

Interplay of High Performing Work Practices with Career Satisfaction, Extra-Role Behavior and Job Embeddedness: Study on Frontline Employees in Hospitality Industry

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Abstract *Frontline employees play a critical role in providing exceptional customer service, essential for both; overall customer satisfaction and the long term success of the hospitality industry. Their satisfaction enables effective resource allocation and strategic planning for the growth and development of the industry. The present study focuses on the relationship of high performing work practices (HPWPs) with career satisfaction (CS) and extra-role behavior (ERB) via job embeddedness (JE) among frontline hotel employees. The measurement model was assessed using Smart Partial Least Squares (PLS) SEM, version 4.0.9.0. The results of the study indicated that HPWPs directly and indirectly (through the mediating effects of JE) affect CS of frontline employees and also boost ERB among them. The findings suggested that the adoption of HPWPs, such as comprehensive training, rewards, and empowerment initiatives, cultivates positive attitudes among employees, which in turn encourages proactive customer handling, leading to customer satisfaction.*

Keywords: *Job Embeddedness, Career Satisfaction, Extra-Role Behavior, High Performing Work Practices*

INTRODUCTION

In the realm of the hospitality industry, front-line employees hold a significant role in the provision of exemplary service due to their frequent interactions with customers. As a result, the effective delivery of service by these employees holds paramount importance in ensuring overall customer satisfaction. However, the nature of their work often entails long working hours, heavy workloads, and challenging encounters with disgruntled customers (Santhanam et al., 2017; Bharwani & Butt, 2012; Menon, 2020), leading them to experience emotional and physical exhaustion. Consequently, frontline employees may demonstrate imprudent behaviors as a consequence of these arduous customer service interactions. Recognizing this reality, it becomes imperative to prioritize the implementation

of HPWPs aimed at motivating front-line employees to offer customers exceptional service through the display of behaviors that go beyond their prescribed duties.

In the context of a fiercely competitive market, the demonstration of extra-role customer service behavior by hotels distinguishes them from their competitors (Harari et al., 2016). Hotels that consistently deliver exceptional service through their frontline employees gain a competitive edge, attracting a larger number of guests and subsequently enhancing their financial performance (Han, Hyun & Kim, 2019). The necessity for frontline hotel employees to exhibit ERB in the hospitality industry is vital to set hotels apart in a competitive market. The presence of ERB among frontline hotel employees is crucial for creating exceptional guest experiences that surpass customer expectations and ensure

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their happiness and satisfaction. Front-line employees who engage in ERB possess the capacity to leave a lasting impact on customers. By going above and beyond their prescribed responsibilities, employees can pleasantly surprise and delight customers, leaving a favorable impression that endures (Xu, Wang & Kim, 2019). Research studies have indicated that when employees engage in discretionary behaviors such as providing personalized service, anticipating guest needs, and offering unexpected amenities, customers perceive higher levels of satisfaction (Jain, 2018). This, in turn, fosters customer loyalty and enhances the reputation of the hotel's brand (Tsai, 2018). Customers develop a strong emotional attachment to the hotel and become frequent guests when employees proactively address customer issues, offer assistance, and provide personalized recommendations (Hwang, 2017).

The cultivation of ERB among employees relies significantly on the implementation of HPWPs, which affects employee-based outcomes that further substantially affect organizational-based factors (Karatepe & Karadas, 2012). HPWPs encompass human resource activities that aim to enhance performance (Karatepe & Vatankhah, 2015). This study identifies training, rewards, and empowerment as crucial indicators of HPWPs, as they are well-established HR practices that promote JE, particularly in the hospitality industry (Afsar et al., 2018; Tang & Tang, 2012; Enz & Siguaw, 2000). Training programs hold significant importance in the hospitality industry as they contribute to the improvement of employee skills, knowledge, and abilities. Research (Becker & Gerhart, 2016; Chen, 2018) indicates that well-designed training programs enhance employee productivity, job satisfaction, and the quality of customer service. Regular training enables employees to adapt to evolving technology, market trends, and customer expectations, thus enhancing the overall guest experience. Empowering hotel employees by granting them autonomy and decision-making authority can positively influence their performance and job satisfaction. Empowered employees who feel valued and trusted are more motivated and engaged. Empowerment also enables frontline employees to deliver personalized and prompt service, effectively address guest concerns, and contribute to a positive work environment. In order to motivate and retain talented employees within the hotel industry, rewards and recognition programs are crucial. Tangible rewards such as bonuses, promotions, and benefits, along with intangible rewards like public recognition and appreciation, contribute to increased job satisfaction and commitment (Lundberg & Gaedeke, 2018). Recognizing exceptional performance encourages employees to exceed their job requirements, resulting in improved customer satisfaction and loyalty (Choi & Dickson, 2019).

