

Ergonomic Employee Satisfaction and Tourist Experiences: A Review of Indirect Impacts on Tourist Satisfaction in the Hotel Industry.



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Abstract

The importance of employees and their organizational commitment has become increasingly significant for business success in today's fast-paced environment. This is particularly relevant in the service industry, especially in tourism, which faces challenges such as high employee turnover, customer loyalty, and other factors. Employee satisfaction is crucial in fostering organizational commitment, which ultimately improves the quality of services provided. From a tourist's viewpoint, it is essential to understand how satisfaction with tourism services, delivered by ergonomically content employees, affects their experience. Ergonomics, a modern approach that incorporates advanced technologies, seeks to enhance employee performance and productivity while ensuring a comfortable work environment. This paper will explore how ergonomically satisfied employees contribute to a better tourism experience. The primary focus is on conducting a literature review of employee satisfaction within the context of ergonomics and its impact on tourism experiences in the hotel industry. This study will offer new insights into the indirect impact of ergonomically satisfied employees on tourist satisfaction in hotels. By understanding tourists' perspectives, this research aims to improve the tourism experience and better address the needs of visitors to destinations in India. Ultimately, this research will fill gaps in existing literature and create new opportunities for tourism studies.

Keywords: Ergonomics, Employee Satisfaction, Employee performance Tourism Experience, Tourist Satisfaction.

1. Introduction

The English term ergonomic derives from the Greek words "ergon" and "nomos," which both mean labour and law. It is essentially "labour science" or "labour law." (Carvalho & Soares, , 2012). By minimising incompatibilities between people and their duties, smart ergonomic design creates an optimum work environment (Benos et al., 2020). While ergonomics is a discipline that frequently benefits many industrial industries, the tourism sector, while being inherently labour-intensive, is still not fully aware of it. As a result, it is vital that the ergonomics concept be integrated and implemented in this labour-intensive operation so that employees may be more comfortable and productive at work (Jan Dul a & Patrick Neumann, 2009). Hotels that provide a better salary, a strong reputation, and in-kind benefits are more likely to retain their staff. When it comes to employee happiness, individuals that like their jobs and feel valued for their contributions will be the most successful and beneficial to their organisations. Employee happiness, satisfaction, and having one's needs met at work are all expressions used to describe how pleased employees are with their jobs. Employee satisfaction influences employee motivation, goal success, and workplace morale. Any employee who is satisfied with their working environment would like to stay with the company. There are various aspects that influence employee performance and happiness in every organisation. Because employee performance and happiness contribute to productivity. Every organisation wants

to be successful and make long-term growth. The current marketplace and business environment are characterised by volatility and unpredictability, requiring organisations to be flexible, adaptive, and inventive in order to sustain competitiveness and market survival. When employees are pleased, they are driven to complete their business activities and achieve the organization's goals, which creates the foundation for the organization's advancement and success. This is especially visible in the service industry, such as tourism, where customer loyalty, purchase choices and repeat purchases, and future recommendations are all dependent on perception and happiness, which staff may affect directly or indirectly (Perić et al., 2018). Profitability is often considered as organisational success as one of the primary aims in everyday hotel operations. However, a goal defined as broadly and ideally as that constitutes simply a generalisation of other crucial organisational aspects that result in the achievement of that objective (which would be impossible without them). Employee satisfaction is one of those important contributing elements. (Ažić, 2017). A service profit chain has been introduced which illustrates how customer loyalty as a result of customer satisfaction drives profit and growth. Furthermore, the value of services, which is produced by contented, loyal, and productive staff, influences satisfaction. (Heskett et al., 1994). In today's progressively globalised and competitive business environment, it has become critical for organisations to focus on implementing those

business practises that will assure long-term success. (Fitri et al., 2019)

2. Methods

Based to the small number of available publications, it was decided to undertake a narrative evaluation on a number of important journals in the area.

This review includes publications from the screened journals that discussed ergonomics and Employee wellbeing in relation to workplace that includes Employee satisfaction, Employee Performance, Tourist satisfaction. As a consequence, 20 publications on Ergonomics Employee satisfaction, Employee Performance, Tourist satisfaction were chosen.

