

Work Experience, Psychological Well-Being, Job Satisfaction and Job Performance Among Tourism Employees

Maham Jamil

Department of Psychology, GC University, Lahore, Pakistan

Fatima Murtaza

Department of Psychology, GC University, Lahore, Pakistan

Muhammad Mussaffa But (Corresponding Author)

Department of Psychology, GC University, Lahore, Pakistan

Email: mussaffa@gcu.edu.pk  0000-0001-5271-111X

ABSTRACT

This study investigated the relationships between work experience, psychological well-being, job satisfaction, and job performance among tourism employees in Pakistan. A sample of 50 participants from various tourism companies completed standardized questionnaires. The data was analyzed using internal consistency tests, independent sample t-tests, Pearson correlations, and hierarchical regression. Results indicated high reliability for all measured scales. The correlation analysis showed that job satisfaction had a strong positive connection with psychological well-being, work experience, and job performance. Male employees reported significantly higher levels of job satisfaction, work experience, and job performance compared to female employees. However, no significant gender differences were found regarding psychological well-being. Hierarchical regression showed that demographic factors did not strongly predict work experience. Adding job satisfaction and psychological well-being to the regression model increased the explained variance in work experience significantly. Job performance was not a significant predictor in the final regression model. The study concludes that job satisfaction and psychological well-being play important roles in employee work outcomes. Organizations should create supportive environments to enhance worker well-being and job satisfaction.

Keywords: Work Experience, Psychological Well-Being, Job Satisfaction, Job Performance, Tourism Industry, Employee Outcomes, Demographics

Introduction

Work experience is a critical factor in the development and success of individuals in the workforce. It refers to the duration of time an individual has spent in a specific job or field, including the skills and knowledge gained during that period. Work experience has a significant impact on various employee outcomes, such as job performance, psychological well-being and job satisfaction. In the tourism industry,

work experience is particularly relevant as it is a customer-facing industry where employee job performance and job satisfaction are essential for the success of the organization.

Research studies in recent years have explored the relationship between work experience and employee outcomes in the tourism industry. For example, studies have shown that work experience positively influences employee job satisfaction and psychological well-being (Kim, 2019; de Bloom, 2017). In addition, research has found that work experience is positively related to job performance (Cheng, 2017).

Moreover, studies have investigated the role of different factors that mediate or moderate the relationship between work experience and employee outcomes. For instance, (Jeong, 2021) found that the relationship between work experience and employee creativity and job satisfaction was mediated by organizational support and job autonomy. (Bok, 2019) Showed that job satisfaction and organizational commitment mediated the relationship between work experience and employee turnover intention.

Psychological well-being is a multidimensional construct that encompasses various aspects of an individual's subjective well-being, such as positive emotions, life satisfaction, and a sense of purpose and meaning in life. It is an important component of overall well-being and has been linked to various positive outcomes, including improved physical health, social relationships, and job performance. Given its importance, psychological well-being has become an increasingly popular area of research in psychology and related fields.

Research has shown that work can significantly affect psychological well-being, both positively and negatively. On the one hand, work can provide individuals with a sense of purpose, a source of social support, and opportunities for personal growth and development, all of which can contribute to psychological well-being. On the other hand, work-related stress, burnout, and other negative job-related experiences can have detrimental effects on psychological well-being.

In the context of the tourism industry, which is characterized by high levels of customer service and emotional labor, the impact of work on psychological well-being is particularly important. Studies have shown that work-related stress and burnout are common among tourism employees (Bianchi, 2015; Kim, 2017), which can have negative effects on psychological well-being, job satisfaction, and job performance.

Job satisfaction is a key concept in the field of organizational behavior and psychology that refers to an individual's overall feeling of happiness and fulfillment with their work. It encompasses various dimensions of an employee's experience, such as job security, pay, relationships with coworkers, and opportunities for growth and development. Research has consistently shown that job satisfaction is an important predictor of job performance, organizational commitment, and overall well-being.