The fulfillment derived from one's career is a critical component of both employee well-being and organizational

prosperity. Frontline hotel employees, who possess a sense of autonomy and empowerment in their roles, often exhibit heightened levels of CS. Within the dynamic hotel industry, these employees assume a pivotal role in delivering exceptional service and ensuring customer contentment. Organizations may encourage better levels of engagement and job satisfaction among their frontline employees by granting employees the latitude to make decisions, contribute innovative ideas, and own up their work (Liu, Kock & Wei, 2019). Similarly, the role of rewards and recognition cannot be understated in cultivating career satisfaction among frontline hotel employees. When employees' diligent efforts and noteworthy accomplishments are acknowledged and rewarded through diverse means, such as incentives, promotions, or public acclaim, it instills a sense of achievement and job satisfaction (Ahmad, Subhan & Jadoon, 2021). These recognition mechanisms reinforce employees' commitment to their roles and promote a positive work environment, further enhancing their career satisfaction within the hotel industry.

This research paper aims to analyze the significance of training, empowerment, and rewards within the hospitality industry and their effects on employee outcomes. The paper particularly emphasizes the role of JE as a mediator in the connection between HPWPs and both career satisfaction and extra-role behavior. The study explores the following associations: (a) the association between HPWPs and JE, (b) the impact of HPWPs on CS and ERB, and (c) the mediating effect of JE in these relationships.

The relevance of the study lies in the understanding and relevance of JE and its implication for employee based outcomes in the hospitality industry. Previous research has indicated that employees who possess a high level of entrenchment towards their jobs exhibit greater job commitment, task completion, and superior customer service performance. Given the higher turnover rates observed among hotel employees compared to other professional domains, it becomes crucial to investigate the factors that promote JE in this specific context. However, the existing literature lacks comprehensive insights into the variables that contribute to JE among hospitality employees. The main aim of this study is to address this existing research gap by examining the role of HPWPs as an organizational tool that can foster JE, CS and ERB among front-line hotel employees.

LITERATURE REVIEW

HPWPs and Job Embeddedness

Past evidences validate that HPWPs including training, rewards and empowerment are positively associated with

JE. Study conducted by Tian et al. (2016) on managers and employees of Chinese state-owned transportation firms, reported a positive relationship between HPWPs and JE. Similarly, Afsar et al. (2018) discovered that adequate training, sense of empowerment, and compensation and/or rewards increased employees' inclination to reciprocate, lead to an enhanced level of attachment to their organizations. This finding aligns with the study conducted by Shibiti (2019) among school teachers in South Africa, which demonstrated that satisfaction with HPWPs such as training and compensation was positively linked to an increased level of JE. Based on these previous findings, we hypothesize that HPWPs will positively influence JE among front-line hotel employees in the current study.

H1: HPWPs significantly influence job embeddedness.

