

**THE EFFECTS OF HUMAN RESOURCE PRACTICES, SUPERVISOR
SUPPORT AND EMPOWERMENT ON EMPLOYEE MOTIVATION**

By

MUHAMMAD SAMZUL IZZUDDIN BIN SAID

A thesis submitted to the Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia in fulfillment of the requirements for the degree of
Master of Human Resource Management

PERMISSION TO USE

In presenting this project paper in partial fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library makes a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or make other use of materials in this project paper, in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business

Universiti Utara Malaysia

06010 UUM Sintok

Kedah Darul Aman

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comments, factual report, data, figures, illustrations and photographs in this project paper. The author bears full responsibility for checking whether the material submitted is subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership rights claims.

The author declares that this project paper is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this project paper to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date:

Student Signature: _____

ABSTRACT

Employee motivation is the vital contributors to organizational success and continues to sustain the employee morale and employee retention. The main objective of this study is to identify the direct relationship between employee motivation with human resource practices, supervisor support and employee empowerment. The big of four dimensions of human resources practices are recruitment and hiring, training and development, benefit and compensation, and evaluation. To attain the objective, the quantitative method was used and data were collected through questionnaires among operational staff in the hotel industry in Alor Setar, Kedah. A total of 182 questionnaires were distributed and only 125 questionnaires returned which constituted 68.68% response rate and all returned questionnaire is completed. Thus, all questionnaires (68.68%) were coded for analysis. The results revealed that human resource practices dimension of (recruitment and hiring), (training and development) and supervisor support have a relationship with employee motivation. Recruitment and hiring, recruitment and development and supervisor support is scored highest. It showed this variable is influences employee motivation most compared to others variable. However, a great stresses should to be taken by the organization evaluate employee motivation. This will bring a huge impact to employee to perform greatly and satisfied to remain in the company. Employee motivation to remain also could reduce the company budget to new recruitment and training as last employee skill and knowledge.

Keywords: employee motivation, perceived supervisor support, employee empowerment, hospitality industry

ABSTRAK

Motivasi pekerja adalah penyumbang penting kepada kejayaan organisasi dan boleh mengekalkan semangat pekerja dan mengelakkan perbehentian. Objektif utama kajian ini adalah untuk mengenal pasti hubungan secara langsung antara motivasi pekerja dengan amalan sumber manusia, sokongan penyelia dan perkasakaan pekerja. Dimensi amalan sumber manusia terdiri daripada pengambilan dan pengupahan, latihan dan pembangunan, faedah dan pampasan, dan penilaian. Bagi mencapai matlamat tersebut, kaedah kuantitatif telah digunakan dan data dikumpulkan melalui soal selidik di kalangan kakitangan operasi di industri hotel di Alor Setar, Kedah. Sebanyak 182 soal selidik telah diedarkan dan hanya 125 (68.58%) maklum balas yang lengkap dikembalikan. Oleh itu, semua soalan soal selidik (68.68%) telah dikodkan untuk analisis. Keputusan menunjukkan bahawa amalan sumber manusia iaitu pengambilan dan pengupahan, latihan dan pembangunan dan sokongan penyelia mempunyai hubungan dengan motivasi pekerja. Pengambilan dan pengupahan, pengambilan dan pembangunan dan sokongan penyelia menunjukkan jaringan tertinggi yang signifikan. Ia menunjukkan pembolehubah ini adalah motivasi kepada pengaruh pekerja yang paling utama berbanding pembolehubah lain. Walaubagaimanapun, penekanan harus diambil oleh organisasi bagi menilai motivasi pekerja. Ini akan membawa kesan yang besar kepada pekerja untuk melaksanakan tugas dengan baik dan berpuas hati untuk terus kekal di dalam syarikat. Motivasi pekerja dengan pengekalan boleh mengurangkan bajet syarikat untuk membuat pengambilan baru dan melatih pekerja baharu.

Kata kunci: Motivasi pekerja, sokongan penyelia, memperkasakan pekerja, industri perhotelan

ACKNOWLEDGEMENT

First and foremost, I would like take this opportunity to genuinely thank all individuals who have helped me in this effort. Primarily, I would like to thanks to my supervisor Dr. Noraini Binti Othman, who gave his valuable input during my dissertation and also guided. His guidance and support throughout the education has been invaluable in helping me to complete this study and grow as a professional. It was a great pleasure to work under her supervision because her professional expertise and constructive comments had contributed enormously in my academic writing.

It is also a pleasure to offer my appreciation to my family for their endless support and made this project paper possible. I would like to give my special thanks to my lovely mother Che Jam Binti Mat Saleh for having so much faith in me and for her love and support. I also would like to extend my appreciation to my siblings, cousins and all family members for their continuous encouragement.

I would like to thank to my best friends Zainul Dolah, Shahirul Ramli, Mustaffillah Mustaffa and Redzuan Remely for their kindness and moral support. I also would like to offer my regards and blessings to all of those who supported me in any respect during the completion of the research.

Last but not least, the one above of us, the omnipresent Allah S.W.T to giving me strength to continue the journey despite my intention wanting to give up, thank you so much Allah.

TABLE OF CONTENTS

PERMISSION TO USE	III
DISCLAIMER	V
ABSTRACT	IV
ABSTRAK	VI
ACKNOWLEDGEMENT	VII
LIST OF TABLES	XII
LIST OF FIGURE	XIII
CHAPTER 1	1
1.1 Background of Study	1
1.2 Problem Statement	3
1.3 Research Questions	6
1.4 Research Objectives	5
1.5 Significant of study	7
1.6 Definition of Key Term	8
1.7 Organizations of Remaining Chapter	10
CHAPTER 2	11
2.1 Introduction	11
2.2 Employee Motivation	11
2.3 Human resource practices	14
2.4 Perceived Supervisor Support	16
2.5 Employee Empowerment	18
2.6 Underlying Theory	20
2.6.1 Social Exchange Theory	20

2.7 Research Framework	24
2.8 Research Hypothesis	24
2.8.1 Human resource practices and employee motivation	24
2.8.2 Perceived supervisor support and employee motivation	29
2.8.3 Employee empowerment and employee motivation	32
2.9 Conclusion	35
 CHAPTER 3	 36
3.1 Introduction	36
3.2 Research Design	36
3.2.1 Source of Data	36
3.2.2 Population and sampling size	37
3.3 Research Instrument	37
3.3.2 Motivation	39
3.3.3 Human resource practices	38
3.3.4 Perceived supervisor support	38
3.3.5 Employee empowerment	38
3.4 Data Collection and Administration	40
3.5 Data Analysis Technique	40
3.6 Conclusion	40
 CHAPTER 4	 41
4.1 Introduction	41
4.2. Response rate	42
4.3 Respondents profile	42

4.4 Factor Analysis	44
4.4.1 Factor Analysis on Employee Motivation	44
4.4.2 Factor Analysis on Human Resource Practices	45
4.4.3 Factor Analysis on Perceived Supervisor Support	46
4.4.4 Factor Analysis on Employee Empowerment	47
4.5 Reliability Analysis	48
4.6 Descriptive Analysis	50
4.7 Correlation analysis	51
4.8 Regression Analysis between Employee Motivation, Human Resource Practices, Perceived Supervisor Support and Employee Empowerment	52
4.9 Summary of Hypotheses Testing	54
4.10 Conclusion	55
CHAPTER 5	56
5.1 Introduction	56
5.2 Discussion	56
5.2.1 The relationship between Human resources practices and employee motivation	57
5.2.2 The relationship between Supervisor support and employee motivation	59
5.2.3 The relationship between employee empowerment and employee motivation	61
5.3 Implication	62
5.4 Limitation and recommendation of the study	63

5.4 Conclusions	64
REFERENCES	65
APPENDIX A – Data Collection Letter	74
APPENDIX B – Survey Questionnaire	75
APPENDIX C – SPSS Outputs	80

LIST OF TABLE

Table	Title	Page
Table 3.3.1	Summary of measurement	38
Table 4.1	Profile of Respondents	43
Table 4.2	Factor Analysis for Employee Motivation	44
Table 4.3	Factor Analysis for Human Resource Practices	46
Table 4.4	Factor Analysis for Perceived Supervisor Support	47
Table 4.5	Factor Analysis for Employee Empowerment	48
Table 4.6	Summary of Reliability Analysis	49
Table 4.7	Descriptive Statistics of the Dependent and Independent Variables	50
Table 4.8	Correlation Results between Employee Motivation, Human Resource Practices, Perceived Supervisor Support and Employee Empowerment	52
Table 4.9	Regression Results of human resource practices, perceived supervisor support, employee empowerment on employee motivation	53
Table 5.0	Summary of Hypothesis Testing	54

LIST OF FIGURE

Figure	Title	Page
Figure 2.1	Research framework of human resources practices, perceived supervisor support and employee empowerment and employee motivation.	24

CHAPTER 1

INTRODUCTION

1.1 Background of study

Motivation is imperative and become big issues in the hospitality industry. Great intuitive and jobs atisfaction among employees are significant when it concern by the administration. According to Smith (1999) motivation can create a great working condition as well as can diminish issue at work place such absenteeism and worker turnover. "Motivation is a Latin word is mean "To move". Chilembwe (2014) believes that motivation is the process that driven individual towards accomplishing the objective. Additionally, motivations give individual a reason and encourage what they need to accomplish. It helps individuals to push or draw from an awful circumstance, which are negative highlights in their lives. Nowadays, executives are intrigued to think about motivation and how to spur their employees to enhance productivity.

According to Aarabi, Subramaniam and Akeel (2013), motivation is significant issues that encourage improved performance and encouraging employee to accomplish tasks and duties efficiently and effectively. Understand motivation is important to change employee behavior in positive

ways. The manager nowadays always believes in establishing the employee motivation can create a significant effect among them.

Furthermore, Manzoor (2011) argued that the role of motivation in company is vital to obtain competitive advantage and sustainable the company in the long-term that would result to a greater profitability. For the long-term objectives, training and development of the individual deemed to be crucial. Expressing the statement and conception of motivation, especially with Maslow hierarchy of needs, esteem and belongings are considered as indispensable elements within an organization. In a proper empowerment environment with useful approach policy and strategy, the impression of subservience and inferiority in hospitality industry seems to be unlikely and far-fetched to speculate.

