

The Role of Job Satisfaction on Employees' Innovation Performance in the Jordanian Hospitality Industry

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Abstract

Previous research shows many significant links between employees' perceptions of their overall satisfaction experience in hotels, and other variables. However, the role of job satisfaction that plays on employees' innovation performance in the Jordanian hotels remains relatively unexplored. This research explores the link between employees' job satisfaction and employees' innovation performance. Previous research has used scales developed in a western contexts and this research aims to be one of the first researches to measure these scales in a non-western context and relevant directly to the Jordanian hotels context. The current research was carried out by measuring the data gathered through a five-point Likert scale and a quantitative approach based on a self-administered questionnaire was used. Therefore, a 45-item questionnaire, measuring job satisfaction and innovation performance, was distributed to 300 employees working in 12 five-star hotels in Jordan with a 62% response rate. The results of exploratory factor analysis presented two-dimension for job satisfaction and one-dimension for innovation performance to be both valid and reliable in the Jordanian hotel context. The results showed that the job satisfaction at five star hotels in Jordan has a positive influence on employees' innovation performance. At the dimensional level, the results indicated that operational working system has also a positive influence on employees' innovation performance but in contrary to rewarding system which has no influence on employees' innovation performance. In general, the relationships of job satisfaction as a whole and at the dimensional level on employees' innovation performance have clear implications for both theory and Jordanian hotel management. The results also raised a number of interesting and potentially new areas for future research.

Keywords: Job satisfaction, Innovation performance, Hotel management, and Jordan

1. Introduction:

Although promoting job satisfaction and innovation performance have been commonly considered as one of the strategic means and one of the significant influences in advancing efficiency and performance work in the service organisation (Damanpour and Evan, 1984; Smith, Kendall, and Hulin, 1969; and Loof and Heshmati, 2006), it is still required from the service organisation to do more improvements for facing the different challenges in terms of the complexity of the interaction between the customer contact employees and customers, globalisation, rapid change of technology and the changes of the competitive environment in the hospitality industry. Therefore, service organisations have started to move universally to capture its place worldwide in the competitive market of the hospitality industry and to focus on both human resource challenges such as; recruiting qualified employees, retaining qualified employees, controlling a high turnover rate, and paying low wages (Dittman, 1999), and human resource

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policies like developing competencies among employees, attractive work, Ethics and working conditions which without all these factors it becomes difficult to remain in such a competitive market (Buriro et al., 2016).

All assets can be replaced and imitated but specific knowledge, expertise, skill, and experience of human resource cannot be replicated. This is because the success of any service organisation depends on the employees who interact in direct way with customers and provide pro-social behaviour to the customers (Chebat, Babin, and Kollias, 2002). Thus, understanding employees and their issues become important and critical aspect for the service sector in general and the hospitality industry in particular. Job satisfaction is one of the most critical issues that is linked employees with service organisation and is a worth of discussion and explanation. Satisfying employees is not an easy task and somehow difficult to keep employees satisfied for long span in the service organisation. Employees satisfaction are the backbone for the organisational success and most likely they are to be innovative and come up with creative ideas that lead the service organisation to cope with awkward challenges positively and effectively (Buriro et al., 2016).

Job satisfaction is a significant contributor for organisational performance in the service organisation and is strongly linked with its existence in the competitive market. Managers consider employee satisfaction as a significant determinant of their business success and therefore they put a great effort on the issue. This is because employees, who are satisfied, are more likely to be committed in their organisations (Masouras, 2015), taken pride in organisational membership, believed in the goals and values of the service organisation and therefore, exhibit higher levels of performance and productivity (Steinhaus and Perry, 1996). Robbins (2010) also indicated that satisfied and committed employees have lower levels of turnover, absenteeism and withdrawal behaviours. (Kim, Tavitiyaman, Kim, 2009) confirmed also that employees satisfaction lead to achieve the company's promise and create a favourable image by persuading to provide a better service than competitors (Malhotra and Mukherjee, 2004; and Schneider and Bowen, 1985).

Previous researches have revealed evidence that job satisfaction is significantly correlated with organisational outcomes (Buriro et al., 2016; Masouras, 2015; Robbins, 2010; Kim, Tavitiyaman, Kim, 2009; Malhotra and Mukherjee, 2004; Steinhaus and Perry, 1996; and Schneider and Bowen, 1985). However, it is still questionable if Jordanian Hotels in the hospitality industry use job satisfaction approach as one of the motivating tools of enhancing employees' innovation performance and how job satisfaction influences innovation performance remain relatively unexplored research area. This is because the level of job satisfaction under particular structural contexts is different from hotel to another. The relationship between job satisfaction and innovation performance is worth exploration. There is therefore a need to examine, from the employees' perspective, the granted levels of employees' job satisfaction that are evident in the hotel industry on innovation performance as well as the influence of the sub-dimensions of job satisfaction on innovation performance. This research was conducted in five-star hotels in Jordan. Many previous researches on job satisfaction and innovation performance have been conducted in the context of western economies and very little research has been done in the Middle East in general and Jordan in particular. However, there is evidence to suggest that different geographic or industrial contexts, cultural values, as well as demographic factors can change the nature of relationship between job satisfaction and innovation performance (e.g. Atteia, 2016; Buriro et al., 2016; Park, Tseng, Kim, 2016; Masouras, 2015; and Kim et al., 2009).