3. Findings on the Impact of Ergonomic Employee Satisfaction on Indirect Tourist Satisfaction

3.1 Ergonomics and its relation with employees in industry

The study of equipment and occupations that are intended to be appropriate for human abilities and limits is known as ergonomics. Thus, ergonomics connects the job to the individual, whether in the workplace or with a consumer product and it creates chances for organisations by enhancing human well-being, cutting costs, improving quality, and

increasing productivity (D.MacLeod, 1995.).Ergonomics concept is concerned with perceiving the interaction between humans and other aspects within a system and developing ideas, concepts, and methods to accommodate employees, allowing organisations to effectively maximise employee productivity and overall organisation efficiency (S.Ismaila, 2010). Organisational ergonomics is critical for any organisation in the hotel and tourist industry to guarantee staff performance improves and has a direct impact on business success (Latip et al., 2022). Environmental factors have a substantial impact on work performance. The findings are consistent with prior research indicating a link between working conditions and job performance. It indicates that managers and supervisors must consider enhancing the work environment while considering both physical and psychological variables in order to increase employee job performance (Jayaweera, 2015). Organisations which want to compete in today's market, with its emphasis on quality and excellence, must adopt ergonomics management, seeing its worth as a cost cutting, quality-improvement, performance-improvement, and productivity-boosting process (Rowan & Wright, 1994).

Study	Methodology	Research Topic	Findings
(D.MacLeod, 1995.)	Case Study and Workplace programme has been taken into consideration for exploring and detailing the study.	The Ergonomics Edge: Improving Safety, Quality, and Productivity	Ergonomics may boost revenues by increasing worker productivity and sales.
(S.Ismaila, 2010)	1000 questionnaires were distributed and 950 representing 95 percent were responded to and were analyzed using percentages. Of the 950 respondents, 100(10.5%) were in transportation business, 50(5.3%) engaged in manufacturing activities, 200(21%) in the educational sector, same number of 200(21%) were in the medical profession, 150(15.8%) in construction business, 50(5.3%) in communication, 150(15.8%) were in the banking sector and 50 (5.3%) were engaged in petty trading and other sectors of the economy.	A study on ergonomics awareness in Nigeria	The notion of ergonomics is concerned with understanding the interaction between humans and other parts of a system, as well as generating ideas, concepts, and ways to accommodate employees, allowing firms to successfully optimise employee productivity and overall organisational efficiency.
(Latip, Abdul Latip, Tamrin, Mohd Zulfakar , & Mohd Naw, 2022)	The researchers gathered information for this study from primary sources. The questionnaire was delivered at random to Malaysians working in the hotel and tourist industries. Smart PLS was used to assess all of the data. Frequency analysis, descriptive	The Perspective of Work Ergonomics on Employee Task Performance in Hotel and Tourism Industry, Malaysia †	Due to multiple workplace issues about employee safety and health, notably in the hotel and tourist industries, it is vital to investigate and assess knowledge of what

	statistics, correlation, and multiple regression analysis were used to clarify the study's conclusions.		types of work ergonomics are impacting employees' performance.
(Jayaweera, 2015)	The study examined the relation between work environmental characteristics and employee performance, as well as the extent to which this relationship is affected by work motivation, in a sample of hotel workers in England. A questionnaire survey was administered to 254 hotel staff at twenty-five chain hotels in Bristol, England, for this cross-sectional study.	Impact of Work Environmental Factors on Job Performance, Mediating Role of Work Motivation: A Study of Hotel Sector in England	The findings also indicate that there is an important relationship between hotel employee's work motivation and job performance. The findings emphasise the significance of working conditions and job motivation in understanding hotel workers' job performance within the context of work environmental conditions and job performance.
(Rowan & Wright, 1994)	Literature Review	Ergonomics is Good for Business	Organisations that want to compete in today's market, with its emphasis on quality and excellence, must adopt ergonomics management, seeing its worth as a cost-cutting, quality-improvement, performance-improvement, and productivity-boosting process.

3.2 Ergonomics and Employee Satisfaction

A proper ergonomics practise benefits both the employer and the employee. It is a low-cost technique to improve performance, health and wellbeing, and happiness. Failure to follow ergonomic principles in the workplace can result in mental sadness, physical exhaustion, decreased productivity and product quality, and eventually employee job dissatisfaction (Rahman, Hossain, & Azam Khan, 2022). Ergonomic elements that can lead to employee satisfaction can be obtained from a wide

range of workplace difficulties. For example, a badly constructed work environment may hamper or slow down an employee's performance in the workplace, which may eventually lead to dissatisfaction, which impacts job satisfaction (Ikonne, 2014). Occupational health and safety risk factors can have a direct or indirect impact on organisational commitment, satisfaction with work, and productivity at work in service and other industries (Kilic & Selim Selvi, 2009).

