

IMPACT OF GENERAL MENTAL ABILITY (GMA) ON TASK AND CONTEXTUAL JOB PERFORMANCE OF EMPLOYEES WORKING IN HOSPITALITY INDUSTRY: AN EMPIRICAL STUDY

Meghna*, Mohd. Mehdi**

**Research Scholar, Gautam Buddha University, Greater Noida, Uttar Pradesh, India. Email: meghnachahall@gmail.com*

***Assistant Professor, Lloyd Business School, Greater Noida, Uttar Pradesh, India.*

Abstract

The connection between the General Mental Ability (GMA) with Task and Contextual Job Performance of employees has frequently studied by the researchers in many fields. This is an empirical study and studying the Impact of General Mental Ability (GMA) on contextual Performance and task performance of employees working in Hospitality Industry. Hospitality Industry is one of the fastest growing industries in India. So, there is a continuous need to tap the new changes of the industry. General Mental Ability includes six constructs (Word Meaning Ability, Analytical Information's Ability Classification Ability, Numerical Ability, Coding Ability and Inference Based Ability; whereas Job Performance constructs: task and contextual performance. The data were collected from 405 employees (male & female both) from all age group employees working in five star hotels of India. Data were collected from a five point Likert scale and as well as Dichotomous Scale developed questionnaire. Pilot study has done on 70 employees, on the basis of pilot study results, SPSS 25 and AMOS software is used for the data analysis of the respondents. Based on the analysis, study shows the significant positive correlation between the General Mental Ability, Contextual Performance and Task Performance. Further studies can be done with some other constructs of task and contextual performance.

Keywords: *General Mental Ability, Task Performance, Contextual Performance, Employees, Hotel Industry*

Introduction

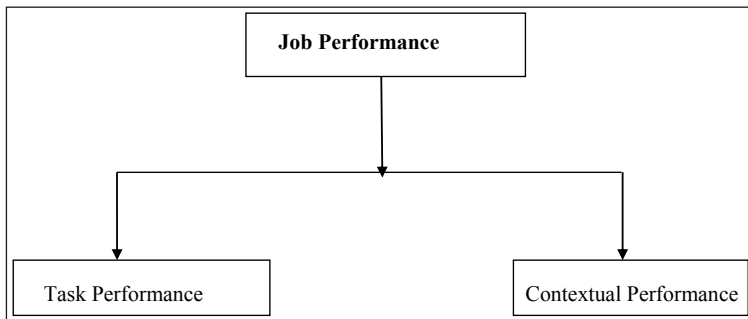
Job Performance

Job Performance is a way to arrive at an objective or put forth as objectives inside a task, association or job (Campbell, 1990). Hall and Goodale (1986) called attention to that work execution is the manner by which as worker plays out their assignments utilizing time, procedures and communications with others. Moreover, the manner in which they use their accessible assets and the time and energy they spend on their assignment. Job Performance could be impacted by situational factors-like: characteristics of the gig, the association and the colleagues. Consumer loyalty and devotion in the cordiality business will incredibly rely upon bleeding edge specialist co-ops (Uysal & Magnini, 2010). Accordingly, Job Performance is the method of how representatives play out their work in managing clients. It has turned into a significant aspect involved by association to quantify representatives' exhibition capacity. As per Motowidlo et al. (1997), Job Performance is separated into two unmistakable primary concerns which is task execution and context oriented Performance. Task Performance reflect's a worker's essential work liabilities; while logical execution alludes to conduct that influences the more extensive authoritative, social, and mental climate in which task Performance happens (Motowidlo et al., 1997). Task Performance has two center aspects - administration execution, which incorporates execution to fulfill client assumptions (Ryan & Ployhart, 2003), and deals performance regularly need to deal with the assumptions for clients and create deals for the association to amplify the benefit. As to performance there are two normal aspects - relational assistance and occupation commitment. Relational help incorporates practices coordinated toward colleagues that add to authoritative objective achievement. Work devotion alludes to self-restrained practices, like adhering to guidelines, trying sincerely and stepping up (Motowidlo et al., 1997). Relevant aspects are useful for both collaborators just as the association.

Task Performance: It comprises of performance explicit practices including center work liabilities, for which the essential forerunners are probably going to be capacity and experience. According to Motowidlo et al. (1997) featured that task execution has a more grounded relationship with mental capacity factors. Task execution incorporate to keep up with circumstances mindfulness, executing control activities, working offices and performing correspondence task. Subsequently, bleeding edge representatives need to adjust in organized circumstances as their activities decide if a client turns into a brand evangelist or naysayer.

Contextual Performance: Conversely, Borman and Motowidlo (1993) proposed growing the job performance measure area to remember relevant execution for expansion to task execution as the viewpoints have regularly been disregarded by the specialists. Contextual execution comprises of non-work explicit practices, for example, helping out collaborators and showing devotion, for which the essential precursors are probably going to be volition (Borman & Motowidlo, 1993). It is without a doubt a decent attribute for bleeding edge representatives as they are managing the current circumstance, as what happen now. As indicated by Norhidayah et al. (2016) laborers focused closer on relational help though chiefs focused closer on task execution when making by and large execution appraisals. Instances of assignment execution aspects for a business work as per Borman and Motowidlo (1997) will be Product Knowledge, Closing the Sale, Time Management and Organization.