In the tourism industry, job satisfaction is particularly important given the high levels of customer service and emotional labor involved in many roles. Tourism employees are often required to navigate challenging interactions with customers and deal with unpredictable and stressful situations. As a result, job satisfaction can be a critical factor in retaining employees and maintaining high levels of service quality.

Studies have shown that various factors can influence job satisfaction in the tourism industry, including work-related stress, leadership style, and job demands and resources (de Bloom, 2017; Kim 2019; Meng, 2020). Additionally, research has shown that work experience can be an important predictor of job satisfaction among tourism employees, with more experienced employees generally reporting higher levels of job satisfaction (Han, 2020; Meng, 2020).

Job performance is a critical aspect of any organization's success, as it directly influences productivity, profitability, and overall growth. Employees' ability to perform their jobs effectively and efficiently is influenced by various factors, including their skills, knowledge, motivation, and work environment. One of the key factors that impact job performance is work experience.

Work experience is defined as the knowledge, skills, and abilities that employees acquire through their previous work-related experiences. It is believed to enhance employees' job-related competencies, such as task proficiency, adaptability, problem-solving, and decision-making. As a result, work experience has been linked to better job performance in various fields, including tourism and hospitality.

Research has shown that work experience is positively associated with job performance in the tourism and hospitality industry. For instance, a study by (Cheng, 2017) found that work experience was positively related to job performance among hotel employees. Similarly, a study by Lee (2019) revealed that work experience was positively associated with job performance among food and beverage employees.

Despite the importance of work experience in enhancing job performance, the relationship between the two is complex, and several other factors may also influence it. For example, the job demands and resources, organizational culture, and work-life balance may also impact employees' job performance.

Literature Review

Kim (2019) explored the relationship between work experience and organizational commitment among hotel employees. They found that work experience was positively correlated to organizational commitment, and that this positive relationship was facilitated by job satisfaction and trust in management. Wong (2021) investigated the impact of work experience on job crafting behavior among hospitality employees in China. They found that work experience had a positive relationship to job crafting behavior, and that this correlation was mediated by job satisfaction and psychological empowerment. Kocak (2020) studied the influence of work experience on job stress and job satisfaction among employees in the Turkish hospitality industry. They found that work experience had a negative correlation to job stress and a positive association with job satisfaction. Chen (2020) explored the relationship between work experience and job burnout among hotel employees. It was discovered that work experience was negatively related to job burnout, and that this relationship was mediated by emotional intelligence and job satisfaction. Further Gokmenoglu (2019) studied the impact of work experience on job satisfaction and turnover intention among hotel employees. They found that work experience was positively related to job satisfaction and negatively related to turnover intention. Also, Wang, (2018) investigated the relationship between work experience and job embeddedness among hotel employees in China. The research was concluded with the outcome that work experience was

positively related to job embeddedness, and that this correlation was mediated by job satisfaction. Moreover, Wu (2021) explored the impact of work experience on employee creativity and innovative behavior in the hospitality industry. The study concluded that work experience, employee creativity and innovative behavior had a positive relationship, which was mediated by job satisfaction and psychological empowerment.

(Kim J.-E. &, 2019.) found that work experience positively influenced the psychological well-being and job satisfaction of hotel employees, and that job satisfaction was a significant predictor of job performance.

(de Bloom, 2017) found that work experience has a positive association with job satisfaction and employees' psychological well-being in the hospitality industry. However, they also found that job demands, and job resources were important factors in moderating the relationship between work experience and well-being.

(Cheng, 2017) found that work experience was positively related to job performance among hotel employees, and that job satisfaction mediated this relationship. (Meng, 2020) found that work experience was positively related to job satisfaction among Chinese hospitality employees, and that the relationship was stronger for employees who had been in their job for a longer period.

(Kim W. G., 2018) found that work experience was negatively related to turnover intention in the hotel industry, and that job satisfaction mediated this relationship.

(Lee J. K., 2021) found that work experience was positively related to employee creativity in the hospitality industry, and that job satisfaction mediated this relationship.

(Adzri, 2021) found that work experience was negatively related to turnover intention among hospitality employees, and that this relationship was mediated by job satisfaction and job embeddedness. (Shin, 2020) found that work experience was positively related to service quality among hotel employees, and that job satisfaction and emotional intelligence mediated this relationship.