Farah, Sze and Fakhrul (2014) stated that employee satisfaction and motivation can be measured when employee feeling great with the organization, for example the right position with the right capacity they have, right training that they received, a great connection with the supervisor and the way to enhance their performance.

In addition, employee turnover rate straightforwardly influenced by employee disappointment and employee performance with human resource practices, perceived supervisor support and employee empowerment. Employees who place in good working condition will stay in the organization. Motivation among hotel staff can enhance job performance and could decrease the expense regards to discovering, preparing or enrollment to new worker (AIBattat, Som & Helalat, 2014).

1.2 Problem statement

Turnover in the hotel industry is seen in disquiet stage ascribed from employees unsatisfied with their work. Centinkaya (2011), stated employees are considered as the most significant asset in any business organization. The key achievement factor for business is no longer money, yet human capital (Chun-Chieh & Hsiao-Ping, 2013). The employees are the person giving quality service and they are vital for guaranteeing accomplishment in customer recognitions and fulfillment. Thus, lack comprehension of one's workers and what can motivate them in their work could decrease the organization achievement (Secara, 2014). According to Maroudas (2008), he stated employee who been unmotivated leaved the company for many reason. In 2012, Ministry of Human Resource stated almost 78,162 vacancies is reported, compare with vacancies in 2010 only about 57,038 for hotel industry (www.mohr.gov.my). This finding showed that lack of motivation among employee is one of main factor to why they leave the hotel industry.

Foong-Ming (2008) stated that the average company loses approximately \$1 million with every 10 managerial and professional employees who leave the organization. Employee motivation is complex and related to many of reason. The benefit of increasing motivation among employee will present high job productivity and employee retention. However, management finds the challenge to evaluate employee desire to ensure employee passionate is same with company objective (Palmer, 2006). In this motivation issues management practices is crucial and have a direct effect on employee turnover. These factors

are the most influential scheduling such as poor manage off-duty employees to work, limited training time, non-competitive pay rate and poor employee communication. The variety practices of management present the quality of employer to improve employee motivation through well preparation and employee performance.

On the other hand several researchers found the association between workers and the boss is a significant factor that influences the employee retention and motivation as supervisors are the “human face” of the organizations (Chen, 2009). Employee’s relationship with a supervisor strongly affects the employee’s opinion about the organization. Supervisor’s support is an essential factor to change the worker’s propensity to quit and create high involvement in job by establishing strong relationship and free interaction with the supervisor. As satisfaction is considered the major element in employee’s decision to quit or to stay in the organization, therefore a good boss will assist the efficient employees to seek satisfaction in their job (Al-Khaled *et, al.*, 2009).

According to Som (2012), service industries become more competitive, the importance of empowerment in service industries is increasingly recognized as a key to catering to more and more demanding customers. Thus the success of empowerment as a managerial practice depends on an appropriate understanding of the culturally based assumptions, values and beliefs held by those who are being motivate on it. In particular, incongruence between empowerment as a management practice and cultural values may be influential

in high power distance nations where subordinates are accustomed to unquestioningly taking orders from their supervisors (Chen *et al.*, 2009).

Therefore, knowing type of motivation is the best answer for minimizing employee left the organization (Baluti & James, 2014).. It is believe that employees left the organization because they feel unsatisfied with work, particularly regarding lack of human resource practices. Hence, the administration ought to mindful how to handle this challenge. Aarabiet. *al.*, (2013) believe that the employee has just a small feeling to work thusly they must be spurred. There are normal and distinctive points in the field of motivation. Therefore, this study attempts to examine the effects of human resource practices, perceived supervisor support and employee empowerment on motivation among hotel employee.

1.3 Research question

Based on the problem statement, the following research questions are developed:

- I) Do human resource practices (recruitment and hiring, training and development, compensation and benefit, and evaluation) have a direct relationship with employee motivation?
- II) Does supervisor support has direct relationship with employee motivation?
- III) Does employee empowerment has direct relationship with employee motivation?

1.4 Research objective

The objectives on this study are:

- I) To examine the direct relationship between human resource practices (recruitment and hiring, training and development, compensation and benefit, and evaluation) and employee motivation.
- II) To determine the direct relationship between supervisor support and employee motivation.
- III) To examine the direct relationship between employee empowerment and employee motivation.

1.5 Significance of the study

This study aims to provide significant contributions in terms of practical aspects on employee motivation. Employee motivation is a significant element to address employee desire to work and how the types of practices could influence them to remain. This study might useful to enrich company to manage, control and to provide solution on how the employee can satisfy and how this overall outcome on motivation affects to the hotels. Especially on employee desire, weaknesses and the strength in every area of motivation. Therefore, in term of scholar, this study might help academicians to get understand the link of employee motivation with the types of practices and get update the findings the service industry.

1.6 Definition of key terms

Based on the purposes of this study, the following definition of the concept will be used along the process of research. The definition of each variable (motivation, human resource practices, perceived supervisor support and employee empowerment) is stated as follow:

Motivation is defined as an important aspect on “one’s desire and feeling which does force and compel somebody to do something” (Freddie & Geogre 2014).

Human resource (HR) practice is defined by Mulej (2014) “implementation of strategies, plan, and program required to attract, motivate, develop, reward and retain the best people to meet organizational goals and operational objective”. Mulej (2014) also define four dimensions in human resource practices and there are:

Recruitment and hiring: “Tendency to addresses issues of labor turnover, recruitment sources, provisions of company programs, competition for labor with other businesses, retention policies and other”.

Training and Development: “Tendency to create a learning environment in the company, training and education is a top priority.”

Benefits and Compensation: “Tendency to concerning pay levels, pay raises, pay structure and benefits.”

Evaluation: “Tendency to clear contain of job analysis, job descriptions, job design, standards, provisions of feedback through performance reviews and training”.

Perceived supervisor support refers to the degree to which an employee sees that his or her manager values their commitments, thinks about their prosperity and assumes a significant part in making a supporting work environment (Chilembwe, 2014)

Employee empowerment defined as “the degree to which employees in a division in autonomous decision and take activities to improve quality of administration for consumer satisfaction” (Kazlauskaite, Buciuniene & Turaukas, 2006)

1.7 Organizations of Remaining Chapter

This study seeks to gather a better understanding of the perceptual antecedents, i.e. motivation, human resource practices, supervisor support and employee empowerment. Therefore, this study is organized in five chapters. Chapter 2 presents the literature review on motivation, human resource practices, perceived supervisor support and employee empowerment. The methodology of the study is highlighted in Chapter 3. Data analyses and finding of the study are explained in Chapter 4. Lastly, Chapter 5 covers the discussions, limitations, recommendation and the conclusions of the study

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The objective of this study is to investigate the relationship between human resource practices, supervisor support, employee empowerment and motivation. This chapter provides conceptualization of employee motivation and literature with respect to the studied variable. Next the theoretical framework is constructed based on the literature review. Finally, hypotheses for this study are presented.

2.2 Employee motivation

Motivation involves the processes of individual 'intensity which means how hard a person's effort is directed toward the goal and persistence that is how long a person can maintain this effort (Baluti, 2014). Therefore, motivation of employees in organization refers to the intensity of their efforts in achieving the organizational goal. Numerous definitions likely exist for the term motivation. Baluti and James (2014) defined motivation as the methodology by which an individual is invigorated act or reacts in a given circumstance. This response can be self-motivated or brought on by external forces. Motivation is the end result of meeting and satisfying those human needs associated with feeling a sense of worth, value and belonging to a neither organization nor department. Beside,

motivation does contribute significantly to performance, however not as specifically the same number of individuals think.

Some researcher defined motivation as “the direction and persistence of action” (Smith, 1999). They expressed that the main impetus of motivation is “towards the satisfaction of certain needs and expectations” (Bonache & Julio 2005). Other researchers refer motivation as “a dynamic, internal state resulting from the independent and joint influences of the continuous interplay between personal, situational, and organizational factors” (Jay Kandampully, 2015). Avery expectations, individual have a certain priority of needs as to what she or he looks for from work. It is generally assumed that individuals value extrinsic as well as intrinsic job rewards. A few workers might emphatically underscore both types of prizes, some may put little esteem on either, and others may underline one type and de-stress the other. Nevertheless, Hashim (2010) agreed both forms of prizes contribute altogether to the levels of employee' motivation to work.

Various researchers have carried out studies to figure out what the employee needs from their employments. Aragón-Correa, Martin-Tapia and Torre-Ruis (2015) attempted to distinguish job-related factors, which a great extent similar to those identified that are viewed as critical in persuading employee. In 1980, employees positioned full appreciation about work done, feeling of being on things, and thoughtful help with individual issues as the main three critical motivator. While a great working condition and tactful discipline as the two minimum essential rousing factors. However, according to Chilembwe, *et. al.*, (2014) new studies stated interesting work, full appreciation of work done,

and feeling of being in on things as the main three imperative motivations, while discipline control and sympathetic help with individual issues had dropped to ninth and tenth slot separately.

Moreover Nasurdin (2014) stated motivational incentives are imperative key because most employees leave their job to another for better pay or greener field. Workers may stay if their aptitudes are completely used and added to the accomplishment of the general objective of the organization. Employee turnover can affect if the companies only focus on monetary incentive to retain and improve employee productivity. Limited work force in some specialized areas such as information, hotel management, supervising and auditing may contribute to worker turnover.

Some researcher takes a slightly more intrinsically oriented stance; with work attributes are assumed a lesser part. Manzoor (2011) referred motivation as an “internal state that induces a person to engage in particular behaviors, and held that motivation may be viewed from two angles”. On the one hand, motivation “encompasses *direction*, where a particular behavior selects from a choice of behaviors, *intensity*, referring to the amount of effort put into a task, and *persistence*, which denotes the person’s continuing engagement in the selected behavior”. Motivation is also concerned with a “desire to achieve a certain goal, which derives from the particular individual’s own needs and desires”(Bonache, 2005). Aarabi, Subramaniam and Akeel (2013) also regarded motivation as “the forces acting on or within a person to initiate and direct behavior”. It clarifies contrasts in force of conduct, and why conduct happens in one circumstance.

The idea of motivation is consequently helpful in capacity to expand general comprehension and expectation of behavior. Babangida, Ibrahim and Abubakar (2014) defined motivation as an “inner wish or urge that originates with an individual, either consciously or unconsciously, to complete a task successfully because it is enjoyable, and not necessarily for what will be received in return”. There are three issues of importance when looking at employee motivation which is human resource practices, perceived supervisor support and employee empowerment.