An assortment of proportions of job execution has been utilized throughout the most recent many years (Campbell, 1990). For instance, rating scales, trial of occupation information, active work tests, and chronicled records have been utilized to survey work execution (Campbell, 1990). From these estimation choices, performance evaluations (for example peer evaluations and boss appraisals) are the most continuous approach to estimating position execution. Notwithstanding, even these rules include emotional decisions of which explicit sort of rules pictures execution (Campbell, 1990).



Source: Prepared by author.

General Mental Ability (GMA): GMA is the capacity to reason, plan, take care of issues, think dynamically, grasp complex thoughts, and advance rapidly (Gottfredson, 1997). The GMA has been demonstrated to be the most grounded and most steady indicator of occupation execution across word related gatherings (Hunter, 1986; Hunter & Hunter, 1984; Schmitt et al., 1984 & Ree & Earles, 1992).

GMA is famously known by the expression “Knowledge”. GMA includes the capacity to advance rapidly and furthermore learn by the encounters, think conceptually, take care of issue, limit with regards to rationale and so on It very well may be depicted as the capacity to see and to hold it as information to be applied towards versatile practices inside a specific circumstance or climate. It mirrors a more profound and more extensive capacity for grasping our environmental factors “getting on,” “understanding” things for what to do? “Enlist for demeanor and train for ability” is a typical Mantra of numerous Hospitality supervisors. Fundamental supposition that will be that individual can be prepared to play out the specialized responsibilities regarding the greater part of the positions however they can’t be imparted with the mentality or character angles which is essential for effective execution for association or industry. Mental capacity has been over and over demonstrated to be the better indicator of execution for fresh recruits (Rynes, Brown & Colbert, 2002). For sure, rationale proposes that a representative’s mental capacity ought to be given extensive load in employing choices, as some level of mind is needed for all positions. Hence, the more suitable mantra is “recruit for demeanor and train for ability.”

Worker’s presentation on work is dynamic and changes over the long run. A few people can hit the ground in their new position yet some person’s require some an ideal opportunity to acquire appropriate comprehension of and exhibit capability in their new position. Hence, GMA might be the critical indicator of representative work residency in their beginning phase. When the worker has taken in the fundamental obligations and obligations, then, at that point, the representative should stay successful on his work.

Literature Review

Harzer et al. (2021), results showed that character qualities steadily anticipated work execution past GMA, the Big Five, or GMA in addition to the Big Five; clarified fluctuation expanded up to 54.8, 43.1, and 38.4%, separately, contingent upon the aspect of occupation execution. Exploratory relative weight examinations uncovered that for every one of the components of occupation execution. somewhere around one person strength clarified a mathematically higher measure of fluctuation than GMA and the Big Five, aside from person task pro-activity where GMA showed the mathematically most noteworthy measure of clarified fluctuation. The current review shows that character qualities are pertinent indicators of work execution notwithstanding GMA and different conceptualizations of character (i.e., the Big Five). This additionally features the job of socio-passionate abilities, for

example, character qualities, for the comprehension of execution results far in excess of intellectual capacity.

Salgado and Moscoso (2019), this paper presents a progression of meta-examinations of the legitimacy of general mental ability (GMA) for foreseeing five work related rules, including administrative appraisals of work execution, creation records, work test tests, teacher evaluations, and grades. The meta-examinations were led with a huge information base of 467 specialized reports of the legitimacy of the General Aptitude Test Battery (GATB) which included 630 autonomous tests. GMA demonstrated to be a reliable indicator of the five rules, however the greatness of the functional legitimacy was not the equivalent across the five standards. Results additionally showed that work intricacy is an arbitrator of the GMA legitimacy for the exhibition models.

Howe (2019), consequences of an irregular development model fit to information acquired from a securities exchange practice by and large demonstrate that contrasted with execution objectives, give a valiant effort also, learning objectives fortify the connection among GMA and versatile execution. Further, we track down that execution objectives appear to successfully kill the GMA versatile execution relationship by benefiting those lower on GMA while at the same time thwarting those with more significant levels. Conversely, the relationship is to a great extent sure when either a put forth a valiant effort or a learning objective is being sought after, especially after people are presented to a subsequent change.

Erik Gonzalez-Mulé et al. (2017), study led meta-investigations of the connections of general mental capacity (GMA) with two authoritatively pertinent signs of joy (i.e., work and life fulfillment). Drawing on the attractive energy model and occupation plan hypothesis, we test a model that places GMA has positive roundabout impacts on work and life fulfillment through the interceding impacts of occupation intricacy also, pay. In general, the consequences of the meta-investigations showed that there was a little, positive relationship among GMA and both work fulfillment ($p = 0.05$) and life fulfillment ($p = 0.11$). The consequences of meta-logical way examination for the most part upheld the estimated model. Further, there was a sudden negative, direct connection among GMA and work fulfillment. We talk about the ramifications of these discoveries for hypothesis and practice.

