JOB PERFORMANCE AND PSYCHOLOGICAL WELL-BEING OF THAI HOTEL WORKERS: A MULTI-MODEL PATH ANALYTIC STUDY

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Abstract: Job performance and the psychological well-being of employees are of paramount importance for a successful company. Especially in the hospitality industry in a country like Thailand where tourism plays a major role in the growth and sustainment of a healthy Thai economy, it is imperative to identify what and how certain factors may influence job performance and psychological well-being of employees. In order to achieve this aim, the present study posited and investigated a comprehensive process model to determine the direct and indirect influences of the Big Five personality traits of emotional stability, extraversion, openness, agreeableness, and conscientiousness on job performance and psychological well-being among Thai hotel workers, being mediated by their level of stress, burnout, mindfulness, and job satisfaction. A total of 1,512 participants (793 females and 719 males) between 18 and 60 years working in 16 international five-star hotels in Thailand took part in the study. The results revealed that the participants' Big Five personality traits played major roles in reducing their perceived stress and burnout, increasing their levels of mindfulness and job satisfaction and, subsequently, increasing their job performance and life satisfaction. The study's limitations, implications, and avenues for further research were discussed.

Keywords: Job Performance, Psychological Well-Being, Big Five Personality Traits, Burnout, Stress, Mindfulness, Job Satisfaction, Thailand.

Introduction

Due to the aging workforce in the West and in Asia and a decrease in the number of younger workers, sustaining and improving *job performance* is imperative for a company to maintain competitiveness and growth and, ultimately, for the financial health of the country's economy. The concern over an aging workforce is reflected by the fact that a number of European countries have extended the retirement age for their workers. For example, in Germany, the retirement age has been extended from 65 years to 67 years (Renteneintrittssalter, 2015).

In the work literature, quality of job performance is viewed as one of the most eminent work outcomes and, therefore, the success and continued existence of a

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business are dependent on the performance of their associates (Riggio, 2009). According to Sackett and Lieves (2008), job performance can be conceptualized by three key domains: task performance, contextual performance, and counterproductive work behavior. Task performance relates to the ability of the employee to perform the required task (Campbell, 1990); contextual performance refers to employee behavior that assists the organizational and social functionalities in which the main task is fulfilled (Borman & Motowidlo, 1993); while counterproductive work behavior describes deviant undesirable employee behavior that is harmful for the organization and its workers (Riggio, 2009). In order to maintain and optimize job performance for prolonged periods of time, it is vital to understand what the antecedent factors are that may promote positive job performance as well as the process by which these factors contribute to overall quality job performance.

The continued growth of the tourism industry in Thailand is, however, not assured as continued growth is clearly dependent on the country's ability to attract more tourists. The consensus among those in charge is that a major factor contributing to the sustainment and continued growth of the Thai tourism industry is the quality of services provided by those who are at the coal face of the tourism trade – the hospitality workers who interface with tourists on a daily basis. The higher the quality of services provided by these employees, the higher the level of satisfaction experienced by tourists and, ultimately, the higher the probability of return visits with families and friends. The quality of services provided by tourism workers is obviously a key point in the continued growth of the Thai tourism industry. As such, there is an urgent need to identify as well as investigate what and how certain factors may contribute to the promotion of job performance and psychological well-being among workers in the tourism industry.

Past research has identified a number of factors that may impact on overall job performance. These include the *Big Five personality traits* (e.g., Carter et al., 2014; Berry, Carpenter, & Barratt, 2012), *stress* (e.g., Liu, Liu, Mills, & Fan, 2013; LePine, Podsakoff, & LePine, 2005), *burnout* (e.g., Taris & Schreurs, 2009), *job satisfaction* (e.g., Yang & Hwang, 2014), and *mindfulness* (e.g., Glomb, Duffy, Bono, & Yang, 2011).

The Big Five Personality Traits
The five major personality traits include (1) 'emotional stability or neuroticism' which refers to the emotional stability or instability of an individual, (2) 'extraversion' which refers to interpersonal relationships and activities, (3) 'openness to experiences' which describes the level of seeking new experiences and situations, (4) 'conscientiousness' which assesses the level of persistence and organization of an individual, and (5) 'agreeableness' which defines the person's interpersonal orientation in actions, feelings, and thoughts (Costa & McCrae, 1992). Past studies that have investigated the relationship between these personality traits and job performance found that emotional stability displayed a positive relationship with job performance (Judge & Bono, 2001; Salgado, 1997). The traits of conscientiousness, agreeableness, and emotional stability were found to be significant predictors of productive work behavior which is a core component of job performance (Berry et al., 2012; Kluemper, McLarty, & Bing, 2015).
Stress, Burnout, Job Satisfaction, and Mindfulness