HPWPs with Career Satisfaction and Extra Role Behavior

Drawing from the attribution-based paradigm, where employees' positive outcomes are influenced by their perception of management's care and the deployment of HPWPs, we hypothesize that the intention of management to implement HPWPs will impact employee attitudes and performance. Previous research supports this hypothesis, as evidenced by Karatepe and Vatankhah (2014a) whose findings revealed a positive relationship between empowerment, rewards, and extra-role behavior. Similarly, Karadas and Karatepe (2019) emphasized the importance of HPWPs in enhancing employees' job outcomes. Their study also reported positive influence of HPWPs on ERB and CP. Similarly, Karatepe and Vatankhah (2014b) revealed that HR practices (training, rewards, and empowerment) significantly predicted career satisfaction. These programs were found to enhance employees' skills, abilities, and service knowledge, motivate, and empower them, and equip them with better tools for managing customer requests and complaints while fostering career satisfaction. Based on these previous findings, we hypothesize that the intention to implement HPWPs will positively influence employee attitudes and behaviors, including extra-role behavior and career satisfaction.

H2: HPWPs significantly influence (a) career satisfaction (b) extra role service behaviour.

Job Embeddedness with Career Satisfaction and Extra Role Behaviour

Building upon the job embeddedness theory, it is hypothesized that employees with stronger links and fits in their jobs are more likely to exhibit better performance

outcomes and stay with their organizations. This theory suggests that employees who have made significant sacrifices to leave their jobs are less entrenched to their jobs and actively search for alternative employment opportunities. However, studies investigating the effects of JE on performance outcomes are scarce (Karatepe & Karadas, 2011). One study conducted by Karatepe and Vatankhah (2014a) among flight attendants revealed a positive influence of JE on ERB. The authors argued that highly embedded employees are more innovative and go above and beyond their formal role to meet or exceed passengers' expectations. Furthermore, a recent study by Eslamlou et al. (2021) on cabin attendants revealed that JE serves as a retention strategy and contributes to employees' CS. Highly embedded employees develop strong connections with their supervisors and coworkers, perceive themselves as a good fit for the organization, and fear losing valuable resources if they were to leave their jobs. Consequently, they experience greater satisfaction in being part of their organizations. Similar findings have been reported by Dechawatanapaisal (2020), Karatepe & Vatankhah (2014a), and Shah et al. (2020). Based on these previous findings, we hypothesize that:

H3: Job embeddedness significantly influences (a) career satisfaction (b) extra role service behavior.

Mediating Effects

Building upon the attitude theory, which posits that cognitive evaluations of events lead to emotional responses and subsequent behaviors. This study proposes that the relationship of HPWPs with career satisfaction and extra-role behavior, is mediated by job embeddedness. According to this theory, there exists a sequential link in the process of appraisal-> emotional response-> and behavior. Individuals evaluate various events related to their work environment, such as training, rewards, and empowerment, and form cognitive appraisals. These appraisals then elicit emotional responses, such as job entrenchment, which in turn influence individuals' behaviors. Study by Karatepe and Vatankhah (2014a) revealed that JE fully mediates the linkage of HPWPs with extra-role behavior. This suggests that when employees perceive the presence of adequate training, sense of autonomy or empowerment, and financial and/or non-financial rewards, it enhances their level of JE. Subsequently, they are motivated to go above and beyond their formal role to satisfy customer needs and requests. Employees who are provided with HPWPs tend to develop a stronger attachment to their jobs, leading to an enhanced level of CS. Moreover, such employees engage more in extra-role behavior. Based on these findings and the attitude theory, it is hypothesized that the cognitive evaluations of HPWPs, including training, rewards, and empowerment, will lead to the emotional

response of JE. In turn, JE will positively influence CS and extra-role behavior among front-line hotel employees.

H4: Job embeddedness mediates the relationship of HPWPs with (a) career satisfaction (b) extra role service behaviour.

Conceptual Framework

The selection of training, rewards, and empowerment as the key indicators of HPWPs is based on their proven effectiveness in the field of hospitality research (Afsar et

al., 2018. Tang & Tang, 2012). In the context of the hotel industry, which heavily relies on service delivery, these three variables become even more crucial (Afsar et al., 2018). Therefore, training, rewards, and empowerment are identified as significant indicators of HPWPs. To operationalize the construct of HPWPs, a second-order reflective-reflective construct was utilized, with training, rewards, and empowerment treated as first-order indicators. This approach allows for a thorough comprehension of the impact of HPWPs on employee outcomes by considering the combined effects of these three key variables.