2. Literature Review

2.1. Job Satisfaction

The job satisfaction is a huge concept and was presented very well in management and marketing literature. However, the authors in these areas still provide differently and plenty of definitions for job satisfaction (Masouras, 2015). For example, Hoppock (1935) introduced job satisfaction as employees' reactions or satisfaction physically and mentally toward the environment of work. Job satisfaction is also defined as "all characteristics of the job itself and the work environment which employees find rewarding, fulfilling, and satisfying, or frustrating and unsatisfying" (Churchill Ford and Walker, 1974, p.255). Another definition presented by Schneider and Snyder (1975) indicated that job satisfaction is a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. A different definition is given by Robbins who stated that "job satisfaction describes a positive feeling about a job, resulting from an evaluation of its characteristics" (2010, p.63). Others defined job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" or as an employee's feelings and attitudes toward his/her job (Locke, 1969, p.316; and Armstrong, 2003).

On the whole, the definitions of job satisfaction centred on the idea of cause and effect of the environment work and therefore, employees' reaction or feeling is dependent here on the psychological and environmental factors that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935).

More specifically, psychological factor manifests in how employees feel about achievement, recognition, autonomy, responsibility, salary, benefits, advancement, and job security, while environmental factor reflects employees' reaction toward work itself, interpersonal relations, working conditions, supervision, company policies, and management. Consequently, to define job satisfaction in the context of this research, this research assumes that psychological and environmental circumstances are the important factor of job satisfaction and that management should focus on the importance of these factors while implementing job satisfaction. Thus, this research defines job satisfaction as a motivational construct manifested in two factors psychological needs (rewarding system) and environmental work needs (operational working system). Together, these two factors reflect a positive employees' reaction or feeling rather than negative, towards one's job. In addition, Armstrong (2003) illustrated that job satisfaction can be occurred when employees have positive attitudes and feelings about their job, while job dissatisfaction can be happened when employees have negative attitudes and feelings about their job. Smith et al. (1969) confirmed that job satisfaction is the result of job's distinctive nature and other worker's feelings towards comparative jobs, comparative colleagues, work experiences, and competent levels. Masouras (2015) indicated that many organisations believe that employee compensation is the main predictor in employee satisfaction. Thus, service organisations attempt to acquire employee satisfaction by increasing salaries and benefits (Masouras, 2015). Nobody can neglect that the monetary side is important to satisfy the basic needs of the employees but after a certain point and in the long term, the employees will figure out that money is no longer predictor to satisfy them. This was supported by Kaiser (2014) who indicated that jobs should provide numerous opportunities with both monetary and non-monetary incentives so that employees can realize their distinctive goals. Furthermore, establishing and sustaining employee satisfaction requires a great effort, rather than focusing on the monetary side. Simply, because there are more influences that can affect a person's level of job satisfaction. These influences include the offered level of pay and benefits, the offered level of fairness of the promotion system within a company, the level of quality of the working conditions, leadership and social relationships, and the job itself (Masood et al., 2010).

The antecedents of job satisfaction are also can be categorised into two groups, namely: job environment factors and individual factors. The both groups of job satisfaction antecedents work together, and therefore job satisfaction is determined by a combination of job environment factors and individual factors (Spector, 1985). While, Armstrong (2003) suggested other factors that led to job satisfaction such as intrinsic factors, individuals' work abilities, extrinsic factors, supervision's quality, and social relationships in work. With reference to Locke (1976) and Spector (1997), the facets of job satisfaction were classified into four groups: rewards such as fringe benefits or pay, other people such as co-workers or supervisors, the organisation itself, and the nature of work itself. Another research conducted by Al-Ababneh et al., (2017) summarised the factors that led to job satisfaction into two groups: operational working system which represents the environmental work needs such as work itself, interpersonal relations, working conditions, supervision, company policies, and management one side and rewarding system which represents the psychological needs such as recognition, autonomy, responsibility, salary, benefits, advancement, contingent rewards, and job security on the other side. The management literature has identified two theoretical approaches of job satisfaction. These are: the content theories and the process theories. Content theories focus on motivation and deal with identifying people's needs, their relative strengths and the goals they perceive in order to satisfy these needs. Maslow's (1954) Hierarchy of Needs, Alderfer's (1969) ERG theory and Herzberg's (1959) Motivator- Hygiene theory are examples of the content theories. Process theorists focus on the people's rational thought processes or cognitive processing abilities. In contrast with content theories, process theories deal with the psychological and behavioural processes that motivate a person to act in a particular way. Vroom's expectancy theory (1964) is an example of process theory.

Herzberg's theory of job satisfaction and motivation is one of the most acceptable and applicable theories in the hospitality industry. It consists of motivating factors and hygiene factors. Motivating factors include work itself, achievement, recognition, autonomy, responsibility and advancement; these motivating factors led to job satisfaction. Hygiene factors include salary, benefits, interpersonal relations, working conditions, supervision, company policies and management, and job security. The acceptable level of hygiene factors prevented job dissatisfaction, but the unacceptable level of these factors led to job dissatisfaction (Herzberg et al., 1959).

It was found that hygiene factors were more common and dominant in the hospitality industry than any other industries, this can be referred to some employees who are working in the hospitality industry start their jobs with low expectations of being able to satisfy their high needs (Mullins, 1998). Chitiris (1988) confirmed also that employees in the hospitality industry were more concerned with hygiene factors than motivating factors.

2.2. Innovation Performance

Innovation performance is considered to be as the backbone for organisational effectiveness (Basadur et al., 2002), and for finding new solutions to business as well as customer problems (Herbig and Jacobs, 1996; Mostafa, 2005). Successful organisations are more dependent on creativity and innovation than ever (Wong and Pang, 2003). This is due to the fact that innovation performance provides service organisations the competitive advantage that enables them to achieve superior performance, and to respond to changing customer requirements as well as competitive threats. Innovation performance has become a strategic approach for the success of the hospitality organisations. Innovations in the hospitality industry are mostly important assets and have different forms starting from create and implement new service to new market, to a slight modification on the present services, or to provide an added value to the present services (Ottenbacher and Gnoth, 2005).