In addition to the Big Five personality traits, factors such as stress, burnout, job satisfaction, and mindfulness have also been found to be related to quality of job performance. Stress is defined as the threatened feeling of an individual when he/she perceives that his/her available resources are not adequate enough to handle a faced situation (Lazarus, 1993), and burnout is characterized by emotional exhaustion, depersonalization, and reduced personal efficacy (Maslach, Schaufeli, & Leiter, 2001). Both these cognitive-affective states have been found to adversely affect job performance (Liu et al., 2013, Schneider, 2008). Job satisfaction had also been identified as a significant determinant of job performance (Yang & Hwang, 2014). Job satisfaction is the sum of all positive and negative feelings an employee has about his/her job and incorporates all facets of the particular job such as payment, supervision, promotion, and so on (Riggio, 2009). In a similar vein, mindfulness – the heart of Theravada Buddhist meditation – is known to influence job performance in that a high level of mindfulness enhances job performance (Glomb et al., 2011). Kabat-Zinn (2003) defined mindfulness as "the awareness that emerges through paying attention, on purpose, in the present moment and nonjudgmentally to the unfolding of experience, moment by moment" (p.145).

Psychological Well-Being
Another very important element that influences job performance is psychological well-being. Indeed, the relationship between job performance and psychological well-being is well- established in that an increased sense of psychological well-being enhances an individual's job performance (Lin, Yu, & Yi, 2014; Waterman, 1993; Hochschild, 1983). Psychological well-being is a central construct of positive psychology and focuses on the positive characteristics of one's life rather than on the negative. The concept was introduced by Martin Seligman and Mihaly Csikszentmihalyi and consists of five elements: positive emotion, engagement, relationships, meaning, and accomplishment (PERMA). According to Seligman (2011), PERMA makes up five important building blocks of well-being and happiness and that increasing these five elements in one's life contributes to an increased sense of psychological well-being and, ultimately, enhanced job performance. As in the case of job performance, psychological well-being can be influenced by a variety of factors such as personality (Saricaoglu & Arslan, 2013), stress (Molloy et al., 2008), burnout (Siu, Cooper, & Phillips, 2013), mindfulness (Glomb et al., 2011), and job satisfaction (Judge, Thoresen, Bono, & Patton, 2001).

The aim of the present study was to develop and to test a comprehensive process model that posits how the Big Five personality traits of emotional stability, extraversion, openness, agreeableness, and conscientiousness may impact on the job performance and psychological well-being of workers in the hospitality industry in Thailand. More specifically, the research questions to be tested in the present study ask what are the direct and indirect causal relationships between the Big Five Personality traits of emotional stability, extraversion, openness, agreeableness and conscientiousness with work performance and life satisfaction among Thai hotel workers? The indirect influences are hypothesized to be mediated by their reported levels of stress, burnout, mindfulness and job satisfaction.

Two hierarchical models were posited and were evaluated and compared as to their efficacy in explaining the influence of the identified antecedent factors of emotional stability, extraversion, openness, agreeableness and conscientiousness on the participants' levels of job performance and psychological well-being, both directly and indirectly, being mediated by their reported levels of stress, burnout, mindfulness and job satisfaction. Evaluation and comparison of the 'fit' of two 'nested' models were conducted systematically.
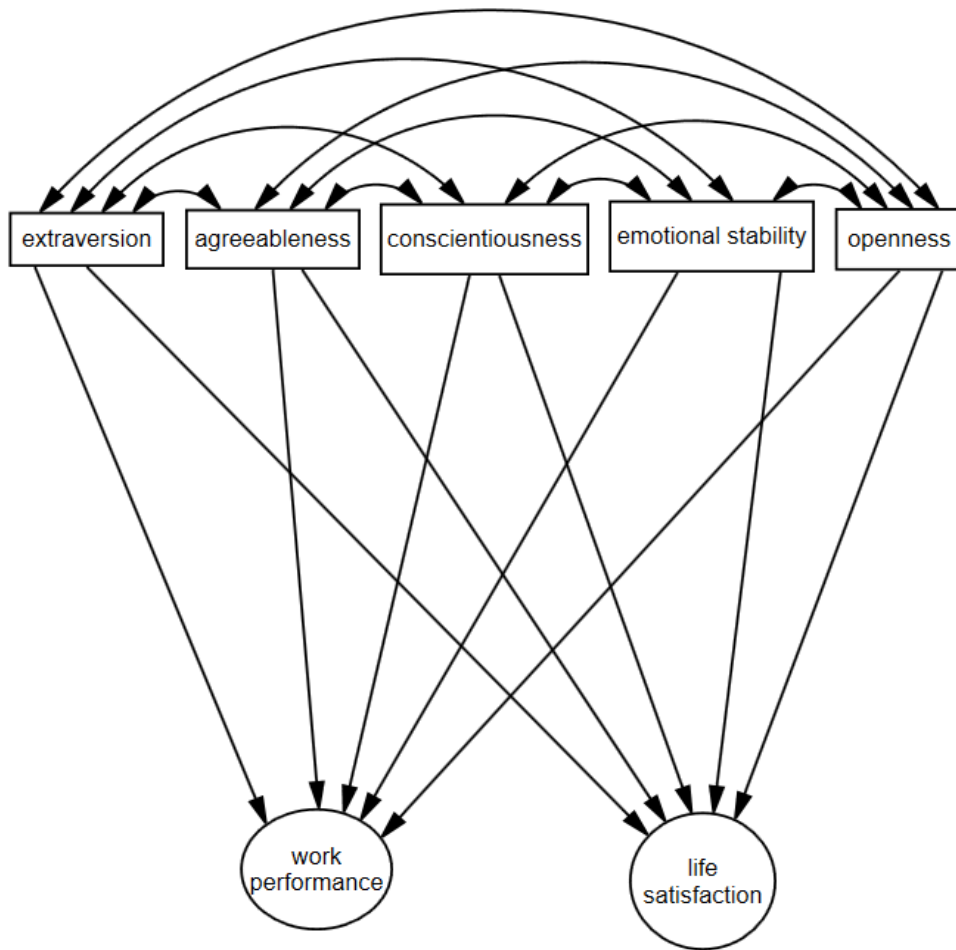
Model 1: Direct Model - Direct relationships between the Big Five Personality traits (emotional stability, extraversion, openness, agreeableness and conscientiousness) and the criterion variables of work performance and life satisfaction