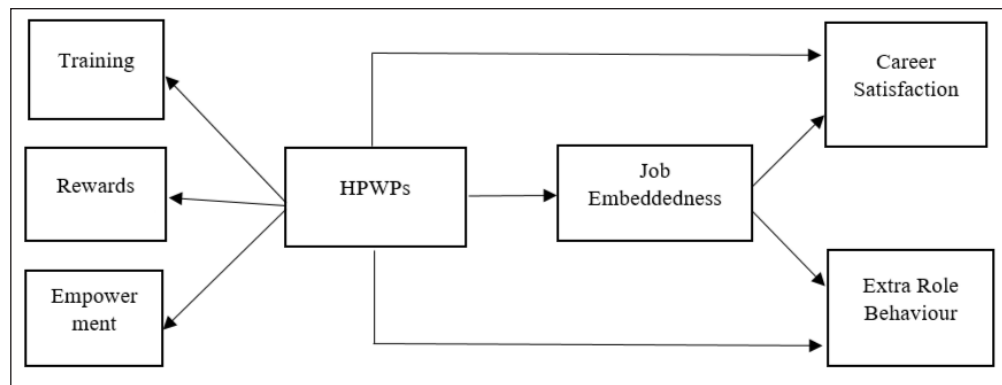


Fig. 1: Conceptual Framework

METHODOLOGY

Sample and Procedure

The study targeted frontline employees working in four and five-star hotels located in Faridabad and Gurgaon, Haryana. The selection of the hotels was based on the directory provided by the Federation of Hotel and Restaurant Associations of India (FHRAI). The hotel's management consented to take part in the research, however, did not allow direct access to their employees. Therefore, mere purpose of the study was communicated to respective HR managers, who facilitated the data collection process. The human resource managers were informed that questionnaires were to be distributed to employees who frequently interact with customers, handle customer requests, and work as full-time employees in positions such as front desk employees, room attendants, chefs, and waiters. Therefore, the questionnaires were given to employees employed in front office department, food and beverage department (production and services) and house-keeping department. These frontline employees were the primary target respondents of the study. In order to maintain confidentiality, the cover page of each questionnaire explicitly indicated that the responses would remain anonymous, and the information shared would be treated with utmost confidentiality. Total eight hotels participated in the survey, and 280 questionnaires were distributed. Of the distributed questionnaires, 248 were

received, and after removing incomplete responses, 235 were considered for analysis. Among the respondents, 66% were male. Most respondents (52%) were between the age of more than 25 but less than 35 years, and 61% of them had been working at the hotel for a minimum of three to six years. These demographics provide a glimpse of the sample characteristics and help contextualize the study's findings within the specific group of frontline employees surveyed.

Measures

To assess JE among full-time frontline hotel employees, Crossley et al. (2007) scale was utilized. To measure training, rewards and empowerment, Boshoff and Allen (2000) scale was used. Career satisfaction was operationalized using a scale developed by Heslin (2005). This scale assesses employees' overall satisfaction with their career progression, opportunities for growth, and alignment between their skills and job requirements. To measure extra role behavior, Bettencourt and Brown (1997) scale was employed.

RESULTS AND FINDINGS

Measurement Model Assessment

To study the relationship among the variables and for statistical analysis, Smart Partial Least Square version 4.0.9.0

was employed. It is a non-parametric, multivariate approach that can handle complex models (Hair et al., 2017 a, b) and is well recommended by researchers for testing mediating models (Raza et al., 2020 a, b). It performs statistical analysis in two steps. Initially, measurement model is evaluated by determining the construct validity and reliability. Validity is determined using convergent and discriminant validity

and internal consistency and reliability of constructs is determined using composite reliability scores. The results of our study indicate that the Cronbach's alpha and rho A values were in the range of 0.828-0.952 which is much higher than the prescribed limit of 0.70 (Hair et al., 2020) confirmatory composite analysis (CCA). This demonstrates the reliability of the scales being used.