2.3 Human resource practices

According to Chand *et. al.*, (2014) human resource practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals. Below is the definition of the human resource practices dimension.

Recruitment and hiring is the process of staffing employees in the organization consists of finding, evaluating, and assigning people to work. There are significant and positive link between the extensiveness of recruiting, selection test validation, and the use of formal selection procedures and firm profits. Cooper *et. al.*, (2011) stated, compensation packages must be consistent with profit maximization on the part of firms, but they should also provide workers with the incentives to do as well as possible. Incentive compensation has a positive impact upon organizational performance, lowers employee turnover and increases sales growth.

Training and development is the field concerned with organizational activity aimed at improving productivity and enhancing skills of individuals and groups in the organizational setting. Development refers to formal education, job experiences, relationships, and assessments of personalities and abilities that help employees prepare for the future (Hashim, 2010). Training tends to be more narrowly focused and oriented toward short- term performance concerns, and development, which tends to be oriented more toward broadening an individual's skills for future responsibilities.

Compensation and benefit is a compensation system that organizations offer to the employees play a key role in increasing employee motivation, performance and productivity. Hence, most of the organizations are very much concerned about establishing and maintaining the optimal compensation systems (Najeeb, 2013).

Evaluation is a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers. According to Katou (2007) evaluation is the process of observing and evaluating employees' performance and providing feedback, is a potentially important method for developing an effective workforce. It's also used as mechanism for improving employee performance. This element can be used as an aid in making decisions pertaining to promotion, demotion, retention, transfer, and pay. It is also employed as a developmental guide for training needs assessment and employee feedback.

2.4 Supervisor support

Supervisor support refers to an individual's perception concerning the degree to which an organization values their contributions and cares about their well-being (example. the degree to which the organization is committed to its employees) (Osman, 2007). Employees who perceive high level of support from their organizations tend to feel obligated to the organizations which in turn make them more committed to their organization.

Supervisors also shape employee views of organizational support and its association with work-life conflict. Bonache, (2005) define perceptions of supervisor work-life support as an employee's perception that their supervisor cares about his or her work-life well-being. Supportive supervisor behaviors include emotional support, instrumental support, role modeling behaviors, and creative work-life management. A supervisor engages in emotional support when they listen and show their subordinates they care about their work-life demands. Katou (2007) stated, when supervisors actively demonstrate how to balance their work-life behaviors on the job, they are engaging in the dimension of support, role modeling behaviors.

Creative work-life management takes place when a supervisor rearranges a work day in order to enhance employee effectiveness on the job and off the job. It is important to consider perceived supervisor support as they relate to employee and organizational outcomes. If employees view their supervisor as being unsupportive of their work-life balance, they may not utilize current work-life balance policies because they are fearful that it will make them

look bad in front of their supervisor Chena *et. al.*, (2012). Overall, supervisors play an important role in whether or not employees feel comfortable with balancing their work and life responsibilities.

According to Deog-Ro (2010) the higher level of supervisory support, the negative effects of surface acting on job satisfaction and the negative effects of deep acting on burnout tend to be attenuated, while the positive effects of surface acting on burnout and the positive effects of deep acting on job satisfaction tend to be strengthened. The reason for this is that when receiving a high level of support and encouragement from supervisors, subordinates may be more willing to internalize organizationally desired emotions by persisting in displaying these emotions over time and by not easily giving up the display under difficult conditions.

However, with a lower level of supervisory support, subordinates would not have the intention to experience the desired emotions and may simply choose to display them without internalizing them. Many prior studies have also pointed out the power of support in moderating the vulnerability to stress. For example, Perry (2011) have suggested that when people can approach other individuals, they are better able to handle job stress.

2.5 Employee empowerment

Greenidge (2006) stated that, Empowerment describes working arrangements which engage the empowered at an emotional level. It's also distinguished between concepts of empowerment which are relational and motivational. As a relational concept empowerment is concerned with issues to do with management style and employee participation. As a motivational construct empowerment is individual and personal, it is about discretion, autonomy, power and control. Employee empowerment helps firms to enthuse and enable employees to take responsibility for the service encounter.

Chilembwe stated (2014), empowerment in the workplace is an often-misunderstood concept. Employee empowerment is a term that many managers and organizations think they understand, but few actually do, and even fewer really put into practice. Many managers feel that by empowering employees, they relinquish the responsibility to lead and control the organization.

For an organization to practice and foster employee empowerment, the management must trust and communicate with employees. Employee communication is one of the strongest signs of employee empowerment in an organization (Lashley, 2015). Management must be willing to communicate every aspect of the business to its employees in an open and honest manner. This communication may include elements of the strategic plan, financial performance, key performance indicators and daily-decision making.

Employee empowerment has been described and defined in many ways but is generally accepted as: the process of enabling an employee to think, behave, act, react and control their work in more autonomous ways, as to be in control of one's own destiny (Hashim, 2010). Effective employee empowerment not only has positive implications for employee satisfaction, but also many other organizational facets, such as member service and member retention. Osman (2007) argued, empowering employees leads to organizational encouragement of entrepreneurial traits and prompts employees to make decisions, take action, and foster their belief that they can take control of their own destinies. This belief leads to self-motivation and a sense of independence that is translated into greater loyalty and extra effort for the organization. Empowered employees come to believe that they control their own success through their efforts and hard work, which in turn benefits the success of the entire institution.

However according to Chena *et. al.*, (2012), empowering employees to increase their satisfaction and the organization's performance will require a greater amount of communication than ever thought possible. This will require management to invest in increased amounts of time communicating to employees and allowing for feedback (O'Neill, 2012). In addition, it will require that management honestly evaluate the communication styles and methods that are being used in the institution to ensure the most efficient processes possible.

2.6 Underlying Theory

There are numerous theory of motivation that has been studied by various scholars. However, in this study, social exchange theory (SET) is used to explain the study's framework.

2.6.1 Social Exchange Theory (SET)

A history that flows back to the 1960's with work from Alvin W. Glouner (1960). Basically, when one individual helps out for someone else, there is some desire of a future return. Social Exchange theory examines the effect of exchange on motivation. There are three sorts of exchange connections that individuals see they have with associations: (1) a submitted relationship held together by good commitment, (2) a relationship in the base of requests and commitments, and (3) a relationship in view of disparity, in which an individual imagines that they are accepting less of what they are giving.

According to Manzoor *et. al.*, (2011) job motivation reflects employee' general appraisal of their employment through feelings, practices, and acceptant about their work experience. Motivation with one's employment has hypothetical and pragmatic utility connected to essential occupation results, for example attitudinal, truancy, employee turnover, and employment execution. The social exchange theory (SET) states that when organization takes care of employees, there are social exchange relationships which promise to improve employee performance in a good motivation. Employees feel obliged to repay the organization when they receive socio-emotional and economic resources from

the most of organization. Similarly, when employees are empowered, they dedicate their physical, emotional, and cognitive resources toward high motivational to perform their jobs well.

Human resource practices on the social exchange concept are the highest organizational support and not only meet employees' needs for approval, esteem, and social identity (Bonache, 2005). It also creates expectations that superior performance and extra-role behavior that the employee carries out for the organization will be properly recognized and rewarded. The answer or lack of answer to these needs and expectations tend to affect the level of the employee's motivation. Hsu *et. al.*, (2011) stated, this in turn is likely to affect employee motivation and decisions towards performance, commitment and turnover. Employees' needs and expectations can be met by the use of organizational tools such as HRM practices (Chand, *et. al.*, 2010). Employee motivation strongly affects employee retention within organizations. Moreover, it is highlighted the implications of motivation theories in the development and application of employee retention practices. However, in order to retain employees, it is important that these organizational practices can contribute to the development of organizational support by indicating investment in the employee and recognition for his contributions to the organization which are critical determinant factors in turnover intentions.

Human resources practices have reported a range of reasons and importance of employee motivation. They described the phenomenon of recruitment and compensation as the best HR component (Chen, 2009). It increases the trust of new comers and helps them in understanding the new job,

position and all positive and negative points related to the job. It helps to minimize the micromanagement at each level. According to Mulej, *et al.*, (2014) employee motivations on first hiring have a significant impact on reducing early turnover. Commitment, job satisfaction, perceived fairness, and choice variety are the outcomes from job motivation. Employee exercise high motivational in the exchange-inducing conditions. Human resources practices enhance learning capabilities of employees and at the same time it increases self-motivation to perform.

According to SET employees show engaged motivation behavior when they are given training. James *et al.*, (2014), defined training as positive relation to employee motivation, fulfilling and work related state of mind that is characterized by and absorption. Hence training is related to putting effort in work and being persistence while facing difficulties. Accordingly, it appears that when the organization takes care of employees through the simultaneous implementation of training, employees show more engaged behavior to their work, leading to better performance outcomes in the workplace and high motivational (Aragón-Correa, 2015). In other words, employees receiving various benefits and resources from the organization would be more likely to feel obliged to repay the organization through greater work in turn, display better attitude and behavior. According to strategic human resource perspective, high performance work practices including training influence the organizational and employee motivation. However, Cooper (2011) stated, for better performance employees should be motivated from best training practices. Employee motivation is enhanced through training. This could increase motivation level leads to better

performance through higher engaged between training and motivational behavior of employees.

Good supervision ought to have the capacity to distinguish the ability of their employee, verify they have the assets they have to perform well, regard their feelings and push them to progress. However, Katou *et. al.*, (2007) argued that the manager ought to create connections and give a situation that is helpful for improving. Administration must incorporate and empowering an open dialog with the employee; giving workers on-going criticism in regards to execution; helping employee comprehend the methods of the association, helping employee recognize numerous and sensible alternatives for their vocational development and improvement inside the venture and helping employee importantly assemble. There are advantages when a company considers worker impact (Bonache, 2005). Organizations with employee impact components have higher financial return from their worker assets, and high performance that enhances improving the financial bottom line of the firm.

Employee empowerment in social exchange theory (SET) states that when organization takes care of employees, there are social exchange relationships which promise to improve employee motivation. Chilembwe (2014) argued that employees feel obliged to repay the organization when they receive socio-emotional and economic resources from the organization. Similarly, when employees are empowered as well, they dedicate their physical, emotional and cognitive resources to perform their jobs. Many studies also showed positive relationship between HR practices and employee motivation.

