

**FACTORS AFFECTING EMPLOYEE'S JOB
SATISFACTION AMONG HOTEL EMPLOYEE'S
IN KOTA KINABALU: THE MODERATING
ROLE OF DEMOGRAPHIC FACTOR**



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UMS
UNIVERSITI MALAYSIA SABAH

**FACULTY OF BUSINESS, ECONOMICS AND
ACCOUNTANCY**

2014

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IN KOTA KINABALU: THE MODERATING
ROLE OF DEMOGRAPHIC FACTOR**

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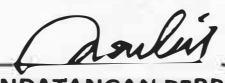
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ABSTRACT

Factors Affecting Employee's Job Satisfaction Among Hotel Employee's In Kota Kinabalu: The Moderating Role Of Demographic Factor

The purpose of this study is to examine the factor affecting employee job satisfaction among the hotel employees in Kota Kinabalu. In this study the variable of factor affecting employee job satisfaction are limited to working environment, promotion opportunity and person job fit only. The job satisfaction becomes one of the most important issues in people management especially when the organization deal with the new labor workforce that is Generation Y. Apart from that this study also aims to examine the moderating effect of demographic factor on employee job satisfaction. The scope of this study is focusing on the fulltime hotel employees that working at the hotel that located in Kota Kinabalu. This study use convenient sampling as a sampling technique due to budget and time constraint. To measure the relationship or correlation between independent variable and dependent variable and the moderating effect this study are using the Partial Least Square (PLS) technique that perform using Smart PLS version 2.0 as a data analysis method. The result of study indicates that working environment, promotion opportunity and person job fit are positively and significantly correlated with the employee job satisfaction. Apart from that the result of the study prove that the demographic factors which is gender, educational level and tenure does not has a moderating effect on the relationship between working environment, promotion opportunity, person job fit and job satisfaction.

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji faktor-faktor yang mempengaruhi kepuasan kerja dalam kalangan pekerja-pekerja hotel di Kota Kinabalu. Dalam kajian ini faktor-faktor yang mempengaruhi kepuasan pekerja terhadap kerja adalah terhad kepada persekitaran kerja, peluang kenaikan pangkat dan kesesuaian pekerja dengan pekerjaan sahaja. Kepuasan kerja adalah salah satu isu penting dalam pengurusan manusia terutamanya apabila organisasi mula berurusan dengan Genarasi Y. Selain itu kajian ini juga bertujuan untuk mengkaji kesan faktor demografi sebagai moderator dalam kajian ini. Skop kajian ini adalah pekerja hotel sepenuh masa yang sedang berkhidmat dengan hotel –hotel yang berada di Kota Kinabalu. Kajian ini menggunakan kaedah kuantitatif dan menggunakan persampelan rawak mudah sebagai teknik persampelan disebabkan faktor bajet dan kekangan masa dalam menjalankan kajian ini. Kajian ini menggunakan teknik 'Partial Least Square' (PLS) yang diaplikasikan melalui Smart PLS versi 2.0 sebagai kaedah untuk menganalisis data bagi mengukur korelasi antara pemboleh ubah bebas dan bersandar dan juga kesan moderator. Hasil kajian menunjukkan persekitaran kerja, peluang kenaikan pangkat, kesesuaian pekerja dengan pekerjaan mempunyai hubungan yang positif dan ketara dengan kepuasan pekerja terhadap kerja. Selain itu hasil kajian membuktikan bahawa faktor demografi iaitu jantina, tahap pendidikan, dan tempoh dalam organisasi tidak mempunyai kesan yang ketara dalam mempengaruhi kepuasan kerja pekerja dalam kalangan pekerja hotel di Kota Kinabalu.

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CHAPTER 1

INTRODUCTION

1.1 Overview

This chapter is about introduction of the research and was provide general explanation and overview of the research. This research is focusing on the factor that affecting employee's job satisfaction among hotel employees in Kota Kinabalu. This chapter discuss about the background of the study, problem statement, research question, research objectives, scope of the study, significance of the study, definition of key terms, and lastly the organization of this study.

