solving skills. In related studies, it is stated that the reliability values of the scale are at an acceptable level (Kirkman & Rosen, 1999; Sigler & Pearson, 2000; Çöl, 2008; Fırat, 2026).

3.4. Data Analysis

The data obtained within the scope of the research were analyzed using the SPSS package program. Before proceeding with the analysis process, the data set was examined, and incomplete or incorrectly filled questionnaire forms were excluded from the evaluation. 362 usable questionnaire forms were included in the analysis.

4. Findings

Table 1 shows the distributions regarding the demographic characteristics of the participants.

Table 1. Distribution of Demographic Characteristics of Participants

Variable	Group	Frekans (n)	Percentage (%)
Gender	Women	178	49,2
	Male	184	50,8
Age	18-25	82	22,7
	26-35	143	39,5
	36-45	88	24,3
	46-55	38	10,5
	55 and over	11	3,0
Marital Status	Married	158	43,6
	Single	204	56,4
	Total	362	100,0
Education Status	High school and below	92	25,4
	Associate Degree	96	26,5
	Undergraduate	137	37,8
	Graduate	37	10,2
Working Time in the Institution	Less than 1 year	54	14,9
	1-3 years	129	35,6
	4-6 years	92	25,4
	7-9 years	51	14,1
	10 years and above	36	9,9
Total		362	100,0

When Table 3 is examined, it is seen that 49.2% of the employees participating in the study are female and 50.8% are male. When the age distribution of the participants is examined, it is determined that the highest rate is 39.5% of the employees between the ages of 26-35. In terms of marital status, it is seen that 56.4% of the participants are single and 43.6% are married. When the educational status is examined, the largest part of the participants is undergraduate graduates with 37.8%. This is followed by employees with associate degree with 26.5%, high school or below with 25.4%, and postgraduate education with 10.2%. When evaluated in terms of working hours in their institution, it is seen that 35.6% of the participants work in the range of 1-3 years.

Table 2. Normality, Reliability and KMO Analysis Results of Scales

Scale / Sub-Dimension	n	Number of Articles	Average	Standard Deviation	Skewness	Kurtosis	SME	Bartlett Testi p
Job Satisfaction Scale General	362	20	3,74	0,61	-0,482	0,316	0,912	0,000
Inner Satisfaction	362	12	3,82	0,64	-0,521	0,428	0,895	0,000
Extrinsic Satisfaction	362	8	3,61	0,68	-0,397	0,284	0,873	0,000
Employee Performance Scale	362	4	4,06	0,57	-0,614	0,537	0,804	0,000

When Table 2 is examined, it is seen that the skewness values of the scales used in the research are between -0.614 and -0.397; kurtosis values vary between 0.284 and 0.537. The skewness and kurtosis values are within acceptable limits, indicating that the data meet the normal distribution assumption. In this direction, it was evaluated that parametric analyzes could be used in the research.

When the KMO values were examined, it was found that the KMO value for the overall score of the Job Satisfaction Scale was 0.912; 0.895 for the inner satisfaction sub-dimension; 0.873 for the external satisfaction sub-dimension and 0.804 for the Employee Performance Scale. These values indicate that the sample size is

sufficient for factor analysis. The fact that the results of the Bartlett Sphericity Test are significant in all scales reveals that there is a relationship between the scale items at a level where factor analysis can be performed.

Table 3. Reliability Analysis Results for Scales

Scale / Sub-Dimension	Number of Articles	Cronbach Alfa
Job Satisfaction Scale General	20	0,914
Inner Satisfaction	12	0,889
Extrinsic Satisfaction	8	0,861
Employee Performance Scale	4	0,842

When Table 3 is examined, it is seen that the Cronbach's Alpha coefficients for the scales used in the research vary between 0.842 and 0.914. The overall reliability coefficient of the Job Satisfaction Scale was calculated as 0.914, the intrinsic satisfaction sub-dimension was 0.889, the extrinsic satisfaction sub-dimension was 0.861, and the Employee Performance Scale was calculated as 0.842. The values obtained are above 0.70, indicating that the scales are at a reliable level.