(Islam, 2020) concluded that work experience and organizational citizenship behavior had a positive correlation among hotel employees, and that job satisfaction mediated this relationship.

(Yang, 2019) investigated the relationship between work experience and job stress among hotel employees in China. They discovered that work experience and job stress had a negative relationship, and that it was mediated by emotional intelligence and job satisfaction.

(Chen Y. H., 2019) Studied the effect of work experience on employee turnover intention in the Taiwanese hospitality industry. They found that work experience was negatively related to turnover intention, and that this connection between them was supported by job satisfaction and organizational commitment.

(Kang, 2020) researched the influence of work experience on job satisfaction and job performance among employees in the South Korean hotel industry. They found that work experience was clearly related to job satisfaction and job performance, and that these relations were intermediated by perceived organizational support.

Research conducted by (Bok, 2019), the authors examined the correlation between work experience and employee turnover intention in the Korean hotel industry. They found that work experience was negatively related to turnover intention, and that this

correlation was facilitated by job satisfaction and organizational commitment. Another study conducted by (Jeong, 2021) focused how work experience influenced employee creativity and job satisfaction in the Korean tourism industry. They found that work experience had a positive correlation to employee creativity and job satisfaction, which were mediated by organizational support and job autonomy. Study by (Han, 2020) explored the influence of work experience on job satisfaction and job performance among employees in the Korean tourism industry. They found that work experience has a positive correlation to job satisfaction and job performance, and that these relationships were mediated by psychological capital (PsyCap). The authors also discovered that PsyCap fully supported the relationship between work experience and job performance and partially mediated the association between work experience and job satisfaction.

Rationale

Employees working in tourism department experienced variety of challenges in their job environment. Psychological well-being of employees is pertinent for the better functioning of employees at their job settings, and it depends on their work experiences, job performances and job satisfaction. The present study will determine the impact of work experience, job performance and job satisfaction on psychological well-being of tourism employees.

Objectives

To investigate the relationship between work impact, psychological well-being, job satisfaction and job performance

To investigate the gender differences in terms of job satisfaction, job performance and psychological well-being

To investigate the effect of demographic variables of job satisfaction, job performance and psychological well-being

Hypotheses

Job performance will significantly affect work experience, job satisfaction and psychological well-being.

There would be significant gender differences in work experience, job satisfaction, job performance and psychological well-being.

Demographic will significantly affect the job satisfaction, job performance and psychological well-being.

Method

Correlational Survey method was used in this study. The study will investigate the impact of work experience on psychological well-being, job satisfaction, and job performance among tourism employees using survey research methods. The research sample will include both male and female employees ($N = 100$). Purposive sampling method will be used to collect the data.

Table 1

Demographics Characteristics of Sample (N = 50)

Variables	Categories	f (%)	M	SD
Age			26.7	6.756
Gender	Female	14(28)		
	Male	36(72)		
Marital Status	Married	12(24)		
	Unmarried	38(76)		
Family Income	20000-25000	5(10)		
	30000	1(2)		
	40000-50000	11(22)		
	60000-70000	7(14)		
	80000-100000	11(22)		

Table above shows that the participants ($n=50$) belonged to two different gender groups with different ages, marital statuses, along with varied levels of experience, educational background and family incomes.

Measures

Diener's Well-Being Scale (ED Diener)

Diener's Well-Being Scale was used to review psychological well-being. The scale consists of seven Likert responses that ranges from strongly disagree to strongly agree and it has 8 items. It describes various facets of human efficacy. The feelings of capability, affirmative relationships, meaning and determination in life, positivity, acceptance of self, concentration, influence in the well-being of others and being appreciated are being understood through this instrument. The reliability of the scale is high as given by the author ($\alpha=.86$).

Job Satisfaction Survey (Richard Bellingham, EdD)

The Job Satisfaction Scale (JSS) was developed by Richard Bellingham, EdD to measure the level of job satisfaction among employees. The JSS is a self-report questionnaire that consists of a set of statements related to various aspects of a person's job, such as their level of satisfaction with their work, their supervisor, and their pay and benefits. The JSS consists of 10 items that are rated on a Likert scale, where participants are asked to indicate their level of agreement with each statement.