Study	Methodology	Research Topic	Findings
(Rahman, Hossain, & Azam Khan, 2022)	The study investigated and analysed various elements such as working tools, health, body posture, acoustics, working time, and working environment while collecting data. The data was obtained using the Likert Five Point Scale and SPSS software. Cronbach's Alpha (.958) and KMO (.625>.5) tests were employed to quantify observations in this investigation for internal consistency and reliability.	Ergonomics and Employee Satisfaction with Special Reference to Selected Branches of Rajshahi Krishi Unnayan Bank	A theoretical framework displaying the dependent variable and independent variables was constructed. The Pearson Correlation Matrix was used to establish that there is a highly significant association between ergonomics considerations and employee satisfaction.
(Ikonne, 2014)	The survey research design was used in the study. The entire enumeration approach was utilised to include 500 librarians from Southern Nigeria's 37 Federal and State University libraries. The data gathered was analysed using descriptive statistics.	Influence of Workstation and Work Posture Ergonomics on Job Satisfaction of Librarians in the Federal and State University Libraries in Southern Nigeria	Workstation and equipment design, as well as work posture condition, are parts of ergonomic variables that contributed considerably to achieving a greater degree of job satisfaction.
(KILIÇ & Selim SELVİ, 2009)	A literature evaluation was conducted in this study with the goal of identifying occupational health and safety risk variables as well as work satisfaction. In five-star hotel companies, a questionnaire survey was undertaken to measure workers' levels of job satisfaction and opinions on occupational health and safety risk factors.	The Effect of Occupational Health and Safety Risk Factors on Job Satisfaction in Hotel Enterprises	It is unlikely that an employee with poor job satisfaction will serve the guest or tourist well in a sector where the customer purchases the service and is served by the server. It is essential for servers to be content with their employment and offices in order to ensure customers are accommodated and leave in a positive manner.

3.3 Employee Satisfaction and Employee Performance

"A satisfied worker is a productive worker". A satisfied work force will create a pleasant atmosphere within the organization to perform well. According to research, people who are at ease in their working environment tend to perform better. This is due to the fact that their physical environment influences their work perception, attitudes, and job satisfaction (Lee & G. L., 2005). When an employee is satisfied with his or her employment, he or she is more likely to work harder and better improves the employee performance. As a result, every organisation strives to develop satisfied employees in order to operate the organization's well-being. (Pushpakumari, 2008). If an employee is satisfied at

work and has a high level of loyalty, he is more likely to increase his performance (Hartika et al., 2023). Employees who evaluated their management positively were more likely to be happy with their work. Similarly, the findings of this study point to the relevance of employee satisfaction. Employee satisfaction with management relationships has a direct influence on work satisfaction and an indirect impact on employee performance (mediated by job satisfaction) (Ažić, 2017). In the modern workplace, the most important component in keeping an employee satisfied in their work environment. Today's workplace is distinctive, varied, and ever changing. As a result, the physical environment influences how people interact, do jobs, and are led in an organisation. The physical environment, as a

component of the work environment, has had a direct impact on the human senses, altering interpersonal relationships and hence productivity. This is due to the fact that the qualities of a room or meeting space for a group have an impact on productivity and satisfaction levels (Dardeer et al., 2017). What determines a healthy workplace is heavily influenced by the employees' workstyles and

preferences. The extent to which the workplace influences satisfaction is particularly reliant on user choices for privacy vs social engagement. The influence on productivity is particularly reliant on an individual's workstyle and the extent to which the workplace supports employee activities (Voordt & Jensen, 2021)

Study	Methodology	Research Topic	Findings
(Lee & G. L. , 2005)	Participants ranged in N from 7 to 143, representing five distinct organisations. The surveys were gathered in a number of ways, including hard copy distribution, online broadcasting of a Word document containing the survey form, and computer-mediated survey participation through an on-line connection. The information utilised in this study was gathered prior to facility upgrades or relocations.	Effects of control over office workspace on perceptions of the work environment and work outcomes	According to research, people who are at ease in their working environment tend to perform better. This is due to the fact that their physical environment influences their work perception, attitudes, and job satisfaction
(Pushpakumari, 2008)	Data were gathered by a field survey utilising a questionnaire from three employee categories, namely Professionals, Managers, and Non-managers, from twenty private sector organisations representing five industries.	The Impact of Job Satisfaction on Job Performance : An Empirical Analysis	Increased productivity should be predicted if organisations are more concerned with employee work satisfaction, because the association between satisfaction and performance is positive and substantial. Managers should pay greater attention to this issue in order to increase performance.
(Hartika, Fitridiani, & Asbari, 2023)	Literture Review	The Effect of Job Satisfaction and Job Loyalty on Employee Performance: A Narrative Literature Review	The review results demonstrate that the three articles' effects on job satisfaction and job loyalty have a good and substantial influence on employee performance.
(Ažić, The impact of hotel employee satisfaction on hospitability performance, 2017)	Quantitative research methodologies were used on a sample of 266 questionnaires filled out by participants in a training programme organised by the Association of Employers in Croatian Hospitality (AECH) for the purposes of this article. To begin, Exploratory Factor Analysis recovers four factors representing four major latent variables. Confirmatory Factory Analysis is used to validate the EFA results. CFA	The impact of hotel employee satisfaction on hospitability performance	This study demonstrates the significance of contentment with management and coworker relationships, as well as their combined effect on overall job satisfaction and hospitability (good behaviour inside the organisation).