Past studies have shown strong evidence that the Big Five Personality traits of emotional stability, extraversion, openness, agreeableness and conscientiousness exhibit strong relationships with work performance and life satisfaction. For example, it was found that conscientiousness is the strongest predictor of work performance displaying a curvilinear relationship (Carter, Dalal, Boyce, O'Connell, Kung, & Delgado, 2014; Le, Oh, Robbins, Ilies, Holland, & Westrick, 2011). Conscientiousness, agreeableness and emotional stability predicted counterproductive work behavior, a facet of job performance (Berry, Carpenter, & Barratt, 2012; Kluemper, McLarty, & Bing, 2015) and in two meta-analyses, emotional stability displayed a positive relationship with work performance (Judge & Bono, 2001; Salgado, 1997). Figure 1 presents the direct model in which the Big Five Personality traits of emotional stability, extraversion, openness, agreeableness and conscientiousness are hypnotized to have direct influences on the two criterion variables of work performance and life satisfaction.

(See Figure 1 on the next page)

Model 2: Full Path Model - Path Relationships between the Big Five Personality Traits (Emotional Stability, Extraversion, Openness, Agreeableness and Conscientiousness) and the Criterion Variables of Work Performance and Life Satisfaction, Being Mediated by Levels of Stress, Burnout, Mindfulness, and Job Satisfaction

Findings from past studies have supported the the roles that stress and burnout play in mediating the influences of the Big Five Personality traits on workers' work performance and life satisfaction. For example, Paramanandam and Radhamani (2014) found that extraversion, conscientiousness, agreeableness and openness displayed significant relationships with occupational stress. Low emotional stability was found to be a significant factor in the development of the burnout syndrome, whereas extraversion and conscientiousness showed significant negative relationships with cynicism, a core feature of burnout. Agreeableness demonstrated a significant positive relationship with professional efficacy (Hurt, Grist, Malesky Jr,. & McCord, 2013). Neuroticism (low emotional stability) was found to be associated with a high risk of burnout, whereas extraversion, agreeableness, and conscientiousness are related with lower risk of developing burnout syndrome (Bakker, Van der Zee, Lewig, & Dollard, 2006; Grant & Langan-Fox, 2007; Alarcon, Eschleman, & Bowling, 2009; Morgan & de Bruin, 2010).

Figure 1: Direct Model: the Relationship between the Big Five Personality Traits of Emotional Stability, Extraversion, Openness, Agreeableness and Conscientiousness with the Two Criterion Variables of Work Performance and Life Satisfaction

In addition to the roles that stress and burnout play in mediating the influences of the Big Five Personality traits on workers' work performance and life satisfaction, past studies have also shown that the construct of 'mindfulness' displayed negative relationships with burnout (Huelsheger, Alberts, Feinholdt, & Lang, 2013) and stress (e.g. Rodriguez, Xu, Wang, & Liu, 2015; Nyklicek, Mommersteeg, VanBeugen, Ramakers, & VanBoxtel, 2013), and positive relationships with work performance and life satisfaction (Glomb, Duffy, Bono, & Yang, 2011). The construct of job satisfaction was found to exhibit positive relationships with the Big Five Personality traits (Naz, Rehmann, & Saqib, 2013; Hlatywayo, Mhlanga, & Zingwe, 2013; Mhlanga, 2012; Sampath, 2012; Ahmadi, Jafari, & Homauni, 2011). Work stress and job satisfaction have also been found to be related in that greater work stress