Work Performance Questionnaire- Baseline (University of Michigan Health System)

The Work Performance Questionnaire-Baseline (WPQ-B) is a tool used to measure work performance. It was developed by the University of Michigan Health System in their weight management program. It consists of 4 items that are rated on a Likert scale, where participants are asked to indicate their level of agreement with each statement. The WPQ-B was designed to evaluate work performance in terms of productivity, attendance, and job performance. The questionnaire was used to assess the impact of the weight management program on work performance among employees. The authors of the WPQ-B are not specified in the information available to me.

Procedure

Permission was taken from the university to draw the data. Informed consent was taken beforehand from the participants and confidentiality was assured. Correlational research design was followed in this study. Psychological well-being, job satisfaction and job performance were measured through standardized questionnaires. After the administration of the scales, the collected data was analysed.

Results

The present study was conducted to find out how work experience impacted on the psychological well-being, job satisfaction, and job performance of tourism employees. Reliability analysis of the three scales, i.e., well-being, job satisfaction and work performance were computed and came out as .881, .931 and .866 respectively. Furthermore, independent sample t-test and Pearson correlation was also computed.

Pilot study

The items of all three scales were developed according to the Western sample. The major goal of the pilot study was to find out the psychometric properties of the scales on the current sample. It also focused on assessing the aptness and understanding of research scales for Pakistani population. A sample of 50 participants was taken from different tourism companies of Pakistan. Cronbach's alpha coefficient of all scales was computed to assess their internal consistency. Results determined that the alpha internal consistency reliability estimate of the three scales, i.e., well-being, job satisfaction and work performance were .881, .931 and .866, which are high.

Descriptive and Reliability of Job Satisfaction, Work Performance, Work experience and Psychological Well-being scales.

Variable	k	M	SD	α
Job Satisfaction	10	33.68	10.58	0.93
Work Performance	4	13.86	4.145	0.866
Work experience	4	13.86	4.145	0.866
Psychological Wellbeing	8	41.95	8.536	0.881

Table 2

The findings suggested that all of the scales' reliability was adequate. The internal consistency of each scale was assessed, just like with the aid of the Cronbach Alpha Coefficient. Work satisfaction's alpha internal consistency reliability estimate was quite high. Work performance is commendable and is within a decent range. Work experience is quite good. The aforementioned results further clarify that all of the research's variable scales had a remarkably high degree of reliability, with psychological wellbeing scoring particularly well.

Table 3

Mean differences between Male (n = 37) and Female (n = 14) for correlates of Job Satisfaction, Work Performance, Work experience and Psychological Well-being.

Variables	Men	Women	<i>t</i> (196)	95% CI		Cohen's <i>d</i>
	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)		<i>LL</i>	<i>UL</i>	
Job Satisfaction	35.3(9.6)	29.4(12)	1.814**	1.28	12.45	0.5
Psychological Wellbeing	43.5(13)	39(12.8)	1.111	3.69	12.8	0.3
Work Experience	14(3.6)	13.3(5.3)	.531**	1.94	3.34	0.1
Work Performance	14(3.6)	13.3(5.3)	.531**	1.94	3.34	0.1

** $p < .01$

The mean scores of Job Satisfaction indicated that there was significant difference between both groups. The means on more distant point out that the Men tourism employee have more job satisfaction then women tourism employees. The effect size was medium and indicated 19.74% non-overlaps between women and men in this study.

Means scores of psychological wellbeing point out that there is a non-significant difference between both groups. The mean further indicated that the male and female tourism employees did not have any remarkable difference in relating to psychological wellbeing the effect size of (Cohen's *d*) was small and indicated 11.92% non-overlaps between the two groups of the mean scores. (Cohen, 1998).

The mean scores of work experience and work performance indicated that there was significant difference between both groups. The means on more point out that the Men tourism employee have more work experience and work performance then women tourism employees. The effect size was small and indicated 3.99% non-overlaps between scores of men and women.