In such industry that is characterised with a dynamic environment has forced the hospitality organisations to modify and update their services to meet the change in their customers' needs and wants, and to survive in the market. As a result, the implementation of innovation performance has become an important technique for successful hospitality organisations. Although the literature of innovation performance shows clearly that there are differences between creativity and innovation, some researchers still unable to differentiate between them clearly. For example, innovation is defined as "any idea or practice perceived to be new by the adopting organisation" (Ergun, 2018, p.61). Consistent with that, innovation is also defined as any internally generated or purchased device, system, policy, program, process, product, or service that is new to the adopting organisation (Daft, 1982; Damanpour and Evan, 1984).

To the best of our knowledge, these two definitions of innovation in the preceding paragraph to some extent are not the definitions of innovation but instead they are for creativity. More specifically, creativity means 'the development of potential new and useful ideas' (Al-Ababneh, 2014), the production of new and useful ideas in any domain (Oldham and Cummings, 1996), and producing many exciting ideas and new concepts (Ergun, 2018). While, innovation is defined as 'the successful implementation of new and useful ideas at organisational level' (Amabile, 1996, 1997), 'the successful implementing of the generated ideas or products at the organisational level' (Oldham and Cummings, 1996), and 'the sustainability of these ideas by finding applications that result in new products, processes and services that enable creative ideas to reach the company with higher sales figures, market share and profitability (Rodriguez et al., 2014).

Although creativity and innovation are two separate and different terms, some parts of the innovation literature present them interchangeably (Scott and Bruce, 1994; Awamleh, 1994; Martins and Terblanche, 2003; Mostafa, 2005), consequently both terms are very much close to individuals' mind as one term and they still utilise these terms interchangeably. For example, creativity or innovation in one definition presented as a "systematic development and practical application of a new idea" (Mustafa, 2005, p.8). It can be noted from Mustafa's definition for both terms that they are two faces for one coin named the innovation performance. More precisely, innovation performance is composed of two stages: the development of new idea (creativity) and practical application of new idea (innovation), this was supported by Ford (1996) who stated that creativity and innovation are fundamentally the same phenomenon, but they take place at various levels of analysis. Therefore, innovation performance cannot be achieved without the existence of creativity and innovation together.

On the whole, creativity centred around the idea of creating, producing, generating and development of something new (i.e. ideas, products, services, policies, procedures), and consequently it was considered as the first step of the innovation performance, while, innovation concentrates on implementing, doing and conducting something new (i.e. ideas, products, services, policies and procedures) and therefore it was considered as the second step of the innovation performance. Accordingly, it becomes very much necessary in this research to further define innovation performance. This research defines innovation performance as the process of creating and implementing new and useful ideas, products, services, policies and procedures at all levels in the service organisation. Innovation performance provides several benefits to service organisations, but the major benefit is the competitive advantage that has been achieved by organisations (Ottenbacher and Gnoth, 2005).

Innovation performance in the hospitality industry can be rapidly overcome therefore continuous innovation performance becomes an important to face barriers in the competitive market (Harrington, 2004). Successful innovation performance is not always clear for managers in the hospitality industry. However, creating an organisational culture that encourages creativity and innovation are vital features of organisations and these simply refer back to the role of innovation management (Ottenbacher and Harrington, 2007).

2.3. Job Satisfaction and Innovation Performance

The literature has clearly revealed that job satisfaction has a significant predictor in advancing efficiency and performance work in the service organisation (Jacobs and Solomon, 1977; Damanpour and Evan, 1984; Smith et al., 1969; Hochwarter et al., 1999; Wright and Cropanzano, 2000; and Loof and Heshmati, 2006), in facing the different challenges of the service organisations in terms of the complexity of the interaction between the customer contact employees and customers, globalisation, rapid change of technology and the changes of the competitive environment in the hospitality industry (Kim et al., 2009), and in the success of the service organisation (Naseem et al., 2011; Latif et al., 2013; Masouras, 2015; and Buriro et al., 2016).

The literature also presents different researches about the relationships between job satisfaction and other variables such as innovation, commitment, productivity, organisational behaviour, and performance work, customer satisfaction, empowerment and environmental background (i.e. leadership and planning, corporate culture, communications, career development, employee's role, recognition and rewards, teamwork and cooperation, working conditions, supervision, training program, pay and benefits) that all are related to different service organisations and their employees (Hoffman and Ingram, 1992; Dienhart and Gregoire, 1993; Bernhardt et al., 2000; Spinelli and Canavos, 2000; Kim et al., 2009; Robbins, 2010; Masouras, 2015; Jain, 2016; and Atteia, 2016; Park et al., 2016; Masadeh et al., 2019). More specifically, a research on job satisfaction and related environmental factors (i.e. leadership and planning, corporate culture, communications, career development, employee's role, recognition and rewards, teamwork and cooperation, working conditions, supervision, training program, pay and benefits) showed that job satisfaction is correlated effectively with the environmental background of the Aquamare Beach Hotel in Cyprus (Masouras, 2015).