Hosie and Nankervis (2016), concentrate on report the discoveries of an observational review into administrator's work execution. Another action was created from the writing to test and set up the complex construction of directors logical and task execution. Field appraisals by chiefs expressly and

all the while estimated the two supervisors' relevant and assignment execution. A cross-sectional survey was regulated to an assortment of third and public area chiefs from a scope of public, private and third area occupations living in (Western) Australia. A purposive example yielded a reaction pace of 32%. Factor examination was utilized to decide the things that establish chiefs' view of administrators' exhibition utilizing lower evaluation (for example by the individual to whom a director reports). Investigation discovers that the develop "director's work execution" was viewed as multi-faceted; comprising of four unmistakable relevant elements (following, helping, endorsing and persisting) and a further four particular assignment factors (delegating, technical, influencing and monitoring).

Mensah et al. (2016), reason for this paper is twofold: first, to explore the connection between ability the board (TM) practices and four components of capable workers execution; and second to look at the intervening job of occupation fulfillment and full of feeling responsibility on this relationship in the Ghanaian financial setting. Underlying condition demonstrating was utilized to study information from 232 representatives who are essential for an ability pool in the Ghanaian financial area. Result showed that TM rehearses increment positive capable representative execution of errand, logical and versatile, while it decreases counter-useful practices. Second, gifted representative work mentalities of occupation fulfillment and full of feeling responsibility somewhat intervene the connection between TM practices and four components of capable representatives' exhibition. Concentrate on utilized cross-sectional information; thus, ends in regards to causality can't be made. The board and associations executing and expecting to carry out TM practices should execute and contributing TM rehearses that will trigger representative work perspectives to accomplish full worker execution.

Kluemper et al. (2015), to inspect forerunners of meeting execution ordinarily estimated through two different techniques; choice tests and evaluator appraisals. General mental ability (GMA), the ability to appreciate anyone at their core (EI), and extraversion have been to a great extent contemplated in confinement. This review assesses the general strength of these characteristics across techniques and tests whether choice test and evaluator-surveyed qualities connect to additional upgrade the expectation of meeting execution. 81 interviewees were approached to finish customary determination trial of GMA, EI, extraversion, and a video-recorded organized social and situational new employee screening. The attributes, conduct and situational talk with execution were then assessed with three free arrangements of raters. Relapse examination was utilized to explore the degree that these characteristics anticipated organized meeting execution.

Results demonstrate that every characteristic was a solid indicator of meeting execution, however results varied in view of the strategy for estimation and the kind of organized meeting evaluated. It works on the comprehension of how candidate characteristics sway employing choices. This is the first review to straightforwardly analyze tried versus others' appraisals of interviewee GMA, EI, and extraversion as indicators of meeting execution.

Gonzalez-Mulé et al. (2014), the basic role of this review is to address a void in the exploration writing by leading a meta-examination to decide the course and extent of the connection of GMA with 2 components of non-task execution: counterproductive work practices (CWB) and hierarchical citizenship practices (OCB). Generally, the outcomes show that the genuine score connection among GMA and CWB is basically 0 (.02, $k = 35$), despite the fact that rating wellspring of CWB moderates this relationship. The genuine score relationship between's GMA and OCB is positive yet humble in greatness (.23, $k = 43$). The second reason for this review is to lead meta-scientific relative weight investigations to decide the general significance of GMA and the five-factor model (FFM) of character characteristics in foreseeing non task and undertaking execution measures. Results show that, aggregately, the FFM qualities are significantly more significant for CWB than GMA, that the FFM attributes are generally equivalent in significance to GMA for OCB, and that GMA is generously more significant for undertaking and by and large work execution than the FFM attributes. Ramifications of these discoveries for the advancement of ideal determination frameworks and the improvement of exhaustive hypotheses of work execution are talked about alongside concentrate on restriction and future examination headings.

Barros et al. (2014), concentrate on address three issues or holes of past writing, first two are simultaneous legitimacy concentrates on checking out the forecast of administrator's appraisals of general execution, deals results, and authoritative citizenship conduct (OCB) in light of GMA and good faith. Information were gathered from 253 current inhabitants of administration work positions in a huge Chilean association in the transportation business. Third review is a prescient legitimacy concentrate on that spotlights on GMA as an indicator of occupation execution. Information were gathered from 156 deals specialists (agents) from a huge Chilean retail bank.

Albeit the field of work force determination has produced around 100 years of examination, there has been an overrepresentation of American and Western European examples in these investigations. Specifically, tests from Latin America have been primarily missing from modern and hierarchical brain science diaries. Hence, it is obscure whether very much archived findings,

for example, the expectation of occupation execution in light of general mental capacity and scruples, repeat around here. Result tracks down that concentrates on 1 and 2 had scruples as an indicator of occupation execution; study 3 avoided this character factor since it was not piece of the choice course of the association. GMA was remembered for the three investigations. Work execution was operationalized in various ways. Results with respect to uprightness are very reliable. This variable worked in these Chilean examples in a way like that of past exploration (e.g., Barrick & Mount, 1991). Good faith connected with chiefs' evaluations of occupation execution, just as with more true proportions of deals execution; what's more, it was significantly connected with OCBs.

