FACTORS INFLUENCING JOB SATISFACTION AMONG EMPLOYEES: A CASE STUDY OF HOTEL TAIPING PERDANA

By

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ABSTRAK

Kajian ini dijalankan adalah untuk melihat isu mengenai tahap kepuasan bekerja di kalangan pekerja di Hotel Taiping Perdana. Tujuan utama kajian ini adalah untuk mengenal pasti sebarang hubungan antara gaji, penyeliaan, bekerja sendiri, keadaan tempat kerja, peluang kenaikan pangkat dan kepuasan bekerja. Pembolehubah bersandar adalah kepuasan bekerja manakala pembolehubah bebas adalah gaji, penyeliaan, bekerja sendiri, keadaan tempat kerja dan peluang kenaikan pangkat.

Kajian ini dijalankan dengan menggunakan kaedah kuantitatif iaitu data dikumpul dengan menggunakan set borang soal selidik. Set soal selidik digunakan bagi mendapatkan maklum balas daripada responden. Sampel kajian ini terdiri daripada pekerja Hotel Taiping Perdana seramai 68 responden (85 peratus) telah terlibat dalam kajian ini.

Hasil kajian menunjukkan bahawa terdapat hubungan positif di antara gaji, penyeliaan, keadaan tempat kerja, peluang kenaikan pangkat dan kepuasan bekerja. Hal ini menunjukkan bahawa pekerja berasa puas hati bekerja di Hotel Taiping Perdana.

Kajian ini telah memberi pemahaman yang lebih baik mengenai faktor-faktor yang mempengaruhi kepuasan bekerja di dalam industri hotel. Walaubagaimanapun masih terdapat ruang untuk menjalankan penyelidikan tambahan bagi mengisi jurang yang belum diselesaikan dalam kajian ini. Hasil kajian ini telah memberi faedah kepada Hotel Taiping Perdana terutamanya pihak pengurusan dalam mengetahui tahap kepuasan pekerja mereka. Cadangan-cadangan di dalam bab akhir mengusulkan kajian selanjutnya di masa hadapan.

ABSTRACT

This study was conducted to gain view on the issue of job satisfaction in a Hotel Taiping Perdana among the employees. The main purpose of this study is to determine relationship between pay, supervision, work itself, work conditions, promotion opportunities and job satisfaction. The dependent variable is job satisfaction while the independent variables are pay, supervision, work itself, work conditions, promotion opportunities.

This study is conducted through quantitatively method where data is collected using a set of questionnaire. Survey questionnaires were used in order to obtain feedback from respondents. Samples of this research were the employees of Hotel Taiping Perdana where a total of 68 respondents (85 percent) took part in the survey.

The findings show that there is a positive significant relationship between pay, supervision, work conditions, promotion opportunities and job satisfaction. This show, employees feel satisfied when they worked at Hotel Taiping Perdana.

The study provides a better understanding regarding the factors affecting job satisfaction in hotel industry. Thus, it emphasizes that there is still a need to conduct additional research to filling the gaps that not been solved in the current study.

The findings of this study is of immerse benefits to the Hotel Taiping Perdana and will enable to gain better competitive advantage to be able to compete among local and international hotel. Since the findings will assist the hotel organization to know the best way of satisfying their employees. Furthermore, in the final chapter, some recommendations were provided for future use to any researcher in this academic field.

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OPERATION DEFINITION

Employee: hired and co-workers in organizations that been paid and do their task based on task oriented.

Employee's Job Satisfaction: the emotional feedback and response towards their jobs and organization.

Employee's Satisfaction: a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.

Employee's Loyalty: the intention of behavioral of a employees to patronizes their services to an organizations.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter forms and include about introduction of the research and it provide, general explanation and overview for the entire research process. This research mainly focuses and analyses about hotel employees satisfaction's to the organization and their work. This chapter discusses about the background of the study, problem statement, research objectives, research questions, significance of the study, scope of the study, definition of terms, limitations of the study and summary of this first chapter and this research focus and only refer to the Hotel Taiping Perdana in Taiping, Perak.

1.1 Background of The Study

The concept of job satisfaction, though of greatly recent origin, is closely linked to motivation in the workplace and is a contributing factor in improved performance in the workplace. Employee job satisfaction has a direct impact on a company's productivity, efficiency, and ultimately its bottom line (Robbins & Judge, 2009). Assessing job satisfaction levels requires results from an employee opinion survey, comments from employee focus groups, observation of workplace attitudes and interaction (Byars & Rue, 2008).

Currently, job satisfaction has been a main concern and attention in organization nowadays. Organizations realize that employee job satisfaction now become as the essential element to increase employees loyalty and as business is running up and

from the job satisfaction it will also response to the customer satisfaction that they get from the employee. That why, employees become an important source of competitive advantage if aligned with the strategy and the culture of the organization.

Employee job satisfaction can be achieved through several different methods. Normally the top management like managers can work closely with employees to develop better work processes. Then from that, employees can give a more significant say in how their job is done and managers can ensure that employees feel challenged at their job (Robbins et.al, 2009).

In the hotel industry which is, after all, a people-oriented service the abilities, behaviour and attitudes of employees has become the very cornerstone of the business, especially in these competitive edge. Prior studies in Gallardo, Canizares, Guzman and Jesus (2009) have shown that employees can be an important source of competitive advantage if aligned with the strategy and the culture of the firm.

Job satisfaction, the most commonly researched attitude, seems a key factor affecting the performance of tourist establishments and so it appears to make economic sense to consider whether and how job satisfaction among hotel employees can be improved. Hence, it is important for hotel managers know how their employees feel at work and what they want, since employee attitudes towards their jobs could directly affect their performance and indirectly hotel productivity and returns.

While, if it comes towards this matter it will increase employee dissatisfaction. The employee dissatisfaction will usually spread their problem to their workmates and normally their dissatisfaction is low in terms of the company policy, relationship with superior, work conditions, salary and relationship with peers (Robbins et.al, 2009).

1.2 Problem Statement

The hotel industry is witnessing heightened competition with the arrival of new players, new products and new systems. The competition from neighbouring hotels and negative perceptions about service and product constrains the growth of tourism. The image of new hotel needs Hotel Taiping Perdana to growth and stable as others hotel surrounding them.

In a hotel industry, while good technical and interpersonal skills are essential, the two alone cannot warrant customer satisfaction. Customer services are provided by the casino employee and the employee's mood must directly affect the services provided.

Therefore, customer satisfaction is backed up by employee job satisfaction (Zheng & Ricardo, 2008). Employee satisfaction is demonstrated in the process of delivering services and felt by customers. It is indeed an integral part of the labour force quality issue.

Besides that, as new hotel in hotel industry and the only one that been rated as four star hotel in Taiping by Ministry of Tourism, Hotel Taiping Perdana needs to compete and take a good challenge to survive. As Taiping is emerging as destination on the history town, expectations of customers are rising. The companies have to focus on customer loyalty and repeat purchases.

The external major problem that hotel industry facing currently is about the declines in business travel and tourism where it give challenged to hotel organizations for critically examine operations, performance and to reassess strategies for gaining advantage in this highly competitive sector of the economy (Cleveland, O'neill, Himelright, Harrison, Crouter & Drago, 2007).

Even though Hotel Taiping Perdana still a new hotel, but the major problem as others hotel still happened. The internal major problem that according to Hotel Taiping Perdana's general manager, Encik Abdul Halid said in Head of Department meeting (minute meeting, 2012) they already facing in this hotel such as high of turnover, high cost labour, labour shortages, cost containment, high in competition and customer satisfaction but the biggest problem are high turnover and labour shortages.

Nazim (2010) said that high turnover brings destruction to the organization in the form of direct and indirect cost. Turnover is a multi-stage process that includes attitudinal, decisional and behavioural components (Faulk, 2002).

Meanwhile, according to Mobely (as cited in Green, 2000), a weak-to-moderate negative relationship exists between job satisfaction and turnover. High job satisfaction leads to low turnover. In general, dissatisfied workers are more likely to quit than those who are satisfied. But it is also a fact that some dissatisfy workers never leave and some satisfied workers do take jobs in other organizations.

Employee turnover has been a large problem in the hospitality industry necessitating an investigation into the reasons for this turnover. Some of the reasons cited for this turnover are low compensation, inadequate benefits, poor working conditions, poor worker morale and job attitudes, and inadequate recruitment. All of these reasons are presumably related as low compensation would undoubtedly contribute to poor worker attitudes or morale (Silva, 2006).

Furthermore, turnover is one of the most prevalent, longstanding concerns in the hotel industry, which has been characterized as having a “turnover culture”. High turnover rates have an enormous effect on the industry’s bottom line. This is a critical concern, especially within the context of a shrinking skilled labour force (Cleveland et.al, 2007).

Next, the cost of labour is the biggest expense in all categories of hotels. Even with the advent of select-service properties, hospitality developers cannot avoid the human component of hospitality operations (Wang & Wang 2009).

While managing labour expenses is important, hospitality managers are also aware that employees are an integral part of the lodging experience. The interaction between hospitality guests and employees has a dramatic impact on the customer experience and the success of the business operation.

Labour shortages and their impact on the industry in almost every geographic location are consistently among the most difficult challenges noted by hotels. In many communities, hospitality expansion is limited not by capital, but rather by human resources (Wang et.al, 2009).

Other than that, the problem of attracting and retaining qualified workers is once an issue only in an isolated number of markets, is increasingly becoming a global challenge. Demography, wage levels, failure to adequately address worker satisfaction and a reputation for long hours and low pay are all cited as contributing factors (Gallardo et.al, 2009).

Hospitalities are increasingly challenged to find ways to reduce costs without sacrificing the quality standards imposed to consistently meet guest expectations. Competition calls for innovation in hospitality industry. Therefore, measuring job satisfaction provides feedback in terms of diagnosing potential problems as well as productivity issues (Pelit, Ozturk & Arslanturk, 2011).

Besides that, when it refer to job satisfaction, the Hotel Taiping Perdana also facing about job performance among their employees and comparing with job performance with the nearest hotel in the Taiping. Job performance refers to the record of the results when employees have practiced a job for a certain period of time.

Job performance refers to the quality and quantity accomplished by individuals or groups after fulfilling a task. After a certain period of time, measurements of employees' job performance could serve as criterion for promotions, wage adjustments, rewards, punishments and evaluations (Ming, Ching and Ya, 2010).

The application of this construct to measure hospitality industry employees' job performance, efficiency should refer to the employees' speed in customer service, efficiency should mean the accomplishment of tasks assigned by customers and quality should mean the employees' performance in customer service.

Due to that, Hotel Taiping Perdana needs to have a full support and full strength in terms of their employees. They should retain and remain their employees to achieve organization goal, mission and strategies. In order to solve this problem, Hotel Taiping Perdana need to determine what can be done to improve job satisfaction and why they did not satisfied with the organization.

The main issues are the factors that influencing job satisfaction among them. The factors that influencing job satisfaction among them is pay, supervision, work itself, working conditions and promotion opportunities.

Based from this, it needs to analyze the factors and how to solve because increasing employee satisfaction and thereby reducing employee turnover is critical (Rust & Stewart, 1996) and high employee performance is likely to be achieved when management has ascertained the extent to which a job requires each of the employees abilities and then ensures that employees in that job have those abilities (Robbins et.al, 2009).

1.3 Research Question

The research question is carried out to analyze the factors that influence job satisfaction among employees in Hotel Taiping Perdana. The research questions are:

a) Is there any relationship between pay and job satisfaction?
b) Is there any relationship between supervision and job satisfaction?
c) Is there any relationship between work itself and job satisfaction?
d) Is there any relationship between working conditions and job satisfaction?
e) Is there any relationship between promotion opportunities and job satisfaction?

1.4 Research Objectives

The research objectives are:

a) To determine the relationship between pay and job satisfaction.
b) To determine the relationship between supervision and job satisfaction.
c) To determine the relationship between work itself and job satisfaction.

d) To determine the relationship between working conditions and job satisfaction.
e) To determine the relationship between promotion opportunities and job satisfaction.

1.5 Scope of the Study

The research is mainly focus on factors that influence the employees towards job satisfaction in hotel industry. Hotel that has been chosen to do the research is Hotel Taiping Perdana that is stated in Taiping, Perak. The main factor why Hotel Taiping Perdana been chosen because Hotel Taiping Perdana the only one and first hotel in Taiping that become and be rated as a four star hotel.

Then, in this research, only five dimensions of job satisfaction factors that affect the employees are being examined that are pay, supervision, work itself, working conditions and promotion opportunities. Besides these dimensions, there are could be other dimensions of job satisfaction factors such as fairness, recognition, growth, team work and interpersonal relationship which are not creature measured in this study. Nevertheless, the result of this research might only be appropriate to the hotel industry.

1.6 Significance of the Study

This research will provide a clear understanding among employees about the important factors that influence job satisfaction in Hotel Taiping Perdana. This research also provides the insights about Hotel Taiping Perdana of employee perception on factors that influence job satisfaction.

The finding will be able to indicate which of these factors have the most influence on job satisfaction in Hotel Taiping Perdana. The outcome of this research will provide better understanding on the preferences of employees in Hotel Taiping Perdana that can keep on changing from time to time.

Furthermore, even though this research involves only one hotel but it also can be generalized to the others hotel industry. Then it will give a contribution to government, policy maker, hotel managers and any researcher.

At the same time, this research will help determined on how to avoid and improve their awareness on the importance of factor that influence job satisfaction. By understanding factors that influence job satisfaction and what jobs satisfaction all about, it actually gives a contribution in terms of organizational and employee contribution.

1.6.1 To organizational contribution

a) With better understanding of this problem, Hotel Taiping Perdana can attract and retain their valued employees.
b) Other indirect costs such as lower productivity, lower quality, absenteeism and sick leave costs can be recognized and handled.
c) The lack of policies and awareness can be much better because of redefined.

1.6.2 To the employee

a) Employees can know their own rights.
b) Fulfilment and increasing performance and because of they feel appreciated and comfortable.

1.7 Limitations of the Study

This research has limitations that are as a challenge factors that need to face. The limitation for this research is working shift in this hotel that has three main shift including morning shift, afternoon shift and night shift.

When it comes to shift, it hard to distribute the questionnaire and to get full cooperation from all employees is low. That is why, from total population that consist of 80 employees, only 68 respondents that give full cooperation and good respond towards this research.

Then, the others limitations are time which the researcher need to consider and follow their timing and schedule. Next is cost where the researcher needs travelling to get the data and give an effort to do this research.

Besides that, this research only focuses on five dimensions of factors that influence job satisfaction among the employees that are pay, supervision, work itself, working condition and promotion opportunities.

1.8 Summary

In this chapter, a brief overview of the entire research is been provided to make it clear about this research process. The verified stating the background of the study, the issues and problems, the objectives and the questions. Next proceed with scope of the study, the significant of the study and the key terms that will make this research clear to be understood.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the literature review of the research. The factors that influence the job satisfaction towards employees will be discussed in this chapter, which are pay, supervision, work itself, working conditions and promotion opportunities. A theoretical framework for the current investigation is built based on these five factors. It is then followed by the discussions on the hypotheses of the research.

2.1 Understanding and the Importance of Job Satisfaction

Beyond the research literature and studies, job satisfaction is also important in everyday life. Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work. According to Graham & Messner (1998), job satisfaction is an effective response by individuals resulting from an appraisal of their work roles in the job that they presently hold. Job satisfaction will relate to their motivation and interpersonal relationship among employees.

Job satisfaction is critical to retaining and attracting well-qualified personnel. This is especially an issue in medical institutions such as hospitals where specialist training and retention are highly important. Employee job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs.

Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Ali and Mohammad, 2006).

Job satisfaction occurs when a job meets the expectations, values and standards of an individual and will influence their commitment and performance (Gordon 1999) in Abuduaini (2009). The greater the degree of the expectations being met the higher will the level of job satisfaction be. Staff will be satisfied if they are justifiably treated by the outcomes they receive or the processes that are implemented. However, they also warn that a satisfied worker may not necessarily be a productive worker.