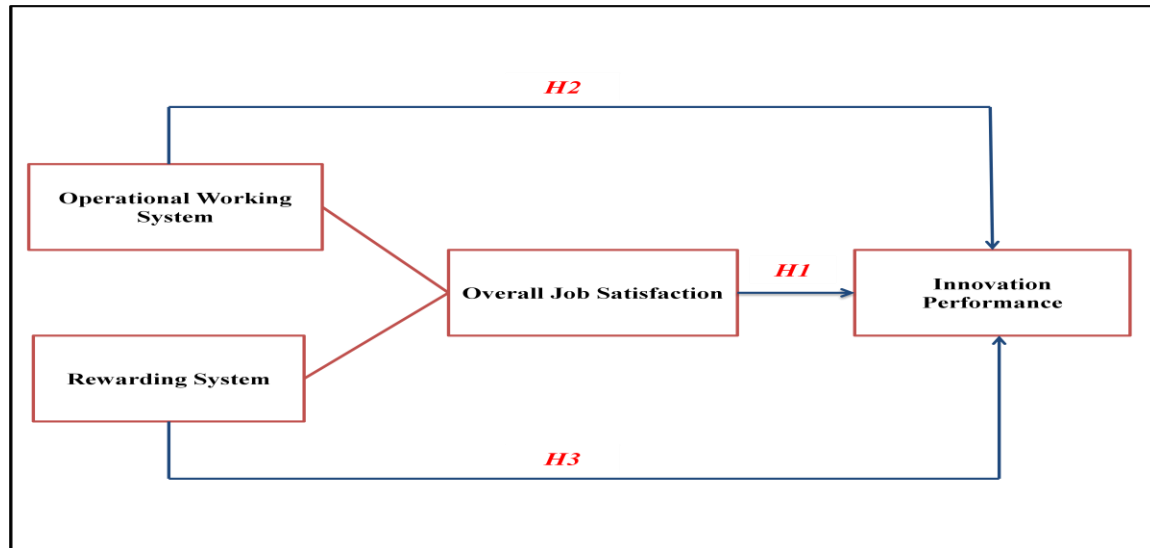
Another research conducted by Park et al., (2016) on innovation and job satisfaction with reference to U.S. federal agencies, revealed that job satisfaction is significantly correlated with innovation in the U.S. federal agencies and the employees considered innovation as one of the necessities for satisfaction in their job. A more recent research conducted about empowerment and innovation performance at five star hotels in Jordan revealed that there is a significant relationship between structural empowerment, psychological empowerment and employee empowerment on innovation performance (Masadeh et al., 2019). Moreover, structural empowerment found to be more predictor on innovation performance than it does with psychological empowerment. Finally, employee empowerment as a result of the integration of both structural empowerment and psychological empowerment revealed to be the strongest predictor on innovation performance than structural and psychological empowerment does when both taken separately (Masadeh et al., 2019).

Other researches revealed also that job satisfaction is significantly correlated with commitment, productivity, customer satisfaction, customer orientation, organisational behaviour (i.e. turnover, absenteeism, and withdrawal behaviours, etc.), and work performance (Hoffman and Ingram, 1992; Dienhart and Gregoire, 1993; Bernhardt et al., 2000; Spinelli and Canavos, 2000; Kim et al., 2009; Robbins, 2010; Jain, 2016; and Atteia, 2016). Despite of the extensive research conducted on job satisfaction and innovation performance, many gaps still existed and need to be considered in this area of research. First, previous researches have measured job satisfaction and innovation performance from either management or organisational perspectives and very few from the employees perspective. Second, most of the previous researches that investigate the relationship between job satisfaction and innovation performance were conducted in a western countries at different contexts and few conducted in developing countries such as Jordan with concentration on hospitality industry. Third, most of the previous researches have not yet been examined the relationship between job satisfaction and innovation performance in the hospitality industry in particular and most of these researches tend to either examine job satisfaction or innovation performance separately and not together. Therefore, this research is considered as one of the first researches that measures the potential impact of job satisfaction on innovation performance from the employees' perspective at five star hotels in Jordan.

3. Research Model and Hypotheses

Figure 1 illustrates the research's theoretical framework. The independent variables were operational working system, rewarding system and job satisfaction, while the dependent variable was innovation performance.

Figure 1. Research's Model



In figure 1, the proposed research's model aims to figure out the answer of the assumed question of this research that is: do Jordanian hotels use job satisfaction as a motivating tool of enhancing employees' innovation performance and which one of the sub-dimensions of job satisfaction does better in enhancing employees' innovation performance. Thus, it suggests that overall job satisfaction will have a direct influence on employees' innovation performance on one side, and operational working system as well as rewarding system will both have a direct influence on employees' innovation performance on the other side.

Therefore, the present research will have the following hypotheses:

- H1:** Job satisfaction will have a positive and significant influence on innovation performance.
- H2:** Operational working system will have a positive and significant influence on innovation performance.
- H3:** Rewarding system will have a positive and significant influence on innovation performance.

4. Method

4.1. Sample and Procedures

This research has collected the survey data from all service employees in twelve five-star hotels of a large international hotel chains. These Hotels were located in different areas in Amman the capital of Jordan, Dead Sea, Petra and Aqaba. The process of collecting the data was facilitated by the human resource managers of these hotels, who agreed to distribute and collect the questionnaires from the employees after completion. Each human resource manager of these hotels was informed to direct each participant of those employees to complete a survey based on their perceptions of Job satisfaction and innovation performance. The sample size amounted to a total of 300 employees. Usable questionnaires were obtained from 186 employees and finally coded. This represents 56 percent of the total questionnaires distributed earlier. Data analyses, included descriptive analysis, exploratory factor analysis, and multiple regression analysis, were all performed using SPSS version 21.

4.2. Measures

To explore the relationship between job satisfaction and innovation performance, two adopted scales were used. The research instrument, the questionnaire, was consisted of three sections. The first section measured employees' perceptions of job satisfaction and the second section measured employees' perception of innovation performance. The questionnaire consisted of 45 items in total. Job satisfaction includes 36 items, selected from Spector's (1985) scale and innovation performance includes 9 items selected from Prajogo and Sohal (2003) scale.