Bommer et al. (2011), in view of the example of 528 business understudies taking an interest in an administrative evaluation place, while they performed four particular exercises of: an in-container task; a group meeting for a leader recruiting choice; a group meeting to talk about client assistance drives; and a singular discourse. Concentrate on plans to investigate and test the connection between feeling acknowledgment expertise and appraisal focus execution subsequent to controlling for both general mental ability (GMA) and good faith. It likewise looks to test whether member sex or race directed these connections. Result observes that the Emotion acknowledgment anticipated appraisal community execution particularly over both GMA and reliability, yet results fluctuated by race. Females were better at feeling acknowledgment in general, yet sex nor were connected with appraisal focus execution nor directed the connection among it and feeling acknowledgment. The paper additionally observed that GMA directed the feeling acknowledgment/appraisal execution interface, as the previous was vital to execution just for individuals with low degrees of GMA.

Jadhav and Mulla (2010), in light of the goal is to discover the effect of Emotional Intelligence (EI) on work execution on an example of 101 working leaders in a drug organization in Mumbai, India. The effect of EI on work execution is read up while controlling for General Mental Ability (GMA) and the character component of uprightness. Concentrate likewise examined the directing impact of occupation qualities (explicitly, the degree of relational connection needed at work) on the connection among EI and occupation execution. Investigation of the information showed that EI didn't show critical effect on work execution for the whole example. In any case, for people having high relational connection on their occupations, EI was altogether connected with work execution. Then again, for people having low relational connection on their occupations, EI was not connected with work execution.

Lang et al. (2010), the writers of this article suggest that an as of late arising factual strategy—relative significance investigation—compares to the suppositions of the settled elements model. To experimentally examine the implications of utilizing the settled variables model, the creators applied relative significance examination to a meta-insightful lattice connecting proportions of 7 smaller intellectual capacities from a set up capacity scientific categorization (Thur stone’s essential mental capacities), GMA, and occupation execution. Results uncovered that GMA represented 10.9% to 28.6% of the complete difference clarified in work execution and that GMA was not reliably the main indicator. The conversation centers around potential hypothetical, systemic, and pragmatic ramifications of the settled variables model for staff brain research.

Schmidt et al. (2008), this review applied this system to meta-insightful validities of 2 character measures (conscientiousness and emotional security) and general mental ability measures. Results show that the expansions in legitimacy gauges are more noteworthy for intellectual capacity than for character, decreasing the overall legitimacy of character. Also, the gradual legitimacy of these character measures over that gave by intellectual capacity is more modest than recently assessed. Way investigations in view of the more precise information uncover moderately more modest way coefficients from these character qualities to work and preparing execution. These discoveries have suggestions for hypotheses of occupation execution and for the commonsense worth in determination of character estimates comparative with intellectual capacity measures.

Furnham (2007), review analyzed the cross-over and connections among two notable character measures (NEOPI-R; MBTI and Myers-Briggs Type Indicator) and two broadly utilized insight tests Watson-Glaser Critical Thinking Appraisal (WGCTA), (the Graduate Management Assessment (GMA). The GMA measures both fluid insight (Gf) and solidified knowledge (Gc), though WGCTA primarily survey Gc. A sum of more than 3,500 members finished the four measures in a center administration appraisal occasion. Correlational examination showed that the Extraversion on the MBTI would in general be related with Openness and Stability on the NEO. Instinct was related with Openness and Introversion. Feeling types would in general be both Agreeable and Neurotic while seeing kinds were high on Openness yet coming up short on Agreeableness. The NEO Big Five element of Openness was most reliably and significantly connected with the two proportions of knowledge. Results from the MBTI showed that Intuition and Perceiving scores were emphatically and significantly connected with both knowledge test scores which were between related. Relapse examination showed that

character qualities are consistently and intelligibly connected with insight test scores. Suggestions for choice and evaluation are thought of.

Schmidt and Hunter (2004), this article presents the exploration proof that GMA predicts both word related level achieved and execution inside one's picked occupation and shows improvement over some other capacity, quality, or demeanor and better than work experience. The spans of these associations with GMA are likewise bigger than generally viewed as in mental research. Proof is introduced that weighted mixes of explicit aptitudes customized to person occupations don't anticipate work execution better than GMA alone, disconfirming explicit fitness hypothesis. A hypothesis of occupation execution is portrayed that explains the focal job of GMA in the realm of work. The discoveries support Spearman's recommendation that GMA is of basic significance in human issues.

Avis et al. (2002), study analyzed the gradual legitimacy of uprightness over mental capacity in foreseeing different execution standards, in light of the example of 424 clerks who were haphazardly chosen to take part in a legitimacy study being directed by an enormous retail association in both US and Canada. Results demonstrated that the conscientiousness gave steady legitimacy over mental capacity in expectation of a few exhibition models. Particularly Conscientiousness had the most elevated expansions in legitimacy over mental capacity in the expectation of context oriented execution factors (e.g. client assistance direction, context oriented execution and managing others). To guarantee there was an adequate chance to notice execution, just those that had worked with their chiefs for over four months were remembered for the review.

Behling (1998), study demonstrates that overall knowledge end reliability relate firmly to execution across wide reach at occupations and circumstances. Plainly the opportunity has arrived for the individuals who set recruiting strategy to raise their own test to human asset directors and modern clinicians who oversee their organizations' employing programs: to decide precisely which jobs and scruples play in accomplishment in key positions in their organizations end, where suitable, to find solid and legitimate ways at estimating these key factors so they can be made piece of their determination programs.