At the same time, Greenberg and Baron (1995) concur that job satisfaction is an attitude towards ones' job and the cognitive, affective and evaluative reactions towards their job. For some people they may feel consistently satisfied with their jobs whilst others may be feeling quite dissatisfied. The definitions of job satisfaction can therefore be summed up as a collection of attitudes, feelings, beliefs and behaviour one has towards his or her job. For the purpose of this study it can also be concluded that job satisfaction is a work-related attitude that symbolizes an emotional feeling of accomplishment that can be either quantitative or qualitative.

The importance of studying job satisfaction stems from two important sets of findings. First, job satisfaction is associated with increased productivity and organizational commitment, lower absenteeism and turnover, and ultimately, with increased organizational effectiveness (Ellickson and Logsdon, 2001) in (Jassem, Ramdane and Kamel, 2010).

Then, the benefits that employees receive from their organizations influence the effort, skill, creativity and productivity that they are willing to give in return. Organizational interest in job satisfaction has been also motivated by humanitarian interests, namely the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized. The second important finding is that low job satisfaction has negative outcomes, such as withdrawal behavior, increasing costs, decreasing profits and, eventually and customer dissatisfaction (Jassem et.al, 2010).

Next, job satisfaction can also be portrayed as a feeling of pleasure that stems from an employee's impression of his or her job. According to Gibson Donnely and Ivancevich (2000) citied in Abuduaini (2009) job satisfaction is an individual expression of personal well-being associated with doing the job required. The concept of job satisfaction according to Robbins et.al, (2009) can be described as a general attitude towards one's job that the difference between the rewards received and what they actually believe they should receive.

Research findings suggest that job satisfaction is not a static state but is subject to influence and modification from forces within and outside an individual that is his or her own personal characteristics and the immediate working environment (Lam, 1994).

There are different facets to job satisfaction and the challenge to understand job satisfaction and its effects in an organization is easier said than done. This was asserted by Mullins (2002) stated in Abuduaini (2009), that job satisfaction is a complex and multi-dimensional motion, which can mean different things to different people.

Furthermore, it actually asserts that although job satisfaction is an attitude, researchers should be warned to clearly identify the objectives of cognitive evaluation, which are affected by emotions, beliefs and behaviors. In addition, this asserted agrees that job satisfaction is an attitude and an internal state that can be associated with personal feelings of achievement, either quantitative or qualitative.

Moreover, Gunlu, Aksarayli & Percin (2009) addressed job satisfaction is a kind of response to a specific job or job-related issues that whereas, commitment is a more global response to an organization. Therefore, commitment should be more consistent than job satisfaction over time and takes longer after one is satisfied with their job.

Other than that, job satisfaction has three dimensions that are job satisfaction is an emotional response to the job, job satisfaction is explaining how expectations are met and job satisfaction represents contradictory behaviors. Here, pay, supervision, work itself, work conditions and promotion opportunities can all be thought of as examples of contradictory behaviors (Aksu & Aktas, 2005). With job satisfaction, individuals want to realize their individual targets, gain psychological satisfaction, escape from frustration, prevent down time and thereby raise their psychological wellbeing to a maximum level.

Not only that, Spector (as cited in Green, 2000) presented three reasons to clarify the importance of job satisfaction. First, organizations can be directed by humanitarian values. Based on these values they will attempt to treat their employees honourably and with respect. Job satisfaction assessment can then serve as an indicator of the extent to which employees are dealt with effectively. High levels of job satisfaction could also be a sign of emotional wellness or mental fitness.

Second, organizations can take on a utilitarian position in which employees' behaviour would be expected to influence organizational operations according to the employees' degree of job satisfaction or dissatisfaction. Job satisfaction can be expressed through positive behaviours and job dissatisfaction through negative behaviours. Third, job satisfaction can be an indicator of organizational operations.

Nevertheless, job satisfaction refers to the individual's attitude toward the various aspects of their job as well as the job in general. High role conflict and low role clarity contribute to low job satisfaction, which can, in turn, lead to increased absenteeism and turnover. In addition, low job satisfaction has the potential of causing low quality service encounter performances on the part of the employee (Rogers, Clow and Kash, 1994).

In recent times there has been a convergence of interest on the efforts by organizations to examine conditions that foster greater satisfaction with job. The basic reason for this renewed interest is the perception that broad even global, shifts in the internal structures and employment practices are inducing changes in the ties that bind employees to their job (Ramayah, Muhammad and Suresh, 2001).

While the concern for employee satisfaction in Malaysia is high, empirical research on its correlates is insignificant. Most knowledge comes from journalistic accounts, individual experiences, opinions of scholars and corridor conversation. These are essentially descriptive pieces without much empirical base and with limited utility for the theory of knowledge (Ramayah et.al, 2001).

Pearce (as cited in Zheng et.al, 2008) points out that outputs from the service industries are intangible goods and quality or value of services gained by the consumers are largely determined by the instantaneous performance of the service employees.

In their operation, services are jointly provided by dealers and related personnel and the on-site performance of the hotel employees determine the service quality extended to the customers. Employee job satisfaction directly impacts the mood and manner in which the service is performed and hence affecting the service quality experienced by the customer.

Extensive studies suggest that job satisfaction plays a crucial role in sustaining the performance of service employees in the workplace, hence the service quality provided to customers (Karl and Peluchette, 2006; Hoffman and Ingram, 1992) in Zheng et.al, (2008).

Effectively measuring and improving employee satisfaction is thus a critical function of contemporary management. Management must rather view employees as valuable contributors whose opinions and perceptions are important sources of knowledge. This requires the development of relationships that go outside the bounds of traditional hierarchy, as well as the acknowledgement that employee retention is dependent on a continuing exchange of agreements and contributions between employees and organization. In this sense, employees are similar to customers that their satisfaction and retention are instrumental (Stewart, Miller & Pielack, 1996).

Besides that, Ali et.al, (2006) said that organizations are social systems where human resources that mean their employees are the most important factors for effectiveness and efficiency. Organizations need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment.

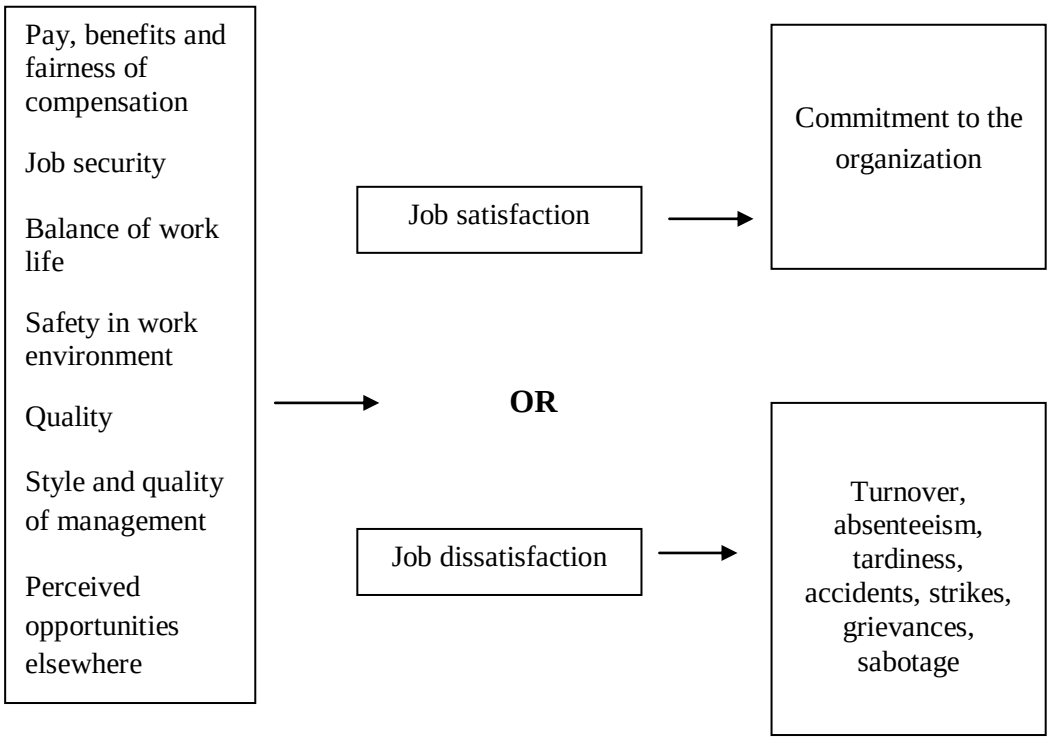
Nevertheless, understanding job satisfaction is important because when individuals experience dissatisfaction with their jobs it can result in negative outcomes in the workplace such as low morale, reduced productivity, and turnover (Eliason, 2006). Through this, measuring job satisfaction provides feedback in terms of diagnosing potential problems as well as productivity issues. Thus, that is why it is importance to reduce dissatisfaction, as well as increasing satisfaction, in order to improve employee performance.

McShane and Von Glinow (2005) in Abuduaini (2009) also claims that job satisfaction is a multi-faceted concept, made up of past and present oriented pleasurable feeling that results when one evaluates his or her work role. Included in this literature, research theorists have based their works around the underlying processes that account for people's feelings of job satisfaction.

In order to gain a more meaningful insight into frequently asked questions such as to what makes people more satisfied with their jobs than others and what the underlying processes account for people's feelings of job satisfaction, various theories on job satisfaction will be discussed.

For the purpose of this research, the popular theory that is Hertzberg's Two Factor Theory that are based on job satisfaction that are pertinent to this study, have been identified and will be discussed. As what been discussed in this topic earlier, it will be more clear when we see the determinants of employee satisfaction and dissatisfaction in Figure 2.1 as stated below.

Figure 2.1
Determinants of Employee Satisfaction and Dissatisfaction



Source: *Adapted from Byars, L.L and Rue, L.W. (2008) Human Resource Management (9th ed). New York: McGraw Hill*

From the Figure 2.1, it shown that one relationship that has been clearly established is that job satisfaction does have a positive impact on turnover, absenteeism, tardiness, accidents, grievances and strikes. Studies also reported that experience, gender and performance can have a moderating effect on this relationship. In addition, organizations prefer satisfied employees simply because such employee is not necessarily a high performer.

Last but not least, research evidence generally rejects the more popular view that satisfaction leads to performance. However, it does provide moderate support for the view that performance leads to satisfaction.

The evidence strongly indicates that one is rewards constitute a more direct cause of satisfaction than does performance and second is rewards based on current performance enhance subsequent performance. In spite of the weak correlation between job satisfaction and job performance is meaningful for both terms (Byars et.al, 2008).

2.2 Theory and Model for Job Satisfaction

2.2.1 Frederick Herzberg: Two Factors Theory (TFT)

Herzberg published the two-factor theory of work motivation in 1959. The theory was highly controversial at the time it was published and claims to be the most replicated study in this area, and provided the foundation for numerous other theories and frameworks in human resource development (Herzberg, 1987) in Stello (2010). The theory states that job satisfaction and dissatisfaction are affected by two different sets of factors. Therefore, satisfaction and dissatisfaction cannot be measured on the same continuum.

First and foremost, Herzberg's research was conducted during the late 1950s within a thirty mile radius of Pittsburg, which was at the time a centre for heavy industry. It was a time of full employment and nearly 100% utilization of plants and facilities. Although demographical information of the workers studied was not explicitly stated by the authors in the literature, it is implied that the majority of the workers studied were white males. It was also a period of heavy unionization.

This is in stark contrast to the current work environment of customer-service oriented jobs, high unemployment rates, idle and closed plants, the diverse workforce and the decline of unionization (Stello, 2010).

The study of job satisfaction became more sophisticated with the introduction of Herzberg's motivator-hygiene theory (Herzberg, 1966; Herzberg, Mausner, & Snyderman, 1959) in Green (2000). This theory focuses attention upon the work itself as a principal source of job satisfaction.

To Herzberg the concept of job satisfaction has two dimensions, namely intrinsic and extrinsic factors. Intrinsic factors are also known as motivators or satisfiers, and extrinsic factors as hygienes, dissatisfiers or maintenance factors.

According to Mullins (2002), Hertzberg's two factor theory is successfully a theory of job satisfaction. In addition, Baron and Greenberg, (2003) circumstances that Hertzberg's Two Factor Theory, also known as the motivator and hygiene theory, focuses on factors that are accountable for job satisfaction and job dissatisfaction. There are several factors that would persuade job satisfaction if they were present, but feelings of dissatisfaction when they are deficient.

According to Herzberg's Two-Factor theory, job satisfaction and dissatisfaction in fact originates from different sources (Greenberg and Baron, 1995). These factors or characteristics were referred to as hygiene factors or continuance factors. They do not in point of fact donate to work satisfaction and therefore have an insignificant motivational value. Herzberg's two-factor theory is a significant frame of orientation for managers who want to expand an understanding of job satisfaction and associated job performance issues.

The research conducted by Hertzberg determined what people actually want from their jobs. They had to describe work situations in which they felt good or bad in their jobs. The feedback received was then categorized into satisfaction or dissatisfaction. The characteristics related to job satisfaction included advancement, recognition, the work itself, achievement, growth and responsibilities. Hertzberg referred to these characteristics as 'motivators'.

The characteristics related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as 'hygiene' factors (Robbins, 2001) in Abuduaini (2009).

The distinctiveness related to job satisfaction included development, acknowledgment, the work itself, achievement, growth and household tasks. Hertzberg referred to these characteristics as 'motivators'. The individuality related to dissatisfaction, which included working conditions, supervision, interpersonal relationships, company policy and administration were referred to as 'hygiene' factors (Robbins et.al, 2009).

Schemerhorn (1993) asserts that Herzberg’s two-factor theory is a helpful prompt that there are two important aspects of all jobs that what people do in terms of job tasks and the work setting in which they do it. He suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and make sure building satisfier factors into job content to make the most of opportunities for job fulfilment.

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. The studies included interviews in which employees where asked what pleased and displeased them about their work. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction.

Moreover, he developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dissatisfiers hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction (Arab British Academy for Higher Education Article, 2010).

Referring to the quality of supervisor factor, Syptak (1999) suggested that organization should be cautious when appointing an important person to be the superintendent. Referring to this theory, hygiene factors are sources of job dissatisfaction and these are connected with the environment in which people vocation, but any enhancement in these factors will only stop the people from being dissatisfied.

This is because supervisor works with subordinates most of the time. Thus, the approach and the quality of supervisor will manipulate the satisfaction of the workers.

The next factor is base wage or pay. Herzberg found that stumpy salary will make people dissatisfied with their work. Relationship with peer is also one of the hygiene factors. Syptak (1999) suggested that if an organization wants to make stronger the relationship and collaboration among coworkers, then they should give the opportunities for the employee to entertain among themselves. On the other hand, paying a high salary to them does not of necessity satisfy or work as a motivator to them.

Then, the others factor of hygiene is the working conditions. In order to tolerate the workers to work in good and contented workplace, the organization should keep the apparatus and facilities up-to-date, so that everything is moving efficiently.

For the most part of the books listed only five factors, but Schermerhorn, Hunt and Osborn (2000) had meaningful laid out other three factors of hygiene, which have relationship with subordinates, status and security.

According to (Herzberg, 1966; Herzberg, Mausner, & Snyderman, 1959) in Green (2000), motivation factors are the six “job content” factors that include achievement, recognition, work itself, responsibility, advancement and possibility of growth. The motivator factors consist of six dimensions of factor.

The first factor is achievement. Positive achievement events are stories of success on jobs or solutions to problem. On the contrary, bad events of achievement involve failure, no progress of work, failure in decision making and schedule delays.

The second factor is recognition. Positive recognition occurs when employees are praised or their ideas are accepted. Negative recognition includes blame, criticism or when good ideas are overlooked. Thus it come to next factor that is work itself that show how much employees satisfied or dissatisfied with their own work.