The first and the second sections of the questionnaire were measured on a five-point likert scale where 1= strongly disagree and 5= strongly agree. Demographic questions on gender, age, education, working department and work experience were also included in the last section of the questionnaire. The questionnaire was translated from English to Arabic using a back translation procedure.

5. Results

5.1. Sociodemographic Characteristics

A descriptive analysis was used to describe the research's sample. Table 1 presents the sociodemographic profile of the respondents.

Table 1: The Sociodemographic Characteristics

Characteristics	Sample (N=186)	Percentage
Gender		
Male	170	91%
Female	16	9%
Age		
25 or under	66	36%
26-35	56	30%
36-45	42	23%
46-55	14	7%
56 and more	8	4%
Education		
Secondary school or less	124	67%
Undergraduate	60	32%
Postgraduate	2	1%
Working Department		
Front of the house	104	56%
Back of the house	82	44%
Experience		
Less than one year	38	19%
2-4 years	66	36%
5-7 years	48	26%
8 year and more	36	19%

Table 1 presents the sociodemographic sections of the respondents, showing a total of 168 valid responses from the twelve hotels. It shows that the respondents were predominantly male 91% and only 21% were female. These numbers match to the Jordanian hotels workforce statistics, for instance, males consist of 92% and 8% is females (Jordanian Ministry of Tourism and Antiquities, 2019). The age section revealed that 36 % of respondents were 25 years of age and under, 30 % were between 26 and 35, and under, 25% were between 36 and 45, and only 11 % were 46 and over. The education section showed that 67 % had secondary school or less, 32 % had undergraduate degree and only 1% had a postgraduate degree. For working department, the majority of employees were working in the front of the house in their hotels 56% and 44 % were working in the back of the house. Finally, 55% of the majority of the respondents who worked in five star hotels in Jordan had experience of 5 years and more, 19% of the respondents had experience for less than 1 year, and 36% between 2 and 4 years. All sections of this sociodemographic profile reflect the known composition of the workforce in the Jordanian hospitality industry.

5.2. Validity and Reliability

The scales of this research were originally developed in a western culture and successfully showed good validity and reliability results through different working contexts. Though, it is important to purify these scales in a non-western culture as this research conducted in Jordan, and examine their validity and reliability. Therefore, an exploratory factor analysis was conducted to establish the construct validity and cornbach's alpha was used to assess the construct reliability. A principal component analysis with Varimax rotation was used to show the significant factor loadings for this research. The following tables present the final outcomes of the factor analysis after rotation.

Table2: Output of Factor Analysis for Job Satisfaction

Items	Factor Loadings		Community
	Operational Working System $\alpha = .735$	Rewarding System $\alpha = .726$	
Job Satisfaction Items			
Js7 I like the people who are working with me.	.70	-----	.50
Js5 I receive the recognition that I should receive for good job.	.70	-----	.50
Js30 I like my supervisor at work.	.73	-----	.54
Js3 My supervisor is a qualified person in his/her job.	.61	-----	.41
Js35I enjoy my job.	.52	-----	.31
Js9 Communications among employees seem good in this organisation.	.51	-----	.37
Js15 My efforts to do a good job are allowed in this organisation.	.60	-----	.43
Js8 Sometimes I feel that my job is meaningless.	.48	-----	.40
Js25 I feel enjoyed my colleagues at work.	.51	-----	.39
Js17 I like to do things that I do at my work.	.53	-----	.31
Js27 I am prided for doing my job.	.46	-----	.31
Js19 I feel that I am unappreciated by this organisation according to what they pay me.	-----	.67	.45
Js10R Raises in my work are too slight and far between.	-----	.75	.56
Js4 I am unsatisfied with the received benefits in my work.	-----	.66	.53
Js29 This organisation does not offer some benefits, even though it should offer that benefits.	-----	.73	.53
Js14 I do not feel that my organisation appreciates my work.	-----	.76	.58
Js23 The rewards are very few for people who work here.	-----	.46	.38
Eigen-value	5.663	1.824	
Percentage of variance explained	26.038	18.001	
Cumulative (Total Explained)			44.039

In table 2, the result of the factor analysis reveals a dual-dimensional structure for job satisfaction with an Eigenvalue exceeding 1. The two factor solution explained a total of 44% of variance. These results provide evidence for the construct validity of the scale. The first factor is named in the previous researches 'operational working system' which reflects five factors of the original scale (nature of work, operating conditions, co-workers, supervision and communication). Item loadings on this factor ranged from 0.46 to 0.73. The second factor is also named in the previous studies 'rewarding system', reflects the three factors of the original scale (pay, fringe benefits and contingent rewards). Item loadings on this factor ranged from 0.46 to 0.76. The obtained Cronbach alpha shows that the two factors of job satisfaction operational working system and rewarding system have clearly exceeded the minimum recommended value ($\alpha = 0.70$) which are 0.73 and 0.72. These two factors appear to be valid and reliable and therefore are maintained.