contributes to lower job satisfaction and enhanced job satisfaction leads to diminished perceived stress (Griffiths, Baxter, & Townley-Jones, 2011; Carpenter, Schneider, Brandon, & Wooff, 2003). Past studies have also demonstrated the positive relationship between job satisfaction and job performance (Wright, Cropanzano, & Bonett, 2007; Judge, Thoresen, Bono, & Patton, 2001). Figure 2 presents this full path model in which the Big Five Personality traits of emotional stability, extraversion, openness, agreeableness and conscientiousness are hypnotized to have both direct and indirect influences on the two criterion variables of work performance and life satisfaction, being mediated by the participants' reported levels of stress, burnout, mindfulness, and job satisfaction.
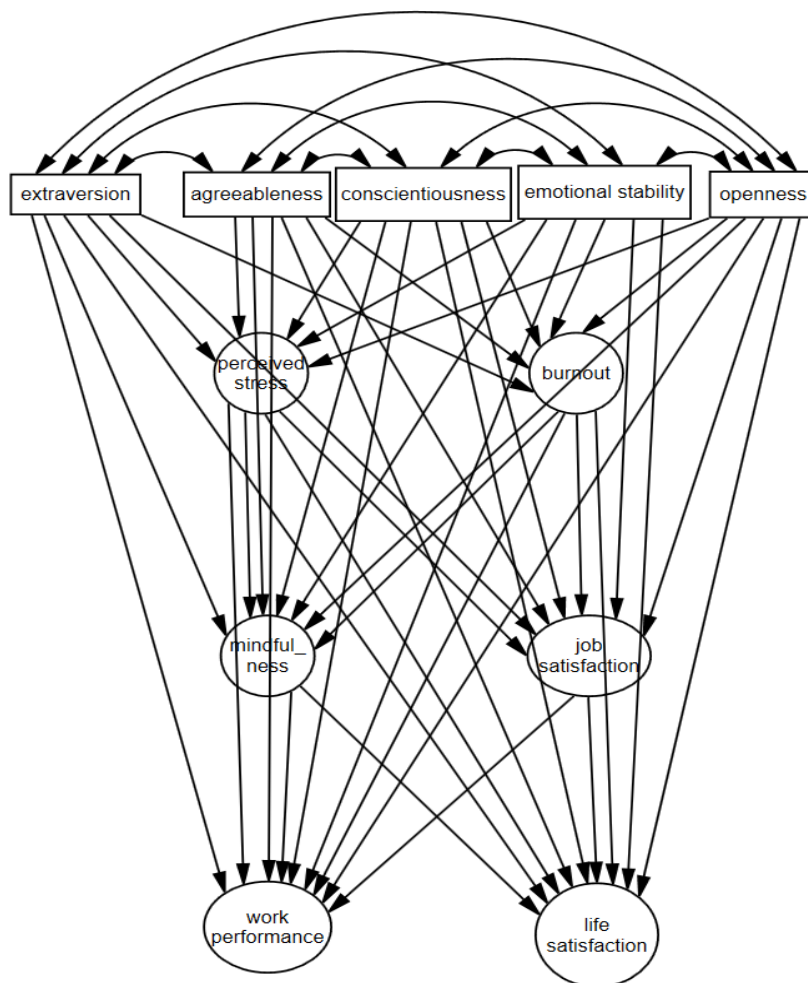
Figure 2: Full Path Model: the Relationship between the Big Five Personality Traits of Emotional Stability, Extraversion, Openness, Agreeableness and Conscientiousness with the Two Criterion Variables of Work Performance and Life Satisfaction, Being Mediated by Stress, Burnout, Mindfulness, and Job Satisfaction

Method

Participants
The study's sample consisted of 1,512 participants (male: *n*=719, 47.6%; female: *n*=793, 52.4%). Their ages ranged from 18 years to 60 years, with a mean age of 32.62 years. In terms of their marital status, the majority of the participants were married (*n*=363, 72%); 133 of the participants (26.4%) reported that they were single, 3 were divorced (0.6%) and 5 were widowed (1.0%). In terms of the departments the participants worked in, 278 (18.4%) worked in housekeeping, 263 (17.4) worked in the kitchen, 193 (12.8%) worked in the restaurant, 206 (13.6%) worked in engineering, 66 (4.4%) worked in laundry, 91 (6.0%) worked in administration, and 415 (27.4%) worked in unspecified departments.

Materials
The study employed a survey questionnaire comprising of 8 sections. Section 1 consisted of a set of items written by the researcher to tap the participants' demographic characteristics - age, gender, and the hotel department they worked in.