The next factor is responsibility. This factor relates to whether or not the individual is given the responsibility or freedom to make decisions. An example of good events is the case of a senior foreman who was allowed by his boss to make decisions on work procedures entirely on his own. After that the factor is advancement. Promotion (expected or unexpected) is positive advancement, whereas failure to receive expected promotion and demotion are negative advancement.

Subsequently the factor is possibility of growth. This includes the chance that a person can be promoted. Opportunities to learn new skills or advance construction techniques are also opportunities for growth.

Now it come to hygiene factors are “job context” factors, which include company policy, supervision, relationship with supervisors, relationship with peers, relationship with subordinates, working conditions, , salary, personal life, status and job security.

The company policy and administration is a next factor. Satisfaction and dissatisfaction caused by good or bad organizational policies affect the employee. The next factor is supervision technical. Statements about supervisors’ willingness or unwillingness to delegate responsibility or to teach, supervisors’ competence or incompetence and fairness or unfairness of supervisors are classified under supervision.

Additionally factor is interpersonal relations with supervisors, peers and subordinates. These categories are limited to personal and working interactions between the respondent and other people he or she works with. The otherwise factor is working conditions. Events in this category relate to physical surroundings on the job, good or bad facilities and too much or too little work.

Moreover the other factor is salary. Increase and decrease in salary or wages. Personal life is a too factor. Personal situations affected by jobs. Beyond factor is status. Any mention about some signs or appurtenance of stature for example secretary, personal office and cars are categorized as stature. And the last factor is job security. This includes events related to signs of presence or absence of job security.

The motivators relate to job content (work itself) and include achievement, recognition, work itself, responsibility and advancement. The hygienes relate to job context (work environment) and involve, for example, company policy and administration, supervision, salary, interpersonal relations, and working conditions. Motivators are related to job satisfaction when present but not to dissatisfaction when absent. Hygiene's are associated with job dissatisfaction when absent but not with satisfaction when present.

The following Table 2.1 presents the top eight factors for hygiene and the top six factors causing satisfaction for motivators, listed in the order of higher to lower importance.

Table 2.1
Sources of Dissatisfaction and Satisfaction

Hygiene factors in job context affect job satisfaction	Motivators factors in job context affect job satisfaction
• Organizational policies • Quality of supervision • Based wage of salary • Relationship with peers • Relationship with subordinates • Status • Security • Working conditions	• Work itself • Achievement • Recognition • Responsibility • Advancement • Growth

Source: *Adapted from Schermerhon, J.R, Jr.Hunt, J.G and Osborn, R.N.(2000) Organizational Behavior (7th ed). New York: John Willey & Sons, Inc*

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another.

The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed.

First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow.

- **Implications for management**

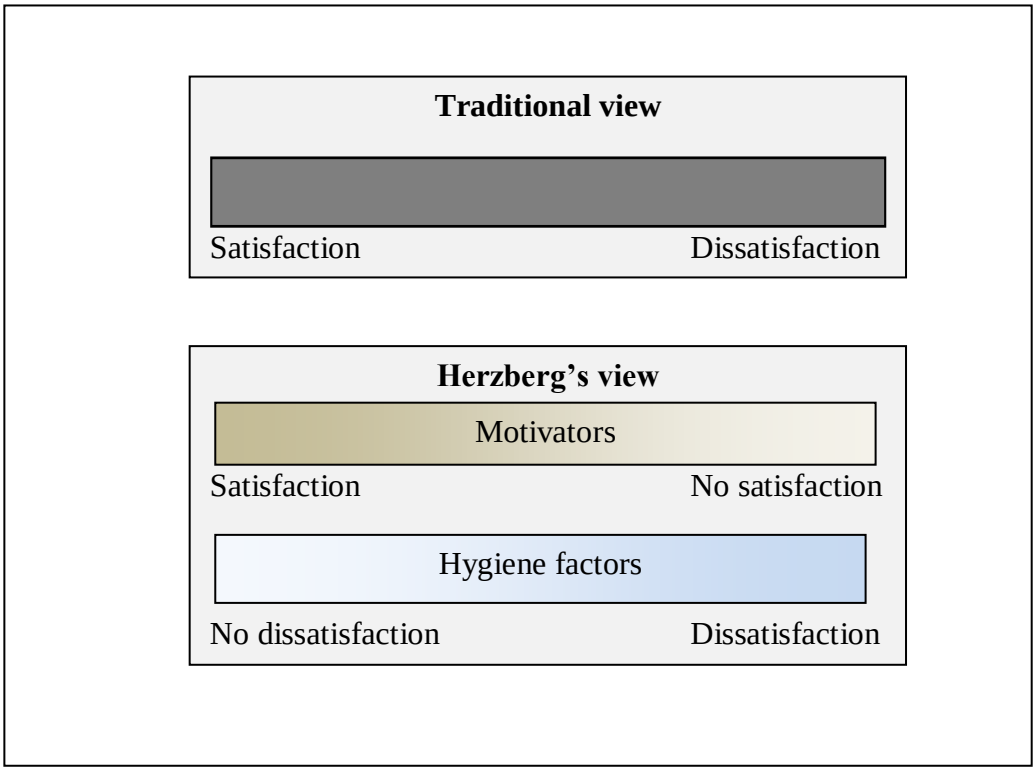
  If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Herzberg argued that job enrichment is required for intrinsic motivation, and that it is a continuous management process. According to Herzberg:

  - The job should have sufficient challenge to utilize the full ability of the employee.
  - Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
  - If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem.

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity (Arab British Academy for Higher Education Article, 2010).

Nevertheless, Herzberg said that the opposite of satisfaction is not dissatisfaction as what traditionally believed. Removing this dissatisfying characteristic from a job does not necessarily make the job satisfying. This been shown in Table 3.2 where Herzberg proposed that his findings indicated the existence of a dual continuum.

Figure 2.2
Contrasting Views of Satisfaction and Dissatisfaction



Source; *Adopted from Robbins, S.P and Judge, T.A. (2009) Organization Behavior (13th ed). New Jersey: Pearson Prentice Hall*

There are many researcher and author that discuss and use this theory to evaluate their employee's job satisfaction. According to Mullins (2002) in Abuduaini (2009), Hertzberg's two factor theory is effectively a theory of job satisfaction.

Refer to Greenberg and Baron (1995) state that Hertzberg's Two Factor Theory, also known as the Motivator-Hygiene theory, focuses on factors that are responsible for job satisfaction and job dissatisfaction. There are some factors that would encourage job satisfaction if they were present, but feelings of dissatisfaction when they are absent.

Although Hertzberg's model has contributed very positively towards research, critics have been unable to empirically prove the model with any reliability. Furthermore, critics have indicated that the model does not specify how motivators and hygiene factors can be measured (Daft & Noe 2001) in Abuduaini (2009).

However, according to Schermerhorn (1993), Herzberg's two-factor theory is an important frame of reference for managers who want to gain an understanding of job satisfaction and related job performance issues. Schemerhorn asserts that Herzberg's two-factor theory is a useful reminder that there are two important aspects of all jobs: what people do in terms of job tasks and the work setting in which they do it. Schermerhorn suggests that managers should attempt to always eliminate poor hygiene sources of job dissatisfaction in the workplace and ensure building satisfier factors into job content to maximize opportunities for job satisfaction.

2.2.2 The Job Characteristics Model (JCM)

The job characteristics model was just the kind of mentoring relationship Richard most valued where Greg autonomously had developed a research question about a phenomenon that interested him and, with only modest coaching, had designed, executed, and written up an excellent empirical study (Oldham and Hackman, 1980).

According to Oldham et.al, (1980) the primary aspirations of Job Characteristics Theory (JCT) were to explain how properties of the organizational tasks people perform affect their work attitudes and behaviour, and to identify the conditions under which these effects are likely to be strongest.

Nevertheless that is because the theory is situated at the boundary between basic knowledge and organizational applications, we also were able to suggest a number of specific strategies for redesigning or enriching the properties of jobs intended to enhance both jobholders' performance and their own well-being.

Many employees may complain that their jobs lack variety and creativity, therefore rendering the job boring and dull. Robbins et.al, (2009) adds that if the first three dimensions were included in a job, this would make the job more interesting, worthwhile and valuable to the incumbent.

The jobs that include autonomy will equip workers with a sense of personal responsibility and self fulfilment. If a job possesses feedback, incumbents will become more wary about their performance and effectiveness.

Developed by J. Richard Hackman and Greg Oldman (1980), the job characteristics model (JCM) proposes that any job can be described in terms of five core job dimensions.

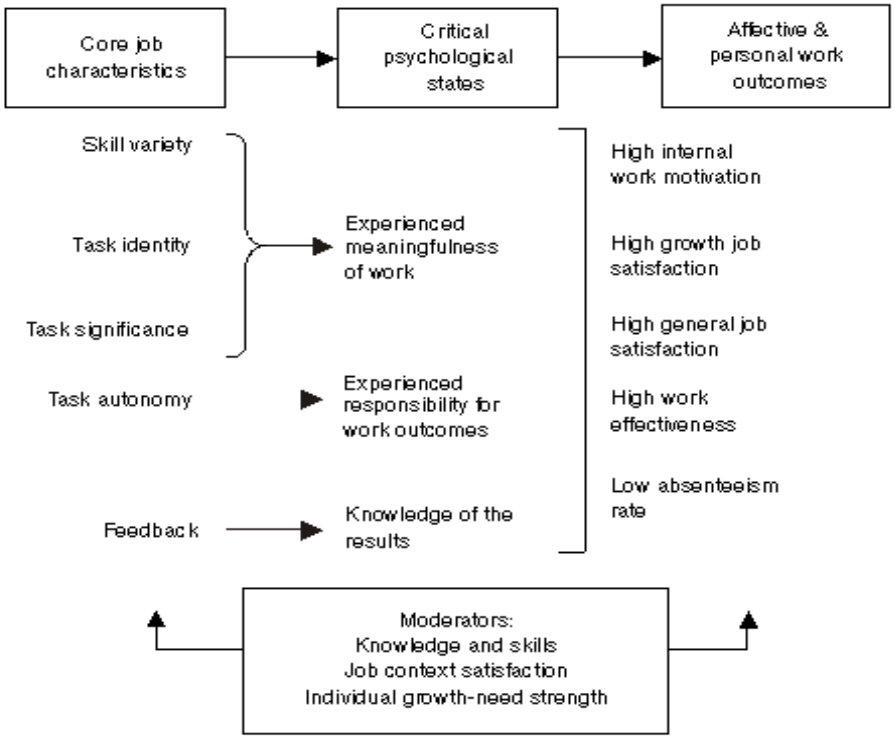
The five core job dimensions are skill variety, task identity, task significance, autonomy and feedback. Their research based on work redesign which is defined as altering jobs to increase both the quality of employee’s work experience and their productivity.

As shown in the Figure 2.3 below, the theory posits that five characteristics of the work itself affect a variety of personal and work outcomes via their effects on three psychological states of employees.

In addition, the theory argues that these core characteristics have their strongest effects when employees have high Growth Need Strength (when they have a strong desire for growth and personal development at work) as refer to Oldham et.al, (1980).

Figure 2.3

The Job Characteristics Model



Source: *Adopted from Robbins, S.P and Judge, T.A. (2009) Organization Behavior (13th ed). New Jersey: Pearson Prentice Hall*

The conceptual core of the theory is the set of three psychological states that mediate between job attributes and outcomes. They are:

a) **Experienced Meaningfulness**

   The degree to which the job holder experiences the work as inherently meaningful, as something that "counts" in his or her own system of values.

b) **Experienced Responsibility**

   The degree to which the job holder feels personally accountable and responsible for the results of the work he or she does.

c) **Knowledge of Results**

   The degree to which the job holder has a confident knowledge about how well he or she is performing.

Through the Figure 2.3 also the model creates a dominant framework for defining task characteristics and determining their relationship to worker motivation, performance and satisfaction. According to Robbins et.al (2009), the JCM can be described as follows:

a) **Skills Variety**

   This is the degree to which the job involves a range of activities and talent.

b) **Task Variety**

   This is the degree to which a worker completes a particular job from the beginning to the end.

c) **Task Significance**

   This relates to the extent to which the job has an impact on people concerned.

d) Autonomy

This is the degree to which the job provides freedom, independence and discretion to the worker in the planning and execution of tasks.

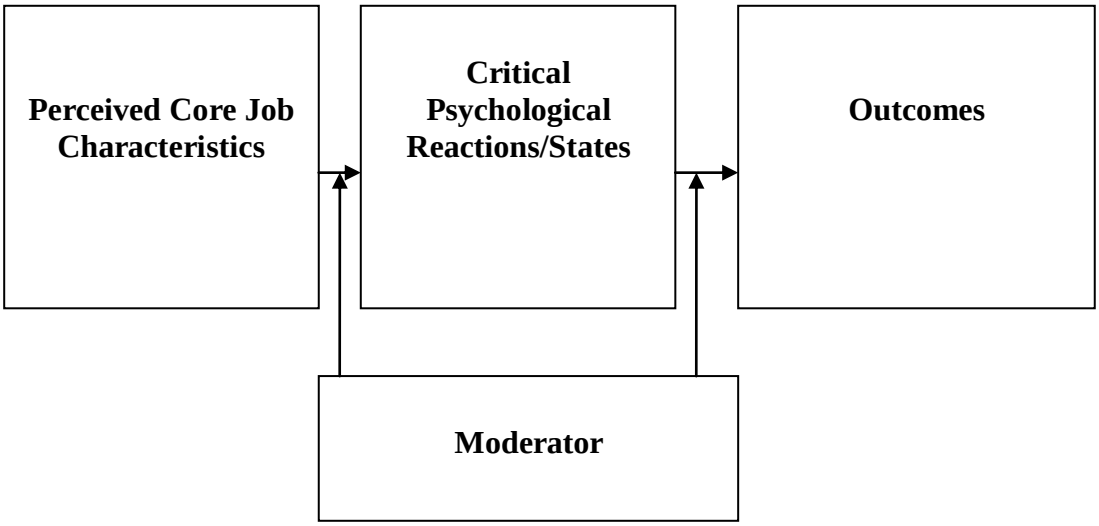
e) Feedback

This is the extent to which clear and direct information is provided to the worker in an evaluation of his or her performance.

Other than that, according to the JCM, certain core features of jobs as seen by the worker, impact psychological reactions to the job and the outcomes that follow from those reactions. In other words, as shown in Figure 2.4 below, the JCM posits that Perceived Core Job Characteristics impact work outcomes through their effects on psychological reactions to the job (Critical Psychological States) as shown below:

Figure 2.4

Key Components of the Job Characteristics Model



Source: *Adapted from Panzano, Seffrin and Jones (2010)*
Decision Support Services

The JCM posits that the way jobs are perceived in terms of these five core job characteristics impact three particular psychological reactions to the job. Meanwhile, critical psychological states are expected to explain variability in five specific work outcomes which include general job satisfaction, perceived job performance, internal work motivation, satisfaction with growth and thoughts of quitting.

2.3 Demographic Factors

2.3.1 Age

Mixed evidence exists regarding the relationship between age and job satisfaction. Older employees are generally happier with their jobs than younger employees, while people who are more experienced in their jobs are more highly satisfied than those who are less experienced. Job satisfaction typically increases with age as older workers have more work experience and generally have a more realistic view of work and life in comparison to their younger counterparts. They are of the opinion that younger workers have less experience to draw on and have an idealistic view of what work should be like (Robbins et al. 2009).

Moreover, Oshagbemi (2003) cited in Abuduaini (2009) findings that the relationship between job satisfaction and age is significant. The author reached this conclusion after a review of the findings of seven other separate studies conducted on the relationship between age and job satisfaction.

Older workers place less emphasis on autonomy or promotion, thus they demand less from their jobs, making them more satisfied than their younger counterparts. Workers tend to adjust to work values and the work environment the longer they are employed, adding to greater job satisfaction.