Table3: Output of Factor Analysis for Innovation Performance

Items	Factor Loadings	
	Innovation Performance $\alpha = .968$	Communality
Innovation Performance Items		
INN1, The level of newness of our new products/services.	.85	.73
INN2, The competitiveness of our technology.	.90	.81
INN3, The innovation of our technology in new product/service development.	.90	.81
INN4, The updated-ness of our technology in hotel's processes.	.84	.70
INN5, The speed of our new product/service development.	.89	.80
INN6, The speed of our adoption of the latest technological innovations in hotel's processes.	.91	.83
INN7, The number of our new products/services introduced to the market.	.88	.78
INN8, The rate of our change in processes, techniques and technology.	.90	.81
INN9, The number of our new products/services that is first-to-market.	.86	.74
Eigen-value	7.059	
Percentage of variance explained	78.436	
Cumulative (Total Explained)		78.436

As shown above in table 3, the factor analysis reveals unexpected and different results from the initial two dimensions (product innovation and process innovation). The results also show a single factor with an Eigenvalue exceeding 1. The one factor solution explained a total of 78% of variance and this provides an evidence for the construct validity of the innovation performance scale. Item loadings on this construct ranged from 0.84 to 0.91 and all the items loadings were above 0.84. The obtained Cronbach alpha shows that innovation performance as one factor construct has clearly exceeded the minimum recommended value ($\alpha = 0.70$), which is 0.96. Innovation performance scale with only one factor and 9 items appears to be valid and reliable and therefore is maintained.

5.3. Descriptive Statistics

Having established the validity and the reliability of the scales, descriptive analysis is another statistical test that was performed for the extracted dimensions and overall scales.

Table 4: Output of the Descriptive Analysis (N=186)

Scales	Extracted Factors	Mid-scale	Mean	Std. Deviation
Job Satisfaction	Overall	3	3.52	.525
Job Satisfaction	Operational Working System (1)	3	3.62	.649
	Rewarding System (2)	3	3.42	.602
Innovation Performance	Overall	3	3.32	1.042

In table 4, it is necessary to note that all the scales of this research were computed by the means' scores of its sub-scales. The mean score for all the scales has clearly exceeded the mid-point scale 3 and ranged from 3.32 to 3.62. For overall job satisfaction, the scale was formed by merging operational working system items and rewarding system items and thus was computed by summing up its 17 items. The mean score for an overall scale is 3.52 with a standard deviation (S.D) at .525. This shows that the managers of the Jordanian hotels has clearly implemented operational working system and rewarding system effectively and therefore taken in their considerations the psychological and environmental needs of their employees. Consequently the employees in the Jordanian hotels were highly believed that they were satisfied. At the dimensional level, the highest score was showed by the employees for 'operational working system' with a mean score 3.62 and standard deviation (S.D) at 0.649. This means, the employees believe that they were provided an environmental work which reflects nature of work, operating conditions, co-workers, supervision and communication positively.

This followed by 'rewarding system' with a mean score 3.42 and standard deviation (S.D) at 0.602. Although it was the lowest not only in the mean score but also in the employees' perceptions of all the dimensions of job satisfaction, the employees still believe that they were secured and satisfied with pay, fringe benefits and contingent rewards. On the whole, this also implies that the managers of the Jordanian hotels have known and recognised the importance of all these aspects of employees' job satisfaction. Regarding innovation performance, the scale as one-factor was computed by summing up its 9 items. The mean score for an overall scale is 3.48 with standard deviation (S.D) at 0.1.096. This illustrates that the employees were able create new ideas, products, services, policies and procedures and implemented effectively at all levels in the Jordanian hotels.

5.4. Correlation Analysis

Correlation analysis at this stage of the research provides an initial indicator of the relationships among the variables. Therefore, all the variables with the sub-scales were subjected to this analysis and presented in table 5.

Table 5: Output of the Correlation between Variables

		Innovation Performance
Overall Job Satisfaction	Pearson Correlation	.276**
	Sig. (2-tailed)	.000
Operational Working System	Pearson Correlation	.285**
	Sig. (2-tailed)	.000
Rewarding System	Pearson Correlation	.180
	Sig. (2-tailed)	.143
Innovation Performance	Pearson Correlation	1
	Sig. (2-tailed)	.000

Table 5 shows that there is a moderate relationship between 'job satisfaction' and 'innovation performance' ($p = 0.276$). While, at the dimensional level, it can be seen from the table above that the 'operational working system' shows a moderate correlation with 'innovation performance' on one side and no correlation appears between 'rewarding system' and 'innovation performance' on the other side. These results give us initially an indicator that 'rewarding system' is not always significant to the organisational outcomes and more specifically, 'rewarding system' in the Jordanian hotels appears to be not a predetermined and a motivated tool to achieve a significant level of 'innovation performance'. Another indicator of these results is that overall 'job satisfaction' and particularly 'operational working system' in the Jordanian hotels is a motivational tool to achieve high levels of 'innovation performance'.

5.5. Testing Hypotheses

For testing the hypotheses of this research, a multiple regression technique is performed. Multiple regression analysis is a statistical technique that can be used to analyse and measure the relationship between a single dependent variable and several independent variables (Hair, et al., 2010). In other words, this measure provides an idea about how well the independent variable will contribute in the dependent variable and show the overall prediction. In this research, all the variables are metric and therefore divided into; independent and dependent. Therefore, job satisfaction, operational working system and rewarding system are the independent variables, while innovation performance is the dependent variable. Testing hypotheses is presented as follows:

Table 6: Regression Model Statistics Dependent Variable: Innovation Performance

Independent	Dependent			
	Innovation Performance			
	β	t	P Value	F Ratio
Job Satisfaction	.280	2.541	0.00	13.049

As shown in table 6, the result of the regression analysis reveals that job satisfaction is a moderate predictor of innovation performance. Statistically, it can be seen from the above table that the value between job satisfaction and innovation performance is ($\beta = 0.280$ and P value < 0.01), and supported the view that job satisfaction has a positive influence on innovation performance and therefore job satisfaction as a motivational approach, consisted from the two dimensions the psychological needs and the environmental work needs, creates a positive employees'

reaction towards innovation performance and makes them able effectively to create and implement new ideas, services, products, policies and procedures and so on so forth. Hence, the hypothesis one (H1) is supported.