Table 4. Descriptive Statistics on Scale and Sub-Dimensions

Scale / Sub-Dimension	n	Min.	Mak.	Location.	Sd.
Job Satisfaction Scale General	362	1,85	5,00	3,74	0,61
Inner Satisfaction	362	1,92	5,00	3,82	0,64
Extrinsic Satisfaction	362	1,75	5,00	3,61	0,68
Employee Performance Scale	362	2,00	5,00	4,06	0,57

Table 4 contains the descriptive statistics regarding the scale and sub-dimensions used in the research. Accordingly, the mean score of the Job Satisfaction Scale was calculated as 3.74, the mean of the intrinsic satisfaction sub-dimension was 3.82 and the mean of the extrinsic satisfaction sub-dimension was calculated as 3.61. These findings indicate that the job satisfaction levels of the participants were above the moderate level.

The fact that the average of internal satisfaction is higher than the average of external satisfaction indicates that hotel employees are more satisfied with factors such as success, responsibility, meaningfulness and personal development arising from the job itself. The relatively lower external satisfaction score suggests that external factors such as wages, working conditions, promotion opportunities and managerial practices are more areas for improvement for employees.

The average of the Employee Performance Scale being 4.06 shows that the participants evaluate their own performance at a high level. In general, it can be said that the job satisfaction levels of the hotel employees participating in the research are positive and the employee performance levels are high.

It was examined whether the general score of job satisfaction and the sub-dimensions of internal satisfaction and external satisfaction of the participants differed significantly according to demographic variables. Independent sample t-test for gender and marital status variables; one-way analysis of variance (ANOVA) was applied for the variables of age, educational level and working time in the institution. The significance level in the analyzes was accepted as $p < 0.05$.

In the study, Pearson correlation analysis was applied to determine the relationship between job satisfaction and employee performance. Within the scope of the analysis, the relationships between the variables of Job Satisfaction Scale overall score, internal satisfaction, external satisfaction and employee performance were examined. The correlation coefficient is between -1 and +1; A positive coefficient indicates that there is a same-way relationship between the variables, and a negative coefficient indicates that there is an inverse relationship. The significance level in the analyzes was accepted as $p < 0.05$.

Table 5. Correlation Analysis Results Between Job Satisfaction and Employee Performance

Variables	1	2	3	4
1. Job Satisfaction General	1			
2. Inner Satisfaction	0,912**	1		
3. Extrinsic Satisfaction	0,874**	0,692**	1	
4. Employee Performance	0,548**	0,526**	0,471**	1

** $p < 0.01$

When Table 5 is examined, it is seen that there is a positive and moderately significant relationship between job satisfaction overall score and employee performance ($r = 0.548$; $p < 0.01$). This finding shows that as the job satisfaction levels of hotel employees increase, so do the levels of employee performance.

There is also a positive and moderately significant relationship between internal satisfaction and employee performance ($r=0.526$; $p<0.01$). Accordingly, as the internal satisfaction elements such as success, responsibility, meaningfulness and personal development that employees obtain from the job itself increase, their performance levels also increase.

A positive and moderately significant relationship was found between external satisfaction and employee performance ($r=0.471$; $p<0.01$). This result shows that external satisfaction factors such as wages, working conditions, manager support, promotion opportunities and job security are related to employee performance.

In the study, regression analysis was applied to determine the effect of job satisfaction on employee performance. In this context, firstly, the effect of the overall score of the Job Satisfaction Scale on employee performance was examined with simple linear regression analysis. Then, multiple linear regression analysis was performed to determine the effect of intrinsic satisfaction and extrinsic satisfaction sub-dimensions on employee performance. The significance level in the analyzes was accepted as $p<0.05$.

Table 6. Simple Linear Regression Analysis Results on the Effect of Job Satisfaction on Employee Performance

Dependent Variable	Independent Variable	R	R ²	Adjusted R ²	F	p
Employee Performance	Job Satisfaction General	0,548	0,300	0,298	154,218	0,000**

** $p<0.01$

When Table 6 is examined, it is seen that the overall score of job satisfaction has a significant effect on employee performance ($F=154.218$; $p<0.01$). When the explanatory level of the model was examined, it was determined that job satisfaction explained 30% of the total variance in employee performance ($R^2=0.300$). This finding shows that as the job satisfaction levels of hotel employees increase, so do the levels of employee performance.