Robbins et.al, (2009) reported that although most studies indicate a positive relationship between age and job satisfaction, other studies reflect a decrease in satisfaction as employees move towards middle age, at least up to the age of sixty. Satisfaction increases again from around 40 years and on. The authors refer to this phenomenon as the U-shaped relationship.

2.3.2 Gender

According to Murray and Atkinson (1981) cited in Abuduaini (2009), investigating gender differences in determinants of job satisfaction, reflected that females attach more importance to social factors, while males place greater value on pay, advancement and other extrinsic aspects.

In support, Tang and Talpade (1999) in Abuduaini (2009) maintain that there is a significant difference between males and females in terms of job dimensions impacting on job satisfaction. Their study found that men tend to have higher satisfaction with remuneration in relation to females, while females tended to have higher satisfaction with co-workers than males.

Findings of a survey looking at issues affecting women in the South African workforce indicated similar findings with regard to females. The majority of respondents revealed that they were satisfied with their jobs. The factors that contributed the most to their job satisfaction were the company of co-workers, the opportunity to learn new things and factors inherent in the job itself (Robbins et.al, 2009).

Nevertheless, the trend of male-female satisfaction with their jobs has different results based on the country that they lived. A survey conducted in Europe showed that females are highly satisfied with jobs than males in United Kingdom, Luxemburg, Ireland and Spain (Diaz-Serrano and Vieira, 2005) cited in Dua'a (2010).

2.3.3 Marital Status

Marital status have influences the level of perceived job satisfaction of employee. The employee satisfaction for married employees is higher than that of unmarried. The married employees work, promotion, management satisfaction and overall job satisfaction is significantly higher than unmarried workers while the marital status on satisfaction with the compensation also is higher. Not only that, it has also been established academically that marital status influences the level of perceived job satisfaction of employee (Hongkun, 2004) in Ma Liang (2010).

2.3.4 Academic Level

According to Li and Yao-strong (2005) cited in Ma Liang (2010) found that the highly educated employees work are more easily to handle and more easily working which lead to dissatisfaction in their job. The educational attainment of the worker, pay, promotion, management and relationship with colleagues has significant influence on overall job satisfaction. Not only that, employees satisfaction of undergraduate and master's degrees and followed by high school or secondary school education staff the lowest employee satisfaction is recorded with the higher educational qualification.

2.3.5 Position

Job satisfaction and the finding of the study showed that managers have a better sense of achievement and higher job satisfaction than ordinary employees. In general, employees in high positions at work often enjoy higher benefits and greater autonomy (Yan, 2001) stated in Ma Liang (2010).

2.4 Factors Influencing Job Satisfaction

Finding out exactly what makes people feel satisfied about their work can become a multi- faceted issue. There are a variety of factors that make people feel positive or negative about their job. Moreover, some employees may be satisfied with few aspects of their work but dissatisfied with all other aspects. The factors that need to be explained are pay, supervision, work itself, working conditions and promotions opportunities.

2.4.1 Pay

Pay satisfaction is defined as the amount of overall positive affect (or feelings) individuals have toward pay. Pay satisfaction has received considerable research attention since the construct's introduction into the literature, although conceptualization of the construct has changed over time. Research appears to be equivocal regarding the influence of pay on job satisfaction that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job (Miceli & Lane, 1991) in Faulk (2002).

Pay has long been considered one of the most important organizational rewards because it allows employees to obtain other rewards (Lawler, 1971) citied in Faulk (2002). Money remains the fundamental way that organizations reward employees. Yet, despite the long-standing importance of pay, the way pay impacts the behaviour of employees remains to be explained.

Pay is a huge motivator for many employees. The existence of both financial reward and recognition has been found to have a significant influence on knowledge workers make inequity in terms of lack of recognition and poor pay often contribute to a problem with employee retention. Making the connection between money and performance motivates employees to be more productive and to go the extra mile. Caring about employees on a personal level is important as well. Let them know that the work that they do, the lives that they lead, also are of benefit to the company (Gregory, 2009).

The author Bassett (1994) in Abuduaini (2009) is of the opinion that highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job. Research appears to be equivocal regarding the influence of pay on job satisfaction. A lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction.

In a study conducted by Oshagbemi (2000) citied in Abuduaini (2009) amongst United Kingdom academics, a statistically significant relationship between pay and rank of employees and their level of job satisfaction was established. Herzberg's two-factor theory begins to explain why pay is generally regarded as a major mechanism for rewarding and modifying behaviour (Robbins et.al, 2009).

Chung (1977) in Abuduaini (2009) also remarks that if salaries are not market related this can lead to dissatisfaction and discontent. Educators may be grieved by the fact that their experience and qualifications are not consistent with the salaries that they earn. It concur that staff members will compare themselves with other employees in terms of salary and what they put into their job and may leave an organization if they are not satisfied. That is why pay can have a powerful effect in determining job satisfaction. People have multiple needs and money provides the means to satisfy these needs. Furthermore a desire for money stems from people trying to satisfy their physical and security needs.

According to Lum, Kervin, Clarck, Ried and Sirola (1998) explained for the individual employee, pay is reviewed as a significant rewarded and result. There is no suspicion that financial rewards may play dominant role in influential someone satisfaction with their work. Unfairness in terms of lack of acknowledgment and poor pay frequently give to a problem with the employees because they have the intention to leave the organization

Besides that, pay is an important motivator. If pay is valued it can be used to modify behaviour that been analyzed by Herzberg. Herzberg's two-factor motivational model provides an important link between pay research and pay satisfaction research by suggesting that it is the individual's affective reaction to pay, pay satisfaction, that impacts motivation.

Alternatively, Herzberg suggests pay is a hygiene, or contextual factor, that prevents an employee from being motivated by such things as the work itself. If an organization wishes to motivate employees, the organization must first make sure pay and other hygiene factors are at such levels that dissatisfaction does not occur.

However, it is difficult to relate pay directly to outcomes. It is actually attitudes such as pay satisfaction that have been shown to be important intervening variables in the relationships between pay and outcomes. Once research recognized an employee's affective reaction to pay is what is important, not simply objective pay, it was necessary to determine the nature and domain of pay satisfaction, its antecedents, and consequences (Faulk, 2002).

The existence of both financial reward and recognition has been found to have a significant influence on knowledge workers (Arnolds et.al, 2001) in Abuduaini (2009). Individuals view their remuneration as an indication of their value to the organization. They compare their inputs to received outputs relevant to that of others.

This view is supported by Sweeney and McFarlin (2005) in Abuduaini (2009) who concur that comparisons with similar others are important predictors of pay satisfaction. Their study, which was based on the social comparison theory, highlighted the fact that comparisons to similar others impacts on pay satisfaction. Inequity in terms of lack of recognition and poor pay often contribute to a problem with employee retention.

2.4.2 Supervision

Supervisor refers the process of influencing the team to accomplish the goals (Robbins and Coulter, 2005) in Ming et.al, (2010). Leaders are key success factors of an organization. Skilful supervisor recognize and use the interpersonal relationships of the team and strengthen the members' loyalty and morale. Effective leaders or the supervisor must learn skills such as patiently sharing information, trusting others and recognizing the timing of interventions.

Previous research (Watson, 2009) has suggested that individuals initially accept a job based on environmental aspects such as competitive pay and benefits, charismatic leaders, the availability of training programs or a combination of these.

However, research also has indicated that the most significant determinant of continued job satisfaction and organizational commitment for employees is positive relationships with immediate supervisors. Conversely, supervisor receiving higher scores in leadership aspects such as relationship building, negotiation, stress reduction and problem solving have lower employee turnover rates (Watson, 2009).

Previous studies (Watson, 2009) that examined relationships between motivation, job satisfaction and organizational commitment support the supposition that intrinsic and extrinsic motivators affect employees' job satisfaction and that satisfaction is a significant factor in employees' commitment to their organizations and they are satisfied with the guidance of the supervisor.

The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work (Locke, 1970) in Worrell (2004).

Positive interactions tend to include constructive feedback, effective communication, and a focus on quality rather than quantity. Positive supervisory relationships are also those that treat the employees with respect, those that promote staff cohesion but allow for individual thinking, and those that fulfil employee's functional and interpersonal needs (Locke, 1970) in Worrell (2004).

Not only that, support from supervisor as guidance is important in development and performance. Support from a boss or supervisor is also a major provider to a person's performance and effectiveness. With support, people can cope with hardships, overcome challenges and more readily maintain a positive image of them as accomplished of learning, developing and being successful (McCauley and Van Velsor, 2004).

While supervisors work together as a link to practice applications among stated goals and expectations. The supervisor support is so necessary to retention that it can be said that employees leave bosses, not jobs for them. Silbert (2005) demonstrated that individuals who are well skilled and have superior positions may find similar work elsewhere but the successful way to retain is to promote support and develop close working relationship where organization must prepare supervisors to well build the position where employees want to stay. Providing each altitude of performance and opportunities can develop their capabilities to work.

Supervision is a complex variable however, and it is unrealistic to assume that job satisfaction can be guaranteed as long as supervisors interact positively with their employees. Individual personality characteristics may, for example, affect the employee's needs and management expectations (Worrell, 2004).

Nevertheless, support is important in development and performance. With support, people can cope with hardships, overcome challenges and more readily maintain a positive image of them as accomplished of learning, developing and being successful Support from a boss or supervisor is also a major provider to a person's performance and effectiveness (Schaubroeck and Fink, 1998).

Meanwhile, (Greenhaus and Callanan, 1994) assorted workforce is being utilized which arises the importance of supervisor and employee relationship to quit. Abusive supervisors create conflicts in worker's attitude for job, life and organization. Employees who feel esteemed will actively take part in organization's goals, exhibit prolific workplace behaviours such as increased in job participation that will reduced absenteeism is by formal and informal recognition.

By having support, workers are less likely to leave an organization and be more engaged by having good relationship and release communication with the supervisor (Greenhaus et. al, 1994).

2.4.3 Work itself

Research on job satisfaction in the hotel industry has also focused on the effects of job attributes such as wages, employment contracts, number of hours worked tenure and work itself. Although a good salary seems to be the most appreciated aspect, the effect of wage on job satisfaction has been reported as insignificant (Arnett et al., 2002) in Gallardo et.al, (2009).

On the other hand, hotel employees sometimes perceive their salary as dissatisfying owing to the amount of hours they work. A distinguishing feature of the hotel industry is the number of temporary contracts that exist. In short, the existing evidence on the effects of work itself on job satisfaction is mixed and rather inconclusive and this is why more research is needed because work itself significant with the job satisfaction (Gallardo et.al, 2009).

Furthermore, there is no research on the effects of overall happiness or life-satisfaction on productivity. Being inspired to work is human instinct since it is a common saying that it relates for their work. While according to Michael and Wayne (2008) in Ma Liang (2010) supervision can be define as any set of activities planned to progress the teaching about learning process, it necessarily involves a cycle of efficient planning, surveillance, diagnosis, change, and renewed planning. Comprehensible outcomes of supervision necessitate be specifying and measuring to evaluate the success of supervisory strategies and proceedings.

According to Argyle (1987) the organization have to make the nature of the tasks assigned to their staffs to be more interesting to them so as to fall in love with job and it turns lead to job satisfaction.

However, there is a lot of research on the relationship between job satisfaction and work performance for work itself. Job satisfaction is quite highly correlated with overall happiness, and can be looked at as one of its main components (Argyle, 1987).

It may be important to distinguish between positive and negative aspects of job satisfaction. Herzberg et al. (1959) stated that (positive) satisfaction is due to good experiences, and that these are due to `motivators' that are achievement, recognition, the work itself, responsibility and advancement. Dissatisfaction is due to bad experiences caused by `hygiene' factors that are supervisors, fellow workers, company policy, working conditions, and personal life (Herzberg et al., 1959) in Argyle (1987).

2.4.4 Working Conditions

The job satisfaction and job dissatisfaction theory of Herzberg distinguishes two separate groups of factors influencing individual job satisfaction and dissatisfaction. The first group called motivators leads to job satisfaction and the second group called hygiene leads to job dissatisfaction (Siti Zawiah and Zahari, 2006).

Besides that, according to Arnold and Feldman (1996) factor such as temperature, lighting, aeration, hygiene, noise, working hours and resources are all part of working conditions. Employees may sense that poor working condition will only aggravate negative presentation and start to have the intention to quit because job are related with emotionally and physically demanding.

Meanwhile according to Robbins et.al, (2009) certainly the single most elementary working condition is the possibility of death on the job. In every society workers are killed or injured in the process of assembly. While professional deaths are moderately rare overall in the world today, they still happen with a number of regularity in ocean fishing, the construction of giant bridges and skyscrapers and a few other actions.

That is why, Arnold et al (1996) warned that if working condition are too favourable or the extreme, this could be take for decided or unobserved by most employees. Besides that, in such a case the employee does not really recognize his good working condition, or if it is opposing, this may not bother or affect them.

The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker's mental and physical well-being (Greenberg and Baron, 1995).

Robbins et.al, (2009) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction.

Additionally, the employee may use poor working conditions as a justification to get back at management because they may feel that management does not be satisfying for or acknowledge their efforts or work done. Besides that, Arnold et al (1996) have identified why it is essential to observe how these working condition factors influence an individual's behaviour. This can be an indispensable aspect for the employees, as the dissimilarity in their job satisfaction levels can crash negatively or positively on jobs itself.

Arnold et.al, (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

However, if working conditions are too sympathetic or very good, this could be taken for granted or ignored by most employees. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him.

This can be an essential aspect for the employees, as the variations in job satisfaction levels can impact negatively or positively on their jobs. In the ever-changing marketplace, hotel industry may need to update their concepts if they want to continue competing successfully. The importance of a comfortable atmosphere increases with time (Dulen, 1998) in Abuduaini (2009).

The most important evidence that indicates the worsening conditions of an organization is the low rate of job satisfaction in working conditions. Thus job satisfaction is the key to establishing a healthy organizational environment in an organization (Siti Zawiah et.al, 2006).

Nonetheless, factors related to job satisfaction are relevant in the prevention of employee frustration and low job satisfaction because employees will work harder and perform better if they are satisfied with their jobs and feel satisfied if the working condition is good (Siti Zawiah et.al, 2006).

Then, working conditions should change regularly to keep up with the times and allows individuals to balance work and personal life activities, have reimbursement that are in line with where individuals are in their life cycle, have a well-defined culture and people understand how their performance is measured and what gets rewarded and punished and advance learning opportunities in a world where continuously learning in order to keep a job is a given (Fields, 2001).

Besides that, working conditions also refers to the working environment and aspects of an employee's conditions and circumstances of employment. This working condition covers such matters as the association of work and work activities, training, skills and employability, health, protection and well-being, and working time and work-life balance. The nonattendance of such working conditions, surrounded by other things, can crash poorly on the worker's mental and physical well-being (Greenberg et.al, 2003).

Nevertheless, people get pleasure from working and strive to work in those organizations that provide positive work environment where they feel they are making differentiation and where most individuals in the organization are proficient

and pulling together to move the organization forward. It's very important to recognize the emerging needs of individuals to keep them committed and provide the work conditions as impose (Ramlall, 2003).

2.4.5 Promotion Opportunities

Promotions are also an important aspect of a worker's career and life, affecting other facets of the work experience. They constitute an important aspect of worker's labour mobility, most often carrying substantial wage and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment (Kosteas, 2010).

The level of promotion has a stronger impact on job satisfaction as compared to recognition and achievement. The promotion to the next level will result in positive changes such as pay, autonomy and supervision. However, Hoy and Miskel (1991) in Abuduaini (2009) warned that those top achievers promoted too quickly can result in dissatisfaction amongst loyal intelligent but less creative senior workers. The human resources department, at most times, is constantly asked the question "does the job position entail opportunity for advancement (promotion)". As refer to Locke (1976) cited in Abuduaini (2009) advocates that the wish to be promoted stems from the desire for psychological growth, the desire for justice and the desire for social status.