At the point when these conclusions have been made, firms will have made on significant stride in guaranteeing that they staff their tasks with the people who have the most elevated shot at contributing the most.

Scotter and Motowidlo (1996), in view of the review objective is to refine the develop of logical execution by separating it into 2 smaller builds, relational help and occupation devotion. Directors appraised 975 US Air Force mechanics on something like 1 of 4 parts of occupation execution (various managers evaluated every part of execution), and 515 of these repairmen likewise finished self-report individual distinction measures. Connections between's exhibition evaluations and individual distinction factors support separating task execution from relational help however not from work commitment. Consequently this study recommends the need to rethink task execution to incorporate inspirational components of occupation devotion. Then, at that point, task execution would incorporate assignment capability and inspiration to play out one's own undertakings successfully, and context oriented execution would incorporate relational abilities, the inspiration to keep up with great working connections and help other people play out their errands.

Research Methodology

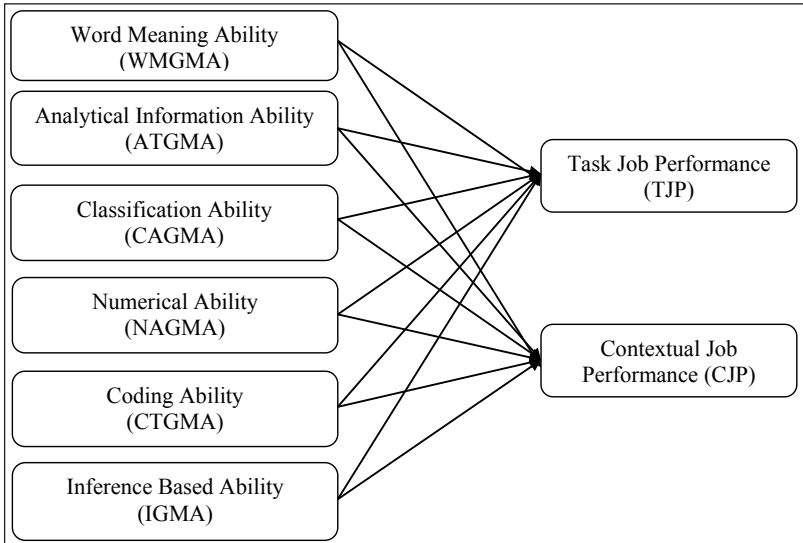
Research Objectives

- To determine the relationship between Word Meaning Ability (WMGMA), Analytical Information's Ability (ATGMA), Classification Ability (CAGMA), Numerical Ability (NAGMA), Coding Ability (CTGMA), Inference Based Ability (IGMA) and Task Job Performance.
- To determine the relationship of Word Meaning Ability (WMGMA), Analytical Information's Ability (ATGMA), Classification Ability (CAGMA), Numerical Ability (NAGMA), Coding Ability (CTGMA), Inference Based Ability (IGMA) and Contextual Job Performance.

Proposed Model

In the present study, the constructs of GMA, Word Meaning Ability (WMGMA), Analytical Information's Ability (ATGMA), Classification Ability (CAGMA), Numerical Ability (NAGMA), Coding Ability (CTGMA), Inference Based Ability (IGMA) was taken from S. K. Pal and Misra (2016).

Task Job Performance (TJP) was taken from McAllister (1995) and Fisher's (1980) and Contextual Job Performance was taken from Organ's (1988b) and Farh's et al. (1997) for the development of proposed model.



Source: Prepared by authors.

Fig. 1: Proposed Model

On the basis of above model, the following hypotheses were framed:

- H_1 : Word Meaning Ability (WMGMA) significantly influences task job performance.
- H_2 : Analytical Information's Ability (ATGMA) significantly influences task job performance.
- H_3 : Classification Ability (CAGMA) significantly influences task job performance.
- H_4 : Numerical Ability (NAGMA) significantly influences task job performance.
- H_5 : Coding Ability (CTGMA) significantly influences task job performance.
- H_6 : Inference Based Ability (IGMA) significantly influences task job performance.
- H_7 : Word Meaning Ability (WMGMA) significantly influences contextual job performance.
- H_8 : Analytical Information's Ability (ATGMA) significantly influences contextual job performance.

- H_9 : Classification Ability (CAGMA) significantly influences contextual job performance.
- H_{10} : Numerical Ability (NAGMA) significantly influences contextual job performance.
- H_{11} : Coding Ability (CTGMA) significantly influences contextual job performance.
- H_{12} : Inference Based Ability (IGMA) significantly influences contextual job performance.

Development of Questionnaire

Two sections were developed in the research questionnaire; the first section covered the demographic details of the hotel employees. The second section comprised of items associated to the eight constructs under the present study: Word Meaning Ability (WMGMA), Analytical Information's Ability (ATGMA), Classification Ability (CAGMA), Numerical Ability (NAGMA), Coding Ability (CTGMA), Inference Based Ability (IGMA) were the independent constructs of the study whereas the dependent constructs were the Task Job Performance (TJP) and Contextual Job Performance (CJP). A Five-Point Likert Scale was used to record the responses of the hotel employees; where 4 signifies strongly agree, 2 signifies neither agree nor disagree and 0 signifies strongly disagree. Therefore, a 40 items scale was made, having 24 items of independent and 16 items of dependent constructs.