1.2 Background of study

Job satisfaction becomes one of the most important issues in people management nowadays. Business organization must be able to fulfil employee job satisfaction in order to reatin the high performer in the organization. (Baron and Armstrong, 2007) state that employee as a valuable asset to the organization, therefore the organization should not treated employee as passive asset and must fulfil their satisfaction in order to retain employee in the organization.

Job satisfaction is a complex concept and was define differently by various author (Tanjeen, 2013) job satisfaction in the simple way can be defined as how people feel about their jobs either they like or dislike their jobs. While (Spector, 1997) job satisfation is the refelction to which extent employees like their job and its component. People will gain positive experienced in their career if they highly satisfied with their job, the way people perform in their jobs also can be influence by their level of satisfaction.

Apart from that job satisfaction becomes one of the most important issues in the organization because job satisfaction has a strong linkage with the employee job performance. (Perera, Khatibi, Navaratna, and Chinna, 2014) Job satisfaction positively affects job performance, employee who is highly satisfied tend to provide effective works that will improve the overall job performance. (Hira and Waqas, 2012) Satisfied workers is always productive worker for the organization, satisfied workers will give full effort towards their job and this will result to the higher performance.

Managing the employee job satisfaction becomes more challenging when the organization start dealing with the new generation of labor force that is Generation Y of Millenial generation. (Meier, Austin, and Crocker, 2010) Generation Y has higher expectation in their jobs this is due higher level of education among this generation and this generation is very sensitive with the job satisfaction, if they feel that the organization can't fulfil their job satisfaction they will simply leave the organization. (Dhanapal, Sueraya Mohd Alwie, Subramaniam, and Vashu, 2013) Generation Y likely to gain job satisfaction from positive working environment, flexibility and opportunity to grow in the organization.

There are many factors that can affect the level of employee job satisfaction. (Saeed et al., 2013, Hong et al., 2013 and Mokaya et al., 2013) working environment will influence the level of employee job satisfaction. Positive or good working environment will result to high job satisfaction among employee. Working environment is important to make sure that the employee is comfortably perform their job.

Noraani Mustapha and Zaizura Che Zakaria, (2013) : Muhammad and Akhter, (2010) Promotion opportunity is one of the most important factor to enhance the employee job satisfaction, employee will feel happy if they have the promotion opportunity in the organization. Promotion opportunity will result to a better salary, high status in the organization and also more challenges in job.

Apart from that there is previous study reported that person job fit is significantly affect the employee job satisfaction. Ilyas, (2013) and Mulky, (2011) employee will highly satisfied if their skills, knowledge and abilities is match with their task and responsibilities requirement. The mismatch between employee skills, knowledge, abilities and their job will result to others negative effect such as work stress that will lead to job dissatisfaction.

In general job satisfaction is one of the most important issues to the business organization. For the Hotel industry job satisfaction is important because it will directly affect the service orientation. Petrovic and Markovic, (2012) happy employees usually will create high service of quality that will directly satisfy the customer satisfaction. The organization must fullfil the employee job satisfaction first before expect that the employee can fullfil the customer satisfaction.

1.2.1 Background of Hotel Industry

Tourism and hotel industry are one of the most important and critical industries in Malaysia, this is due to the increasing in number of tourist that visited Malaysia every year. The number of tourist that visited Malaysia was increasing, from 2070394 people to 2447397 people for January 2013 to January 2014 (*Tourism Malaysia with the cooperation of Immigration Department 2014*). In term of revenue Tourism industry was earned RM 65.44 billion in 2013 (*Tourism Malaysia 2014*). As a part of Tourism industry, hotel industry has a significant role to continuously assist the tourism industry to provide good services to the tourist.

In order to sustain as the top travel destinations in Southeast Asia's we must be able to provide good services to the tourist. (Juliet, 2011) State that the service industry is relies on the good behavior of employees to provide good services to the customer. The employee expectations in term of their satisfaction must be meeting or fulfil by the organization, before the employee can meet the customer satisfaction, (Deolittle 2006), site in (Juliet, 2011).