Section 2 consisted of the Ten-Item Personality Inventory (TIPI) developed by Gosling, Rentfrow, and Swann (2003) to measure the Big Five personality traits. The TIPI was developed out of the need to reduce the burden on research participants of having to fill out excessively long and time-consuming questionnaires. The scale consisted of 10 statements written to assess the Big Five personality traits of emotional stability/neuroticism, extraversion, openness to experiences, conscientiousness, and agreeableness.The statements are to be rated on a 7-point Likert scale ranging from 1=disagree strongly to 7=agree strongly.

Section 3 consisted of the 10-item Perceived Stress Scale (PSS) developed by Cohen, Kamarck, and Mermelstein (1983) to measure the global perception of stress. Sample statements include "*In the last month, how often have you felt nervous or stressed*? and "*In the last month, how often have you been able to control irritations in your life*?" The statements are to be rated on 5-point Likert scales ranging from 0=never to 4=very often. The total score ranges from 0 to 40, with higher scores indicating higher levels of perceived stress.

Section 4 consisted of the 22-item Maslach Burnout Inventory (MBI) developed by Maslach and Jackson (1981) to assess aspects of the burnout syndrome. It comprises the three subscales of emotional exhaustion, depersonalization, and personal accomplishment. The MBI includes items such as "*I feel used up at the end of the working day*"; "*I work too hard*"; and "*I do not care what happens to some recipients*". Each statement is to be rated on frequency and intensity. The response format in the frequency scale is based on a 7-point Likert scale ranging from 0=never to 6=every day. The response format on the intensity scale is based on a 7-point Likert scale ranging from 1=very mild, barely noticeable to 7=major, very strong. For the purpose of the present study, the 'intensity' dimension was not measured.

Section 5 consisted of the 13-item Toronto Mindfulness Scale (TMS) developed by Lau et al. (2006) to measure respondents' level of mindfulness. The TMS includes statements such as "*I experienced myself as separate from my changing thoughts and*

feelings" and "*I was receptive to observing unpleasant thoughts and feelings without interfering with them.*" Respondents are asked to rate each statement in regard to how well the statement illustrates what they just experienced. Scoring format is on a 5-point Likert scale ranging from 1=not at all to 5=very much with higher scores indicating higher experience with mindfulness.

Section 6 consisted of the 5-item Andrews and Withey Job Satisfaction Scale (AWJSS) developed by Rentsch and Steel (1992) to measure employee attitudes about their job as well as aspects of their job. The AWJSS features questions such as "*How do you feel about your job*?" and "*How do you feel about what you have available for doing your job – equipment, information, good supervision, and so on*?" Response format is based on a 7-point Likert scale ranging from 1=terrible to 7=delighted with higher scores indicating high job satisfaction.

Section 7 consisted of the 18-item Individual Work Performance Questionnaire (IWPQ) developed by Koopmans, Bernaards, Hildebrandt, deVet, and van der Beck (2014) to assess employees' individual work performance in the past three months. The instrument consists of the three subscales of task performance (5 items), contextual performance (8 items), and counterproductive work behavior (5 items). Sample statements include "*I managed to plan my work so that it was done on time*" (task performance); "*I started new tasks myself, when my old ones were finished*" (contextual performance); and "*I focused on the negative aspects of a work situation, instead of the positive aspects*" (counterproductive work behavior). Each statement is to be rated on a 5-point Likert scale ranging from 1=seldom to 5=always for task and contextual performance, and 1=never to 5=often for counterproductive work behavior. The score for each subscale is calculated by adding the item scores and dividing it by the number of items in their respective subscale, with higher scores indicating higher task and contextual performance and higher counterproductive work behavior.

Section 8 consisted of the 5-item Satisfaction with Life Scale (SWLS) developed by Diener, Emmons, Larsen, and Griffin (1985) to assess satisfaction with life. Operationally, for the current study, the SWLS was employed to measure psychological well-being. It consists of statements such as "*In most ways, my life is close to ideal*" and "*The conditions of my life are excellent*". The statements are to be rated on 7-point Likert scales ranging from 1=strongly disagree to 7=strongly agree with higher scores indicating higher satisfaction with life.

Procedure
Permission was obtained from hotel executives to conduct the study and to gather data in their respective hotels. They were informed about the aim and procedure of the research. Potential participants who agreed to fill in the study's questionnaire were asked to read the study's information sheet and informed consent form. The latter form informed the participants that: (1) they can withdraw from filling in the questionnaire at any time, (2) no names will be recorded to guarantee the participant's anonymity, and (3) the data collected would be used only for the purpose of this study.

Results
The fit of these two hierarchical path models posited to represent the direct and indirect structural relationships between the Big Five Personality traits of emotional

stability, extraversion, openness, agreeableness and conscientiousness with the two criterion variables of work performance and life satisfaction, being mediated by stress, burnout, mindfulness, and job satisfaction was tested via structural equation modeling. Table 1 presents the goodness-of-fit indices for these two models as well as their comparison fit indices.