Firms can use promotions as a reward for highly productive workers, creating an incentive for workers to exert greater effort. Promotions will only be an effective mechanism for eliciting greater effort if workers place significant value on the promotion itself. Otherwise, firms would simply use pay increases to reward effort and productivity (Peterson and Ninseholz, 1999).

Workers may value promotions because they carry an increase in job amenities such as a bigger office or spending account or because they enjoy the acknowledgement of work well done and the ego boost that comes with a promotion. Some workers might enjoy the increase in authority over co-workers that often accompany a promotion. Given all of the dimensions in which promotions can affect workers' careers and compensation, relatively little attention has been paid to the importance of promotions as a determinant of job satisfaction (Ellickson and Logsdon, 2002).

Estimating the effect of both promotions and promotion expectations on job satisfaction helps us to understand the importance of promotions as a mechanism for eliciting greater effort from workers. Specifically, finding that promotions lead to greater job satisfaction, even after controlling for wages and wage increases, supports the notion that workers value the promotion itself. This gives firms a non-pecuniary tool for extracting effort and other positive behaviour from their workers (Peterson et.al, 1999).

2.5 Hypothesis Development

Based on the above discussion the related hypotheses are as follow:

2.5.1 Pay and Job Satisfaction

Providing an employee with a satisfactory pay package is important to the operations of an organization. If employees do not feel they are being treated fairly, they will act to reduce the tension caused by inequity.

For example, if the employee feels the output or input ratio is below the referent other, the employee may reduce the number of organizational citizenship behaviours (OCBs) exhibited (Organ, 1994; Williams & Anderson, 1991) stated in Faulk (2002).

On the other hand, if they feel that their hard work and assistance exceed the outputs from the organization and job, especially in pay, dissatisfaction may occur. With this greater than before dissatisfaction, many employees may believe exiting the occupation. In testing a model relating job dissatisfaction to employee turnover, Hom and and Kinicki (2001) found that role disagreement decreased job satisfaction and increased opinion of abandonment that eventually lead to turnover among the employees.

Moreover if the individual may come in late, miss work altogether or quit the job. Then, if the employee is a strong performer, none of these activities benefit organizational operations. In the studies by Dwyer et al. (1987) and Jones (1986), better pay was found to lead to greater job satisfaction and lower employee turnover intention in Zheng et.al, (2008). The following hypothesis is offered:

H0: There is no relationship between pay and job satisfaction

H1: There is relationship between pay and job satisfaction

2.5.2 Supervision and Job Satisfaction

Dierendonck, Schaufeli and Brunk (2001) reported that social support from work colleagues and predominantly the instantaneous supervisor moderated the relationship between burnout and employees want to quit. Particularly, quit decreased with employees who reported higher levels of social support while

turnover intention increased with employees who reported lower levels of social support. As a result, be expecting that supervision will moderate the relationship between burnout and make the employee's quit such that the crash of burnout on intention to depart will decrease with rising levels of supervision.

The worst if the employees don't satisfy with their supervisor is they will quit from the organization. Employee's turnover depends on their motivation level pursued by the management. Employer's skills and knowledge to create positive workplace suited for their employee's individual goals and objectives as well as their needs and wants is the key to employees motivation (Zheng et.al, 2008).

In addition to compensation and benefits, the "SHRM 2007 Job Satisfaction Survey" (HR Focus, 2007) in Zheng et.al, (2008) also reveals that job satisfaction of service employees is affected by such elements as communication between employees and senior management relationship with immediate supervisor and management recognition of employee job.

In order to ensure the permanence of motivation factor among employees in terms of supervision control and guidance, the organization must understand employee's behaviour and be sensitive to the surroundings or the climate of the workplace. The following hypothesis is offered:

H0: There is no relationship between pay and job satisfaction

H1: There is relationship between pay and job satisfaction

2.5.3 Work itself and Job Satisfaction

Ma Liang (2010), work itself will being inspired to work is human instinct since it is a common saying that an idle hand and it is now left for the organization to make the nature of the tasks assigned to their staff to be more interesting for them. Such assigned tasks must be meaningful, attractive and challenging in nature so that any employees can achieve industrial goals and also can achieve personal goals. These include the suitability of the work and expertise that impact to the employees.

They concluded that the Herzbergian pattern of results was due to `ego-defensive processes' which the results would now be described perhaps as `defensive attribution' or as `self-presentation'. Good events are said to be due to one's own achievements, bad events to the failings of others. Besides that, such assigned tasks must be meaningful, attractive and challenging in nature, so that hotel employees in achieving industrial goals can also achieves personal goals (Gallardo et.al, 2009).

As a result it is generally considered that this theory has failed. This may be a mistake, since research on happiness has found partial independence of positive and negative aspects. Research on joy confirms Herzberg's finding that achievement is important, but it also finds that relationships with other people are even more important and not just a source of distress as he found (Argyle, 1987). The following hypothesis is offered:

H0: There is no relationship between pay and job satisfaction

H1: There is relationship between pay and job satisfaction

2.5.4 Working Conditions and Job Satisfaction

According to Milman and Ricci (2004) in Abuduaini (2009), representation that employees who have a positive experience with regard to working hours, working condition, sense of success with their jobs and higher job satisfaction are more likely to stay with the current employer.

That show employees will be happy to work in condition which provide positive work environment and where they feel they are making difference and where most people in the organization are proficient and heaving together to move the organization forward (Milman et.al, 2004) in Abuduaini (2009).

Due to that, working conditions is an important factor for an employee to be successful in their carrier. If the conditions does not motivate employees to work then it will be an excuse for employees for not performing to the standard and giving reason as environment is too noisy, condense, not hygiene, feel stress and no fun in the working conditions. Organization can create a positive work environment and money and benefits may bring employees through the front door, but poor work conditions will eventually drive them out the back. Ramlall (2003), in his studies mentioned that it’s very important to be familiar with the emerging needs of individuals to keep them committed and provide the work conditions as necessitate.

In turn this will render a more positive level of job satisfaction. Employees may feel that poor working conditions will only hassle negative performance, since their jobs are mentally and physically demanding. In such a case the employee does not really appreciate his good working conditions, or if it is the contrary, this may not bother or affect him.

Moreover, the employee may use poor working conditions as an excuse to get back at management because they may feel that management does not appreciate or acknowledge their efforts or work done (Robbins et.al, 2009). The following hypothesis is offered:

H0: There is no relationship between pay and job satisfaction

H1: There is relationship between pay and job satisfaction

2.5.5 Promotion Opportunities and Job Satisfaction

Job satisfaction is strongly related to opportunities for promotion where satisfaction with promotional opportunities was found to be positively and significantly related to job satisfaction. However, state that the positive relationship between promotion and job satisfaction is dependent on perceived equity by employees (Ellickson et.al, 2002).

Management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level (Kosteas, 2010). Thus, management should therefore bear in mind, that promotion can serve as a very positive motivating tool in ensuring that the employee attains goals at a higher level. The following hypothesis is offered:

H0: There is no relationship between pay and job satisfaction

H1: There is relationship between pay and job satisfaction

2.6 Job Dissatisfaction

Job dissatisfaction matters. It matters to organizations, to managers, to customers and perhaps most of all to employees. Job dissatisfaction is by definition unpleasant, and most individuals are conditioned, probably even biologically-driven, to respond to unpleasant conditions by searching for mechanisms to reduce the dissatisfaction (Rosse and Saturay, 2004).

Besides that, dissatisfaction may also arise, with the same result in turnover, when the work environment fails to have any flexibility or any source of amusement for the employees where the tone of the business will become stressful or tedious. Lack of communication in the workforce is a major contributor to dissatisfaction. This is usually the result of managerial staff that is isolated and does not know how to relate to their employees on a personal or professional level (Branham, 2005) in Gregory (2009).

Refer to Robbins et.al, (2009) in an attempt to fix job dissatisfaction, employers have tried to improve recruitment and selection, develop new hire orientations and training, establish realistic career opportunities, create incentives and rewards to recognize performance and contributions.

Meanwhile, according to Gregory (2009), dissatisfaction with the job may come from sources other than stress or poor fit between employee and job. Employers that are deemed unethical by their workers may be viewed as such because they appear to care exclusively about company revenues, rather than the employees that are working for them. This perception of an employer may lead to job dissatisfaction, and raise the company's turnover rate.

Nevertheless, Masdia (2009) found that the employee intended to leave when the job satisfaction level is low. That is because, dissatisfaction on the job will make people leave and there are positive correlations between job satisfaction and turnover intention due to employee are not satisfied.

Although all things considered, job satisfaction seems unlikely and the grass never gets greener no matter how many times a person changes jobs. Studies show the same dissatisfactions have plagued generations of workers that are job stress, unpleasant working conditions, long hours, monotony, ineffective supervision, insufficient training, poor internal communication, and lack of recognition, rising costs, low pay and shrinking benefits (Robbins et.al, 2009).

Therefore, bad communication leaves employees feeling disconnected from the organization. When come to job dissatisfaction turnover are high. It is important that employers care about the happiness of their employees. Recent statistics show that throughout their careers, American workers hold an average of eight jobs (Rudman, 2003) citied in Gregory (2009).

The rate of turnover because employees are unhappy is alarming. Even is an economic downturn, employers must spend an enormous amount of money recruiting new employees, going through the hiring process, and finally training new employees. Dissatisfaction has many negative side effects for the company, while satisfaction results in a much better retention rate (Rudman, 2003) citied in Gregory (2009).

Regardless of the effort or how it's packaged, such measures to improve job satisfaction are ultimately intended to benefit the business (Robbins et.al, 2009). Employer efforts to satisfy will never be completely successful or long lasting because satisfaction is dependent upon someone fulfilling a condition or expectation- and the outcome may or may not satisfy.

Other than that, Branham L, (2005) in his book 'The Seven Hidden Reasons Employee Leave' have been discussed in Risuki (2009) as the reasons include as stated below:

a) **Mismatch between job and person**

   The kind of job given to an employee should match the skill and ability of the person. Utilizing the skill makes an employee's satisfied. If there is mismatch between the job and the person, it will create dissatisfaction to the person even though that person can perform the job well.

b) **The job and workplace was not as expected**

   Dissatisfaction may occur if the job and the workplace do not meet the expectation. Employee may decide to leave when the job or the workplace is different from what he is expected.

c) **Growth and advancement opportunity**

   Employee may satisfy with the company if they perceived that the growth opportunity is available. Employee must feel that their strength, skill and abilities must be utilized and has the opportunity to grow and advance.

d) **Feeling devalued and unrecognized**

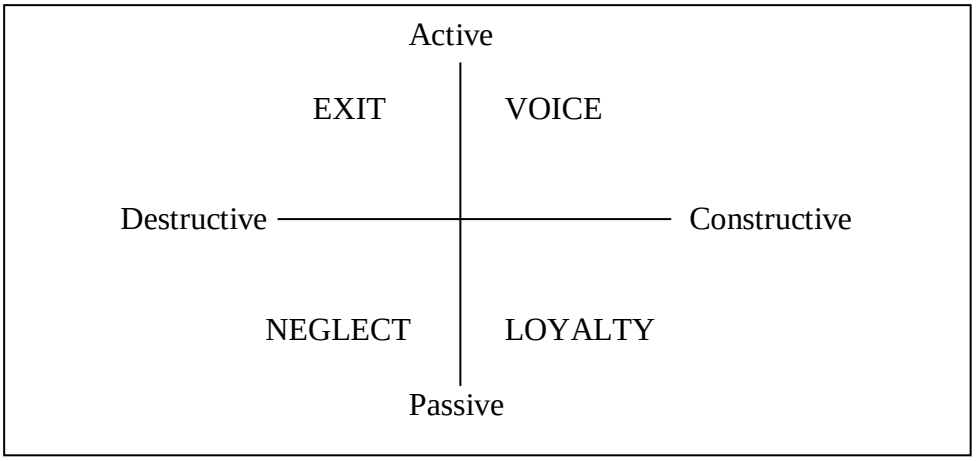
   Employees want to feel that their contribution to the company is valued and recognized. The more the employee feels that their contribution is valued, the more satisfied he would be.

e) Too little coaching and feedback from supervisor

Performance of coaching is essential for employees because it will make clear the doubt that the employees may have. Employer or supervisor must constantly give feedback and coaching in terms of to make sure that the employee stay aligned with the company goal, mission and vision.

Meanwhile according to Robbins et.al, (2009) there are consequence when employees like their jobs and when they dislike their jobs. One theoretical model that showed this is model responses to job dissatisfaction. The model is considered about the exit, voice, loyalty and neglect. The framework as showed in Figure 2.5 as shown below.

Figure 2.5
Responses to Job Dissatisfaction



Source: *Adopted from Robbins, S.P and Judge, T.A. (2009) Organization Behavior (13th ed). New Jersey: Pearson Prentice Hall*

The illustrate about the framework's four response which differ from one another along two dimensions that are constructive or destructive and active or passive. The responses are defined as follows:

a) Exit

The exit response involves directing behavior toward leaving the organizations including looking for a new position as well as resigning.

b) Voice

The voice response involves actively and constructively attempting to improve conditions, including suggesting improvements, discussing problems with superiors and undertaking some forms of union activity.

c) Loyalty

The loyalty response involves passively but optimistically waiting for conditions to improve including speaking up for the organization in the face of external criticism and trusting the organization and its management to do the right thing.

d) Neglect

The neglect response involves passively allowing conditions to worsen including chronic absenteeism or lateness, reduced effort and increased error rate.

2.7 Summary

This chapter has highlighted the importance of job satisfaction in the workplace. It has reflected why job satisfaction has such an important impact on an institute. This was explained more clearly, by discussing the various definitions by different researchers and theorists. It was also important to understand what aspects of a hotel's job led to satisfaction or dissatisfaction. For these reasons the factors affecting job satisfaction were emphasized. Management should not be ignorant of these factors as it may have negative ramifications on the hotel. Such consequences of job satisfaction have to be included so that management can address potential problems that may arise in the organization.