2.7 Research framework

Below is the research framework that has been developed for this study. As discussed earlier, the intention of this research is to examine the relationship of human resource practices, perceived supervisor support, and employee empowerment on employee motivation.

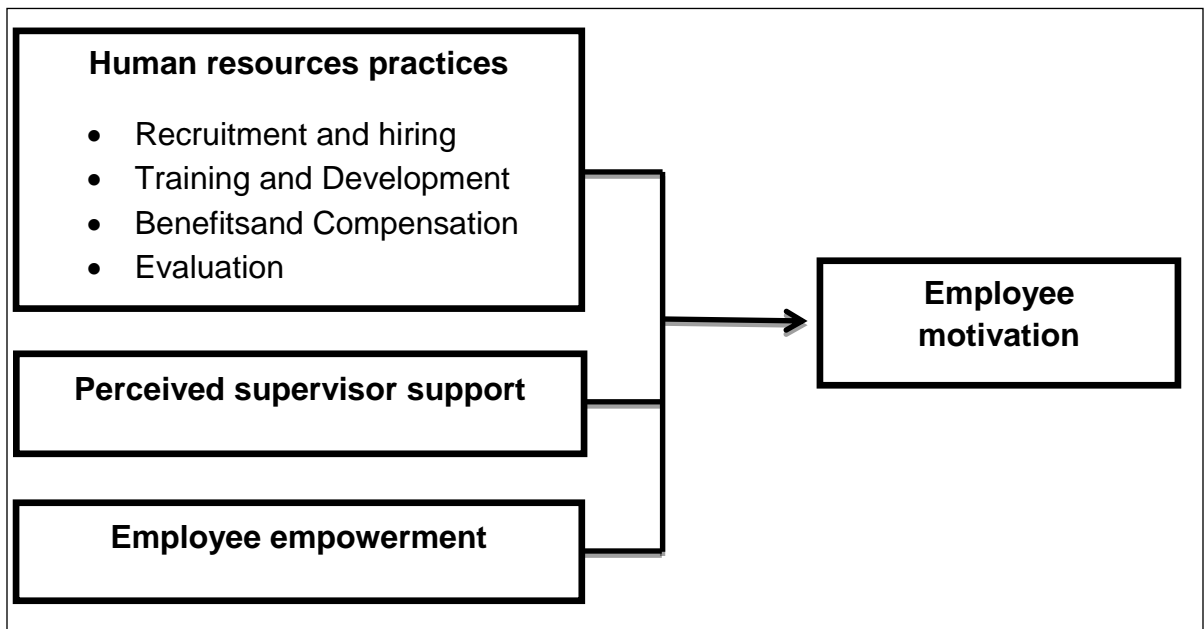


Figure 2.1 : Research Framework

2.8 Research hypothesis

From the research framework, the research hypotheses are developed.

2.8.1 Human resource practices and employee motivation

Greenidge (2006) noted that HR practices directly influence employee motivation and impact the motivations inside an organization from various perspectives. Numerous relationships can be found in the literature. Recruitment, selection and placement are in charge of selecting the privilege persons with fitting capabilities for the empty capacity (Katou, 2007). When people are on the right function, they are satisfied by the motivator the work itself and probably it increases the motivation achievement.

Moreover Wilton (2006), stated recruitment, selection and placement are responsible for the job description, the hygiene factor company policy and administration is affected as well. In addition, internal recruitment increases possibilities for growth and advancement; because this creates possibilities for the employees grow to higher functions or to other functions at the same organizational level, which allows them to learn new skills and competencies Chand (2014).

According to Najeeb (2013) since recruitment, selection and placement impacts the motivators the work itself, growth and advancement and the cleanliness of organization strategy and organization, it will expands employee satisfaction, diminishes disappointment and subsequently their motivation. Staff planning deals determining the extent of the workforce required and the aptitudes and abilities the workforce needs to satisfy the organization's procedure in the

short and the long term. Watson, Maxwell and Farquharson (2006) found recruitment placement and selection should be based on this information. If the forecast on the long term is that an organization needs more technically skilled employer can decide to adapt the training and development program or hire new people who already possess these skills. Similarly with Katou *et. al.*, (2007) in the short term employee can be shifted towards other tasks temporarily; however this is not expected to affect motivation directly. Chand (2010) stated staff planning does not directly influence the needs of the employees but through affecting the HR practices, recruitment, selection, placement and training and development it has a direct influence on employee motivation. Training and development give employees the opportunity to learn additional skills and competencies, related to their function or to a prospective function. This is directly related to a positive influence on employee motivation.

Furthermore, Palmer (2006) points out several opportunities for training and development, like orientation training, class room training, cross-training and on-the-job training. This is similarly founded by Stephen (2010) described a systematic model of learning and training that can be used to develop a training program. This consists to identifying the needs for development, designing the activity for the development, carrying out the development and evaluating the achievement. Then the cycle starts over again and so on. However, Cooper (2011) argued that the objective of this model is to develop a systematic sequence of development activities, instead of non-evaluated training, because systematic training contributes more to the objectives of the organization than

random training and development. Thus, training and development improves employee motivation by having affecting growth and advancement.

Compensation includes salaries and other benefits for the employees that significant to increase motivation. Therefore it immediately affects the factor of salary. Harrah (2004) noted that the ideal compensation supports the strategy of the organization. Aligning compensation with the desired behaviors helps to reach organizational goals and it improves motivation (Cooper *et. al.*, 2011). Pay-for-performance seems appropriate for this, because this relates at least a part of the compensation to employee effort and performance, which improves motivation (Palmer *et al.*, 2006).

Employee evaluation can be a positive force when performance is measured accurately and used effectively. For example this can be done every six months. However, evaluation should not be a onetime event, but it should be done on an ongoing basis (Chand *et, al.*, 2014). Right evaluation increases the knowledge of the managers about the skills and competencies of their employees. This increases training and development opportunities and will result in increased employee motivation. Performance feedback can be used to give feedback to the employees about their progress in their work and how can make further improvements in their performance (Cooper *et. al.*, 2011). It can also be used to reward good employees with extra rewards, financial or nonfinancial; salary often depends partially on performance appraisal, because salary increases are often related to appraisal. With good performance appraisal, employees are given feedback, resulting in recognition for achievement.

Hashim (2010) described that prime function of HR practices is to keep employees motivated towards their work and positively affects employee attitude in way that they work with full zeal and zest for achievement of organizational goals forexample, output maximization and optimum productivity. Najeb (2013) explained that employee performance is dependent on skills, ability, education, experience to perform assigned task and more importantly level of motivation. Palmer *et. al.*, (2006) described that better rewards management and employee recognition programs motivate employees to meet the optimum performance standards. Employees' recognition programs boost up their self-esteem and vigor to work with full potential which is positively influenced organizational performance. Stephen *et, al.*, (2010), viewed that when the employees are motivated then they put their maximum efforts to perform up to the desired level. Organizations used employees' recognition programs and revised compensation package to get their employees more motivated towards work Greenidge (2006). In contemporary competitive environment, motivated workforce has synergized impact on the organizational goals, business objectives, and productivity.

Hence, it is expected that efficient Human resource practices will increase motivation among hotel employees. Accordingly, hyphothesis 1 is postulated :

H1: Human resource practices are positively and significantly related to employee motivation.

H1a: Recruitment and hiring are positively and significantly related to employee motivation.

H1b: Training and development are positively and significantly related to employee motivation.

H1c: Benefit and compensation are positively and significantly related to employee motivation

H1d: Evaluation is positively and significantly related to employee motivation.

2.8.2 Perceived supervisor support and employee motivation

Chena, Sunb, Lamc Hub and Huoa (2012) stated the supervisors can play a vital role in employee motivation. The supervisors are the main leaders on the field; they know the workers inside out and they can help in getting the best work out of the workers. Apart from the financial motivation the supervisor can help in setting the objective of the employee, encouraging the employee on a job well done, create an environment of friendship with mutual respect so that the workers would not feel tentative to ask questions. Simple techniques like calling the employee by their name, or wishing them on their birthdays, or embracing on a good job can do wonders as far as motivation is concerned.

The role of the supervisors/managers is very important in the workplace. Najeeb *et. al.*, (2013) defines the type of role that supervisory support can play in the motivation of frontline employees. The manager needs to keep track of the performance of all members of his team, not only to help himself but also his staff. People like to know how they are performing. Keep the workers informed of their achievements and do offer positive healthy analysis of their contribution to achieving common motivation goal of the team. Tae-Yeol, Hon, and Deog-Ro, *et.*

al., (2010) explains that unless the manager keeps track of the activities of his team he won't be able to provide this feedback so necessary for keeping the staff motivated. Immediate supervisors and managers need to display the interpersonal skills required to engage employees, enhance their self-confidence and keep motivate. This includes providing positive encouragement for a job well done.

However, O'Neill (2012) argued, that a survey of thousands of workers around the world compared rankings by supervisors and employees on employee motivating factors. One benefit of positive criticism is that it helps the employees to grow, motivate and being critical to find flaws but helping them improve. Furthermore, Andrew, Deirdre, and Jiaolan (2006) stated supervisor have to constantly keep looking for ways to boost the motivational levels of employee to working in a manner and enabling them to recognize the efforts being put by the organization to help them grow. While appreciating the positive contribution of employees is important, it is equally important to have constructive criticism of their contribution enabling them to improve and increase employee motivation upon their performance and to stay.

There are many aspects to employee motivation but the manager has to remain innovative in finding what best works to motivate employee. Tae-Yeol *et al.*, (2010) stated, it's not unusual for some of the adopted measures to fail in bringing the desired level of motivation. Having learnt the ways of keeping his team inspired is one aspect and certainly an important one, but an equally important aspect is how to implements these for the motivation benefits of

different members on team. Furthermore, O'Neill *et, al.*, (2012) stated supervisors should work individually with each of their employees to find out what motivates employee and develop a plan towards implementing those motivations. By allowing the employee to describe their own personal goals and incentives the supervisor has the opportunity to tie employee to performance and supervisor's expectation of a successful employee. Engaging employees in the performance management process can be an effective motivational tool.

The supervisor support is designed to be a working document that allows for appropriate collaboration between the employee and supervisor in developing goals, encouraging communication and dialogue during the coaching and evaluation aspects of motivation (Osman *et, al.*, 2007). While collaboration is not a required element of developing a performance plan, allowing an employee to develop or have input on one or more of their goals can send a strong message to the employee that their supervisor is supportive of their professional growth and development and genuinely interested in their success.