Table 1: Chi-square Goodness-of-fit Values, Incremental Fit indices (NFI, IFI, TLI, CFI), Akaike Information Criterion (AIC), Parsimony Normed Fit Index (PNFI), and Model Comparison

Model	χ^2 (N=1512)	df	p	NFI	IFI	TLI	CFI	AIC	RMSEA
Model 1 Direct Model	508.726	29	<.001	0.940	0.943	0.892	0.943	582.726	0.105
Model 2 Full Path Model	1708.395	183	<.001	0.917	0.925	0.896	0.925	1894.395	0.074
Model Comparison									
Model 1 vs. Model 3	1,199.67	154	<.001						

Although the overall chi-square goodness-of-fit values for the two models are significant ($p <.01$), the incremental fit indices (NFI, IFI, TLI, CFI) are all close to or above 0.90 (range: 0.892 – 0.943). These fit indices indicated that the two models provided a very good fit relative to their null or independence models (i.e. the posited models represented between 89.2% to 94.3% improvement in fit over their null or independence models), and support the hypothesized structure of the posited direct, indirect, and full path models. The RMSEA value of 0.074 for the full path model is also within the range suggested by Browne and Cudeck (1993) and indicates that the model fits the population covariance matrix well. The RMSEA values of 0.105 for the direct model indicates some error of approximation when compared to the population covariance matrix. The models also yielded Akaike Information Criterion (AIC) values of 582.726, and 1894.395 for the direct and full path models respectively. The AIC (Akaike, 1987) is used for comparing the goodness-of-fit of competing models. In evaluating hypothesized models, the AIC takes into account both model parsimony and model fit. Simple models that fit well receive low scores, whereas poorly fitting models get high scores. A small AIC generally occurs when small chi-square values are achieved with fewer estimated coefficients. This shows not only a good fit of observed versus predicted co-variances but also a model not prone to "overfitting" (Jöreskog, 1993). Comparing the AIC measure for the two hierarchical models, it is evident that the direct model provided a lower AIC value (582.726) than the full path model (1894.395). These parsimony fit indices indicate that the direct model is both more parsimonious and better fitting than the full path model.

Direct Model – Path Coefficients
Figure 3 presents the significant path coefficients for the direct model.
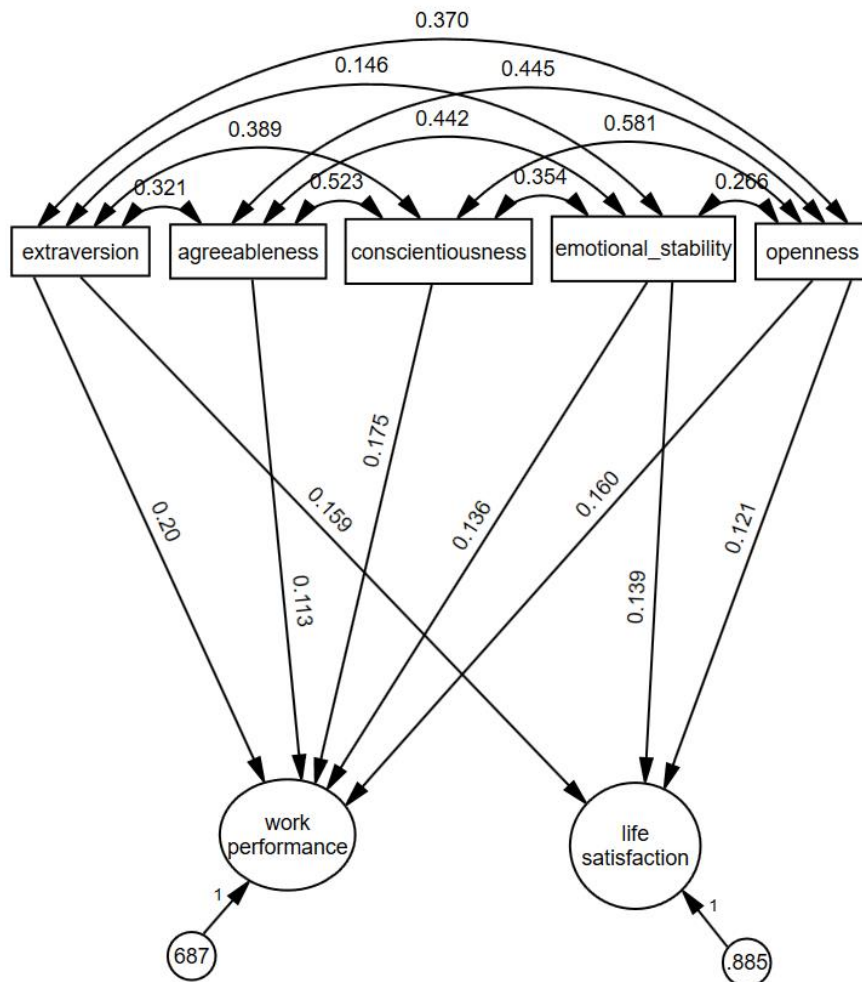
Figure 3: Direct Path Model with Significant Coefficients

From Figure 3 it can be seen that the Big Five Personality traits of extraversion, emotional stability, and openness are positively and significantly related to the criterion variable of job performance. Thus, the higher the participants rated themselves on all five personality traits, the higher the quality of their reported job performance. With regards to the criterion variable of life satisfaction, three of the Big Five personality traits - extraversion, agreeableness, and openness - are positively and significantly related to this construct. Thus, the higher the participants rated themselves on extraversion, agreeableness, and openness, the higher their reported life satisfaction.