Data Collection and Tools for Analysis

The respondents for the present study were the hotel employees from all over the country. A total of 437 responses were received, 32 were incomplete or inadequate and hence were not included in the further analysis. Therefore, a total of 405 responses were taken up for the final analysis.

Age group of majority of respondents was 21-30 (64.44%), followed by 31-40 (21.97%) indicating reasonable representation of all the relevant age groups. a fine blend of both the experienced and the fresher's. Most of the respondents were males (72.10%) but also had a fair representation of females (27.90%). Majority of respondents were from engineering (30.12%) and food and beverages (29.88%) departments. There were respondents from other departments as well indicating a wide coverage of the various departments. There was an adequate representation of both the experienced (72.10%) and the fresher's (27.90%).

This experience indicates that respondents have a fair level of understanding about the hotel industry and thus are fit to respond to the statements in the questionnaire. The respondents (hotel employees) demographic details are presented in Table 1. SPSS 22.0 and AMOS 20.0 were employed for analyzing the data collected. In the present study, various analyses like Reliability Analysis, Exploratory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modeling were applied.

Table 1: Demographic Profile of the Hotel Employees

Sr. No.	Demographics		Frequency	Percentage (%)
1.	Age	21-30	261	64.44
		31-40	89	21.97
		41-50	55	13.59
		Total	405	100
2.	Gender	Male	292	72.10
		Female	113	27.90
		Total	405	100
3.	Department	Food & Beverages	121	29.88
		Housekeeping	62	15.31
		Engineering	122	30.12
		Front Office	44	10.86
		Bar tenders	56	13.83
		Total	405	100
4.	Experience	Fresher	113	27.90
		Experienced	292	72.10
		Total	405	100

Source: Prepared by authors.

Analysis

Exploratory Factor Analysis (EFA)

For data reduction, EFA was used (Hair et al., 2010). Principal component analysis was performed by means of varimax rotation through Kaiser Normalization. Only those items were retained whose factor loadings were equal to 0.4 or higher and the rest of the items were dropped (Mehdi et al., 2020; Mehdi & Ahmed, 2019, Hair et al., 2010).

After application of EFA, all four items (out of four) each of WMGMA, ATGMA, CAGMA, NAGMA, CTGMA and IGMA were retained. Three items (out of eight) each of the dependent constructs of TJP and CJP were retained. Therefore, 30 items were considered for final analysis. The factor loadings of all these items were more than 0.4, as shown in Table 2.

The Eigen value was greater than 1, explaining 54.425% of the variance, Kaiser-Meyer-Olkin (KMO) estimation of sampling adequacy for the scale was found to be 0.664, that is more than 0.6, indicating adequate inter-correlations of the Bartlett's test of sphericity, that was found to be significant ($\chi^2 = 2376.298$, $df = 435$, $p = 0.000$). Therefore, for the present study, a sample size of 405 was found to be adequate.

Table 2: Exploratory Factor Analysis

Rotated Component Matrix ^a								
	Component							
	1	2	3	4	5	6	7	8
WMGMA4	.787							
WMGMA2	.757							
WMGMA3	.747							
WMGMA1	.720							
IGMA2		.828						
IGMA1		.742						
IGMA3		.698						
IGMA4		.677						
ATGMA3			.829					
ATGMA2			.775					
ATGMA4			.714					
ATGMA1			.567					
CAGMA3				.768				
CAGMA2				.767				
CAGMA1				.682				
CAGMA4				.672				
NAGMA2					.760			

Rotated Component Matrix ^a								
	Component							
	1	2	3	4	5	6	7	8
NAGMA1					.729			
NAGMA3					.726			
NAGMA4					.666			
CTGMA3						.738		
CTGMA2						.727		
CTGMA4						.716		
CTGMA1						.678		
CJP1							.744	
CJP8							.703	
CJP3							.480	
TJP1								.704
TJP3								.641
TJP2								.595
Extraction Method: Principal Component Analysis.								
Rotation Method: Varimax with Kaiser Normalization. ^a								
a. Rotation converged in 5 iterations.								

Source: Prepared by authors.

Reliability Analysis

Reliability measures the degree of consistency among the multiple measurements (Hair et al., 2010). For reliability analysis, the retained 30 items were considered.

For scale to be considered as reliable, Cronbach α value (reliability coefficient) greater than or equal to 0.6 is satisfactory and acceptable (Mehdi et al., 2020; Mehdi & Ahmed, 2019; Hair et al., 2010). For most of the individual constructs, the Cronbach α value was more than 0.6, indicating the

reliability of the retained 30 items. The reliability of the individual constructs is presented in Table 3.