Moreover, Lashley (2015) stated employees who are engaged in the process of developing their own goals often challenge and hold themselves accountable to attain greater success, sometimes even more than a supervisor would when unilaterally developing a plan. Allowing input on and incorporating goals that encourage employees to develop professionally in areas for which they are most interested or passionate is one of the best ways to attract, develop, motivate and retain outstanding employees. Andrew *et, al.*, (2006) stated this can be accomplished through incorporating goals in a performance plan that will

expand their knowledge of current job duties or encourage them to develop new skills, often through training and the application of that training in the workplace.

From the above discussion, it is proposed perceived supervisor support will be positively associated with employee motivation. Thus, the following hypothesis is formulated:

H2: Perceived supervisor support is positively and significantly related to employee motivation

2.8.3 Employee empowerment and employee motivation

According to Karatepe, Yavas and Babakus (2007), employees' perception of the goals, standards and political principles of their firms were positively and significantly related to employee motivation. Empowerment results in motivating employees that leads to constant expansion and organizational growth. According to Lashley *et. al.*, (2015) empowerment is a process of enhancing feelings of self- efficacy among organizational members through the determination of conditions that foster powerlessness and through their removal by organizational adjustments. Hashim *et. al.*, (2010) stated, relational construct based on superior-subordinate authority sharing and a motivational construct that satisfies an individual's desire for self-determination and self-efficacy. It is from these definitions that empowerment is closely linked to motivation.

Smith (1999) argues that, if supervisor treat employee as responsible and self-motivated then they will act in a reasonable and motivated manner. In

addition, motivation recognizes that in the process of motivation the extent to which the individual feels they can realistically achieve the target will have an influence on whether they are motivated even to try. To tie employee empowerment and motivation, Kazlauskaitė, *et. al.*, (2006) underlines the way in which individuals are motivated to seek and may achieve satisfaction through their jobs. For example identifies how opportunities for achievement, recognition, responsibility, autonomy, challenging tasks and opportunities for development may all be motivational.

Antonis, Peter and Celeste (2007) also identify the importance of self-esteem in motivating employees. Nwosu (2014) described self-esteem as a general feeling of self-worth. Greenidge *et. al.*, (2006) stated that individuals who have a high self-worth or esteem will have a higher level of employee motivation through their empowerment. O'Neill *et. al.*, (2012) believed that through self-esteem, employees view themselves as valued contributors to the organization with skills and knowledge worth contributing. Thus, the accumulation and application of knowledge is integral to the empowerment of an employee, which is positively related to employee motivation. Baluti *et. al.*, (2014) stated that employees must have self-esteem and to be motivated to participate in employee empowerment.

Descriptions offered by Chand *et. al.*, (2010) regarding intrinsically motivated people is consistent with descriptions of empowered employees. Aarabi *et. al.*, (2013) believed when individuals were intrinsically motivated, they are more sensitive to the quality of their work. They further believed that intrinsic

motivation had deeper meaning to the individual; therefore it was more likely to be sustained through time. Smith *et. al.*, (1999) stated that when these components are viewed as whole, motivation should be greater when employees perceive relationship between effort and performance, perceive relationship between performance and outcome and have a perceived value regarding the outcome. Empowerment is associated with intrinsic motivation, and while it is included as an aspect of empowerment, it goes beyond self-efficacy.

Karatepe *et. al.*, (2007) suggested that empowerment is a motivational construct rather than a leader–member relational construct, criticizing the literature which described empowerment as authority delegation or participative management techniques. They defined empowerment as intrinsic task motivation manifested in four cognitive dimensions reflecting an employee's orientation to his/her work role. The four cognitive dimensions called are 'task assessments' are meaningfulness, competence, choice and impact (Chand *et. al.*, 2010). The psychological state of being motivated is emphasized here. As aforementioned, the job content affects greatly how an employee feels about the job and affects his or her motivation. Furthermore, Mulej, *et. al.*, (2014) stated motivation comes from employees' feeling of accomplishment or job content rather than from environmental factors or job context. Motivators encourage an employee to strive to do his best. Job enrichment can be used to meet higher level needs. To enrich a job, a supervisor can introduce new or more difficult tasks, assign individuals specialized tasks that enable them to become experts or grant additional authority to employees.

It can be concluded that employee who possess empowerment in doing their jobs will have high motivation. Hence, the following hypothesis 3 is forwarded:

H3: Employee empowerment is positively and significantly related to employee motivation

2.9 Conclusion

This chapter presents the reviews of literature that focuses on the relationship between human resource practices, perceived supervisor support, and employee empowerment on toward employee motivation. Based on the literature review, the research framework is proposed. The following chapter describes in detail the procedures and the methodology for data collection and analysis of this study.

CHAPTER 3

METHODOLOGY

3.1 Introduction

This chapter presents the methodological aspects that used in conducting the study such procedure and method. Population definition, sample size, sampling technique, data collection method, measures used in questionnaire design and data analyzed used for the study.

3.2 Research Design

Under the research design, the methods and procedures for getting and analyzing the required information will be discussed. The component of a research design includes the type of study, unit analysis, sources of data and population and sample.

3.2.1. Sources of data

The study adopted cross-sectional survey design in nature and all data was collected at a point in time covering of the two week period from 29 Mac 2015 to 8 April 2015 through a researcher administration questionnaire.

3.2.2 Population and sample size.

An individual unit of analysis employed in the data collection from targeted population who are from operational staff (file and rank staff) at the chosen four star hotels in Alor Setar. The participant hotels were Holiday Villa Hotel, The Regency Hotel and TH Hotel and Convention Centre. The population is limited to only hotel in Alor Setar due to time and budget constrain. Respondent were selected from every department, including frontline, food and beverage, housekeeping, security, maintenance, account and sale. Appropriate sampling size adapted from Sekaran and Bougie (2009) is to allow the finding to be generalized to the population, therefore only 182 respondents were selected from total of 381 employees. Self-administered questionnaires, “drop off” and “pick up” is conducted and after two week distributed, only 125 questionnaires were returned, yielding a response rate of 68.68%.

3.3 Research Instrument.

In this study, employee motivation is the dependent variable while human resource practices, perceived supervisor support, and employee empowerment are the independent variables. The questionnaire is adapted to capture all the information required for the purpose of this research and written in English. Respondents need to circle the relevant answers by using five Likert Scale (1 = strongly disagree, 5 = strongly agree). The questionnaire is divided into four sections: Section A comprised of questions related to the background information of the respondents such as gender, age, work status, job position, length of

service in hotel industry and length of service in current hotel. Section B comprises of questions related to employee motivation. Section C comprised of questions related to human resource practices covering by four dimensions such recruitment and hiring, training and development, benefit and compensation and last is about evaluation. Section D comprised of questions related to perceived supervisor support and section E comprised of question related to employee empowerment. Cronbach's alpha above than 0.60 is considered reliable to use (Schindler, 2011). The summary of the measures adapted in this study are shown in Table 3.3.1

Table 3.3.1.

Summary of measurement

Constructs	No of items	Source of scale from	Cronbach's alpha
Motivation	5	Chun-Fang (2006)	0.842
Human resource practices		Martin (2011)	0.866
Recruitment and hiring	3		0.682
Training and development	3		0.825
Benefit and compensation	3		0.711
Evaluation	3		0.775
Perceived supervisor support	12	Drenth (2009)	0.960
Employee empowerment	5	Babakus (2007)	0.727

3.3.2 Motivation

A scale developed by Chun-Fang (2006) which included 5 items was used in this study. Cronbach's alpha for this scale was 0.842.

3.3.3 Human resource practices

In this study, a scale constructed by Martin (2011) which consisted of four dimension was used. The four dimensions are recruitment and hiring (3 items), training and development (3 items), benefit and compensation (3 items), and evaluation (3 items). The cronbach's alpha reliability coefficients are 0.682, 0.825, 0.711 and 0.775, respectively.

3.3.4 Perceived supervisor support

The 12 items scale were derived from Drenth (2009) and the cronbach's alpha for this instrument was 0.960.

3.3.5 Employee empowerment

A 5 items scale by Babakus (2007) was utilized to assess. The crobnach's alpha for this scale was 0.727.

3.4 Data collection and administration

Data gathering is conducted once over a period of at least two weeks from 29 Mac 2015 to 8 April 2015. A brief discussion is conducted with all personal contacts on the content of the questionnaires and method of answering before actual distribution to the respondents. This is important to ensure that they fully understand the requirements and able to assist the respondents if necessary. The questionnaire is typed in English version only. Manager distributed the

questionnaires to respondents within their respective company's and collected after completed responses.

3.5 Data analysis technique

The quantitative data were entered into a computer following the Statistical Package for Social Sciences (SPSS) 20.0. The result will be summarized using descriptive statistics (frequency, percentage and mean). Factor analysis has performed to determine the construct validity of the measures use in this study. Pearson correlation analysis were used to assess the relationship between two variables. Regression analysis also carried out to establish which of the predictor variables had the highest influence on the dependent variable.

3.6 Conclusion

This chapter discussed the methodology of this research, which includes research design, population and sampling design, data collection procedures, measurement and data analysis technique. The next chapter will discuss the findings of the study.

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter covers the results of data analysis. The research focuses on the relationships between independent variables of human resource practices (recruitment and hiring, training and development, benefit and compensation and last evaluation), perceived supervisor support and employee empowerment on the dependent variable which is employee motivation.

This chapter consists of three main sections. In the first section, the respondents profiles are presented based on their demographic characteristics of gender, age, position, work status, length of service in the hospitality industry and length of service in current hotel. In the second section, the instrument is tested in its validity and reliability using factor analysis (FA), correlation, and reliability analysis. In the third section, Regression is used to analyze the relationships between independent variables (human resource practices, perceived supervisor support and employee empowerment) and dependent variable (employee motivation).

4.2 Response rate

A number of 182 questionnaires were distributed to the four star hotel in Alor Setar, namely of Holiday Villa Hotel, Regency Hotel and Tabung Haji and Convention Centre Hotel. A total of 125 questionnaires were returned, yielding a respond rate of 68.68%. Out of these 125 questionnaires all were completed, thus 125 return questionnaires (68.69%) were coded and used for further analyses. The response rate was standard and acceptable level of quantitative study. The response rate of 68.68% was higher than the standard 20% acceptable response rates for quantitative studies (Schindler, 2011).