Full Path Model – Path Coefficients
Figure 4 presents the significant path coefficients for the full path model.
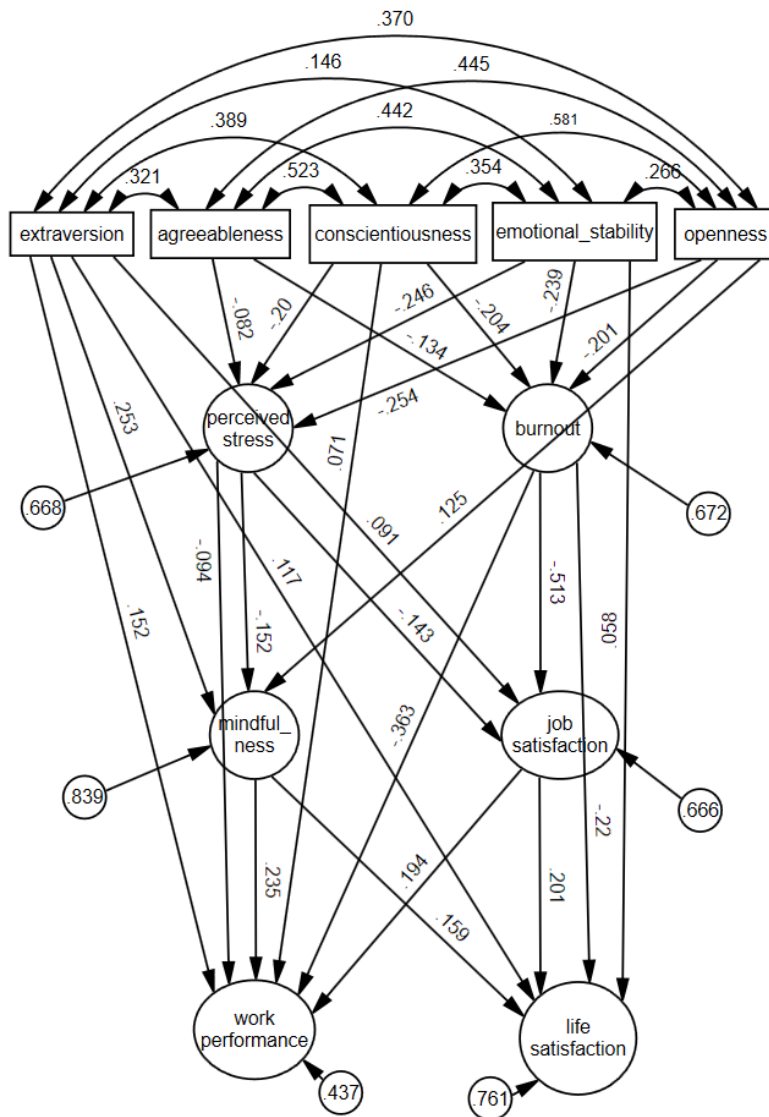
Figure 4: Full Path Model with Significant Coefficients

From Figure 4, it can be seen that of the Big Five Personality traits, only extraversion, conscientiousness, and emotional stability were found to have direct, positive, and significant relationships with the criterion variables of job performance and life satisfaction. Thus, the higher the participants rated themselves as being extraverted and conscientious, the higher the quality of their reported job performance; the higher the participants rated themselves as being emotionally stable, the higher their reported level of life satisfaction. Extraversion was also found to be indirectly related to both job performance and life satisfaction, being mediated by their reported levels of mindfulness and job satisfaction. Thus, the higher the participants rated

themselves as being extraverted, the higher their reported levels of mindfulness and job satisfaction; and subsequently the higher the quality of their reported job performance and life satisfaction.

The personality traits of agreeableness, conscientiousness, emotional stability, and openness, were found to be indirectly related to both job performance and life satisfaction, being mediated by their levels of perceived stress, burnout, mindfulness, and job satisfaction. Thus, the higher the participants rated themselves on the personality traits of agreeableness, conscientiousness, emotional stability, and openness, the lower their reported levels of stress and burnout; the lower their reported levels of stress and burnout the higher their reported levels of mindfulness and job satisfaction; and subsequently the higher the quality of their reported job performance and life satisfaction.