Table 7: Regression Model Statistics Dependent Variable: Innovation Performance

Independent	Dependent			
	Innovation Performance			
Operational Working System	β	t	P Value	F Ratio
		.290	2.635	0.00

As shown in table 7, the result of the regression analysis reveals that operational working system is a moderate predictor of innovation performance. Statistically, it can be seen from the above table that the value between operational working system and innovation performance is ($\beta = 0.290$ and P value <0.01), and supported the view that operational working system as a sub-dimension of job satisfaction has a positive influence on innovation performance, and therefore satisfying the employees through the operational working system (i.e. nature of work, operating conditions, co-workers, supervision and communication) appears to be an important tool in enhancing and motivating the employees towards innovation performance. Hence, the hypothesis two (H2) is supported.

Table 8: Regression Model Statistics Dependent Variable: Innovation Performance

Independent	Dependent			
	Innovation Performance			
Rewarding System	β	t	P Value	F Ratio
		.180	1.653	.143

As shown in table 8, the result of the regression analysis reveals that rewarding system is not a significant predictor of innovation performance. Statistically, it can be seen from the above table that the value between rewarding system and innovation performance is ($\beta = 0.180$ and P value >0.01), and reflected that rewarding system as a sub-dimension of job satisfaction has insignificant influence on innovation performance, and therefore satisfying the employees through the rewarding system (i.e. pay, fringe benefits and contingent rewards) is not always a motivating tools for the employees to able to create and implement new ideas, services, products, policies and procedures and so on so forth. Hence, the hypothesis three (H3) is rejected.

6. Discussion

Based on the literature review of job satisfaction and innovation performance, this research developed an instrument for measuring these variables in the Jordanian hotel industry. This research has performed exploratory factor analysis and regression analysis to validate and test the relationship between these variables using data from five-star hotels in Jordan. The results of the exploratory factor analysis showed a consistency between this research and other researches that measured the variables of this research. More specifically, the result of job satisfaction as a two-factor structure is somewhat contrary to expectations and different from the initial eight factors extracted from Spector's scale, however the two factors solution is consistent with a previous research which considered job satisfaction as a dual-factor construct (Al-Ababneh et al., 2017). The possible explanation of this result is that the level of job satisfaction in the Jordanian hotels is different from the other hotels in other countries. With regards to innovation performance as one-factor structure, the result reveals unexpected and different results from the initial two factors (product innovation and process innovation), however the one factor solution is consistent with a previous research which considered innovation performance as a one factor (Masadeh, et al., 2019). The possible reason behind this is that the employees were unable to differentiate between these two factors 'product innovation' and 'process innovation' of the original scale of innovation performance in the Jordanian hotels.

Further to these results, this research has performed Cronbach alpha test to make sure that the extracted factors are reliable at the recommended values and consequently achieve the acceptable level of reliability. The result shows that all the extracted factors from the variables of this research have clearly exceeded the accepted level of 0.70. Therefore, this research confirms that job satisfaction and innovation performance are approved effectively to be reliable and valid in a non-western context in general and in the Jordanian hotels in particular. This research aimed to study the influence of job satisfaction on employees' innovation performance at five-star hotels in Jordan.

First, the results of the regression analysis in this research provide a support for the positive influence of job satisfaction on employees' innovation performance ($\beta = 0.280$, $p = 0.00$). This result implies that the managers and supervisors at five star hotels in Jordan were able to achieve the psychological needs (rewarding system) and environmental work needs (operational working system) to the employees in the Jordanian hotels properly (job satisfaction), this in turn will create a positive employees' reaction or feeling rather than negative, towards the job and its goals (innovation performance). This result also implies that the employees have perceived job satisfaction in the Jordanian hotels which in turn leads them to achieve the desired outcomes properly (innovation performance). This result was supported with previous researches, which confirmed a significant relationship between job satisfaction and innovation performance (Jain, 2016 and Park et al., 2016), and considered job satisfaction as a motivator to improve organisational efficiency and performance (Akintoye, 2000; Judge and Klinger, 1992; Luthans, 1998). Second, this research also provides a support for the positive influence of operational working system as sub-dimension of job satisfaction on employees' innovation performance ($\beta = 0.290$, $p = 0.000$). This result explains that creating a positive atmosphere in terms of nature of work, operating conditions, co-workers, supervision and communication, where the employees feel that they have positive feelings and reactions toward their job and its goal, will lead them to be more able to create and implement anything that boosts and achieves the organisational goals (innovation performance). It is worth noting here that operational working system was the most significant predictor of both job satisfaction and employees' innovation performance than rewarding system. This result was supported with a previous research who confirmed the significant relationship between job satisfaction and the job related environmental factors (Masouras, 2015). This result also implies that operational working system is a necessity for job satisfaction and innovation performance on one side and rewarding system is not always a predictor for the employees to motivate them within service organisations in general and Jordanian hotels in particular on the other side. This result is considered as a major contribution for the relationship between job satisfaction and innovation performance as most of the previous researches were examine job satisfaction as a whole and at the dimensional level on other variables but not on innovation performance particularly in the Jordanian hotels. Third, this research also provides unexpected and insignificant result for the effect of rewarding system as a sub-dimension of job satisfaction on employees' innovation performance ($\beta = 0.180$, $p = 0.143$). This explains that although rewarding system is a significant predictor for the employees to be satisfied in the Jordanian hotels, it was not good predictor on employees' innovation performance. This was supported by Masouras (2015) who indicated that many organisations believe that employee compensation is the main predictor in employee satisfaction. Thus, service organisations attempt to acquire employee satisfaction by increasing salaries and benefits (Masouras, 2015). This result also implies that rewarding system is not always a motivator for the employees in the Jordanian hotels to go through the process of innovation performance. This also was supported by Kaiser (2014) who indicated that jobs should provide numerous opportunities with both monetary and non-monetary incentives so that employees can realize their distinctive goals. Hence, these results are considered as major contributions for the literature of job satisfaction and innovation performance as most of the previous researches were focused on rewarding system as a good predictor and motivator for job satisfaction and consequently on employees' innovation performance.