CHAPTER 3

METHODOLOGY

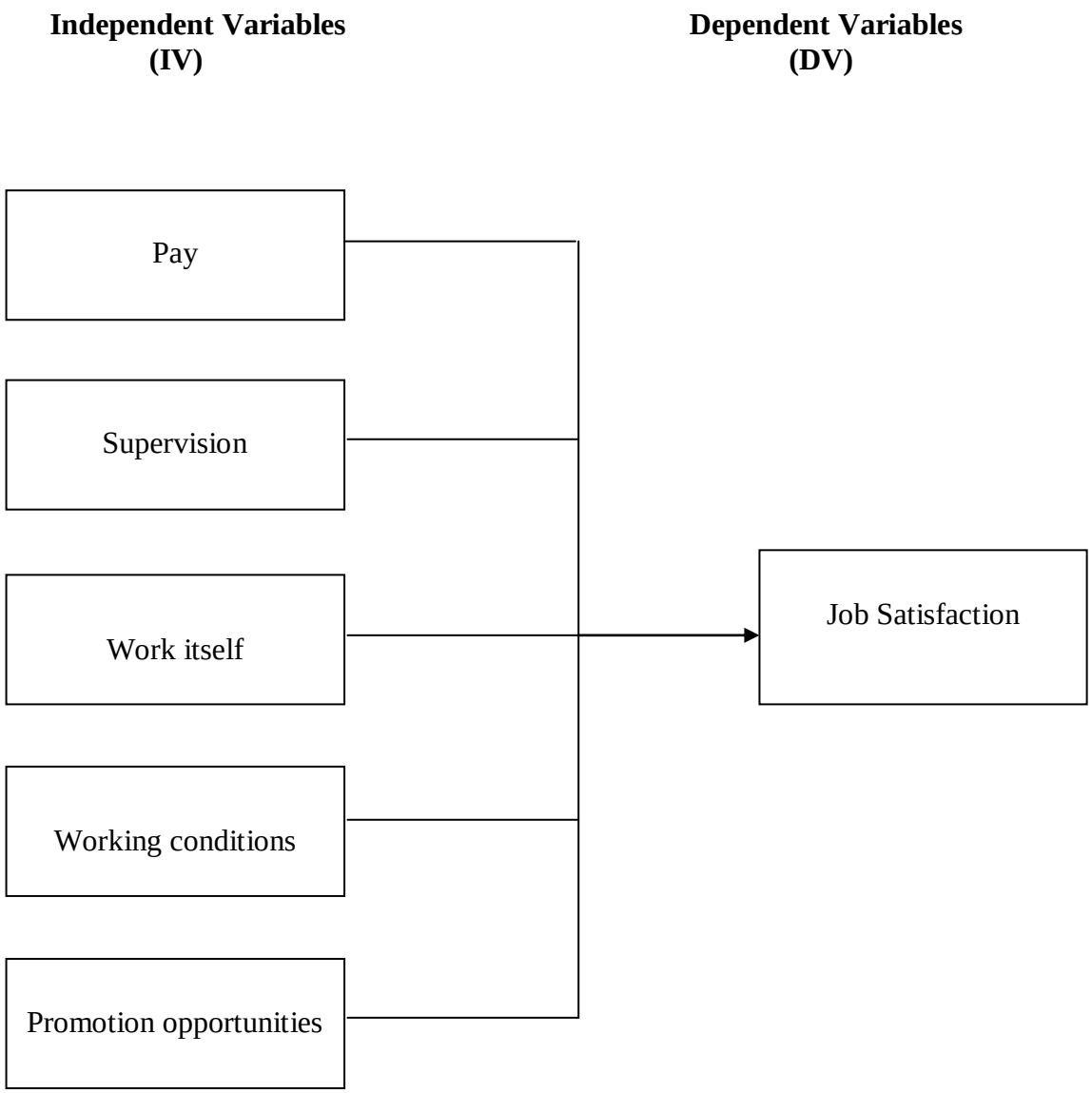
3.0 Introduction

This chapter will explain about research framework, hypotheses, research design, sources of the data, data collection methods, measurement, item coding and also data analysis techniques. Furthermore, these types of methodology and design are used to find the information in order to solve the problem.

3.1 Research Framework

The research framework depicted below is developed based on literature review and research problems. Figure 3.1 as stated below show the research framework for this study. This model focuses on the factors that may have effect on job satisfaction. The dependent variable is job satisfaction. Meanwhile the independent variables are pay, supervision, work itself, working conditions and promotion opportunities. The aim of this research is to identify the factors influencing job satisfaction among hotel employees.

Figure 3.1
Research Framework



Source: *Adapted from Okpara, J.O (2006)*

3.2 Research Design

This section will opposite type of study, unit of analysis, time horizon, population, sample size and sampling technique in particular.

3.2.1 Type of Study

This study is a descriptive or was conducted to find out the influence variables in pay, supervision, work itself, working condition, promotion opportunities and job satisfaction. The collect data was used the method of quantitative study and been analyzed by Statistical Package for Social Science (SPSS) version 16.0. The result was tested using the Cronbach's Alpha and then tested by Pearson Correlation.

3.2.2 Unit of Analysis

For this research, unit of analysis is individual. Individual for this research is hotel employees in Hotel Taiping Perdana.

3.2.3 Time Horizon

This research will base on cross-sectional a study that is which data gathered just once in a time without doing for many times and it also called as one-shot studies.

3.2.4 Population

This research has been conducted among the employees in Hotel Taiping Perdana. Therefore, the population in this study comprised of all of the employees in Hotel Taiping Perdana. As for year 2012, the total number of employees is 80 in this hotel from seven departments.

3.2.5 Sample Size

For this research, respondents that involved are 68 of hotel employees consist of 85% from total employees in Hotel Taiping Perdana. According to Sekaran et.al (2009), if the population is 80 people, the minimum required for sample size are 66 respondents. Therefore, this research already passes the minimum required and can gain and run the expectation data.

3.2.6 Sampling Design

The subject in the sample will be resort to a probability sampling design by using unrestricted that is simple random sampling that been known and equal chance of being selected as a subject that give high generalizability of findings (Sekaran et.al, 2009).

3.3 Sources of the Data

3.3.1 Primary Data

Primary data is information that first obtained by the researcher of the related information. In undertaking this research, researcher distributes a set of questionnaires to the employees in Hotel Taiping Perdana.

Quantitative approach has been personally administered by hand to each one of the respondents. In this study, basic data from the primary market population collected directly from the population. It is originally source and unbiased information.

3.3.2 Secondary Data

Refers to the information gathered by someone than the researcher conducting the current study. For this research, researcher gathered the secondary data from journal, academic report, book and statistical data.

In this study, the researcher gathered secondary data from the company corporate profile and went to library to get more information. This data helps researcher in term of time, efficiency on cost and also provide a basis for comparison for the data that is collected by previous study.

3.4 Data Collection Methods

The data been measured using set of questionnaire and been distributed by using way and method form the starting until the researcher collect back the data. The data collection methods that had been used are explained below:

a) **Permission to do research**

   The researcher gives a letter to the general manager of the hotel to get the permission and approval from them to do the research among their employees. The management approve to do research by giving approval letter on 1st March 2012.

b) **Setting the date and time to distribute questionnaire**

   The researcher ask the permission from the general manager to distribute the questionnaire in early April and the management come out with the memo to inform their employees that on 2nd April 2012 there will be a researcher to come and get the respond towards their job and the management also advice their employees to give full support to the researcher.

c) Conducting the session

This hotel has seven departments which are administrative, front office, food and beverage, housekeeping, kitchen, security and maintenance. The questionnaire had been distributed by department starting with the administrative department until security department. The researcher sits together with them and gives an explanation about the questionnaire to guide them to understand questions need. Thus, the researcher tends to get back all the data on the spot.

d) Handling the shift time

This hotel and common for all hotel it have a normal shift for admin department (9am – 5pm) and for operation department it have three shift that are morning shift (7am – 3pm), afternoon shift (3pm – 11pm) and night shift (11pm-7am).

For normal, morning and afternoon shift the researcher distributed the questionnaire by hand and face to face. But for the night shift, the researcher gives the set of questionnaire to the Head of Department (HOD) for all operation departments for distributing the questionnaire to their staff. Due to this matter, the researcher did not get all the 80 questionnaire just 68 questionnaire that researcher tend to get back.

e) Duration of time

The researcher give 15-20 minutes for all employees (normal, morning and night shift) to answer the questionnaire and give time for the HOD to distribute questionnaire (night shift) from Monday until Friday to get back the data.

3.5 Measurement

For this research it measures the variables that are independent and dependent variables. The independent variable is factors influencing job satisfaction that consist of pay, supervision, work itself, working conditions and promotion opportunities.

Meanwhile the dependent variable to be measure is job satisfaction. Not only that, the researcher also measured the socio demographic characteristics for all respondents and for this research the questionnaire adopted from original sources and modified some of the questionnaire to suite the context of the research.

In this research the questionnaire consist of 6 page questionnaire which is separated into three sections that are section A, section B and section C. All section in the questionnaires is conducted in two languages that is English and Bahasa Malaysia for enhanced understanding for the employees to answer.

3.5.1 Measurement Variables for Demographic Characteristics (Section A)

This section consists of socio demographic information that actually an information background of the respondents. The demographic characteristic consists of gender, age, marital status, academic level, monthly salary, working years, department and position. For measure this variable, researcher used nominal scale.

3.5.2 Measurement Variables for Job Satisfaction (Section B)

Factors influencing job satisfaction been measured by interval scale that allows to perform certain arithmetical operations on the data collected from the respondents.

According to Sekaran et.al, (2009), this interval scale helps to compute the means and the standard deviations of the responses on the variables. This section will covered satisfaction for the respondent about hotel.

For this section researcher used an interval scale from 1 (strongly disagree) to 5 (strongly agree) was used as shown below:

1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

3.5.3 Measurement Variables for Factors Influencing (Section C)

This section also had been conducted using interval scale. It explained about the experienced and situations potentially considered job satisfaction to the respondent. For this section based on interval scale from 1 (strongly disagree) to 5 (strongly agree) was used as shown below:

1 = strongly disagree

2 = disagree

3 = neutral

4 = agree

5 = strongly agree

3.5.4 Measurement the Dominant Factors

The dominant factors consists of all independent variables that are pay, supervision, work itself, working conditions and promotion opportunities in gaining which one of the factor will respondent choose as the most factors attribute to their job satisfaction in the hotel. For this, it based on ordinal scale from 1 (very high effect) to 5 (very low effect) as stated below:

Ranking of importance

1 = very high effect

2 = high effect

3 = neutral

4 = low effect

5 = very low effect

3.6 Item Coding

All the 38 items were stated in the English and Malay language and the full questionnaire for this research is shown in Table 3.1. The 38 items distributed into 4 sub-dimensions namely as:

i. Demographic characteristics (01D1 until 08D8)

ii. Job satisfaction (09ES1 until 13JS5)

iii. Factors influencing job satisfaction (14P1 until 33PO4)

iv. Dominant factors influencing (34DF1 until 38DF5)

Table 3.1
Distribution of Items According to Sub-dimensions of Job Satisfaction

SUB-DIMENSIONS	ITEMS NUMBER
Demographic characteristics	01D1, 02D2, 03D3, 04D4, 05D5, 06D6, 07D7, 08D8
Job satisfaction	09JS1, 10JS2, 11JS3, 12JS4, 13JS5
Factors influencing job satisfaction • pay • supervision • work itself • working conditions • promotion opportunities	14P1, 15P2, 16P3, 17P4, 18S1, 19S2,20S3, 21S4, 22WI1, 23WI2, 24WI3, 25WI4, 26WC1, 27WC2, 28WC3, 29WC4, 30PO1, 31PO2, 32PO3, 33PO4
Dominant factors influencing	34DF1, 35DF2, 36DF3, 37DF4, 38DF5

3.7 Data Analysis Techniques

Analysis of the data will be done using the 'Statistical Package for Social Science' (SPSS/PC+ 16.0) for Windows or SPSS. The data has been computed and recorded through the range into same variables.

Then, by using the SPSS software, all the research questions undergone certain analyses, such as the descriptive analysis, Cronbach's Alpha (reliability test) and Pearson Correlation analysis to know the relationship between the independent variables and dependent variables.

3.7.1 Cronbach's Alpha (Reliability Test)

Later, the Cronbach's alpha have been adopted to determine the reliability of the instrument or questionnaire used in the study. Cronbach's alpha is a reliability coefficient that reflects how well the items in a set are positively correlated to one another in explaining a concept. The closer the reliability coefficient is to 1.0, the better it will be.

Therefore, the items with low reliability alpha which is less than 0.5 will be dropped. According to Sekaran et.al, (2009), reliabilities less than 0.6 are generally considered to be poor, those in the range 0.7 are to be accepted and those over 0.8 to be good.

These values all testify with ten respondents. The reliability test been tested for ten earlier respondent to know how reliable all the items in the questionnaire been understood for the respondent. The result from the reliability test showed that all the 38 items get $\alpha > 0.7$ that means acceptable question. Reliability test that to reliability of all the items in questionnaire for all construct as shown in Table 3.2 as shown below:

Table 3.2
Reliability Result

Construct	Number of items	Cronbach's Alpha
Pay	4	0.758
Supervision	4	0.783
Work itself	4	0.822
Working conditions	4	0.789
Promotion opportunities	4	0.776

3.7.2 Descriptive Statistics

A descriptive analysis is taken to understand the characteristics of the respondents of variables of interest in the situation, as it is the analysis that describes the phenomena of interest. In other words, descriptive statistics will be used to analyze data.

In the study, the descriptive analysis has been used to analyze all the socio demographic factors. Descriptive Statistics such as frequency and percentage are used to describe the respondent characteristic that is for demographic characteristics.

3.7.3 Pearson Correlation

This is was used to show the degree of linear relationship between independent variables (pay, supervision, work itself, working condition and promotion opportunities) and dependent variables that is job satisfaction. A correlation indicates two things about the relationship between two variables that is the direction and its scale.

3.8 Summary

This chapter has outlined the introduction, research framework and research design that consists of type of study, unit of analysis, time horizon, population, sample size and sampling design. Then this chapter outlined about sources of the data, data collection methods, measurement, item coding and data analysis technique. This chapter serves as a guide in conducting this research since the research design and procedures from one stage of the research to another are discussed.

CHAPTER 4

FINDINGS

4.0 Introduction

This chapter presents the findings of the study. It contains the demographic characteristic of respondents and shows the relationship between factors influencing job satisfaction dimensions and job satisfaction by using Pearson Correlation.

4.1 Findings

4.1.1 Demographic Characteristic

There are 68 respondents in the sample. Frequency distributions are obtained for all demographic characteristic and also for the dependent and independent variables by using SPSS Version 16.0.

a) Frequency Distribution (Gender)

Table 4.1 below represents the frequency distribution of 68 respondents in this study according to their gender. It shows that a total of 37 or 54.4% respondents are male employees and 31 or 31% of the respondents are female employees.

Table 4.1
Frequency Distribution (Gender)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	37	54,4	54,4	54,4
	Female	31	45,6	45,6	100,0
	Total	68	100,0	100,0	

b) Frequency Distribution (Age)

The result of age distribution in table 4.2 below suggest that the greatest numbers of the respondents are in their 25 and below (52.9%) age group, followed by respondents aged 26-35 (23%), then followed by respondents 46 and above (8.8%) and the lowest 4.4% of them aged 36-45 years.

Table 4.2
Frequency Distribution (Age)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and below	36	52,9	52,9	52,9
	26-35	23	33,8	33,8	86,8
	36-45	3	4,4	4,4	91,2
	46 and above	6	8,8	8,8	100,0
	Total	68	100,0	100,0	

c) Frequency Distribution (Marital Status)

Out of 68 respondents, about 51 or 75% of the employees are single and the rest are married which represents 17 or 25%. Table 4.3 below shows the distribution of marital status in this study.

Table 4.3
Frequency Distribution (Marital Status)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	17	25,0	25,0	25,0
	Single	51	75,0	75,0	100,0
	Total	68	100,0	100,0	

d) Frequency Distribution (Academic Level)

The education level of respondents is as suggested in table 4.4 below. The highest level of education of respondents shows that 37 or 54.4% of them have received their SPM (Sijil Pelajaran Malaysia), meanwhile 16 or 23.5% of the respondents have received their Diploma. Then, 10 or 14.7% of respondents have received SRP/PMR (Sijil Rendah Pelajaran/Penilaian Menengah Rendah) and 3 or 4.4% of respondents have received STPM (Sijil Tinggi Pelajaran Malaysia). Only 1 or 1.5% has completed their degree level and others.

Table 4.4
Frequency Distribution (Academic Level)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SRP/PMR	10	14,7	14,7	14,7
	SPM	37	54,4	54,4	69,1
	STPM	3	4,4	4,4	73,5
	Diploma	16	23,5	23,5	97,1
	Degree	1	1,5	1,5	98,5
	Others	1	1,5	1,5	100,0
	Total	68	100,0	100,0	

e) Frequency Distribution (Monthly Salary)

Table 4.5 next represents the frequency distribution of respondents for their monthly salary. It shows that 42 or 61.8% of the respondents have received monthly salary for RM 500-RM 1000, 15 or 22.1% of the respondents have received monthly salary for RM 499 and below.

Then, 8 or 11.8% of respondents have received their monthly salary for RM 1001-RM 3000 and the rest of the respondents have received their monthly salary for RM 3001 and above that is consist of 3 or 4.4%.

Table 4.5
Frequency Distribution (Monthly Salary)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM 499 and below	15	22,1	22,1	22,1
	RM 500-RM 1000	42	61,8	61,8	83,8
	RM 1001-RM 3000	8	11,8	11,8	98,5
	RM 3001 and above	3	4,4	4,4	100,0
	Total	68	100,0	100,0	

f) Frequency Distribution (Working Years)

Table 4.6 next represents the frequency distributions of 68 respondents in this study according to their working years. It shows that a total of 35 or 51.5% respondents are working between 2-6 months, 27 or 39.7% of the respondents have been working for 7 months and above and about 6 or 8.8% of the respondents are new employees who have been working for 15 days-1 month only.