Table 1: Reliability and Convergent Validity

Variables	CR	Rho A	AVE
Training	0.873	0.877	0.616
Rewards	0.913	0.917	0.744
Empowerment	0.828	0.830	0.795
HPWPs	0.861	0.880	0.783
Job Embeddedness	0.931	0.952	0.706
Career Satisfaction	0.940	0.942	0.893
Extra role service behaviour	0.918	0.932	0.752

Source: Primary

To measure convergent validity of the constructs, the construct level factor loading scores and AVE values were ascertained. For factor loadings, the scores must be above 0.70 (Hair et al., 2019) and it must be above 0.50 for AVE (Hult et al., 2022) by Hair, Hult, Ringle, and Sarstedt, provides a concise yet very practical guide to understanding and using PLS structural equation modeling (PLS-SEM). The

AVE values of all the constructs was above the threshold limit of 0.50.

Discriminant validity was determined using two methods, first Heterotrait-Monotrait (HTMT) approach (Henseler et al., 2015) was used. All the values were less the given threshold limit of 0.90 given by Gold et al. (2001). Hence, the study also fulfilled the discriminant validity through Heterotrait-Monotrait criterion.

Table 2: Discriminant Validity using Heterotrait-Monotrait Criterion

	CS	ERB	HPWP
ERB	0.640		
HPWP	0.884	0.739	
JE	0.749	0.698	0.803

Note: HPWPs: High performing work practices, JE: Job embeddedness, CS: Career satisfaction, ERB: Extra role behavior.

Then, Fornell and Larcker (1981) criteria were used. Each latent variable's square root of AVE must be greater than its inter-construct correlation value in order to achieve discriminant validity through Fornell and Larcker criteria. As

shown below in Table 3, the diagonal values as represented in bold are greater than its inter-construct correlation. Hence, the study also fulfilled the discriminant validity through Fornell and Larcker criteria.

Table 3: Discriminant Validity using Fornell and Larcker Criterion

	CS	ERB	HPWPS	JE
CS	0.945			
ERB	0.708	0.867		
HPWPS	0.640	0.550	0.885	
JE	0.749	0.466	0.698	0.840

MULTICOLLINEARITY

Additionally, variance inflation factor (VIF) was also assessed along with reliability and validity so as to compute

collinearity. The recommended threshold limit for VIF is 5.0 (Hair et al., 2014). The results of VIF for each construct were less than the threshold limit which suggests that the constructs were free from the issue of multicollinearity.

Structural Model Assessment

To determine the cause and effect relationship between the constructs structural model was assessed (Sang et al., 2010). The results of structural model indicated that HPWPs positively influence job embeddedness ($H1: b=0.658, LL: 0.454, UL: 0.796$), career satisfaction ($H2a: b=0.581, LL: 0.132, UL: 0.537$) and extra role behaviour ($H2b: b=0.414,$

$LL: 0.138, UL: 0.709$). This confirms the acceptance of H1 and H2 (a) and (b). Although training (0.935) was found to be the most reliable indicators of HPWPs, followed by rewards (0.916) and empowerment (0.795). Also, a positive association was found between JE and CS ($H1: b=0.366, LL: 0.132, UL: 0.537$), and extra role behavior ($H1: b=0.425, LL: 0.135, UL: 0.701$). Hence, H3 (a) and (b) was also accepted. The results are shown in the table below.

Table 4: Cause and Effect Relationship between the Constructs

Path	Original Sample (O) Stand. Beta	Sample Mean (M)	Bias	Lower Bound 2.5%	Upper Bound 97.5%
HPWP -> CS	0.581	0.584	0.003	0.352	0.775
HPWP -> ERB	0.414	0.429	0.015	0.138	0.709
HPWP -> JE	0.658	0.663	0.005	0.454	0.796
JE -> CS	0.366	0.360	-0.007	0.132	0.537
JE -> ERB	0.425	0.410	-0.015	0.135	0.701
HPWP->JE-> CS	0.241	0.235	-0.007	0.122	0.381
HPWP->JE-> ERB	0.280	0.272	-0.008	0.100	0.531

HPWP: High performing work practices, JE: Job Embeddedness, CS: Career Satisfaction, ERB: Extra role behavior.