	describes how effectively measurement variables represent a particular notion. Following that, structural equation modelling (SEM) is used to examine the structural relationship between concepts and to specify which concepts are related in order to better understand the nature of those relationships.		
(DARDEER, TAG-ELDEEN, & SALEM, 2017)	This study's target respondents are back-of-the-house departments in Hilton hotels in Egypt, as they receive less attention than front-of-house departments. A structured survey was delivered to twelve Hilton hotels in Cairo, Alexandria, South Sinai, the Red Sea, and Upper Egypt.	The Influence of Physical Work Environment on Hotel Back-of-the-House Employees' Satisfaction and Productivity: A Case Study on Hilton Hotels	The physical work environment may have a significant impact on employee satisfaction and productivity. Employee satisfaction and productivity may be affected positively or negatively by perceptions of physical work environment factors (sound, lighting, colour, temperature, work space, design and layout, equipment and tools). A good effect benefits both the hotel and the staff.
(Voordt & Jensen, 2021)	The work is based on a narrative assessment of journal publications and other sources on building research, corporate real estate management, facilities management, environmental psychology, and ergonomics.	The impact of healthy workplaces on employee satisfaction, productivity and costs	Because of the varied outcomes, it is difficult to build an effective financial case for physical interventions to promote health and well-being. On the one hand, maintaining healthy work environments is a moral obligation that has a beneficial impact on employee satisfaction, employee productivity, and society as a whole.

3.4 Employee Performance and Tourist Satisfaction

There is a strong connection between employee's satisfaction and customer satisfaction. This is attributed to advances in company products or services when satisfied employees carry out organisational procedures. (Getty, 1999). Employee satisfaction is critical in the workplace since it affects an organization's performance. Employee work satisfaction is directly related to customer loyalty. Customer loyalty is firmly linked to profitability. Employing Quality employee would thus be the perfect way to retain a good reputation and establish a recurrent client base (Chi & Dogan Gursoy, 2009). It is frequently mentioned that it is preferable not only to satisfy but also to go above the customer's

expectations. Naturally, all customers have expectations and wants when it comes to their interactions with products and services, which involve ergonomics elements of the products and services they use. According to several research, the ergonomics of the work environment has a significant impact on quality. In case studies, ergonomics problems were directly associated to 30% of the quality defects (Eklund, 1997). In hotels customers are known as guest who are usually the tourist or travellers using hotel facilities during their travel. As a competitor for guests, particularly those on business travels with more money to spend. Hotels have become increasingly extravagant in order to persuade guests to stay with them (Seifert & Messing, 2006). Customer satisfaction has always

been a priority in the service industry. High-quality service and increased customer satisfaction are widely recognised as critical success elements for businesses in the hotel, catering, and tourist experience (Sim et al., 2006). Tourist satisfaction may be considered as an evaluation of the user's experience with the offered services, with the requirement that tourist satisfaction with the service be evaluated at least as excellent as predicted.

Salaries and awards, followed by the work environment, are employee satisfaction characteristics that have a major impact on overall tourist satisfaction with the quality of services (Perić et al., 2018). According to empirical research, there are correlations between employee satisfaction, customer satisfaction, and business success if there is employee-customer contact is more significant.