4.3 Respondent's profile

The respondent's demographic characteristics are shown in Table 4.1. The frequency analysis revealed that 79 (63.2%) respondents were male, and 46 were female (36.8%). The majority of the respondents were between the age of 18 and the 28 years old (45.6%) and 36 of them is positioned from others, such as maintenance, security, kitchen, sale and finance (28.8 %). Most of the 120 respondents were full time work status (96.0%).

In terms of the length of service in hospitality industry, 43 respondents (34.4%) had less than 1 years' work experience. Most of the respondents (40.8%) had 1 to 3 years length of services in current hotel.

Table 4.1

Profile of Respondents

Demographic	Characteristic	Frequency	Percentage (%)
Gender	Male	79	63.2
	Female	46	36.8
Age	18 - 28	57	45.6
	29 - 39	45	36.0
	40 - 50	20	16.0
	Over 50	3	2.4
Position	Housekeeping	33	26.4
	Food and beverage	34	27.2
	Front office	22	17.6
	Others	36	28.8
Work status	Full time	120	96.0
	Part time	5	4.0
Length of service in hospitality industry	Less than 1 year	43	34.4
	1 - 3 years	39	31.2
	3 - 6 years	21	16.8
	More than 6 years	22	17.6
Length of service in current hotel	Less than 1 year	42	33.6
	1 - 3 years	51	40.8
	3 - 6 years	13	10.4
	More than 6 years	19	15.2

4.4 Factor analysis

The exploratory factor analysis is used to measure the content validity that is to what extent can the measurement represent the content aspect measured, and will confirm whether or not the theorized dimensions emerge. If a measurement accurately reflects the true value of the variable, the value of correlation will be high and the research will have high validity (Sekaran & Bougie 2009).

4.4.1 Factor Analysis on Employee Motivation

There are 5 items for employee motivation. The data were run for factor analysis and result showed that all items fall into one factor (uni dimensional) as in Table 4.5. All the items were named as employee motivation. All the items were accepted and related to respondent. The range is between 0.778 to 0.853 for this factor.

Table 4.2

Factor Analysis for Employee Motivation

Items	Factor 1
Employee motivation 1	0.778
Employee motivation 2	0.853
Employee motivation 3	0.874
Employee motivation 4	0.839
Employee motivation 5	0.848

4.4.2 Factor Analysis on Human Resource Practices

There were 12 items for the human resource practices which consist of 3 items for each dimension. The results with varimax rotation shown that 1 item had low factor loading i.e. cross-loading. Therefore, the item was excluded from further analysis due to the low factor loading or high cross loading. Table 4.2 presents the results of the factor analysis on human resource practices.

As shown in Table 4.2, four (4) factors 1 were used to measure recruitment and hiring. Factors loading for this item range from 0.751 to 0.849. Out of three (3), these 2 items represent job interview and actual requirement was accepted and 1 item from job employment were eliminated from the subsequent analysis because of the cross loading. Table 4.2 also exhibits that Factor 2 is represented by 3 items names as training and benefit. Factor loading of the items ranged from 0.785 to 0.824. Further, this factor tapped respondent who were receiving a right training and all items was related. The third factor represented by 3 items and was labeled as benefit and compensation and all these 3 items was related to the fairly compensated, fringe benefit provided and work life balance of the respondent. The total variance and factor loading of items ranged from 0.686 to 0.786. The last factor, Factor 4 consisted of 3 items with the factor loadings for items ranged 0.693 to 0.850. The 3 items indicated the characteristics of respondent who were successes are recognized, meaningful feedback and clear of promotion requirement. All of items were accepted and related to respondent. Factor 4 was named as Evaluation.

Table 4.3

Factor Analysis for Human Resource Practices

Items	Factor 1	Factor 2	Factor 3	Factor 4
Recruitment and hiring 1	0.751			
Recruitment and hiring 2	0.849			
Training and development 1		0.824		
Training and development 2		0.822		
Training and development 3		0.785		
Benefit and compensation 1			0.686	
Benefit and compensation 2			0.759	
Benefit and compensation 3			0.786	
Evaluation 1				0.850
Evaluation 2				0.693
Evaluation 3				0.823

4.4.3 Factor Analysis on Perceived Supervisor Support

There are 12 items for supervisor support. The data were run for factor analysis, but the result showed that all items fall into one factor (uni dimensional) as in Table 4.3. All the items were named as supervisor support. All the items were accepted and related to respondent. The range is 0.751 to 0.881.

Table 4.4

Factor Analysis for Perceived Supervisor Support

Items	Factor 1
Supervisor support 1	0.751
Supervisor support 2	0.809
Supervisor support 3	0.867
Supervisor support 4	0.853
Supervisor support 5	0.820
Supervisor support 6	0.779
Supervisor support 7	0.828
Supervisor support 8	0.754
Supervisor support 9	0.818
Supervisor support 10	0.881
Supervisor support 11	0.835
Supervisor support 12	0.850

4.4.4 Factor Analysis on Employee Empowerment

There are 5 items for employee empowerment. The data was run for factor analysis and result showed that all items fall into one factor (uni dimensional) as in Table 4.4. All the items were named as employee empowerment. All the items were accepted and related to respondent. The range is 0.651 to 0.830.

Table 4.5

Factor Analysis for Employee Empowerment

Items	Factor 1
Employee empowerment 1	0.830
Employee empowerment 2	0.797
Employee empowerment 3	0.651
Employee empowerment 4	0.797
Employee empowerment 5	0.824

4.5 Reliability Analysis

The reliability results were being established by testing both consistency and stability. Cronbach's alpha is a reliability coefficient that indicates how well the items in a set are positively correlated each other's (Schindler *et. al.*, 2011). It is meant to determine the internal consistency of the instruments being used in the study. The closer the Cronbach's alpha is to 1, the higher the internal consistency reliability. Table 4.6 shows the Cronbach's alpha values for the variables. Coefficient alpha of less than .60 is considered weak, range of .70 considered moderate and more than .80 is considered good (Sekaran & Bougie *et. al.*, 2009). In summary, the findings showed that instruments used to measure each variable fall into the three categories. Each of the variable carried Cronbach's alphas of more than .60. Supervisor support has the higher Cronbach's alpha of 0.955 indicated the instrument to be most reliable amongst all the variables. The summary of reliability analysis is shown in Table 4.6.

Table 4.6

Summary of Reliability Analysis

Variables and dimension	No.of items	Cronbach's Alpha
INDEPENDENT VARIABLES		
Human resource practices	11	0.898
Recruitment and hiring	3	0.851
Training and development	3	0.860
Benefit and compensation	3	0.784
Evaluation	3	0.866
Perceived supervisor support	12	0.955
Employee empowerment	5	0.831
DEPENDENT VARIABLE		
Employee motivation	5	0.891

4.6 Descriptive statistics

Descriptive statistics, which include the mean and standard deviation for the dependent and independent variables attained, are presented in Table 4.7.

Table 4.7

Descriptive Statistics of the Dependent and Independent Variables.

Variable	Mean	Standard Deviation
Employee motivation	4.11	0.66
Recruitment and hiring	3.96	0.67
Training and development	3.89	0.64
Benefit and compensation	3.69	0.65
Evaluation	3.75	0.71
Perceived supervisor support	3.63	0.70
Employee empowerment	3.63	0.57

All the variables are evaluated based on a 5-point scale. The result showed the mean and standard deviation on employee motivation (4.11, 0.66), recruitment and hiring (3.96, 0.67), training and development (3.89, 0.64), benefit and compensation (3.69, 0.65), evaluation (3.75, 0.71), perceived supervisor support (3.63, 0.70) and employee empowerment (3.63, 0.57).

4.7 Correlation analysis

Pearson Correlation was carried out to examine the relationship between two variables in a linear fashion. In general, for social science, correlation coefficients of 0.10, 0.30, and 0.50 regardless of sign, are indicated as low, medium, and large coefficient respectively. Table 4.8 provided the intercorrelations of the study variables. As shown in Table 4.8, out of 21 correlations, 19 of the intercorrelations were statistically significant. Motivation was found to have significant correlation with all dimensions of human resource practices, ranging from $r = .283$ ($p < .01$) to $r = .626$ ($p < .01$). The correlation coefficient between motivation and perceived support was also significant ($r = .506$, $p < .01$). However, motivation was found to have no significant correlation with employee empowerment.

Table 4.8

Correlation result between Employee Motivation, Human Resource Practices, Perceived Supervisor Support and Employee Empowerment

	1	2	3	4	5	6	7
Employee motivation	1						
Recruitment and hiring	.604**	1					
Training and development	.626**	.576**	1				
Benefit and compensation	.283**	.357**	.469**	1			
Evaluation	.423**	.533**	.529**	.596**	1		
Perceived supervisor support	.506**	.498**	.536**	.520**	.566**	1	
Employee empowerment	.082	.246**	.184*	.262**	.091	.268**	1

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

* Correlation is significant at the 0.05 level (2-tailed)

4.8 Regression Analysis between Employee Motivation, Human Resource Practices, Perceived Supervisor Support and Employee Empowerment.

From Table 4.9, all the six model variable explained 51.5% (R Square = .515, F = 20.90, $p < .01$). Of the four dimensions of, only human resource practices, recruitment and hiring ($\beta = .345$, $p < .01$) and training and development ($\beta = .386$, $p < .01$) were significantly and positively related to employee motivation. Meanwhile, benefit and compensation and evaluation had an insignificant relationship with employee motivation. Hence, hypothesis 1 was partially

supported. Perceived supervisor support was significantly and positively related to employee motivation. ($\beta = .217$, $p = .05$). Therefore, hypothesis 2 was supported. The findings showed that training and development was the most important variable in predicting the hotel employees' motivation. Meanwhile, employee empowerment had an insignificant relationship with employee motivation. Thus hypothesis 3 was not supported.

Table 4.9

Regression result of human resource practices, perceived supervisor support, employee empowerment on employee motivation

	Standard Coefficientsbeta	Sig.
(Constant)		0.01
Recruitment and hiring	.345**	.000
Training and development	.386**	.000
Benefit and compensation	- 0.93	.281
Evaluation	- 0.23	.808
Perceived supervisor Support	.217**	.014
Employee empowerment	- .105	.132

Dependent Variable: Employee Motivation

R Square = 0.515

F = 20.90

*p < 0.05

** p < 0.01

4.9 Summary of Hypotheses Testing

Table 5.0 summarized the hypotheses testing between the independent variables (human resources practices, supervisor support and employee empowerment) and dependent variables (employee motivation).