Discussion

There are limitations to any study and the present study is no exception.

First, the survey questionnaire consisted of self-report measures which could lead participants to give socially desirable responses and thus distort the real picture. In other words, it is impossible to know whether the responses given by the participants truly reflected their attitudes and opinions.

Second, caution should be taken when generalizing the findings of the current study to the broader population of Thai hotel workers since the sample was drawn from only 16 hotels situated in Bangkok, Hua Hin, and Pranburi. As the targeted hotels are internationally-managed hotels in Central Thailand, the external validity of the study's findings could be enhanced with the sampling of additional participants from Southern and Northern Thailand, as well as locally and privately-owned hotels.

Third, while the assumption underlying the hypothesized path models is definitely causal, it must be noted that the design of the current study is descriptive and correlational in nature. As such, the resultant path coefficients are essentially correlation coefficients and therefore, no definitive conclusion can be drawn about the causality between the exogenous, mediator, and criterion variables.

Notwithstanding these limitations, the findings from the present study carry a number of important implications for both theoretical conceptualization regarding the factors influencing job performance and life satisfaction among Thai hotel workers, as well as practical recommendations to individuals and groups who are concerned with the welfare of workers in general.

First, as there is a shortage of Thai-based studies on the influences of the Big Five personality traits on job performance and life satisfaction both directly and indirectly, being mediated by stress, burnout, mindfulness, and job satisfaction, this study would be profoundly useful in bridging the knowledge gap for researchers who are interested in the same or related variables and for practitioners who are engaged in ensuring person-job-environment fit.

Second, the findings from the developed and tested comprehensive hierarchical process models can serve as knowledge resource, data base, and decision aid for hotel directors and managers in maintaining and optimizing job performance and life satisfaction for their staff. As the current results revealed a relationship between perceived stress/burnout and job performance/life satisfaction, the identification of

workers at risk of feeling stressed out and/or burned out is important. Raising awareness and providing guidance for these workers is vital in decreasing their levels of stress and vulnerability to burnout, and thus increasing their sense of well-being and the quality of their job performance. Preventive interventions could be offered in the form of stress reduction programs (seminars, workshops, after work classes, support group therapy, counseling sessions, mindfulness training, time management/anger management workshops, etc.). Other worker-friendly organizational changes may be reviewed for adaptation such as workable overtime/shift work, longer break time, recreation area, play area/crèche for children, and so on.

Third, the findings from the present study could also contribute to the academic community in Thailand where Tourism and Hotel management is a very popular major for students. Information gleaned from the present study would be very useful in assisting Masters and Ph.D. level students in planning and conducting future research in this very important and topical area.

Future avenues for research may target the same phenomenon but with different research methodologies. The present study employed a purely quantitative approach and with self-report measures as the sole mean for data collection. While such a methodology allows for the collection of a large amount of data in a relatively short amount of time, such a methodology is nevertheless prone to socially desirable responses. Future research in this area should consider other methodologies including personnel appraisal techniques, (peer appraisal, supervisor ratings 360-degree evaluations), qualitative approach in the form of in-depth interviews by the researcher, longitudinal studies to study the impact of variables over time, or experimental approach – the key features of which are control over variables, careful measurement, and establishing cause and effect relationships.

The current study focused in examining only unidirectional relationships between the variables of the Big Five personality traits, stress, burnout, mindfulness, job satisfaction, job performance, and life satisfaction. Prior research has established that, for some of the investigated variables, the direction of the relationships between the exogenous, mediator, and criterion variables may be bidirectional. It would be of benefit to researchers to investigate in future studies these bidirectional relationships for more definitive conclusions on the interplay and dynamics between/among selected key variables.

While the present study has identified a limited number of variables that can influence job performance and life satisfaction among hotel workers, there may be other factors that have not been identified and which could be equally important in influencing job performance and life satisfaction. Future researchers could benefit from related studies which include additional psychological variables (e.g., intrinsic/extrinsic motivation, work-family conflict, self-efficacy) and other demographic variables (marital status, number of children, years of work experience) to better understand what other factors might influence job performance and psychological well-being.

Conclusion

High levels of job performance and life satisfaction among employees are imperative for a healthy competitive business. To maintain as well as to increase both outcomes is vital for sustaining and improving the company and, ultimately, the nation's economic progress. The current study investigated what/how factors influence job performance and life satisfaction among Thai workers in the hospitality industry, as well as how these influences may vary as a function of the workers' gender. The findings that the Big Five Personality traits play a major role in influencing Thai hotel workers' job performance and life satisfaction, both directly and indirectly, point to the importance of personality traits in sustaining a successful career in the hospitality industry. As the tourism trade is a major source of revenue contributing to the country's GNP, it pays for those in charge to understand and to foster those factors that contribute to the well-being of those who are at the coal-face of the hospitality industry, i.e., the hotel workers.

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