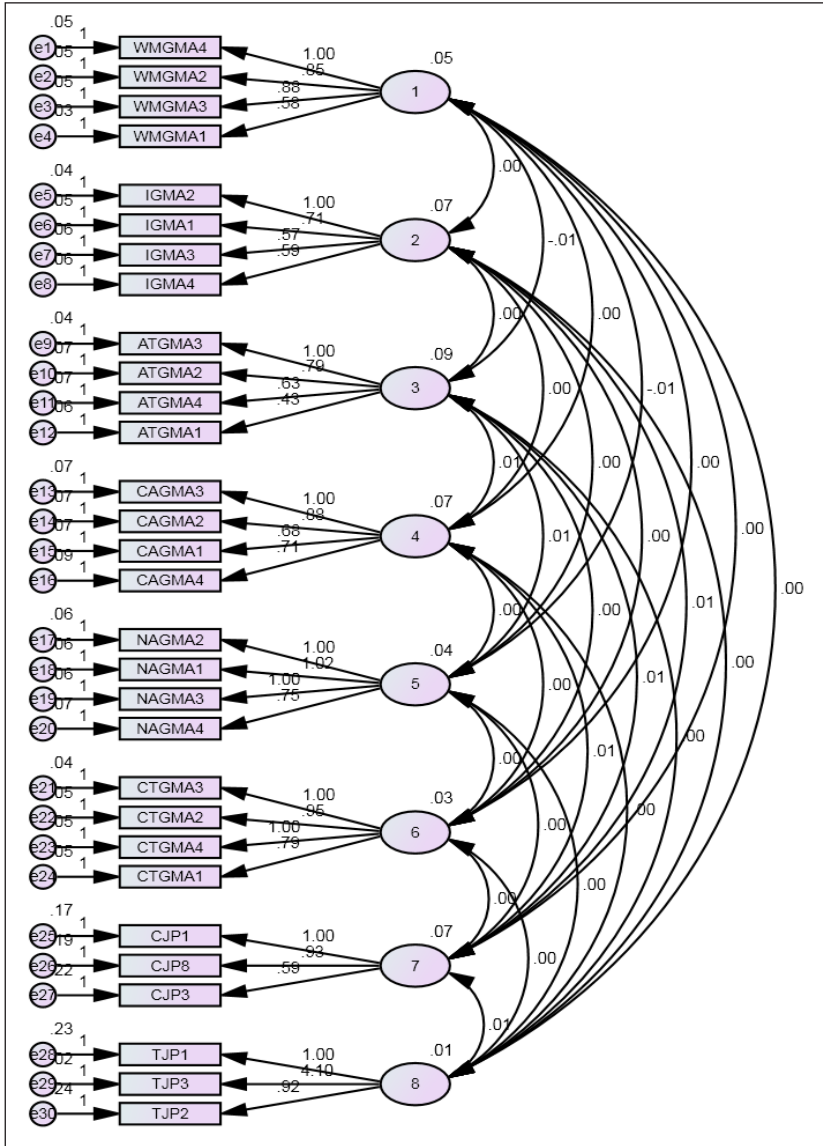
Table 3: Reliability

Sr. No.	Constructs	Individual Construct Reliability
1.	WMGMA	0.749
2.	ATGMA	0.717
3.	CAGMA	0.706
4.	NAGMA	0.701
5.	CTGMA	0.690
6.	IGMA	0.728
7.	TJP	0.424
8.	CJP	0.421

Source: Prepared by authors.

Confirmatory Factor Analysis

CFA is applied to confirm that the items being measured describe the particular construct under study or not (Hair et al., 2010). Therefore, CFA was performed on the scale of 30 retained items. All the 30 items that were retained after application of EFA, were retained after the application of CFA as well. All these items loaded significantly on their particular individual constructs and the factor loadings also felled in the satisfactory range (Table 4 and Fig. 2). The chi-square value was 527.395, degrees of freedom was 377, probability level (p) was 0.000 (< 0.05). Table 5 gives the values of the fit indices so achieved.



Source: Prepared by authors.

Fig. 2: Measurement Model

Table 4: Standardized Regression Weights (CFA)

			Estimate
WMGMA4	<---	1	.709
WMGMA2	<---	1	.649
WMGMA3	<---	1	.667
WMGMA1	<---	1	.613
IGMA2	<---	2	.814
IGMA1	<---	2	.639
IGMA3	<---	2	.530
IGMA4	<---	2	.549
ATGMA3	<---	3	.815
ATGMA2	<---	3	.667
ATGMA4	<---	3	.565
ATGMA1	<---	3	.454
CAGMA3	<---	4	.703
CAGMA2	<---	4	.669
CAGMA1	<---	4	.551
CAGMA4	<---	4	.529
NAGMA2	<---	5	.636
NAGMA1	<---	5	.646
NAGMA3	<---	5	.645
NAGMA4	<---	5	.503
CTGMA3	<---	6	.634
CTGMA2	<---	6	.601
CTGMA4	<---	6	.620
CTGMA1	<---	6	.537
CJP1	<---	7	.546
CJP8	<---	7	.494
CJP3	<---	7	.314
TJP1	<---	8	.233
TJP3	<---	8	.951
TJP2	<---	8	.212

Source: Prepared by authors.