6.1. Implications

The results presented above reflect theoretical contributions to knowledge and reveal several important implications for theory and research on job satisfaction and employees' innovation performance. The main contribution of this research is that although previous researches have not considered research attention to study and measure the relationship between job satisfaction and employees' innovation performance in the developed countries (Hoffman and Ingram, 1992; Dienhart and Gregoire, 1993; Bernhardt et al., 2000; Spinelli and Canavos, 2000; Kim et al., 2009; Robbins, 2010; Masouras, 2015; Jain, 2016; and Atteia, 2016; Park et al., 2016; Masadeh et al., 2019), this research is one of the first researches that attempts to study and measure the potential impact between these two variables in the developing countries. In addition, the results indicated that job satisfaction scale with two-dimension construct and innovation performance scale with one-factor construct are valid and reliable among employees working in five-star hotels in Jordan as well as give more support for the translated scales to be used in the future as valid measures in the developing countries.

The results showed that there is a positive relationship between employees' job satisfaction and employees' innovation performance in five star hotels in Jordan. This contribution is unique due to the fact the most of the previous researches have not found this result before in the hotel industry in general and in the Jordanian hotels in particular. At the dimensional level, this research showed that operational working system as a sub-dimension of job satisfaction has a positive influence on employees' innovation performance and was the best predictor to employees'

innovation performance than rewarding system does at five star hotels in Jordan. Another contribution at the dimensional level is that rewarding system has positive influence on employees' job satisfaction, but has no influence on employees' innovation performance. This contribution also is a new for the literature review of job satisfaction and innovation performance due to the fact the most of the previous researches have not measured or examined the influence of rewarding system as a sub-dimension of job satisfaction on employees' innovation performance. Hence, this research is one of the first researches who measured this relationship at the dimensional level of job satisfaction on employees' innovation performance. In the light of the results of this research, a number of managerial implications can be highlighted. First, it is important for the managers in all departments in the Jordanian hotels to understand the need for finding different ways to implement job satisfaction effectively and this could help to increase the employee' innovation performance. This probably can be done by focusing on the strength points during the implementations of the main dimensions of job satisfaction. Operational working system as the first sub-dimension of job satisfaction represented by the environmental work needs reflect the employees' reaction toward work itself, interpersonal relations, working conditions, supervision, company policies, and management.

Therefore, this dimension can be boosted for example by doing a research on each component of the operational working system and figure out the importance of these components from the employees perceptions and then the managers could be able to arrange their priorities accordingly. It is also important for the managers at all levels in the Jordanian hotels to understand the role of rewarding system not only for increasing job satisfaction but also for increasing innovation performance. In other words, the managers in the Jordanian hotels should apply the rewarding system based on the achievements of the employees on innovation performance. Consequently, the one who can create and implement anything new in Jordanian hotels is the one who should be rewarded. Finally, it is useful for managers to take advantage of the designed instrument, to evaluate and improve the provided level of both job satisfaction and innovation performance in the Jordanian hotels.

6.2. Limitations and Future Research

This research has some limitations which may require more attention to increase our knowledge with regards to job satisfaction and innovation performance when understanding the research's finding. Therefore, this research offers some recommendations for future research, as follows. First, it is limited to the five star hotels in Jordan, and thus, future researchers are advised to conduct and measure the model of this research in other service sectors in Jordan to have a better generalization of the findings. Second, investigating this research model in other service contexts from both managerial and customer perspectives, rather than concentrating on the employee perspective, may expand our knowledge with regard to the relationship between job satisfaction and innovation performance. Third, this research has measured the job satisfaction variable as a whole and at the dimensional level on innovation performance, thus future researchers are recommended to measure job satisfaction on innovation performance by looking at other variables such as structural empowerment, psychological empowerment and employee empowerment as a mediating variables between job satisfaction and innovation performance

6.3. Conclusion

This research aimed to examine the impact of job satisfaction on employees' innovation performance and the role of job satisfaction that plays on innovation performance at five-star hotels in Jordan. Although job satisfaction and innovation performance were tested empirically on other variables in different context such as commitment, productivity, organisational behaviour, performance work, customer satisfaction, empowerment and many others in different context, no single research have considered the potential impact of the relationship between job satisfaction and innovation performance at five-star hotels in Jordan. Therefore, this research tried to bridge this gap in the literature by examining the impact of job satisfaction as a whole and at the dimensional level on innovation performance from the employees' perspective who are working at five-star hotel in Jordan. This research has provided a significant new contribution and explored outstanding findings to the research on employees' job satisfaction and employees' innovation performance.

The results of this research have supported the relationship between job satisfaction and innovation performance on one side and operational working system on innovation performance on the other side. Moreover, the results also show that there is no significant influence between rewarding system and innovation performance. It bridged the gaps between the job satisfaction and innovation performance literature and the empirical findings. The current research was conducted only in five-star hotels in Jordan, and as such the results are not claimed to be representative. They do however provide insights that can form a clear direction of future research into this important research area.

The researchers of this research wish to other researchers and practitioners to use this contribution, build upon it, and shed further light on other important variables related to employees' job satisfaction and innovation performance in the hospitality industry. This paper suggests for future research to intervene empowerment and its two dimensions (structural and psychological empowerment) as a mediating variables between job satisfaction and innovation performance.

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