Table 4.6
Frequency Distribution (Working Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15 days-1 month	6	8,8	8,8	8,8
	2-6 month	35	51,5	51,5	60,3
	7 months and above	27	39,7	39,7	100,0
	Total	68	100,0	100,0	

g) Frequency Distribution (Department)

Table 4.7 below shows that 29 or 42.6% of the respondents are been worked in housekeeping, 15 or 22.1% in food and beverage, 7 or 10.3% in admin, meanwhile about 5 or 5.9% of the respondents are been worked in security. Then, 4 or 5.9% that represents for three departments that are front office, kitchen and maintenance shows that department where the respondents have been worked.

Table 4.7
Frequency Distribution (Department)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Admin	7	10,3	10,3	10,3
	Front Office	4	5,9	5,9	16,2
	Food & Beverage	15	22,1	22,1	38,2
	Housekeeping	29	42,6	42,6	80,9
	Kitchen	4	5,9	5,9	86,8
	Security	5	7,4	7,4	94,1
	Maintenance	4	5,9	5,9	100,0
	Total	68	100,0	100,0	

h) Frequency Distribution (Position)

The result of position distribution in table 4.8 below shows that the greatest number of the respondents is in others position that consists of 57 or 83.8%. Then, 8 or 11.8% respondents are HOD (Head of Department) meanwhile 2 or 2.9% are as a supervisor. Only 1 or 1.5% of the respondents is in manager position.

Table 4.8
Frequency Distribution (Position)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	1	1,5	1,5	1,5
	HOD	8	11,8	11,8	13,2
	Supervisor	2	2,9	2,9	16,2
	Others	57	83,8	83,8	100,0
	Total	68	100,0	100,0	

4.1.2 The Mean Distribution for Independent Variables

The result of mean distributions in table 4.9 below shows that mean is a measure of central tendency that offers and to show which one of the independent variables is mostly become factor that influencing job satisfaction.

From the result, it shows that all the factors are average. The highest factor is promotion opportunities 3.38 followed by supervision 3.30 and work conditions 3.20. The rather low is work itself and the lowest is pay.

Due to that, from this mean we can know that the most factor that the employees are likely to feel more satisfied with the job and it means factors that most influencing job satisfaction of respondents toward their job satisfaction in their hotel is

promotion opportunities. It shows that the respondent want to be and get better position in the hotel.

Next, factors that respondent consider as a factor that influencing their job satisfaction are supervision and work conditions. For this factors the respondent want their supervisor become a good leadership and capable leader and also working environment that they comfortable and secure.

Then the factors that show low influence towards job satisfaction are work itself and pay. From this we can know that the respondents did not think the work itself and pay should be the most influence factors.

Table 4.9
The Mean Distribution for Independent Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Pay	68	1,00	5,00	2,3676	1,45484
Supervision	68	1,00	5,00	3,3088	1,53815
Work Itself	68	1,00	5,00	2,7353	1,27686
Work Conditions	68	1,00	5,00	3,2059	1,19150
Promotion Opportunities	68	1,00	5,00	3,3824	1,36074
Valid N (list wise)	68				

4.1.3 Relationship between Pay, Supervision, Work Itself, Working Conditions, Promotion Opportunities and Job Satisfaction

The result of the correlation analysis is used in testing all variables for independent and dependent variables and come out with four hypotheses that been discussed in the following sections.

The coefficient of the correlation is ranged between -1 and +1 and such value shows the strength of relationship which has been categorized in to high, low or moderate depending on the value of correlation coefficient.

The level of significance can be either 0.05 or 0.10 for lower and higher coefficient respectively. The correlation is derived by assessing the variations in one variable as another variable also varies (Sekaran et.al, 2009).

The result in table 4.10 below show the Pearson Correlation which is that to measure the relationship for all independents variables together with dependent variables. The result of correlation analysis (r =0.651, p = 0.000) for pay is significant, which indicates that there is high positive relationship between pay and job satisfaction. Therefore, the null hypothesis: there is no relationship between pay and job satisfaction is rejected.

The result of correlation analysis (r =0.721, p = 0.000) for supervision is significant, which indicates that there is high positive relationship between supervision and job satisfaction. Therefore, the null hypothesis: there is no relationship between supervision and job satisfaction is rejected.

The result of correlation analysis (r = -0.022, p = 0.856) for work itself is not significant, which indicates that there is low negative relationship between work itself and job satisfaction. Therefore, the null hypothesis: there is no relationship between work itself and job satisfaction is accepted.

The result of correlation analysis (r =0.652, p = 0.000) for work conditions is significant, which indicates that there is high positive relationship between work

conditions and job satisfaction. Therefore, the null hypothesis: there is no relationship between work conditions and job satisfaction is rejected.

The result of correlation analysis (r =0.406, p = 0.001) for promotion opportunities is significant, which indicates that there is high positive relationship between promotion opportunities and job satisfaction. Therefore, the null hypothesis: there is no relationship between promotion opportunities and job satisfaction is rejected.

Table 4.10
Relationship between pay, supervision, work itself, working conditions, promotion opportunities and job satisfaction

		JOB	pay	supervision	work	condition	promotion
JOB	Pearson Correlation	1	,651(**)	,712(**)	,022	,652(**)	,406(**)
	Sig. (2-tailed)	.	,000	,000	,856	,000	,001
	N	68	68	68	68	68	68
pay	Pearson Correlation	,651(**)	1	,684(**)	-,229	,690(**)	,201
	Sig. (2-tailed)	,000	.	,000	,060	,000	,100
	N	68	68	68	68	68	68
supervision	Pearson Correlation	,712(**)	,684(**)	1	,098	,680(**)	,353(**)
	Sig. (2-tailed)	,000	,000	.	,427	,000	,003
	N	68	68	68	68	68	68
work	Pearson Correlation	,022	-,229	,098	1	-,071	,442(**)
	Sig. (2-tailed)	,856	,060	,427	.	,566	,000
	N	68	68	68	68	68	68
condition	Pearson Correlation	,652(**)	,690(**)	,680(**)	-,071	1	,497(**)
	Sig. (2-tailed)	,000	,000	,000	,566	.	,000
	N	68	68	68	68	68	68
promotion	Pearson Correlation	,406(**)	,201	,353(**)	,442(**)	,497(**)	1
	Sig. (2-tailed)	,001	,100	,003	,000	,000	.
	N	68	68	68	68	68	68

** Correlation is significant at the 0.01 level (2-tailed).

4.2 Summary of Hypothesis Testing

This chapter has analyzed each of the hypotheses. The results of hypotheses testing are as summarized in Table 4.11 below.

Table 4.11
Summary of Hypothesis Testing

Independent Variables	Research Objectives	Research Questions	Hypothesis	Findings
Pay	Is there any relationship between pay and job satisfaction?	To determine the relationship between pay and job satisfaction	Ho1. There is no relationship between pay and job satisfaction H1: There is relationship between pay and job satisfaction	Substantiate
Supervision	Is there any relationship between supervision and job satisfaction?	To determine the relationship between supervision and job satisfaction	Ho2.There is no relationship between supervision and job satisfaction H2: There is relationship between supervision and job satisfaction	Substantiate
Work itself	Is there any relationship between work itself and job satisfaction?	To determine the relationship between work itself and job satisfaction	Ho3.There is no relationship between work itself and job satisfaction H3: There is relationship between work itself and job satisfaction	Not substantiate

Working conditions	Is there any relationship between work condition and job satisfaction?	To determine the relationship between working conditions and job satisfaction	Ho4.There is no relationship between working conditions and job satisfaction H4: There is relationship between working conditions and job satisfaction	Substantiate
Promotion opportunities	Is there any relationship between promotion opportunities and job satisfaction?	To determine the relationship between promotion opportunities and job satisfaction	Ho5.There is no relationship between promotion opportunities and job satisfaction H5: There is a relationship between promotion opportunities and job satisfaction	Substantiate

4.3 Summary

Based on correlation analysis, the independent variables (pay, supervision, working conditions and promotion opportunities) are significant and positively correlated with employee. The result also shows that promotion opportunities (mean=3.38) is the strongest factors that influencing job satisfaction and followed by supervision (mean=3.30). This means that from all factors, promotion opportunities has strongest needs and want to employee among all the five independent variables.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.0 Introduction

The chapter is attempted to discuss the results of the data analysis stage as mentioned in the previous chapter. It will elaborate some important points such as the discussions on each hypothesis of the study, practical implication, recommendation for organization and for future research and the conclusions of the study.

5.1 Overview of the Findings

The current study measured the factors that are what are the employee's need and want towards their job satisfaction in the organization. Hotel industry in Taiping was selected as a scope of the study on factors influencing and job satisfaction. Out of 80 samples distributed, the researcher managed to collect back for 68 questionnaires.

Although researcher does not get the entire questionnaire back from the employees, but the suggested scientific guidelines for sample size decisions already pass to ensure the confidence in determining the sample size as mentioned in Sekaran et.al, (2003).

Furthermore, this study also recognized which dimension under the needs factors that have the highest influence (dominant factors) towards job satisfaction. This was done by using the questionnaire that containing three sections: section (A) asked about demographic characteristics of the respondents, section (B) asked about the overall of job satisfaction and section (C) asked about dimensions of factors influence job satisfaction.

This section also provide with the scale of all factors to know exactly what the employees needs for their job are. Then, all the data been analyzed using the SPSS data software.

5.2 Discussions

In general, applied theory for this study is Herzberg Two Factor Theory can be used for predicting factors influencing job satisfaction in Hotel Taiping Perdana. The primary goal of this study is to investigate relationship between needs factors with the job satisfaction. Based on the analysis above, out of five dimensions need factors, four of them is supported the hypothesis testing then only one factor that been rejected.

5.2.1 Pay and job satisfaction

The first objective is to identify the relationship between pay and job satisfaction. The hypothesis is:

H1: There is relationship between pay and job satisfaction

The result shows that it is a positive relationship between pay and job satisfaction. It is consistent that with the hypothesis that pay do have relationship with the job satisfaction. According to Bassett (1994) in Abuduaini (2009), a lack of empirical evidence exists to indicate that pay alone improves worker satisfaction or reduces dissatisfaction. Highly paid employees may still be dissatisfied if they do not like the nature of their job and feel they cannot enter a more satisfying job and it shows significant relationship between pay and rank of employees and their level of job satisfaction was established.

5.2.2 Supervision and job satisfaction

The second objective is to identify the relationship between supervision and job satisfaction. The hypothesis is:

H2: There is relationship between supervision and job satisfaction

Based on the result, it showed that supervision has a significant correlation with the job satisfaction. The factor of supervision is also proven to have significant and it is consistent with the hypothesis that supervision does have relationship with the job satisfaction. A competent supervisor leads the team toward high performance. According to Masdia (2009) in Risuki (2011) in her study said that the relationship between all factors to job satisfaction and turnover intention has found that the role of supervisor is very important to the job satisfaction. Not only that the quality of the supervisor demonstrate the strongest relationship between the job satisfaction and intention to leave.

5.2.3 Work itself and job satisfaction

The third objective is to identify the relationship between work itself and job satisfaction. The hypothesis is:

H3: There is relationship between work itself and job satisfaction

In this study, the null hypothesis was accepted and alternative hypothesis was rejected because from the correlation analysis it showed that work itself do not have relationship with the job satisfaction.

The kind of job a person is doing lead to job satisfaction and the kind of job a person is doing should be suiting and match to the personality, interest, preference and skills (Risuki, 2011). If the employees felt stress they must be given the opportunity to utilize the skills that they have to make them more satisfied.

5.2.4 Working conditions and job satisfaction

The fourth objective is to identify the relationship between working conditions and job satisfaction. The hypothesis is:

H4: There is relationship between working conditions and job satisfaction

For this, result showed that working conditions has a significant with the job satisfaction and working conditions have a positive relationship with the job satisfaction. The employees would rather desire working conditions that will result in greater physical comfort and convenience.

Robbins et.al (2009) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. Employees may feel that poor working conditions will only provoke negative performance since their jobs are mentally and physically demanding.

5.2.5 Promotion opportunities and job satisfaction

The fifth objective is to identify the relationship between promotion opportunities and job satisfaction. The hypothesis is:

H5: There is a relationship between promotion opportunities and job Satisfaction

From this objective the null hypothesis was rejected because promotion opportunities have a significant relationship with the job satisfaction. Employees want promotion policies that they perceive as being just, unambiguous and in line with their expectations. According to Noorhafiza (2010) promotions provides opportunities for personal growth, more responsibilities and increased social status. Employees who perceive that promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs.

5.2.6 Dominant Factors Influencing Job Satisfaction

The findings indicated that promotions opportunities are the dominant dimensions that have the highest influence towards job satisfaction. So this result is promotion opportunities do have a positive relationship with the job satisfaction and become the most dimensions that influence the job satisfaction among the employees.

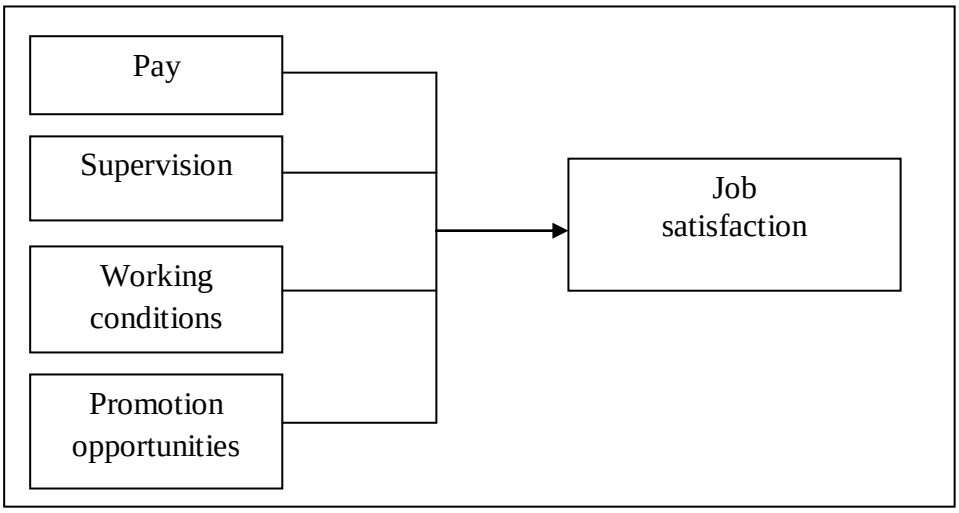
Arnold and Feldman (1996) in Risuki (2011) also argue that the career development in terms of promotions and upgrading could have a positive result on pay (increment), autonomy and supervision, which could affect the job satisfaction level. Then, Yanling (2007) found that low job satisfaction level at five star hotels was due to lack of self-improvement and career development opportunity.

5.3 Modified Model

The modified model below shows the new proposed framework that result from the hypothesis testing. One variable (work itself) have been removed because these variables do not have significant relationship with the job satisfaction.

The other four variables (pay, supervision, working conditions and promotion opportunities) have a significant relationship (positive) with job satisfaction.

Figure 5.1
Modified Model



5.4 Recommendations

This study has focus on few variables to identify the influencing factors for employee job satisfaction in Hotel Taiping Perdana. However the study has also included or analyze some factors that will give the benefit to the employees and organization in terms of identify the potential factors and how to manage and retain their employees. This recommendation has been divided into three main categories that are organization, manager and future research.

5.4.1 For organization (management)

The recommendations put forward basically focus on how management that is the employer can plan an important role to increase job performance among personnel responsible in managing administrative and operation staff in terms to achieve an organization goal, mission and vision. For this, to attract and retain employees with different work and career expectations, Hotel Taiping Perdana have to be more flexible in structuring work and its expectations.