Table 5.0

Summary of hypothesis testing

Hypotheses		Result
H1:	Human resource practices are positively related to employee motivation.	Partially Supported
H1a:	Recruitment and hiring are positively related to employee motivation.	Supported
H1b:	Training and development are positively related to employee motivation.	Supported
H1c:	Benefit and compensation are positively related to employee motivation	Not Supported
H1d:	Evaluation is positively related to employee motivation	Not Supported
H2:	Perceived supervisor support is positively related to employee motivation	Supported
H3:	Employee empowerment is positively related to employee motivation	Not Supported

4.10 Conclusion

The results have shown that all the three hypotheses that have been tested, one hypothesis was partially supported, one hypothesis was supported and one hypothesis was not supported. The next chapter will review and discuss several implications of the result.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

In this chapter the findings from the analysis were presented and discussed, suggestion, limitations of the study are also included in this chapter. The chapter ends with conclusions.

5.2 Discussion

This study aimed at examining the relationship between three independent variables of human resource practices, namely recruitment and hiring, training and development, benefit and compensation, and evaluation in four star hotels in Alor Setar namely Holiday Villa Hotel, Regency Hotel, and Tabung Haji and Convention Centre Hotel. The main objective of this study was to investigate the effect of human resource practices, supervisor support and employee empowerment on motivation. Three research questions were proposed to attain the main objective of the study:

- I) To identify the direct relationship between human resource practices (recruitment and hiring, training and development, compensation and benefit, and evaluation) and employee motivation.
- II) To identify the direct relationship between supervisor support and employee motivation.

- III) To identify the direct relationship between employee empowerment and employee motivation.

the finding of this study indicated that, human resource practices dimensions with regards to recruitment and hiring, training and development and supervisor support is are significantly and positively related to employee motivation. On the other hand, employee empowerment has an insignificantly relationship with employee motivation. Therefore, the findings show that one hypothesis (H2) is supported, one hypothesis (H1) is partially supported, and one hypothesis (H3) is not supported.

5.2.1 The relationship between human resources practices and employee motivation.

The primary objective of this study is to examine the direct relationship between human resources practices and employee motivation dimensions (recruitment and hiring, training and development, benefit and compensation, and evaluation) and employee motivation. Based on the finding shown in Table 4.8, the dimensions of human resource practices (recruitment and hiring, and training and development) have a positive and significant relationship with employee motivation. Thus the human resource practices showed significant even not all dimensions are supported.

This align with previous findings that most of human resource practice influences by recruitment and hiring can increase employee motivation to

perform in their job (Chand *et. al.*,2014). Recruitment and hiring at the first and during on a job is strongly linkages to motivation of employees. This is because when employees understand what are the requirements needed, they can perform well and give what are the job required. In this study, the recruitment and hiring factor indicate a high factor loading and scored the highest factor loading. Also, it is noted that this factor obtained the highest Cronbach's a coefficient between the factors. This factor also shows a high significant correlation.

Training and development are straightforwardly related with employee motivation. Finding from Hashim (2010), demonstrated that training may help associations to hold their representatives and training also may give chances to employees to remain their current jobs. The finding of this study does increase the beneficial outcome of training on employee motivation. Training and development like wise absolutely identified with employee motivation and infers that employees would have better positions, better pay rates, or better workplaces. Moreover, employee in high motivation in growth opportunity can have chances to develop and demonstrate their potential, which should lead them to better fit their jobs and the organization (Bergiel, Nguyen, Cleydney and Taylor 2009). Thus, employees would be more embedded in their job and less likely motivates to leave when there is an abundance of growth opportunities.

Benefit and compensation had insignificantly related to employee motivation. On the finding, this dimension is not positively linked to employee motivation among hotel employee. All this maybe among the employee is more focus and want the different thing to motivate them such as training, development, supervision or other. However, previous literature stated that

compensation with the desired behaviors helps to reach organizational goals and it improves motivation (Cooper *et. al.*, 2011) and the immediate effect to increase employee motivation.

Dimension of human resource practices with regard to evaluation was found insignificant to employee motivation. Even almost 120 were full-time worker, they don't find evaluation into their job practice suit and perform well to motivate them. However, Watson, Maxwell and Farquharson, (2006) stated, evaluation is vital to employee knows what are they not achieve and which part they must give concern. Management must manage well this practice to ensure employee get inform and make an adjustment to enhance the job productivity. The evaluation purpose to measure employee achievement but it's also to evaluate and prepare what the training that employee need. Employee will gain motivation if company concern to improve their job.

5.2.2 The relationship between supervisor support and employee motivation.

The second objective of this study is to examine the direct relationship between supervisor support and employee motivation. Based on the finding shown in Table 4.8, the variable has a significant relationship with employee motivation. This is align with study by Abdulkarim, Musaed, and Abdulla, (2009) and Hui (2001) that supervisor support can easily enhance employee motivation to prepare training activity. The researcher stated, employee enhance motivation when supervisor support cooperation in training, advancement, and information

securing and give acknowledgment to employees. Supervisor also about the conceivable use of new learning, contribution and recognition with the training substance and the supervisor's positive feedback as the most critical context oriented components impact representative motivation to learn (Hsu, 2011). An employee found this solution from supervisor could adjust their level of satisfaction and transfer their learning to perform the job better. On the other hand employee who get a right and good supervision is easily adapted their learning process and in high motivation to achieve company objective.

However, most of the respondents are equal believe that their supervisor has help them very much in their job. Beside they found supervisor support not only helps them into a job, but they also have a close relationship and it easily to spread the job information and learning. This consistent with the findings by Amin (2014) indicated that increase the commitment and reduce the unmotivated employees could ensure the retention. However, Choi, Cheong and Feinberg, (2012) stated such provision should be tailored to the needs of the individual employee otherwise employee motivation to performance and retention is difficult to improve.

5.2.3 The relationship between employee empowerment and employee motivation.

The third objective of this study is to examine the direct relationship between employee empowerment and employee motivation. Based on the finding shown in Table 4.8, employee empowerment had insignificant relationship with employee motivation. It is because employee empowerment is well motivated and affected those employees working at some position such front office, sale, and food and beverage. They are the person directly dealing with customers and need autonomy to make an immediate decision. Employee from department such as kitchen, housekeeping, security and finance are required to refer to their manager and get permission before make any decision relating to their jobs.

However, employee who have autonomy in doing their jobs could display high commitment and motivation, and this will leads to decrease in supervision. This is aligned with finding from Greasley *et. al.*, (2005) clarified that empowered employees will respond to client needs as they emerge, they will react rapidly about the complaint and will take individual pride in ensuring that service encounters are a success.

5.3 Implication

The results of this study have provided several implications to some practical implications to the organization.

In order to motivate employees within the hotel sector; managerial must enhancing the level of work factors such human resource practices supervisor support and employee empowerment. Hotels should provide monetary and monetary incentives such as compensations, recognition, supervision and other. This study might help management and other agency regarding to find how much their employee can be motivate and influence them to perform better. On the other hand this study might give a clear direction on how managerial could involve these human resource practices, supervisor support and empowerment into enhance employee motivation, spur them with a right way and increase job productivity and keep remain. Hotels may need to review the existing jobs and consider redesigning to include elements of task variety, skill variety, and autonomy when appropriate such as in job enrichment. The findings of the study also can be used as a guideline to improve the efficiency and effectiveness of employee motivation in their organization. By heightening the understanding of element of motivation, the organization will be able to develop and implement strategies that ensure the needs for performance is keep smooth. By engaging the human resource practices, supervisor support and empower, organization will likely receive a better high motivation return when the strategy is well conduct.

5.4 Limitation and recommendation of the study

This research had some limitations, which are stated as follows:

First limitation of the study relates to the sample of 182 employees hotel industry in Alor Setar Kedah. Thus, the findings obtained may not be generalized to other sample across the different industry zone in Malaysia. It would be better if the study can be conducted in all hotel industry zones in Malaysia. Second the findings were based on the data gathered using quantitative (questionnaire) which may be affected by response bias. Third, this study only conducted away operational, and file and rank employee (below supervisor). The result might be greater if the study could include other level of position in hotel.

5.5 Conclusion

The purpose of the study was to examine the relationships between human resource practices (recruitment and hiring, training and development, benefit and compensation, and evaluation), perceived supervisor support and employee empowerment.

According to the research findings, there were few positive relationships between all the variables of this study. The results revealed that human resource practices dimension with regard to dimension of recruitment and hiring, and training and development were significantly and positively related to employee motivations. The other two dimensions of human resource practices with regard to benefit and compensation, and evaluation were found to have insignificant relationship with employee motivation.

Finding also revealed that supervisor support had a significant relationship with employee motivation. Meanwhile, employee empowerment was insignificantly related to employee motivation.

REFERENCES:

- Abdulkarim, S. A.,Musaed, A. f., and Abdulla M.A. (2009). An empirical examination of the effects of self-efficacy, supervisor support and motivation to learn on transfer intention. *Management Decision*, Vol. 47 Iss 8 pp. 1221 - 1244.
- AlBattat, A.R., Som, A. P. M., and Helalat, A. S. (2014). Higher Dissatisfaction Higher Turnover in the Hospitality Industry. *Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 2 pp. 45-47.
- Al-Khaled. S. A. (2009). The effect of human resource management practices on employee's motivation and retention. Pp. 1-11
- Andrew, M., Deirdre, M., and Jiaolan, B. (2006). The barriers to the recruitment and retention of supervisors/managers in the Scottish. *International Journal of Contemporary Hospitality Management*, Vol. 18 Iss 5 pp. 380 - 397.
- Antonis, K., Peter, V. D. B., and Celeste, P. M. W (2007). Managing employee empowerment in luxury hotels in Europe. *International Journal of Service Industry Management*, Vol. 18 Iss 1 pp. 70 - 88.
- Aragón-Correa, J. A., Martin-Tapia, I. and Torre-Ruis, J. D. L. (2015). Sustainability issues and hospitality and tourism firms' strategies: analytical review and future. *International Journal of Contemporary Hospitality Management*, Vol. 27 Iss 3 pp. 1-51.