In this study, regression-based bootstrapping approach with 10,000 bootstraps, given by Preacher and Hayes (2004, 2008), was employed for conducting mediation analysis. This approach is widely acknowledged as the most recent and robust method for testing mediation effects (Demming et al., 2017). To perform mediation analysis, it is essential that the indirect path is statistically significant (Zhao et al., 2010), which was satisfied in this study for both dependent variables, i.e., career satisfaction (CS) and extra role behavior (ERB), as indicated in the Fig. 2 and Table 5. Next, the direct paths (HPWPs -> CS; HPWPs -> ERB) were examined and found to be statistically significant for both dependent variables. This indicates that HPWPs have a direct effect on CS and ERB. Consequently, the results reveal that JE partially mediates the relationship of HPWPs with both CS and ERB. Thus, Hypotheses 4 (a) and (b) are supported. Furthermore, so as to determine the type of mediation, the signs of direct and indirect effects were considered. If the signs of the effects are opposite, it indicates competitive mediation, while if the signs are in the

same direction, it signifies complementary mediation (Zhao et al., 2010). Analysis reveal that there is a complementary partial mediation of JE for both CS and ERB.

According to the recommendation of Hair et al. (2017), this study also reports the coefficient of determination, effect size, and Q2 of the constructs. As depicted in Fig. 2, the R2 values indicate that satisfaction with HPWPs (training, rewards, and empowerment) accounts for 43.3 percent of the variation in JE, 75.2 percent of the variation in CS, and 58.4 percent of the variation in ERB. Effect size (f^2) provides information about the extent of the impacts of the exogenous variables on the R2 value of the endogenous variables. The results of f^2 analysis revealed that HPWPs have a very strong effect on job embeddedness (0.764) and career satisfaction (0.773) as the values were above 0.35, but have moderate effect on extra role behavior (0.234). These findings highlight the substantial contributions made by HPWPs to the development of these crucial outcomes in the hospitality sector.

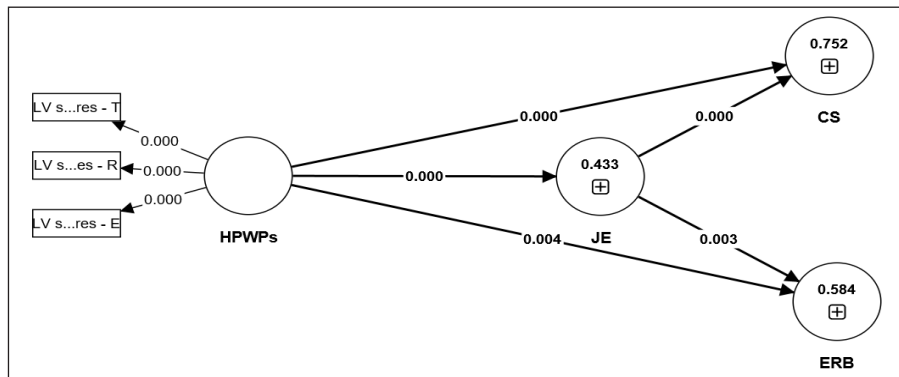


Fig. 2: Structural Model Test Results

When a reflective endogenous latent variable has Q2 values greater than zero, it indicates the predictive significance of the path model for the specific construct which is reflected by Q2 value. The analysis of the Q2 values in the assessment indicates that the Q2 values for job embeddedness ($Q2 = 0.399$), career satisfaction ($Q2 = 0.671$), and extra role service behaviour ($Q2 = 0.437$) were all greater than zero, indicating that the route model is relevant for predicting

these constructs (Hair et al., 2014). To evaluate the goodness of fit, the author examined the SRMR. The results revealed an SRMR value of 0.066, which is significantly below the threshold limit of 0.10 as prescribed by Hult et al. (2022). Therefore, it may be inferred from these results that all requirements for structural model fitness were effectively accomplished.