Besides that, providing employees with the opportunity for growth is also a major contributor to satisfaction. Because performing the same job becomes uninteresting, it is important to challenge employees with work that they can bring about but also stretches their abilities.

Management should provide and encourage employees by giving them reward, praise and giving award because from this reward it will motivate them to practice a good behaviour and they will feel satisfied with the organization.

Improving recruitment and retention remain important initiatives for many organizations, and one aspect of these initiatives is developing an environment that supports the needs of employees.

Other than that, management should clearly define a picture of mission, vision and goal of the organization. So that, the employees can get clear information on how to achieve organization's objectives and be motivated to work because they knew what are the requirement and the guideline.

5.4.2 For manager

Based on this study and analysis of factors affecting hotel employee's job satisfaction, this paper makes the following recommendations to hotel managers create favourable work conditions for the organization. Guide the staff to communicate effectively, build a good interpersonal environment within the company and create good work conditions.

Then, the managers should concern about the employees education and training. Hotel employees generally have low levels of education and organizations have to provide the employees with effective education and train them in science and cultural knowledge and also let the employees acquire practical knowledge.

Managers have the best opportunity to integrate motivational theory into the design of work and leadership by adopting leadership styles that improve job satisfaction for employees. Then, managers should regularly hold meetings with employees. Besides recognizing employees' problems and listening to suggestions, the managers can also promote the policies and beliefs of the company.

Moreover, managers should actively learn their employees' situations, encourage them and care about them so that the employees would realize the employer-employee relationship surpassing a mere business trade. Then, regularly hold employee training, job rotation, expanded and enriched jobs to allow employees to learn different affairs and further control the jobs in order to enhance their confidence.

Thus, in order to enhance job performance, managers can offer appropriate job loading and objectives according to different employees' professions, seniority or positions in order to increase employee's job satisfaction and job performance.

In addition, internal job stress reduces employees' job satisfaction. It is suggested that managers should allow employees to join in decision-making and support and care for the physical and mental thinking of their employees, especially those with higher level of educational background.

For lower level employees, managers should learn to communicate better with them. Connection to the company gives staff a better feeling of belonging and worth. Managers should set an example by promoting friendly relationships with the staff so the work environment will become healthier.

Hence, it is important for hotel managers know how their employees feel at work and what they want since employee attitudes towards their jobs could directly affect their performance and indirectly hotel productivity and returns. Job satisfaction, the most commonly researched attitude, seems a key factor affecting the performance of tourist establishments and so it appears to make economic sense to consider whether and how job satisfaction among hotel employees can be improved.

5.4.3 For future research

Third recommendation's aspect is for future research. The relation between others private or local sectors and their satisfaction towards the job need to be focused and studied. For future research, a comparative study between smaller and larger organization in customer service industry should be conducted not only that the research should be expanded to the public and private sectors.

The results explain that although service sector employees tended to think that satisfaction is simple and easy concept but in reality it actually has wide differences between how individual and employees perceived about this.

Future research also might include other variables such as reward and performance towards job satisfaction. Thus, the method of collecting data should not be confined to only questionnaire. It is recommended that interview should be conducted to strengthen the findings.

5.5 Conclusion

In conclusion this research is to identify the relationship between pay, supervision, work itself, working conditions, promotion opportunities and job satisfaction. Job satisfaction is very important element that an organization needed to focus and invest. Without having a good management and future plan or practice the organization will eventually lose their employees.

The findings from this study indicate that if working conditions and have a good supervision tendency for employee to retain is high. The result also showed that pay and promotion opportunities become an important motivating factor for employees to remain in this organization and they feel satisfied with what are the organization have been provided.

For this study, it is possibly because most hotel industry employees have a heavy workload. When in a stressful work place over a long term, they tend to have internal pressure and then quit from the organization. Not only that commonly many employees in hotel industry are unsatisfied with their pay, welfare, promotion and growth. Thus, it is suggested that the hotel industry should re-evaluate the fairness of wages and benefits and further enhance promotion and growth systems in the organization in order to strengthen employee satisfaction.

Besides, the organization also must take action where the organization must concern on the problem face by the employees especially in understanding their work, restructure the work plan and give training to the employees if they feel down and if they don't comfortable with their work.

From the findings generated by this study, it could be concluded that most of the objective from this study was achieved. From the overall results, it was found that the employees realized that the important of job satisfaction in the organization. Then, the findings show that the pay, supervision, working conditions and promotion opportunities were significantly important to help the employees to remain and retain in the organization.

Furthermore, the rationale for the study was simply an observation that some employees seem better adjusted and happier at work and are able to cope well with the demands of the working conditions while others are not.

Another observation is that management seems not to be aware of what motivates their subordinates and to strategically utilize those motivational tools to maintain high levels of job satisfaction, high productivity and morale.

Management should have a positive effect on, and seek to support the happiness of, the firm's employees. Reasons for this are not solely to benefit the employees as companies also stand to gain from employee satisfaction. Through the analysis of hotel employee job satisfaction, we can conclude that most of hotel employees are younger, mostly single and with a low level of education and short years of work experience.

Last but not least, employee satisfaction is critical to the success of any business. A high rate of employee contentedness is directly allied to a lower turnover rate. Thus, keeping employees' satisfied with their careers should be a major priority for every employer. There are numerous reasons why employees can become discouraged with their jobs and resign, including high stress, lack of communication within the company, lack of recognition or limited opportunity for growth. Management should actively seek to improve these factors if they hope to lower their turnover rate.

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APPENDIX

UNIVERSITI UTARA MALAYSIA
KOLEJ PERNIAGAAN

Assalamualaikum w.b.t. dan salam sejahtera,

Saya memohon kerjasama daripada tuan/puan bagi menjayakan kajian ilmiah ini. Tujuan kajian ini adalah untuk mengenalpasti **'Faktor-Faktor Yang Mempengaruhi Kepuasan Bekerja Di Kalangan Pekerja Hotel Taiping Perdana'**.

Oleh itu, saya amat menghargai sekiranya tuan/puan dapat meluangkan masa bagi menjawab soalan-soalan yang disertakan pada muka surat sebelah. Semua maklumat yang diberikan oleh tuan/puan adalah **SULIT** dan hanya digunakan untuk tujuan akademik sahaja.

Saya mengucapkan ribuan terima kasih atas kerjasama dan sokongan yang tuan/puan berikan.

Yang Benar,

ROZIYANA BINTI JAFRI
Sarjana Sains (Pengurusan)
Kolej Perniagaan
Universiti Utara Malaysia
Sintok, Kedah Darul Aman.

SECTION A (DEMOGRAPHIC CHARACTERISTICS)
BAHAGIAN A (MAKLUMAT PERIBADI)

This section will ask you on demographic information please choose (/) the answer that best represents you.
Bahagian ini adalah berkaitan maklumat demografi dan sila tandakan (/) pada jawapan yang mewakili diri anda.

1. **Gender / *Jantina***
   - ☐ Male / *Lelaki*
   - ☐ Female / *Perempuan*

2. **Age / *Umur***
   - ☐ 25 and below / *25 dan ke bawah*
   - ☐ 26-35
   - ☐ 36-45
   - ☐ 46 and above / *46 dan ke atas*

3. **Marital Status / *Status Perkahwinan***
   - ☐ Married / *Berkahwin*
   - ☐ Single / *Bujang*

4. **Academic Level / *Pencapaian Akademik***
   - ☐ SRP/PMR
   - ☐ SPM
   - ☐ STPM
   - ☐ Diploma
   - ☐ Degree / *Ijazah*
   - ☐ Others / *Lain-lain nyatakan* : ___

5. **Monthly Salary / *Pendapatan Bulanan***
   - ☐ RM 499 and below / *RM 499 dan ke bawah*
   - ☐ RM 500-RM 1000
   - ☐ RM 1001-RM 3000
   - ☐ RM 3001 and above / *RM 3001 dan ke atas*

6. **Working Years / *Tempoh Perkhidmatan***
   - ☐ 15 days-1 month / *15 hari-1 bulan*
   - ☐ 2-6 months / *2-6 bulan*
   - ☐ 7 months and above / *7 bulan dan ke atas*

7. **Department / *Jabatan***
   - ☐ Administration / *Pentadbiran*
   - ☐ Front Office
   - ☐ Food & Beverage
   - ☐ House Keeping
   - ☐ Kitchen
   - ☐ Security
   - ☐ Maintenance

8. **Position / *Jawatan***
   - ☐ Manager / *Pengurus*
   - ☐ HOD / *Ketua Jabatan*
   - ☐ Supervisor / *Penyelia*
   - ☐ Others / *Lain-lain nyatakan :* ___

<u>SECTION B</u> (JOB SATISFACTION)
<u>BAHAGIAN B</u> (KEPUASAN BEKERJA)

Please circle your answer on the scale that has been provided.
1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Sila bulatkan jawapan anda pada skala yang di berikan.
1=Amat Tidak Setuju 2=Tidak Setuju 3=Tidak Pasti 4=Setuju 5=Amat Setuju

No	**Statement / *Pernyataan***	**Strongly Disagree / *Amat Tidak Setuju***	**Disagree / *Tidak Setuju***	**Neutral / *Tidak Pasti***	**Agree / *Setuju***	**Strongly Agree / *Amat Setuju***
9	I would like to recommend this hotel as the ideal work unit. *Saya akan mencadangkan hotel ini sebagai tempat yang sesuai untuk bekerja.*	1	2	3	4	5
10	In general, I'm pleased to be a member of this hotel. *Secara amnya, saya gembira menjadi warga kerja di hotel ini.*	1	2	3	4	5
11	I won't leave this hotel in a period of time. *Saya tidak akan meninggalkan hotel dalam tempoh terdekat.*	1	2	3	4	5
12	I believe the management will lead hotel achieving a bigger development. *Saya percaya pihak pengurusan dapat membawa hotel dalam mencapai pembangunan yang lebih besar.*	1	2	3	4	5
13	I think this hotel foster a good and health image in public. *Saya berpendapat hotel ini dapat membawa imej yang baik di kalangan orang ramai.*	1	2	3	4	5

<u>SECTION C</u> (FACTORS INFLUENCING)
<u>BAHAGIAN C</u> (FAKTOR-FAKTOR MEMPENGARUHI)

Please circle your answer on the scale that has been provided.
1=Strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

Sila bulatkan jawapan anda pada skala yang di berikan.
1=Amat Tidak Setuju 2=Tidak Setuju 3=Tidak Pasti 4=Setuju 5=Amat Setuju

(i) Pay / *Bayaran*

No	Statement / *Pernyataan*	Strongly Disagree / *Amat Tidak Setuju*	Disagree / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agree / *Setuju*	Strongly Agree / *Amat Setuju*
14	I am satisfied with my income. *Saya amat berpuas hati dengan pendapatan yang diterima pada setiap bulan.*	1	2	3	4	5
15	For the work I do, the pay is good. *Dengan bebanan kerja yang dilakukan, gaji adalah berpatutan.*	1	2	3	4	5
16	I make pretty good money compared to others in this. *Pendapatan saya sekarang lebih tinggi berbanding dahulu.*	1	2	3	4	5
17	I am satisfied with the benefits offered to me through this job. *Saya berpuas hati dengan kemudahan yang diberikan melalui pekerjaan ini.*	1	2	3	4	5

(ii) Supervision / *Penyeliaan*

No	Statement / *Pernyataan*	Strongly Disagree / *Amat Tidak Setuju*	Disagree / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agree / *Setuju*	Strongly Agree / *Amat Setuju*
18	I feel that I am valued by this hotel. *Saya berasa diri saya bernilai pada hotel ini.*	1	2	3	4	5
19	I am satisfied with the way that this organization is managed. *Saya berpuas hati dengan cara hotel ini diurus.*	1	2	3	4	5

20	I believe that my supervisors care deeply for me. *Saya percaya bahawa penyelia mengambil berat terhadap saya.*	1	2	3	4	5
21	I receive full support from my supervisors. *Saya mendapat sokongan penuh daripada penyelia terhadap pekerjaan ini.*	1	2	3	4	5

(iii) Work Itself / *Kepuasan Dalam Kerja*

No	Statement / *Pernyataan*	Strongly Disagree / *Amat Tidak Setuju*	Disagree / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agree / *Setuju*	Strongly Agree / *Amat Setuju*
22	The present job is the one I'm interested in. *Kerja saya sekarang adalah kerja yang sememangnya saya minati.*	1	2	3	4	5
23	My present job can cultivate my strength and skills. *Kerja saya sekarang boleh meningkatkan kemahiran dan kekuatan saya.*	1	2	3	4	5
24	I'm not satisfied with the working hours and overtime system. *Saya tidak berpuas hati dengan waktu kerja dan sistem kerja lebih masa.*	1	2	3	4	5
25	The duty hotel assigned for me is not right amount. *Tanggungan kerja yang diberikan oleh hotel adalah tidak berpadanan.*	1	2	3	4	5

(iv) Working Conditions / *Keadaan Di Tempat Kerja*

No	Statement / *Pernyataan*	Strongly Disagree / *Amat Tidak Setuju*	Disagree / *Tidak Setuju*	Neutral / *Tidak Pasti*	Agree / *Setuju*	Strongly Agree / *Amat Setuju*
26	I'm feeling comfortable and secure with my working environment. *Saya berasa selesa dan selamat dengan persekitaran tempat kerja saya sekarang.*	1	2	3	4	5

27	I always know where to find the required equipment. *Saya sentiasa tahu di mana tempat untuk saya mendapatkan semua kelengkapan yang diperlukan.*	1	2	3	4	5
28	This hotel has strong sense of cooperative spirit. *Hotel ini mempunyai semangat kerjasama yang tinggi antara satu sama lain.*	1	2	3	4	5
29	The hotel pays close attention to safe management and any work accidents will be dealt with as soon as possible. *Hotel memberikan perhatian berkenaan pengurusan keselamatan dan sebarang kemalangan di tempat kerja akan ditangani dengan secepat mungkin.*	1	2	3	4	5

(v) Promotion Opportunities / *Peluang Kenaikan Pangkat*

No	**Statement / *Pernyataan***	**Strongly Disagree / *Amat Tidak Setuju***	**Disagree / *Tidak Setuju***	**Neutral / *Tidak Pasti***	**Agree / *Setuju***	**Strongly Agree / *Amat Setuju***
30	There are good opportunities for promotion. *Setiap pekerja mempunyai peluang untuk dinaikkan pangkat.*	1	2	3	4	5
31	Promotion depends on employees work performance. *Kenaikan pangkat adalah berdasarkan prestasi pekerja itu sendiri.*	1	2	3	4	5
32	Promotions rules not very clear in hotel. *Peraturan dan syarat-syarat kenaikan pangkat adalah tidak jelas di hotel ini.*	1	2	3	4	5
33	Job performance evaluation done by my leader is fair and based on clear performance standard. *Penilaian prestasi kerja yang dilakukan oleh ketua saya adalah adil dan memenuhi standard.*	1	2	3	4	5

34. In your opinion, which factor that gives high effect towards your job satisfaction.
Please rank the following values according to its effect and don't repeat the same answer.

Mengikut pandangan anda, faktor manakah yang paling memberi kesan pada tahap kepuasaan bekerja anda. Sila nilaikan faktor tersebut mengikut keutamaan dan anda tidak boleh mengulangi jawapan yang sama.

Very High Effect / *Paling Mempengaruhi* ***1 2 3 4 5*** **Very Low Effect /*KurangMempengaruhi***

Range with the scale of 1 to 5
Nilaikan daripada skala 1 hingga 5:

- [ ] Pay / *Bayaran*
- [ ] Supervision / *Penyeliaan*
- [ ] Work Itself / *Kepuasan Dalam Kerja*
- [ ] Working Conditions / *Keadaan Di Tempat Kerja*
- [ ] Promotion Opportunities / *Peluang Kenaikan Pangkat*

Thank you very much for your collaboration
Terima kasih di atas kerjasama anda