To explore the relationship of Work Experience, Job Satisfaction, Psychological wellbeing and Work Performance variables the Pearson product-moment correlation was used. The results are presented below table 4.3

Table 4

Relationship Job Satisfaction, Work Performance, Work experience and Psychological Well-being among tourism employees. (n = 50).

Variables	1	2	3	4
Job Satisfaction	-	.650**	.775**	.775**
Psychological Wellbeing	-	-	.790**	.790**
Work Experience	-	-	-	1.00**

Work Performance - - - -

P < .01**

The job satisfaction manifest the positive and strong inter correlation psychological wellbeing, work experience and work performance among tourism employees. Which means tourism employs high or low level of job satisfaction strongly lead them towards high or low level of work experience and performance in their workplace. And furthermore, similar psychological wellbeing also shows positive correlation with work experience and work performance. More likely the work experience revealed the positive inter correlation with the work experience which define that the tourism employees' high or low level of work experience leads them towards high or low level of wok performance.

Table 5

Hierarchical multiple Regression with Work Experience as Dependent Variable (N=50)

Variable	B	SE	β	R^2	ΔR^2
Step 1				.49	.049
Gender	-.754	1.33	-.082		
Age	.069	.090	.112		
Family Income	6.19	.000	.160		
Step 2				.616***	.567***
Gender	1.141	.887	.125		
Age	.011	.508	.108		
Family Income	2.99	.00	.008		
Job Satisfaction	.315	.039	.803		
Step 3				.690**	.073**
Gender	1.098	.806	.120		
Age	.018	.053	.029		
Family Income	-9.127	.000	-.024		
Job Satisfaction	.225	.045	.574		
Psychological wellbeing	.114	.035	.359		
Step 4				1.00	.310
Gender	.00	.00	.00		
Age	.000	.000	.000		
Family Income	.000	.000	.000		
Job Satisfaction	.000	.000	.000		
Psychological wellbeing	.000	.000	.000		
Job Performance	1.00	.000	1.000		

*** p<.001

Work experience was used as a dependent variable in this investigation. In the first step the demographic factors included in the first model did not significantly

contribute to the regression model. These models therefore did not need any further interpretation. Overall, the model was able to explain 49% variance in the work experience.

In the second step, inclusion of Job Satisfaction resulted in significant effect on the regression model and was able to contribute by adding 56% variance. Overall, this model suggested explaining a likelihood of about 61% variation in work experience due to these mentioned variables. The Job Satisfaction was significantly predictor of work experience.

In the final and third step the inclusion psychological wellbeing was able to add significantly to this model, and this model, overall, was likely to explain 69% variation in work experience possible influenced by these mentioned variables. This predict that the change like high or low level of psychological wellbeing is likely to make high or low level of work experience. In the final and third step the inclusion Job Performance did not emerge as a significant predictor in the model. However, this model, overall, was also not significant.

Discussion

The impact of work experience on psychological well-being, job satisfaction, and job performance among tourism employees is not well understood. Even though tourism employees often must deal with high stress levels and demand customers, little research has been conducted on the long-term effects of work experience on their mental health and job satisfaction. Additionally, the relationship between work experience and job performance in the tourism industry is also not well understood. The purpose of this study is to investigate the impact of work experience on psychological well-being, job satisfaction, and job performance among tourism employees, to better understand the factors that influence these outcomes and to identify potential areas for improvement in the industry. The research focused on finding out whether there are significant gender differences in work experience, job satisfaction, job performance and psychological well-being. The study also emphasized discovering if job satisfaction acts as a mediator for work experience, job satisfaction and psychological well-being along with the predictive role of demographic in affecting the job satisfaction, job performance and psychological well-being.

The first hypothesis was Job performance will significantly affect work experience, job satisfaction and psychological well-being. Results depicted that job performance or work performance had a strong and significantly positive relationship to the both job satisfaction and psychological well-being variables and work experience had a nonsignificant relationship, so it was not included in the results nor interpretation part of the research.