- Aarabi, M. S., Subramaniam, I. D., and Akeel, A. B. A. A. B. (2013). Relationship between Motivational Factors and Job Performance of Employees in Malaysian Service Industry. *Journal Of Social Science*, Vol. 9, No. 9 pp. 301-302.
- Amin, M., Khairuzzaman, W., Rasid, S. Z. A. and Selemani, R. D. A (2014). The impact of human resource management practices on performance: Evidence from a Public University. *The TQM Journal*, Vol. 26 Iss 2 pp. 125 - 142.
- Babangida, M. M., Ibrahim, A. and Abubakar, B. (2014). Effect of Motivational Incentives on Staff Turnover in Hotel Industry in Gombe State. *Journal of Business and Management*, Vol. 16, Iss. 3. Ver. III, PP 36-42.
- Baluti, J. & James, M. C. (2014). Motivation and Supervision in Hospitality Industry With Focus to Hotels and Lodges in Mzuzu City. *International Journal of Social Sciences and Entrepreneurship*, Vol.1, Iss. 10 pp. 1-13.
- Bonache, J. & Julio, C. (2005). Hotel management in Cuba and the transfer of best practices. *International Journal of Contemporary Hospitality Management*, Vol. 17 Iss 6 pp. 455 - 468.
- Bergiel, R. B., Nguyen, V. Q., Cleydney, B. F. and Taylor, G. S (2009). Human resource practices, job embeddedness and intention to quit. *Management Research News*, Vol. 32 Iss 3 pp. 205 - 219.

- Centinkaya, A. S. (2011). The Impact of Employee Motivation on Emotional Commitment: Research Undertaken in a Five-Star Hotel. *Journal of Transnational Management* , pp.149–156.
- Chun-Chieh, M. & Hsiao-Ping, C.. (2013). Training Transfer In The Taiwanese Hotel Industry: Factor and Outcomes. *Journal of Social Behavior and Personality* , Vol. 41(5), pp. 761-776.
- Chen, G. A. (2009). Through the looking glass of a social system: cross-level effects of high-performance work systems on employees' attitudes. *Personnel Psychology*, Pp, 1-29.
- Chand, M. (2010). Human resource management practices in Indian hospitality enterprises: an empirical analysis. *Journal of Human Resources Management*, Vol. 15, Iss. 1-2, pp 4-16.
- Chand, S. N. (2014). A comparative analysis of best human resource management practices in the hotel. Vol. 43 Iss 5 pp. 798 - 815.
- Chilembwe, J. M. (2014). Motivation and Supervisor in Hospitality Industry With Focus to Hotel and Lodges in Mzuzu City. *Journal of Social Sciences and Entrepreneurship*, vol.1 (10), pp. 1-13.
- Cooper, L. M. (2011). Human Resource Management Practices, Job Satisfaction and Organizational Performance in a Public Social Services Agency (Doctoral Desertation, University of La Verne) . *Dissertation of Public Administration*, pp. 40-60.

- Chena, Z., Sunb, H., Lamc, W., Hub, Q. and Huoa, Y. (2012). Chinese hotel employees in the smiling masks: roles of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *The International Journal of Human Resource Management*, Vol. 23, No. 4, pp. 826–845.
- Choi, S., Cheong, K. and Feinberg, R. A. (. (2012). Moderating effects of supervisor support, monetary rewards, and career paths on the relationship between job burnout and turnover intentions in the context of call centers. *Managing Service Quality: An International Journal*, Vol. 22 Iss 5 pp. 492 - 516.
- Farah, L. B., Sze, S. T. and Fakhrul, Z. A. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Journal of Social and Behavioral Sciences*, vol. 144, pp. 392-402.
- Foong-Ming. (2008). Linking Career Development Practices to Turnover Intention: The Mediator of Perceived. *Journal of business and Public Affairs*, vol. 2, no. 1.
- Gloudner, A. W. (1960). The norm of reciprocity: A preliminary statement ." *American Sociological Review*. Vol. 25, pp. 161-178.
- Greenidge, P. A. (2006). Approaches to HRM in the Barbados hotel industry. *International Journal of Contemporary Hospitality Management*, Vol. 18 Iss 2 pp. 94 - 109.

- Greasley, K., Bryman, A., Price, A. D. A., Soetanto, R. and King, N. (2005). Employee perceptions of empowerment. *Employee Relations*, Vol. 27 Iss 4 pp. 354 - 368.
- Harrah, W. F. (2004). Examining the Impact of Human Resources Management; A Performance Based Analytic Model (Doctoral Dissertation, University of Nevada, Las Vegas). *Dessertation of Hotel Admistration*, page. 60-80.
- Hashim, J. (2010). Human resource management practices on organisational commitment: The Islamic perspective. Vol. 39 Iss 6 pp. 785 - 799.
- Hsu, Y. R. (2011). Work-family conflict and job satisfaction in stressful working environments: The moderating roles of perceived supervisor support and internal locus of control. *International Journal of Manpower*, Vol. 32 Iss 2 pp. 233 - 248.
- Hui, A. N. (2011). The effects of perceived organizational support, perceived supervisor support and intra-organizational network resources on turnover intentions : A study of Chinese employees in multinational enterprises. *Personnel Review*, Vol. 41 Iss 1 pp. 56 - 72.
- Jackson, B. M., Johnson, S., Freddie, L. and Geogre, N. (2014). Employee Motivation, Job Satisfaction and Organizational Performance in Uganda's Oil Sub-sector. *Journal of Management and Business Studies*, Vol. 3(7), pp. 315-324.

- Kandampully, J., Zhang, T. and Bilgihan, A. (. (2015). Customer Loyalty: A Review and Future Directions with a Special Focus on the Hospitality. *International Journal of Contemporary Hospitality Management*, Vol. 27 Iss 3 pp. 1-59.
- Katou, M. C. (2007). The impact of HRM practices on organisational performance in the Indian hotel industry. *Employee Relations*, Vol. 29 Iss 6 pp. 576 - 594.
- Karatepe, O. M., Yavas, U. and Babakus, E. (2007). The Effects of Customer Orientation and Job Resources on Frontline Employees' Job Outcomes. Vol. 29(1), pp. 61-79.
- Kazlauskaite, R., Buciuniene, I. and Turaukas, L. (2006). Building employee commitment in the hospitality industry. *Journal of Management*, Vol. 1 Iss 3 pp. 300 - 314.
- Labour and Human Resource Statistics (2012). Retrieved from, <http://www.mohr.gov.my/docz/StatistikPerburuhan2012latest.pdf>
- Lashley, C. (1995). Towards an understanding of employee empowerment in hospitality services. *International Journal of Contemporary Hospitality Management*, Vol. 7 Iss 1 pp. 27 - 32.
- Lashley, C. (2015). Employee empowerment in services: a framework for analysis. *International Journal of Contemporary Hospitality Management*, Vol. 28 Iss 3 pp. 169 - 191.

- Maroudas, L. K. (2008). Employees' motivation in the luxury hotel industry: the perceived effectiveness of human-resource practices. *Journal of Management* , pp. , 258–271.
- Manzoor, Q.-A. (2011). Impact of Employees Motivation on Organizational Effectiveness. *Journal of Business Management and Strategy*, Vol. 3, No. 3 pp. 1-3.
- Mulej, M. R. (2014). CSR-based model for HRM in tourism and hospitality. *International Journal of Contemporary Hospitality Management*, Vol.43 Iss 3/4 pp. 346 - 362.
- Najeeb, A. (2013). The role of HR actors in designing and implementing HRM in tourist resorts in the Maldives. *Employee Relations*, Vol. 35 Iss 6 pp. 593 - 612.
- Nasurdin, C. L. (2014). An empirical investigation into the influence of human resource management practices on work engagement: the case of customer-contact employees in Malaysia. *International Journal of Culture, Tourism and Hospitality Research*, Vol. 8 Iss 3 pp. 345 - 360.
- Nwosu, B. (2014). Hospitality education: sustainable empowerment opportunities for Nigerian women. *Worldwide Hospitality and Tourism Themes*, Vol. 6 Iss 1 pp. 62 - 76.
- O'Neill, J. W. (2012). The determinants of a culture of partying among managers in the hotel industry. *International Journal of Contemporary Hospitality Management*, Vol. 24 Iss 1 pp. 81 - 96.

- Palmer, L. (2006). The Impact of Human Resource Management Practices on Employees' Commitment in the Banking Sector in Kingston, Jamaica (Doctoral dissertation, Nova Southeastern University). *Dessertation of Business Admininstration*, pp. 30-60.
- Perry, S. I. (2011). Employee empowerment, job satisfaction and organizational commitment: An in-depth empirical investigation. *Chinese Management Studies*, Vol. 5 Iss 3 pp. 325 - 344.
- Som, B. B. (2012). Motivational Factors of Employee Retention and Engagement in Organizations. *International Journal of Advances in Management and Economics*, Vol.1, Issue 6, pp. 88-95.
- Secara, C. G. (2014). Motivation of Staff Hotel Within Hotel From Pitesti. *Agricultural Management Journal* , Vol.XVI (2), pp. 5-10.
- Schindler, D. R. (2011). *Business Research Method*. Americas, New York: McGraw-Hill.
- Smith, L. (1999). An evaluation of programmes for staff motivation in NHS and hotel ancillary staff. Vol. 17 Iss 7/8 pp. 264 - 271.
- Stephen, D. W. (2000). The Transfer of Human Resources Practices to Brazil : A Practical Aessment and Theoritical Test Of Portability (Doctoral Dessertaion, Colorado State University). *Dessertation of Human Resource Management*, pp. 131-150.

- Sekaran, U. & Bougie, R. (2009). *Research Method for Business : A Skill Building Approach*. West Sussex, United Kingdom: John Wiley& Son Ltd.
- Tae-Yeol, K., Hon, A. H. Y. and Deog-Ro, L. (2010). Proactive Personality and Employee Creativity: The Effects of Job Creativity Requirement and Supervisor Support for Creativity. *Creativity Research Journal*, Vol. 22(1), pp. 37–45,.
- Wilton, N. (2006). Strategic Choice and Organisational Context in HRM in the UK Hotel Sector. *The Service Industries Journal*, Vol.26, No.8, pp.903–919.
- Watson, S., Maxwell, G. A. and Farquharson, L. (2006). Line managers' views on adopting human resource roles: the case of Hilton (UK) hotels. *Employee relation*, Vol. 29 Iss 1 pp. 30 - 49.