In the context of Sabah the Hotel industry has been recognized as a potential growth service industry, this is due to number of visitor arrived at Sabah. The number of visitor arrived at Sabah is increasing as can be seen in table 1. The increasing in number of visitors will resulted to increasing in demand for the Hotel Industry in Sabah, especially in Kota Kinabalu area. The growth of Tourism industry will directly influence the growth of Hotel Industry.

Table 1.1: Sabah Visitors Arrival 2012 & 2013

Nationality	2012	2013
International	941,765	1,089,320
Malaysian	1,933,966	2,293,923
Total	2,844,597	3,383,243

Source: MASB, Sabah/ Immigration Department/Air Asia

1.3 Problem Statement

Nowadays, most of organizations especially those in the hospitality business that related to tourism sector are started facing problems in maintaining employee's job satisfaction (Kilic & Selvi, 2009). In the context of Sabah the number of visitor arrive is increase from 941,765 to 1,089,320 in the year 2012 to 2013 (MASB, Sabah/ Immigration Department/Air Asia, 2014). By that we can see that hotel industry has a strong potential growth for the service industry, however the growth of hotel industry affected by the high turnover rates among employees in hotel industry due job dissatisfaction, (Ariokiasamy, 2013). Therefore it is important to do a research about the factors that affecting job satisfaction in the Hotel industry, in order to overcome this problem.

Some researchers reported that working environment has a direct impact towards employee job satisfaction, therefore it is interesting to do a research about this relationship to see either it is applicable in the Hotel Industry or not because

most of the past research are done in other sectors. (Jain & Kaur, 2014) In their result of study state that good working condition, refreshment and recreation facility, health and safety facility, fun at workplace will result to the higher level of job satisfaction among employee. Meanwhile, job dissatisfaction will arise due to some factor such as workload, stress, overtime, fatigue, boredom and also other factors. (Parvin & Kabir, 2011) Reported, working conditions also one of the contributing factors that affect the employee job satisfaction among employee in pharmaceutical companies at Bangladesh. (samina, Farooq , & Nadeem, 2012) Working environment is positively influence employee job satisfaction because employee is concerned with comfortable physical work environment.

Promotion opportunity is one of the most important factors that can affect employee job satisfaction. (Muhammad & Akhter, 2010) Employee who is satisfied with the promotion opportunity will be more satisfied with their overall job satisfaction. Employee will feel happy when receive the promotion opportunity timely and the level of employee job satisfaction will automatically reduce when they did not get any promotion in certain period of time. (Noraani & Zaizura, 2013) promotion opportunity is a mechanism to enhance the job satisfaction and to retain the best talent in the organizations. By that we can see that promotion opportunity is important to satisfied the employee in their work, therefore it is important to study about this relationship in order to contribute to the body knowldege in this area.

Some people believe that person job fit can affect their level of job satisfaction. The number of research regarding the influence of person job fit towards employee job satisfaction is still limited in the context of Malaysia. Therefore it is interesting to study about this relationship to see either it applicable or not in the Malaysian context especially in the hotel industry. Iqbal et al., (2012) State that the task and responsibilities assigned to the employees must match with his or her competencies if not it will lead to job dissatisfaction. This also supported by Pawase & Poonawala, (2013) that reported person job fit has a strong linkage with job satisfaction. Mulky (2011) and Ilyas (2013) in their result of study also prove that person job fit has a positive relationship with the job satisfaction.

Besides that, the previous study showed the inconsistent result of the influence of gender on job satisfaction. Scott et al., (2005) come out with the result that gender has a low significant relationship with the job satisfaction construct. However, Aydin et al. (2012), find out that gender has a significant effect to level of job satisfaction, means the job satisfaction can be influenced by gender differences. Due to this inconsistency, it is important to do a research about the moderating effect of gender towards employee job satisfaction to see either gender can moderate the level of employee job satisfaction.