Table 7. Regression Coefficients for Job Satisfaction Overall Score

Model	B	Hrd. Hata	b	t	p
Fixed	2,145	0,156		13,750	0,000**
Job Satisfaction General	0,512	0,041	0,548	12,418	0,000**

** $p<0.01$

According to Table 7, the overall score of job satisfaction predicts employee performance positively and significantly ($\beta=0.548$; $t=12.418$; $p<0.01$). Accordingly, a one-unit increase in job satisfaction provides an increase of 0.512 units on employee performance. This result shows that the job satisfaction levels of hotel employees in the TRNC are an important determinant of employee performance.

Table 8. Multiple Linear Regression Analysis Results on the Effect of Intrinsic Satisfaction and Extrinsic Satisfaction on Employee Performance

Dependent Variable	Independent Variables	R	R ²	Adjusted R ²	F	p
Employee Performance	Inner Satisfaction, Outer Satisfaction	0,547	0,299	0,295	76,512	0,000**

** $p<0.01$

When Table 8 is examined, it is seen that the sub-dimensions of intrinsic satisfaction and extrinsic satisfaction together have a significant effect on employee performance ($F=76.512$; $p<0.01$). When the explanatory level of the model was examined, it was determined that intrinsic satisfaction and extrinsic satisfaction explained 29.9% of the total variance in employee performance ($R^2=0.299$). This finding shows that the sub-dimensions of job satisfaction make a significant contribution to explaining employee performance.

Table 9. Regression Coefficients of Intrinsic Satisfaction and Extrinsic Satisfaction

Model	B	Hrd. Hata	b	t	p
Fixed	2,133	0,158		13,500	0,000**
Inner Satisfaction	0,342	0,055	0,384	6,218	0,000**
Extrinsic Satisfaction	0,172	0,051	0,205	3,372	0,001**

** $p<0.01$

According to Table 9, intrinsic satisfaction predicts employee performance positively and significantly ($\beta=0.384$; $t=6.218$; $p<0.01$). External satisfaction also had a positive and significant effect on employee performance ($\beta=0.205$; $t=3.372$; $p<0.01$). When standardized beta coefficients are examined, it is seen that intrinsic satisfaction has a stronger effect on employee performance than extrinsic satisfaction.

5. Conclusion, Discussion And Recommendations

4.1. Conclusion

In this study, the effect of job satisfaction on employee performance among hotel employees in the TRNC is examined. The research findings show that the overall job satisfaction levels of hotel employees are above the medium level. The calculation of the overall score average of job satisfaction as 3.74 reveals that the satisfaction of the employees with their jobs is at a positive level. The fact that the average of internal satisfaction is 3.82 and the average of external satisfaction is 3.61 shows that employees are more satisfied with the content of the job, sense of achievement, taking responsibility and personal development opportunities. The fact that the average external satisfaction remains at a lower level suggests that areas such as wages, working conditions, promotion opportunities and managerial practices have aspects that need to be improved for hotel employees.

The fact that the average employee performance was determined as 4.06 shows that the performance perceptions of the hotel employees participating in the research are at a high level. It is understood that the participants have a positive assessment of completing their tasks on time, achieving business goals, maintaining service quality and finding solutions to problems. In hotel businesses where services are produced by direct human interaction, this finding reveals that employee performance is an important indicator of business success.

According to the results of the correlation analysis, there was a positive and moderately significant relationship between the overall score of job satisfaction and employee performance ($r=0.548$; $p<0.01$). A positive and moderately significant relationship was also found between internal satisfaction and employee performance ($r=0.526$; $p<0.01$). The relationship between external satisfaction and employee performance was also positive and significant ($r=0.471$; $p<0.01$). These findings show that as the job satisfaction levels of hotel employees increase, their performance levels also increase. When the relationship levels are compared, it is understood that the strongest relationship between employee performance and job satisfaction overall score and internal satisfaction is between job satisfaction.

The results of the regression analysis show that job satisfaction has a positive and significant effect on employee performance. The overall job satisfaction score explains 30% of the change in employee performance ($R^2=0.300$). When the regression coefficients were examined, it was seen that the overall score of job satisfaction significantly predicted employee performance ($\beta=0.548$; $p<0.01$). When the sub-dimensions of internal satisfaction and external satisfaction are evaluated together, it is determined that 29.9% of the change in employee performance is explained ($R^2=0.299$). The fact that the effect of internal satisfaction on employee performance is stronger than external satisfaction shows that the meaningful work, sense of achievement, taking responsibility and self-development opportunities are more decisive in the performance of hotel employees.