Prior research have shown contrasting results in the Western and Eastern culture as in Eastern environment an equal or fair chance is not provided to gain experience or even if people have enough exposure which makes them eligible for a job even then they lose opportunities as preferred treatment or creating nepotistic environment is a common practice instead of merit-based recruitment process.

The second hypothesis was there would be significant gender differences in work experience, job satisfaction, job performance and psychological well-being.

Results have shown that work performance and job satisfaction is high in men than women whereas well-being has no statistically significant difference among males and females. Work experience had a non-significant relationship, so it was not included in the results nor were the interpretation part of the research.

In Asian societies women are not given enough support and opportunities to actively pursue their careers in contrast to men who are considered the bread-earner for their families. Females are bound by the duties which are thrown upon them by their families, and they are expected to prioritize them even if they are working women are expected to maintain their household and office duties collectively whereas no such expectation is made from men. Whereas, in West both male and female actively contribute to household chores as well, based on the results of the hierarchical multiple regression analysis, the first step showed that demographic factors (gender, age, and family income) didn't significantly contribute to work experience. They only accounted for around change. However, in the second step, including job satisfaction significantly improved the model, explaining more variance in work experience. The final step included psychological well-being, which also contributed significantly but only accounted for the change. Job performance, on the other hand, did not significantly contribute to the model. Overall, the third model explained the variation in work experience. It suggests that psychological well-being has a stronger influence on work experience compared to job performance.

Demographic will significantly affect the job satisfaction, job performance and psychological well-being. The analysis have depicted that demographic even though is not significant predictor of variables job satisfaction, job performance and psychological well-being it is a positive predictor of all.

It is conducive to developing positive work experience and fostering employee well-being and job satisfaction for employees working anywhere as it can lead to an increase in retention rates. As a result, employees who are both engaged and satisfied usually stay with the organization thus creating a decrease turnover cost and certifying steadiness in the workforce. Moreover, organizations with a positive work environment can attract talented individuals, enhancing their recruitment efforts. The well-being, job satisfaction, and job performance of employees have direct implications for the overall success and performance of organizations in the tourism industry

Limitations and Suggestions

The studies included in the literature survey may have focused on specific regions. This limits the generalizability of the findings to a broader population of tourism employees. Future research could include more diverse samples to enhance the external validity of the findings. The studies discussed in the literature survey may have predominantly focused on specific cultural contexts. Future research should include a more diverse range of cultural contexts to capture these differences. Combining quantitative measures with qualitative approaches, such as interviews or focus groups, can provide a more in-depth understanding of the experiences and perceptions of tourism employees. This mixed-methods approach can uncover nuanced factors that contribute to well-being, job satisfaction, and job performance. Designing and implementing interventions aimed at improving work experience,

Online ISSN

3007-3197

Print ISSN

3007-3189

<http://amresearchreview.com/index.php/Journal/about>

psychological well-being, job satisfaction, and job performance among tourism employees can be an effective way to assess the causal relationships between these variables. Such interventions can provide practical insights for organizations and policymakers to enhance employee outcomes in the tourism industry.

Implications

Understanding the factors that influence psychological well-being among tourism employees can help organizations create a supportive work environment. By addressing issues such as work-family conflict, emotional labor, and work-life balance, organizations can promote better employee well-being and overall mental health. Recognizing the factors that contribute to job satisfaction among tourism employees allows organizations to design strategies and policies that enhance job satisfaction levels. This can include providing competitive compensation, career advancement opportunities, and a positive work culture that values employee input and feedback.

Recognizing the link between work experience and job performance enables organizations to implement interventions and practices that enhance employee productivity and effectiveness. By addressing factors such as job resources, work engagement, and job crafting, organizations can foster a conducive work environment that supports high levels of job performance.