There are previous research regarding the influence of education level on job satisfaction and the researcher report a different result. Tampieri, (2010) State that educated people will perceive less job satisfaction and Ranjit, (2012) state level of education is significantly affecting the job satisfaction among 328 Textile Mill workers in India. Gardner & Oswald, (2002), people with low level of education qualification achieve higher level of job satisfaction rather than people with the Degree qualification. However Met & Ali, (2014) reported that level of education has no significant moderate effect towards job satisfaction among 341 employees at oil and gas offshore production in Malaysia.

Tenure was significantly related to the level of employee job satisfaction, but there is limited study done on the hotel industry regarding this relationship. Due to the limited number of study it is important to study about the moderating effect of tenure on job satisfaction, in order to contribute to the literature about this relationship from the hotel industry perspective. Met & Ali, (2014) There is significant effect of tenure with the job satisfaction; people who have longer tenure tend to be more satisfied than people who have a short period of tenure within the organization. Anyanzwa, (2013) Also reported that tenure is positively related to the employee job satisfaction. Mowday et al (1979) site in Anyanzwa, (2013) length of service is related to the strong of belief and acceptance of the organization, has willingness to exert considerable effort on behalf of organization and also has a strong desire to stay remain with the organization.

1.4 Research Questions

1. Does working environment affect employee's job satisfaction among hotel employees in Kota kinabalu?
2. Does promotion opportunity affect employee's job satisfaction among hotel employees in Kota Kinabalu?
3. Does person job fit affect employee's job satisfaction among hotel employees in Kota Kinabalu?
4. Does gender moderate the relationship between working environment, promotion opportunity, person job fit and employee's job satisfaction among hotel employees in Kota Kinabalu?
5. Does level of education moderate the relationship between working environment, promotion opportunity, person job fit and employee's job satisfaction among hotel employees in Kota Kinabalu?
6. Does tenure moderate the relationship between working environment, promotion opportunity, person job fit and employee's job satisfaction among hotel employees in Kota Kinabalu?

1.5 Research Objectives

1. To explore the relationship between working environment and employee's job satisfaction among Hotel employees in Kota Kinabalu.
2. To determine the relationship between promotion opportunity on employee's job satisfaction among Hotel employees in Kota Kinabalu.
3. To investigate the relationship between person job fit and employee job satisfaction among Hotel employees in Kota Kinabalu.
4. To examine the moderating effect of gender on the relationship between working environment, promotion opportunity, person job fit and employee's job satisfaction among Hotel employees in Kota Kinabalu.
5. To examine the moderating effect of education level on the relationship between working environment, promotion opportunity, person job fit and employee's job satisfaction among Hotel employees in Kota Kinabalu.

6. To examine the moderating effect of tenure on the relationship between working environment, promotion opportunity, person job fit and employee job satisfaction among Hotel employees in Kota Kinabalu.

1.6 Scope of the Study

This study only focuses on full time Hotel employees at Kota Kinabalu. The factors affecting employee job satisfaction are limited to the selected factor only that is working environment, promotion opportunity and also person job fit. Apart from that this study will also covered the moderating effect of demographic factor which is gender, education level and tenure in the relationship between independent and dependent variable.

1.7 Significance of the Study

In term of practical aspect the finding of this research can be used by organization or policy makers to facilitate the employee job satisfaction. The organization or policy maker can use the tested variables in this study to promote a good employee satisfaction policy. Apart from that this study can provide information about factors that can influence employee's job satisfaction to the Hotel Industry that has interest to improve their employee's job satisfaction.

Improving employee job satisfaction is very important because it will has a direct impact towards overall organization performance, reputation and also turn over intentions in the organization. Therefore this study will be able to guide the organization to know the most important factor that can enhance the employee job satisfaction. The organization must be able to fulfill employee job satisfaction in order to retain the high performer in the organization.

For the theoretical aspect this study is contribute to the body of knowledge and number of research about the factors affecting employee job satisfaction in the