Table 5: Results of R2, Q2 and F2

Latent Variables	R Square	Q Square	F Square	Effect Size
JE	0.433	0.399	0.764	Large effect size
CS	0.752	0.671	0.773	Large effect size
ERB	0.584	0.437	0.234	Moderate effect size

Note: HPWP: High performing work practices, JE: Job Embeddedness, CS: Career Satisfaction, ERB: Extra role behavior.

DISCUSSION

The study aimed to evaluate a model that explores how JE acts as a mediator between HPWPs and CS, as well as ERB among front-line hotel employees. The findings showed that all hypotheses were validated and that the model demonstrated a good fit, as shown by the SRMR value. The findings reveal that HPWPs significantly influence JE, which, further positively affects CS and ERB, confirming the hypothesized relationships (H1, 2a, and 2b). These findings align with previous research in the field. The provision of HPWPs, such as comprehensive training programs, diverse financial and non-financial rewards, and empowerment, generated positive emotions among employees, which enhances JE. Consequently, this increased JE contributed to greater CS and the willingness of employees to engage in ERB, effectively addressing customer requests and complaints (H3a and 3b). These findings provide empirical evidence for the applicability and validity of reformulation of attitude theory and highlight the crucial role of JE as a mediating mechanism connecting HPWPs to individual and organizational outcomes (Karatepe & Vatankhah, 2014a).

MANAGERIAL IMPLICATIONS

Managers play a significant role in fostering employees' JE, CS, and ERB. To achieve these outcomes, managers should prioritize investments in training and development programs. By providing employees with opportunities to enhance their skills and competencies, managers empower them to take on additional responsibilities and contribute beyond their core job roles. This can be achieved through initiatives such as cross-training programs, skill-building workshops, and leadership development opportunities. Furthermore, implementing recognition and reward systems is essential to acknowledge and appreciate employees' ERB. Formal

recognition programs, employee of the month awards, and non-monetary rewards such as additional time off or flexible work arrangements can be effective in reinforcing the importance of ERB and motivating employees to continue engaging in such behaviors. Empowering employees is another critical aspect for fostering JE. Managers should delegate responsibilities and decision-making authority to employees within their areas of expertise. Managers cultivate a feeling of connection and empowerment in their employees by allowing them the freedom to make decisions and assume accountability for their work. It is equally important for managers to serve as role models for ERB. When employees observe their managers going above and beyond their job responsibilities, it sets a positive example and encourages them to do the same. Managers should demonstrate a strong work ethic, actively engage in ERB themselves, and lead by example.

CONCLUSION, LIMITATIONS AND FUTURE RECOMMENDATIONS

Training, rewards and empowerment have a significant impact on JE, which serves as an effective employee retention strategy. When employees are provided with training opportunities, feel empowered to make decisions, and are rewarded for their efforts, they are more inclined to remain with the organization and show dedication to their work. This therefore results in improved employee productivity and increased organizational performance. Higher retention rates result in reduced recruitment and training costs, as well as improved overall service quality (Ahmad et al., 2021). The findings suggest that managers should make substantial investments in training, rewards, and empowerment of employees. These practices create a sense of happiness and job satisfaction among employees, which ultimately enhances their CS. By implementing

comprehensive training programs, empowering employees through decision-making authority, and implementing effective rewards and recognition systems, hospitality managers can address the persistent issue of high turnover rates in the Indian hospitality industry. These practices not only contribute to employee retention but also have a positive impact on customer satisfaction.

It is crucial to recognize these limitations of the study. Firstly, the study considered training, rewards, and empowerment as the key HPWPs, while future researchers may consider incorporating other significant practices such as teamwork, staffing, and career opportunities. Secondly, the study is limited to the Haryana region, and therefore, the results' generalizability could be constrained. To make the findings more generalizable, future researchers should widen the study's scope. Lastly, all the data in this study was collected without any time lag, which may introduce common method bias. Future researchers should collect data with an interval period to mitigate this issue. In conclusion, this study emphasizes the importance of investing in training, empowerment, and rewards as effective strategies to enhance JE, CS, and overall organizational performance. Managers can establish a productive workplace that encourages employee satisfaction, lowers turnover rates, and ultimately increases customer satisfaction by addressing these elements.

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