References

- Adzri, A. F. (2021). Work experience, job satisfaction, job embeddedness and turnover intention among hospitality employees. *Journal of Hospitality and Tourism Management*.
- Bianchi, R., Schonfeld, I. S., & Laurent, E. (2015). Burnout–depression overlap: A review. *Clinical Psychology Review*, 36, 28–41.
<https://doi.org/10.1016/j.cpr.2015.01.004>
- Bok, S. (2019). The relationship between work experience, job satisfaction, organizational commitment and turnover intention in the hotel industry. *International Journal of Hospitality Management*.
- Chen, H. (2020). Work experience, emotional intelligence, job satisfaction and job burnout among hotel employees. *International Journal of Contemporary Hospitality Management*.
- Chen, Y. H. (2019). The effect of work experience on employee turnover intention in the Taiwanese hospitality industry: The mediating role of job satisfaction and organizational commitment. *Journal of Hospitality and Tourism Research*.
- Cheng, J.-C., & Chen, C.-Y. (2017). Job crafting and job outcomes in the hospitality industry: The mediating role of person–job fit. *International Journal of Hospitality Management*, 65, 41–50.
<https://doi.org/10.1016/j.ijhm.2017.05.001>
- de Bloom, J., Kinnunen, U., & Korpela, K. (2015). Recovery processes during and after work: Associations with health, work engagement, and life satisfaction. *Journal of Occupational and Environmental Medicine*, 57(7), 732–742.
<https://doi.org/10.1097/JOM.0000000000000475>
- Gökmenoğlu, T. (2019). The impact of work experience on job satisfaction and

- turnover intention among hotel employees. *Tourism Management Perspectives*.
- Han, H., & Hyun, S. S. (2020). The influence of work experience on job satisfaction and job performance among employees in the tourism industry: The mediating role of psychological capital. *International Journal of Hospitality Management*.
- Islam, T. (2020). Work experience and organizational citizenship behavior among hotel employees: The mediating role of job satisfaction. *Journal of Human Resources in Hospitality & Tourism*.
- Jeong, M. (2021). The influence of work experience on employee creativity and job satisfaction in the tourism industry: The mediating roles of organizational support and job autonomy. *Journal of Travel & Tourism Marketing*.
- Kang, H. J. (2020). The influence of work experience on job satisfaction and job performance among employees in the South Korean hotel industry: The mediating role of perceived organizational support. *International Journal of Contemporary Hospitality Management*.
- Kim, H. J., & Qu, H. (2019). Employees' burnout and emotional intelligence as predictors of job satisfaction in the hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 18(4), 467–488.
- Kim, W. G., Ra, Y. A., Park, J. G., & Kwon, B. (2017). Role of burnout on job level, job satisfaction, and task performance. *Leadership & Organization Development Journal*, 38(5), 630–645. <https://doi.org/10.1108/LODJ-11-2015-0249>
- Koçak, O. (2020). The influence of work experience on job stress and job satisfaction among employees in the Turkish hospitality industry. *Journal of Hospitality and Tourism Management*.
- Lee, J., & Ok, C. (2019). Hotel employees' work engagement and its consequences. *Journal of Hospitality Marketing & Management*.
- Lee, J. K. (2021). Work experience and employee creativity in the hospitality industry: The mediating role of job satisfaction. *International Journal of Hospitality Management*.
- Meng, B. (2020). Work experience and job satisfaction among Chinese hospitality employees. *Journal of Hospitality and Tourism Management*.
- Shin, Y. (2020). Work experience, service quality, job satisfaction and emotional intelligence among hotel employees. *International Journal of Contemporary Hospitality Management*.
- Wang, C. (2018). The relationship between work experience and job embeddedness among hotel employees in China: The mediating role of job satisfaction. *Tourism Management*.
- Wong, I. A. (2021). The impact of work experience on job crafting behavior among hospitality employees in China: The mediating roles of job satisfaction and psychological empowerment. *International Journal of Hospitality Management*.
- Wu, X. (2021). The impact of work experience on employee creativity and innovative behavior in the hospitality industry: The mediating roles of job satisfaction and psychological empowerment. *Journal of Hospitality and Tourism*

Online ISSN

3007-3197

Print ISSN

3007-3189

<http://amresearchreview.com/index.php/Journal/about>

Management.

Yang, J. (2019). The relationship between work experience and job stress among hotel employees in China: The mediating roles of emotional intelligence and job satisfaction. *International Journal of Hospitality Management*.