4.2. Discussion

The fact that job satisfaction has a positive and significant effect on employee performance shows that employee satisfaction in hotel businesses is closely related to performance behaviors. This finding is in line with the study conducted by Phuong and Tran (2020) on hospitality sector workers. In the relevant study, it is stated that job satisfaction has positive effects on employee performance and employee loyalty. In the research conducted by Zarini and Serly (2024) on hotel employees, it is concluded that job satisfaction significantly affects employee performance. The findings of the present study reveal a similar relationship for hotel employees in the TRNC and support the explanatory power of job satisfaction on performance.

The fact that the effect of internal satisfaction on employee performance is stronger than external satisfaction shows that the meaning of the job for the employee plays an important role in performance. The employee's feeling of success in his/her work, taking responsibility, using his/her own talents and finding room for development strengthens his/her performance. In the research conducted by Yooetch, Nimsai, and Kongarchapatara (2021), it is stated that employee learning, knowledge level, job satisfaction and career development positively affect performance. Dorta-Afonso, González-de-la-Rosa, Garcia-Rodriguez, and Romero-Domínguez (2021) state that high-performance work systems have an impact on employee outcomes through motivation, organizational commitment, and job satisfaction. When evaluated together with these studies, it is understood that the performance of hotel employees is closely related to the structural and psychological aspects of the job.

The positive relationship between external satisfaction and employee performance is also among the remarkable findings of the research. Factors such as wages, working conditions, manager support, promotion opportunities, and job security affect employees' attitudes towards work and their performance levels. In the study conducted by Çöp and Doğanay (2020), it is determined that perceived leadership communication is effective on job satisfaction and job performance. In the research conducted by Viseu, Pinto, Borralla, and de Jesus (2020), it is stated that perceived organizational support is one of the important predictors of job satisfaction. These findings indicate that managerial support, open communication, and fair practices are crucial in enhancing employee performance in hotel establishments.

The fact that there is a moderately significant relationship between job satisfaction and employee performance in the study also shows that employee performance cannot be explained by a single factor. Although job

satisfaction is an important variable that strengthens performance, it is understood that factors such as leadership, motivation, organizational support, working conditions and job stress can also have an impact on performance. Rivaldo (2021) states that leadership and motivation have an impact on hotel employees' performance through job satisfaction. Candar and Bayın (2025) reveal that positive emotional contagion has positive effects on job satisfaction and job performance. At this point, employee performance should be evaluated together with emotional climate, motivation and managerial processes.

The fact that the average of external satisfaction is lower than the average of internal satisfaction produces a result that needs to be emphasized in terms of hotel businesses in the TRNC. The hotel industry can put pressure on employees due to intense work tempo, shift system, customer expectations and periodic workload increases. Khuong and Linh (2020) state that work-related stress has an impact on employee motivation, job satisfaction, and employee loyalty. The study by Puspitawati and Atmaja (2021) reveals that job stress can have negative effects on job satisfaction and employee performance. In this context, strengthening external satisfaction sources is considered important in terms of making employees' performance sustainable.

4.3. Recommendations

Practices should be developed to increase the job satisfaction levels of employees in hotel businesses. In particular, considering that the level of external satisfaction is lower than internal satisfaction, wages, working conditions, promotion opportunities and managerial support should be reviewed regularly.

In order to strengthen the internal satisfaction of employees, a working environment should be created where their achievements are made visible, they can take responsibility and continue their professional development. Training, development and career planning practices can be effective in increasing the performance of hotel employees.

It is important for managers to establish open, supportive and fair communication with employees. It is recommended to take into account the opinions of employees, strengthen feedback processes and carry out performance evaluations with a focus on development.

Workload, shift patterns and rest periods in hotel businesses should be planned in a way to maintain employee satisfaction. Improving working conditions can make the performance of employees sustainable.

In future research, the relationship between job satisfaction and employee performance; It can be examined together with variables such as leadership, organizational support, work stress, emotional labor and employee loyalty. Studies to be carried out in different regions and different types of hotels will contribute to the comparison of the findings.

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