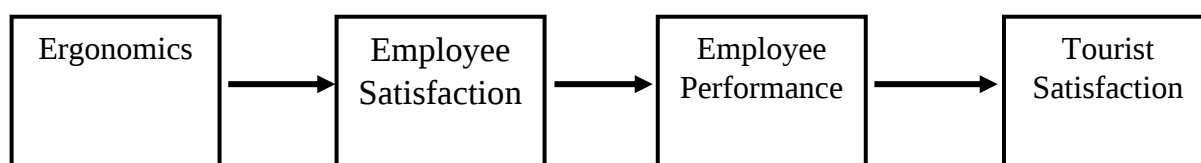
Study	Methodology	Research Topic	Findings
(Getty, 1999)	Literature Review	Ergonomics and the Customer Satisfaction Model: Ergonomics in the language of business	There is a strong connection between employee's satisfaction and customer satisfaction. This is attributed to advances in company products or services when satisfied employees carry out organisational procedures
(Chi & Dogan Gursoy, 2009)	Employees, customers, and management of three- and four-star hotels provided data for this study. The hypothesised hypotheses and the correlations between the constructs were experimentally tested using structural equation modelling (SEM) in a two-step procedure.	Employee satisfaction, customer satisfaction, and financial performance: An empirical examination	According to the findings, whereas customer satisfaction has a positive substantial influence on financial success, staff satisfaction has no direct significant impact. Instead, consumer pleasure mediates an indirect link between employee happiness and financial success.
(Eklund, 1997)	Literature Review	Ergonomics, quality and continuous improvement conceptual and empirical relationships in an industrial context	According to several research, the ergonomics of the work environment has a significant impact on quality. In case studies, ergonomics problems were directly associated to 30% of the quality defects.
(Seifert & Messing, 2006)	Literature Review	Cleaning Up After Globalization: An Ergonomic Analysis of Work Activity of Hotel Cleaners	As competitiveness rises up, hotels will surely continue to improve employee practises and expand the facilities they give in order to reduce costs while also attracting more high-end guests who generate the highest profit margins.

(Sim, Mak, & Jones, 2006)	A study of hotel customers in the San Francisco Bay Area was carried out. To analyse the data, a LISREL structural equation model with confirmatory factor analysis was created.	A Model of Customer Satisfaction and Retention for Hotels	Customer satisfaction has always been a priority in the service industry. High-quality service and increased customer satisfaction are widely recognised as critical success elements for businesses in the hotel, catering, and tourist experience
(Perić, Gašić, Stojiljković, & Nešić, 2018)	In Lukovska Spa, research was performed using the survey method, the questionnaire methodology, on a sample of 125 respondents, of which 55 were staff and 70 visitors / guests in hotels "Jelak" and "Kopaonik."	The impact of employee satisfaction on the tourist satisfaction with the services of spa tourism.	Tourism organisations cannot exist without high-quality tourism goods. Furthermore, the focus of quality services in tourism is on the staff. As a result, it is critical for spa tourist management to take care of their personnel and concentrate on improving the elements that contribute to their discontent.

4. Discussion

Healthy employees are the foundation of a healthy organisation. Employees who are not in discomfort or suffering from an injury will be able to perform harder and more successfully. Comfort does not imply laziness, and ergonomically satisfied employees are more likely to work more and be more satisfied with their jobs (Kruel, 2021). When an employee performs a particular job over time, the body gets strained due to uncomfortable posture, presenting symptoms such as tiredness, discomfort, aches, and stress, leading to musculoskeletal condition, which affects performance at the job. It has also been noticed that ergonomics aids in the creation of alignment between the physical office work environment and the business objectives as well as the organization's goal (Sheila & Purity, 2020). According to research, Employee satisfaction is one of the predictors of Employee performance (Hsieh, 2016). Employee satisfaction has been shown in studies to be a strong predictor of employee performance, and our findings are consistent with the literature. Employee satisfaction inspires and commits people to the next level of performance.

Employees with a high degree of Satisfaction are focused on the organization's goals and the results that are expected of them. Organisations believe that employees can truly commit to the business's success and that all of their abilities are being utilised. Employee satisfaction and psychological empowerment are effective methods for increasing productivity and profitability. Valued employees are satisfied employees, and satisfied employees becomes productive employees who promote organisational success (Ugwu et al., 2014). A service profit chain has been introduced, which illustrates how customer loyalty as a result of customer satisfaction drives profit and growth. Furthermore, the value of services, which is produced by contented, loyal, and productive employees, influences satisfaction (Heskett et al., 1994). According to the findings of this study, there is a direct association between employee satisfaction and employee performance as well as an indirect relationship with employee hospitality or tourist experience during hotel stay which is mediated by employee satisfaction (Ažić, 2017).



Conceptual Model: Indirect relation of Ergonomics with Employee satisfaction & performance Tourist Satisfaction.

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