Table 5: Measurement Model-Fit Indices

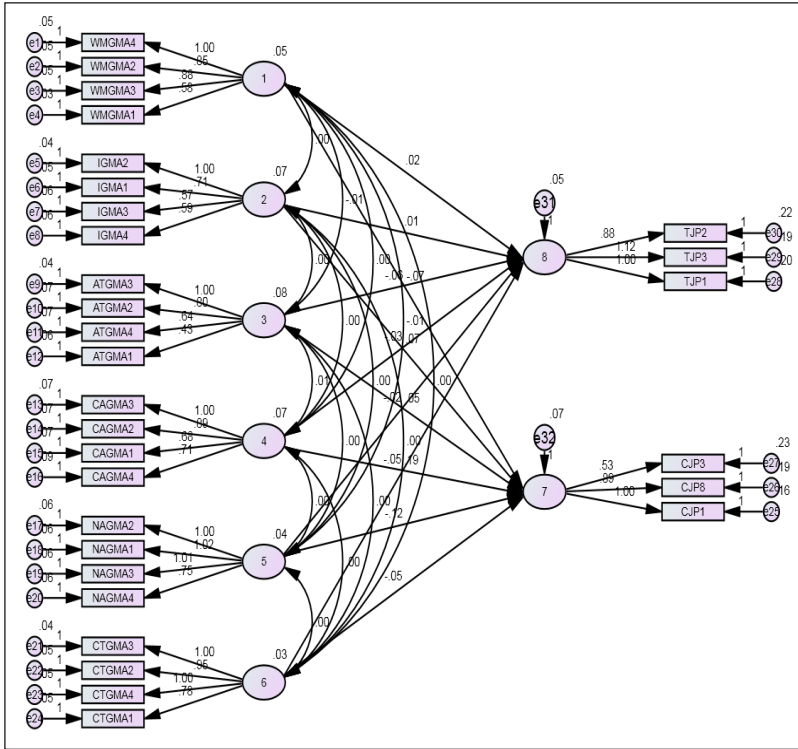
Fit Index	Observed Values
CMIN/DF	1.399
GFI	0.921
AGFI	0.902
CFI	0.925
RMSEA	0.031

Source: Prepared by authors.

Structural Equation Modeling

SEM was applied to measure the association between independent and dependent variables in the present study. The results obtained after the application of SEM on the proposed model are given in Fig. 3 and Table 6. There were 12 hypothesized associations, only one was found to be in the accepted direction of $p < 0.05$ and hence was statistically significant. The association of CAGMA with CJP was found to be statistically significant (Table 6).

Although, the association of WMGMA, IGMA, ATGMA, CAGMA, NAGMA and CTGMA with TJP were not found to be statistically significant (Table 6). Similarly, the association of WMGMA, IGMA, ATGMA, NAGMA and CTGMA with CJP were also not found to be statistically significant, except the association of CAGMA with CJP (Table 6).



Source: Prepared by authors.

Fig. 3: SEM Results

Table 6: Hypotheses Results

Hypotheses	Relationship	Standardized Regression Weights	P-Value	Result
H1	WMGMA <--- TJP	0.025	0.776	Not Supported
H2	IGMA <--- TJP	0.012	0.890	Not Supported
H3	ATGMA <--- TJP	-0.084	0.346	Not Supported
H4	CAGMA <--- TJP	-0.030	0.743	Not Supported
H5	NAGMA <--- TJP	-0.015	0.872	Not Supported
H6	CTGMA <--- TJP	-0.043	0.644	Not Supported
H7	WMGMA <--- CJP	-0.055	0.519	Not Supported

Hypotheses	Relationship	Standardized Regression Weights	P-Value	Result
H8	IGMA <--- CJP	0.071	0.389	Not Supported
H9	ATGMA <--- CJP	0.053	0.525	Not Supported
H10	CAGMA <--- CJP	0.184	0.042	Supported
H11	NAGMA <--- CJP	-0.083	0.346	Not Supported
H12	CTGMA <--- CJP	-0.031	0.728	Not Supported

Source: Prepared by authors.

Discussion and Conclusion

As this study is restricted to the employees who are working in hotel industry. This is a service sector organization, therefore relevant to the society as well. Understanding the connection between the General Mental Ability (GMA), task and contextual Job Performance will help the Manager to redesign/restructure their recruitment & selection process if required. There are some constructs of GMA too which shall help the researcher to understand the ability/strength and direction of the connection between GMA dimension (WMGMA, ATGMA, IGGMA, CAGMA and NAGMA) and task and contextual job performance. Finally, the relevance of the study is to hire right people & place them at right position in the organizations. This study may direct help for staffing decision, as well as employees training & development and performance management, which is also help of the employees to understand and performing their job effectively. For this, it is necessary to scientifically design the recruitment & selection process being practiced in five star hotels. So we need to streamline the existing selection process. This will help in offering better services to the customers. Selecting & placing the right candidate at right job position will make work interesting & job holders efficient & effective. By that, there will be reduction in job hopping & people shall have stability in their career leading to job satisfaction. So, Hotel industry can purpose the policy for this. Because we are lack into protecting the rights of the applicants and the Ministry of Tourism may purpose some laws to be formulated for giving equal opportunity to all, prevent discrimination & related issues. Ultimately, this study will help to make the hotel industry strong & support in India's overall growth.

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